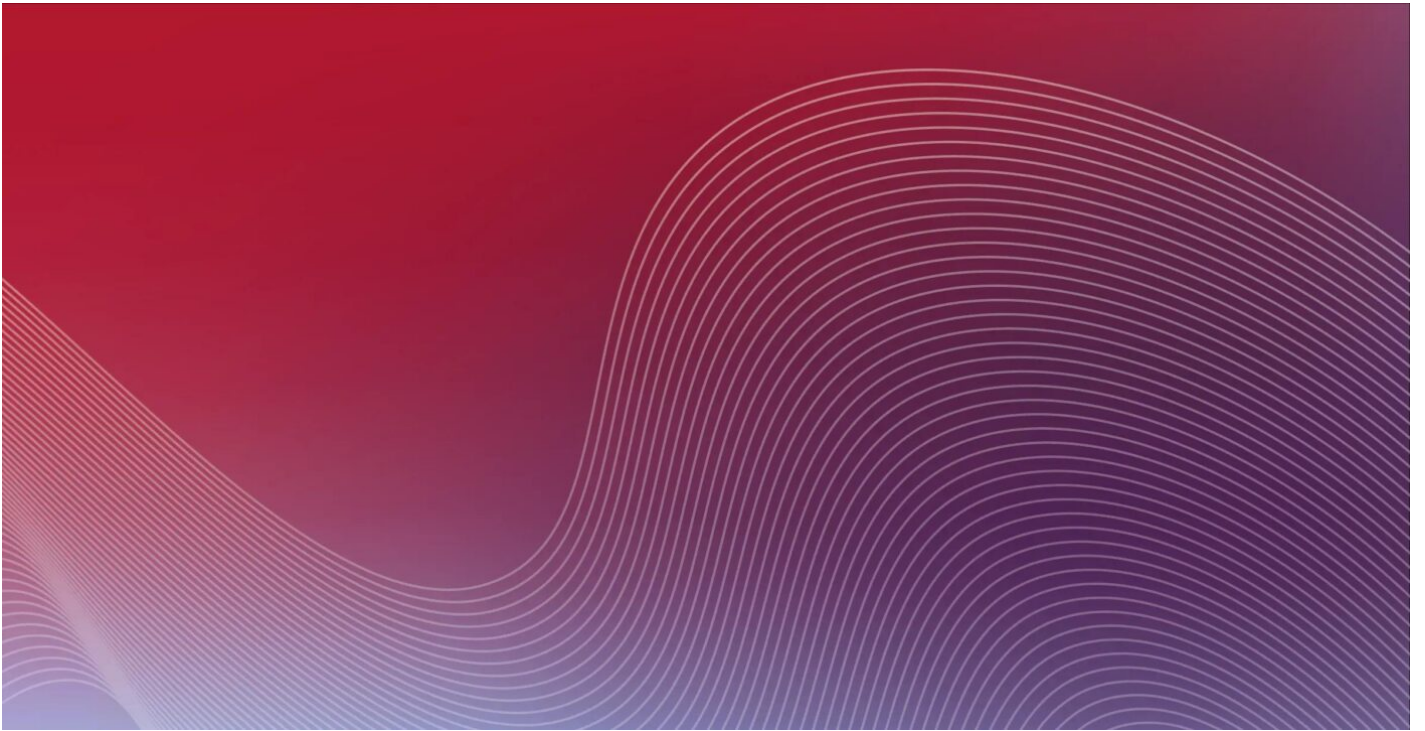




AFRICA **CEO** FORUM
ANNUAL SUMMIT



Kigali

14 & 15 MAY 2026



Opening Ceremony

Speakers

- Eleni GIOKOS / Anchor & correspondent, CNN
- H.E. Paul KAGAME / President, Republic of Rwanda
- Makhtar DIOP / Managing Director, IFC
- Amir BEN YAHMED / CEO, Jeune Afrique Media Group
- Jean Guy AFRIKA / Chief Executive Officer, Rwanda Development Board

ACF TV Welcome – Which types of African businesses will scale or fail?

Africa's private sector needs scale to absorb global shocks – but which types of companies will have the wherewithal to get there? As aid recedes, conflict in the Middle East ripples through markets and investors retreat to safer ground, will some African companies simply fail? Africa CEO Forum WebTV previews the summit's central theme: a shared ownership model built on cross-border infrastructure, aligned regulations and shared equity – and asks if the foundations to build business scale are achievable?

Speakers

- Terryanne CHEBET / Chief Executive Officer, Pink Foundry Communications
- Mayowa KUYORO / Partner, Africa Financial Services Practice Leader and EEMA Fintech and Payments Practice Leader, McKinsey & Company, Africa
- Ebenezer ASANTE / Senior Vice President, MTN Group

Opening Address

Africa at scale: capital, policy, and the architecture of growth

Speakers

- Abdul Samad RABIU / Executive Chairman, BUA Group

Opening Panel

Scale or Fail: why Africa must embrace shared ownership

The fraying of multilateralism, the reordering of trade, and the retreat of aid flows are redrawing the map of global capital. In this new order, size is no longer a strategic advantage – it is the first line of defence. Africa enters this moment with real momentum. But momentum is not scale. And scale will only be achieved on Africa's own terms through one organising logic: shared ownership – African nations and businesses investing not only in themselves, but in each other's growth, assets, and markets. The Africa CEO Forum's opening panel brings together leaders operating at the intersection of capital, industry and the continent's ambitions to ask a defining question: What will it take for Africa's leaders to turn shared ownership from ambition into practice – and what stands in its way?

Key points

- Shared equity: Can African capital markets and institutional investors become the backbone of continental expansion?
- Shared infrastructure: What will it take to move from isolated megaprojects to integrated cross-border corridors – connecting resources, markets and people at continental scale?
- Shared frameworks: How can legal and technological frameworks become drivers of scale — turning regulatory coherence into a continental competitive advantage?

Speakers

- Jennifer ZABASAJJA / Chief Africa Correspondent & Anchor, Bloomberg TV
- Ethiopis TAFARA / Regional Vice President for Africa, IFC
- Jean-Pascal TRICOIRE / Chairman, Schneider Electric
- H.E. Abdullah ALMUSAIBEEH / President, BADEA
- Mary-Ann MUSANGI / Managing Director , HACO Industries

Invest in Côte d'Ivoire

Conversation with H.E. Robert BEUGRE MAMBE

Major economies are now openly mobilising state power to back their national champions. Africa has considerable assets, but assets alone do not create leverage: leverage requires scale. H. E. Robert Beugré Mambé, Prime Minister of Côte d'Ivoire, reflects on the choices needed to cross that threshold.

Speakers

- Marwane BEN YAHMED / Director of publication, Jeune Afrique
- H.E. Robert BEUGRE MAMBE / Prime Minister, Head of Government, Republic of Côte d'Ivoire

Invest in Côte d'Ivoire

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Eric KACOU / Co-Founder and CEO, Solutions Partners (ESP)
- H.E. Souleymane DIARRASSOUBA / Minister of Planning and Development, Republic of Côte d'Ivoire
- H.E. Ibrahim Kalil KONATE / Minister of Trade, Industry and Handicrafts, Republic of Côte d'Ivoire
- H.E. Djibril OUATTARA / Minister of Digital Transition and Technological Innovation, Republic of Côte d'Ivoire
- Nathalie Kouassi AKON / Division Director, West African Gulf of Guinea, IFC
- Ahmed CISSE / President, Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)

Panel

WFC - Closed Circuit: Why African Entrepreneurs Self-Select Out of Growth Capital

Across Sub-Saharan Africa, the gender wealth gap begins before investment decisions are made. Female entrepreneurs are almost twice as likely as men not to apply for bank loans – despite similar approval rates. This self-selection compounds across the financing chain, concentrating African Businesswomen in sectors that attract 16% less investment and limiting PE/VC funding to a median of \$500k versus \$9.7m for men. The result is a reinforcing loop that systematically limits the emergence of scalable women-led firms – and costs the region an estimated \$95bn in lost productivity annually. As much as an inclusion issue, gender finance is a capital allocation failure.

Key points

- Capital call: Which structural interventions – from loan-officer outreach to bias-suppressing credit scoring – could most effectively break the self-selection dynamic at source?
- Unfit for purpose: How can investment committees shift from sector familiarity to performance metrics – and which procurement programmes can actively pull women-led firms into capital-intensive industries?
- Legibility gap: What would it take to build the track record infrastructure – standardised data, alternative credit signals, portfolio benchmarks – that makes women-led firms legible to institutional investors?

Speakers

- Victoria RUBADIRI / Connecting Africa Correspondent, CNN
- Coura Carine SENE / Regional Director, Wave Mobile Money Group
- Ndidi OKONKWO NWUNELI / President & CEO, ONE Campaign
- Michael JONGENEEL / CEO, FMO
- Rachel MORÉ-OSHODI / Managing Director & CEO, ARM-Harith
- Aminata KANE / Senior Vice President & Group Country Manager for Western and central Africa (WCA), Visa

Invest in Rwanda

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Shalini UNNIKRISHNAN / Managing Director & Senior Partner, Boston Consulting Group
- Jean Guy AFRIKA / Chief Executive Officer, Rwanda Development Board
- Ethiopis TAFARA / Regional Vice President for Africa, IFC
- Ahmed ELSEWEDY / President & CEO, Elsewedy Electric
- Peter GELETA / CEO, Trinity Metals
- Eric DUVAL / CEO & Founder, Duval Group
- Caitlin BURTON / CEO Africa, Zipline
- Michelle UMURUNGI / Chief Investment Officer, RDB
- Louise KANYONGA / Deputy CEO, Rwanda Social Security Board (RSSB)

McKinsey Side Event

From potential to performance: A snapshot of African banking

Access by invitation only.

Africa's financial markets, with banking at the helm, are among the most dynamic in the world. Buoyed by high interest rates and growth in trading income, African banks delivered an ROE of 19 percent in 2024 — well above the global average of 10 percent. Yet persistent gaps in access and infrastructure, alongside macroeconomic headwinds, continue to limit the sector's full potential. This private strategic roundtable offers an exclusive deep dive into six themes likely to drive future profits. To lock in gains as tailwinds fade, African banks could pursue a strategy addressing financial stability, disciplined growth and future capabilities. This means expanding into new markets where the economics are sound, fortifying cyber, fraud and operational resilience, and industrialising AI while strengthening data foundations. The discussion draws on how leading players in Egypt, Kenya, Morocco, Nigeria and South Africa are navigating these challenges.

Speakers

- Mayowa KUYORO / Partner, Africa Financial Services Practice Leader and EEMA Fintech and Payments Practice Leader, McKinsey & Company, Africa

Panel

From Cargo to Kilowatt: Can Africa's Gas Boom Power Africa?

Africa's upstream gas sector is accelerating. Senegal's GTA reached export in 2025, Congo shipped its first LNG cargo in 2026, and new LNG capacity across Nigeria and Mozambique is coming online imminently. But as geopolitical tensions and gas prices rise, African gas seems destined almost exclusively for international markets, with exports slated to double by 2030. Domestic gas-to-power frameworks and projects continue to lag, and despite initiatives like Mission 300 to build up domestic demand, export markets remain the safer bet. How can African actors align contracts, logistics, incentives and financing structures quickly enough to capitalise on – and tap into – their own power source?

Key points

- Export vs domestic priority: Which supply chain models and contractual agreements can make regional consumption commercially viable for both producers, off takers and final consumers?
- The bankability gap: Mission 300 is advancing grid reform and transmission investment, yet final consumer creditworthiness remains an obstacle. Which risk-sharing instruments or data-advocacy initiatives could mobilize further investment?
- Bridging the gap: Can export projects be redirected to supply local demand, and which risk mitigation tools are necessary to make this a reality?

Speakers

- Julians AMBOKO / Host - Business Redefined & CFO Chat, Nation Media Group
- Tony ATTAH / CEO & Managing Director, Renaissance Energy Company
- Mike SANGSTER / Senior Vice President, Africa, TotalEnergies
- William ASIKO / Senior Vice President for Africa, Rockefeller Foundation
- Acha LEKE / Senior Partner, and Chairman, McKinsey & Company, Africa
- Amadou HOTT / Chair Africa Advisory, VISION INVEST

MOPAT Side Event I From Blueprint to Build: PPPs and Economic Infrastructure for Africa's Industrial Acceleration

Access by invitation only.

Africa's industrialisation agenda is entering a more capital-intensive and infrastructure-driven phase, yet the gap between ambition and execution remains a major constraint. Many flagship projects continue to stall before reaching financial close. Accelerating delivery will require stronger public-private partnerships, credible execution partners, and integrated economic infrastructure, including special economic zones, industrial corridors, energy assets, tourism hubs, and agro-industrial platforms. Aligning governments, investors, and operators around bankable structures and regionally coordinated infrastructure will be critical to transforming announced projects into operational assets and building competitive industrial ecosystems across the continent.

Key points:

- How to move large-scale industrial and infrastructure projects from concept to financial close and build a credible, executable pipeline at the regional level?
- Which PPP frameworks and economic infrastructure models (SEZs, corridors, energy, tourism, agro-industrial platforms) most effectively attract industrial operators and secure long-term investment?
- How can PPPs and integrated economic infrastructure be articulated together to build regionally competitive platforms that capture capital, strengthen local value chains, and deliver lasting economic impact?

Speakers

- Moustapha IBRAHIM MALLOUM / Deputy Regional Director | West Africa, Proparco
- Mouhamed DIENG / Founder & CEO, MOPAT
- Habyba THIERO / Co-Founder, MOPAT
- Moussa KOUYATE / Chairman, National Steering Committee for Public-Private Partnerships (CNP-PPP)

Executive Dialogue

Open for Business—or Open Season? Africa, Asian Overcapacity and the Reconfiguration of Global Trade

Access via sign-up on the event app or by invitation only.

Global trade flows are being reshaped by industrial overcapacity in Asia, redirected trade routes, and renewed state intervention across major economies. In 2025, renewed trade tensions have accelerated this reconfiguration, with surplus manufacturing capacity redirected toward open markets – with Africa the prime target. While the continent remains committed to open markets and imports can support consumer welfare, they also can widen trade imbalances and end-market dependence. This Executive Dialogue will examine how African economies can remain open for business while managing emerging imbalances, safeguarding industrial ambitions, and strengthening their position in a more fragmented global trading system.

Key points

- Morocco's automotive rise and Kenya's pharma growth show that industrial bets can work. How can African public and private leaders jointly pick winning industries?
- Producer & consumer: How can African economies reconcile open trade ties with strategic industrial and competitiveness objectives?
- Processing platform – Can trade infrastructure help Africa become the mid-stage manufacturing bridge between Asia's production base and Western markets?

Speakers

- Abdou DIOP / Managing Partner, Forvis Mazars
- Guillaume DALAIS / Group Chief Executive, CIEL Group
- Nicolas SARTINI / Senior Vice President, Business Development, MSC Mediterranean Shipping Company
- Martijn VAN DONGEN / Global Head of Investment, APM Terminals
- Aboubaker OMAR HADI / Chairman, Djibouti Ports & Free Zones Authority – Great Horn Investment Holding (DPFZA-GHIH)
- Alexia LATORTUE / Head of Secretariat, Future of Development Cooperation Coalition

Invest in Morocco

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Manal BERNOUSSI / Founder & Managing Director, Leaders on Purpose
- H.E. Karim ZIDANE / Minister Delegate to the Head of Government, responsible for Investment, Convergence, and the Evaluation of Public Policies, Kingdom of Morocco
- Khalid BADDOU / Chief Institutional Affairs Officer, University Mohammed VI Polytechnic (UM6P)
- Cheikh-Oumar SYLLA / Regional Director for North Africa and the Horn of Africa, IFC
- Amina BENKHADRA / CEO, National Office of Hydrocarbons and Mines (ONHYM)
- Hicham LARAQUI HOUSSEINI / Chief Executive Officer, SEREND
- Maturin TCHOUMI / Pharma International Area Head - Africa, Roche
- Seddiq HASSANI / Chief Executive Officer, INGELEC

Conversation With

At the Right Scale: Matching Systems to African Entrepreneurs' Ambition

Across Africa, entrepreneurs are building businesses that respond directly to climate and employment challenges. But scaling from thousands to millions of customers is rarely straightforward. It requires navigating gaps in financing, complex regulation, and fragmented markets – and closing those gaps demands more than grant capital alone. Africa's domestic capital is growing; the question is whether it can be mobilised more catalytically in support of African priorities. In this conversation, Sewit Ahderom, President and CEO of the Mastercard Foundation, discusses what it takes to build businesses at scale in Africa, and how finance, philanthropy, and markets must evolve to support that ambition, particularly in sectors that create jobs and expand opportunity for young people.

Speakers

- British A. ROBINSON / Chair, Africa, Milken Institute International
- / President & CEO, Mastercard Foundation

In the crossfire of Middle East tensions and tariff politics: How deeply will Africa's private sector be caught?

The Iran conflict and US import tariffs could profoundly impact the trajectory for African businesses. Africa had been projected to outpace the global economy in 2026 & 2027 – but does that outlook still hold? Global politics has entered the equation. President Trump has extended a 30% import tariff on South Africa; dozens of African nations have lost their African Growth and Opportunity Act benefits with the US, and fuel prices in African nations have been sent soaring due to Middle East conflict. What can Africa and its private sector do to stay ahead?

Speakers

- Trudi MAKHAYA / Partner, BCG
- Jeff GABLE / Chief Economist, Absa Group
- Dion SHANGO / Africa CEO, PwC

Panel

Don't be patient: Is African Healthcare access on the cusp of a revolution?

In Mozambique and Nigeria, last-mile logistics can represent up to 80% of total vaccine and malaria supply costs. Across Africa, with few exceptions, logistics are a key driver of inaccessibility to medical assistance, diagnostics and essential health products. From cold-chain innovation to drone deliveries, and from tele-health to remote community healthcare upskilling, the potential for improvement from a low base is vast. With a \$150M investment in Zipline by the DFC, the benefits will be felt by patients and business alike. As the continent's demographics evolve, shifting needs from acute to chronic diseases, how can Africa's healthcare players deliver both necessary care and returns?

Key points

- Sharing the cost in the post-aid era: how can drugs manufacturers, logisticians, philanthropic and government actors collaborate to lower the cost of accessible care?
- Inventions and innovation: what are today's technological game-changers improving healthcare access?
- From DHIS2 to OpenMRS: how can data fragmentation be overcome to make healthcare delivery a bankable business?

Speakers

- Prashant YADAV / Senior Fellow, Council on Foreign Relations
- Solomon ZEWDU / CEO, The END Fund
- Caitlin BURTON / CEO Africa, Zipline
- Mohammed AKOOJEE / Chief Executive Officer and Managing Director - Africa, DP World
- Neel ANDHEE-SHAH / Interim Country President African Cluster, ASTRAZENECA
- Françoise LOMBARD / CEO, Proparco
- Kanwulia OKAFOR / Director Industry Services, GSMA Africa

Cocktail Disrupters Club & 20 Future Champions of Tech

Beyond Funding: Building the Infrastructure African Startups Actually Need

African startups raised over \$3.4B in 2025, confirming the continent's resilient innovation landscape. But beyond funding, startups face a deeper challenge: the lack of the underlying systems needed to grow. From limited local angel networks and fragmented access to operational know-how, to weak product design standards and the absence of strong founder communities, too many entrepreneurs are still building in isolation. At the earliest stages, where risk is highest and private capital rarely ventures, the public sector also has a critical role to play through dedicated seed funds, support programs and policy frameworks that create the conditions for the broader ecosystem to follow. As a result, Africa's startup landscape remains rich in ideas, but uneven in execution and sustainability.

In this exclusive cocktail hosted by VISA, Jeune Afrique and The Africa Report, startup founders, investors, ecosystem builders and public stakeholders will come together to explore how to strengthen the capital, knowledge, design and community infrastructure, across both public and private spheres, needed to turn African innovation into lasting companies.

Speakers

- Babacar SECK / Founder & Managing Partner, Askya Investment Partners
- Ismahill DIABY / Vice President, General Manager Western and Central Francophone & Lusophone Africa, Visa
- Tobe ARIZE / CEO, PowerLabs
- Maimouna DIALLO / Co-Founder, Chief Commercial Officer, SKALETEK

Panel

Blue Corridors: Unlocking Africa's Hidden Logistics Advantage

Africa moves 80% of its freight by road – its most expensive transport mode. Inland waterways could cut logistics costs by 30–60%, while supporting hydropower, irrigation and climate resilience. Globally, rivers are coordinated economic corridors, like the Yangtze, which generates over 40% of China's GDP. In Africa, however, water infrastructure remains fragmented. Energy, agriculture and transport are planned in silos, inflating costs and weakening competitiveness. Projects like the AfDB's Lake Victoria–Mediterranean corridor show a shift is possible. Multi-purpose water corridors could become Africa's next productivity backbone – if the right governance models, anchor investors, and deal structures can align energy, agriculture and trade within investable platforms.

Key points

- What are the key obstacles to the development of fluvial ports? Why don't more major industrial players – moving millions of tonnes – make the shift from road to river?
- From powerless administration to transnational enablers: How can project promoters, governments and DFIs help establish and empower new corridor-level institutions?
- Financing streams: Multi-purpose hubs are even more complex to finance than individual African power and seaport projects. How can this game-changing infrastructure be de-risked?

Speakers

- Asmae KADDOURI / Economic Journalist, Africa Business+
- Oluwadamilola EMMANUEL / Special Adviser to the Governor of Lagos State on Blue Economy and General Manager, Lagos Waterways Authority (LASWA)
- Ousmane DIONE / Regional Vice-President, Middle East and North Africa, World Bank
- Diane KARUSISI / CEO, Bank of Kigali
- Adeline GABILLAUD / Regional Director Africa , CMA CGM Group

Africa Business Leaders Coalition (ABLC) | Executive Dialogue: Unlocking Intra-African Trade through Collective CEO Action

Access by invitation only.

This closed-door Africa Business Leaders Coalition (ABLC) roundtable convenes a select group of CEOs and multilateral leaders, to advance private sector action on intra-African trade. Anchored by the launch of ABLC's Five Mindset Shifts to Unlock Intra-African Trade, this session is organized by the UN Global Compact and BCG to translate ABLC insights and AfCFTA ambitions into practical, CEO-led initiatives that can accelerate trade and investment in the continent.

Speakers

- Trudi MAKHAYA / Partner, BCG
- Sanda OJIAMBO / Assistant General Secretary & CEO, UN Global Compact
- Patrick DUPOUX / Managing Director & Senior Partner, BCG

Conversation With Underwriting the Leap

Across Africa, insurance penetration remains below 3% of GDP in most markets – not because the risks are uninsurable, but because the ecosystem to price and absorb them has never been deliberately built. Without that infrastructure, investment stalls, fiscal buffers stay thin, and growth ambitions outpace the financial systems meant to support them. Rwanda is testing a different approach: a National Insurance Strategy that treats insurance and reinsurance not just as financial services, but as instruments of structural transformation. Soraya Hakuziyaremye, Governor of the National Bank of Rwanda, and Corneille Karekezi, Group Managing Director and CEO of Africa Re, make the case for insurance as strategic infrastructure – and what it takes to build it by design.

Speakers

- Fiona MUTHONI NARINGWA / Executive Producer, Africa Storyline
- Soraya M. HAKUZIYAREMYE / Governor, National Bank of Rwanda
- Corneille KAREKEZI / Group Managing Director of Africa Re & Chairperson of AAMFI Governing Council.

Strategic Roundtable

The right content: Aligning African project requirements with industrial reality

Access via sign-up on the event app or by invitation only.

Across Africa, a wave of new mining and energy codes is locking in local content rules for a generation, often through rigid quotas that raise costs and slow procurement. Evidence from South Africa's energy sector suggests mandates can add up to 10% to project costs, while competitors like Chile and Brazil use phased, incentive-based approaches that attract capital while building capability. The risk: weaker competitiveness in a globally mobile industry. Smarter models exist — from Anglo American's Zimele to TotalEnergies' Kaminho in Angola — linking localisation to real capacity and bankability. The goal: turn local content from a compliance obligation into competitive advantage.

Key points

- From quotas to returns: How can localisation frameworks be negotiated so that cost increases today are matched by topline gains for all parties tomorrow?
- Which local content obligations are most onerous and create the least local value – and which have the best RoI for citizens?
- Localisation Innovation: Amid a global revaluation of extractives, can we rethink traditional local content altogether, recognising value creation for the future?

Speakers

- Asmae KADDOURI / Economic Journalist, Africa Business+
- Shruti AGGARWAL / Chief Executive Officer, Shema Power Lake Kivu Limited
- H.E. Bouna SYLLA / Minister of Mines and Geology, Republic of Guinea
- Canninah DLADLA / Cluster President, Sub-Saharan Africa, Schneider Electric
- Ayodeji ADELGUN / CEO, Nigeria, Standard Chartered

Capturing the AI upside

Generative AI could pull in up to \$103 billion in annual economic value across sectors in Africa, predict analysts. Fintechs and banks are already deploying AI to combat fraud; agri-tech firms are adopting it to optimize food supply chains and businesses are using chatbots to reinvent the customer experience. Are such companies taking the plunge into AI seeing cost savings that justify the spend – and how well do AI models fit African business realities?

Speakers

- Michael TSAN / Global AI Lead and Senior Partner, Dalberg Advisors
- Emmanuel LUBANZADIO / Africa Lead, OpenAI
- Kate KALLOT / Founder & CEO, Amini
- Babacar SECK / Founder & Managing Partner, Askya Investment Partners
- Chad POLLOCK / Vice President & Managing Director East Africa, VISA

Strategic Roundtable

Financing Africa's Nuclear Future: From First Projects to Scalable Investment

Access via sign-up on the event app or by invitation only.

As African economies face rising power demand, industrialisation ambitions, and increasing pressure to decarbonise, nuclear energy – particularly Small Modular Reactors (SMRs) – is emerging as a credible baseload solution. Several countries are advancing feasibility studies and regulatory frameworks, yet progress remains constrained by one critical challenge: financing. Nuclear projects are capital-intensive, long-term, and perceived as high-risk, making them difficult to structure within current infrastructure financing models. Building on the inaugural nuclear financing roundtable, this second edition moves from the case for nuclear to the mechanics of funding it – examining how blended financing structures can align public priorities with private capital expectations.

Key points

- What financing models – sovereign, PPP, or hybrid – can make African nuclear projects bankable and fiscally sustainable, and how should nuclear fit within the climate finance framework?
- How can DFIs and export credit agencies collaborate, and how could a framework such as NAFAD support a pipeline of repeatable nuclear financing structures?
- What minimum conditions – demand, grid readiness, institutional capacity – must be met to make nuclear projects investment-ready?

Speakers

- Katie HILL / Partner & Associate Director, BCG Nairobi
- H.E. Robert Koffi Messan EKLO / Minister of Energy, Republic of Togo
- Serge EKUE / President, West African Development Bank
- Lassina ZERBO / Chair & Energy Advisor and Member of the Strategy and Policy Council, Rwanda Atomic Energy Board (RAEB) & Office of the President
- Loyiso TYABASHE / Group CEO, South African Nuclear Energy Corporation (Necsa)
- Valerie LEVKOV / Vice President for Infrastructure, World Bank Group
- H.E. Essowè Georges BARCOLA / Minister of Finance and Budget, Republic of Togo

Strategic Roundtable

The skills corridor: Enabling African firms to deploy talent across borders

Access via sign-up on the event app or by invitation only.

Africa's economic integration remains constrained by limited labour mobility. Work permits are slow, rules and decisions can be unpredictable. Yet businesses are ready for a mobile talent pool: an SAP survey in Kenya, Nigeria, and South Africa found that geographical location is one of the least important recruitment factors – cited by only 19% of firms. Across energy, construction, healthcare, and logistics, 30–50% of firms cite skills shortages as a major constraint, according to the African Development Bank. This roundtable will reconcile these facts, asking whether a simple, trusted digital infrastructure system is feasible to catalyse the intra-African talent trade.

Key points

- What practical steps would make cross-border deployment of African managers fast, predictable, and administratively simple?
- Which strategic sectors – finance, telecoms, logistics – offer the best test case for piloting a cross-border professional mobility system?
- How can countries design schemes that build for domestic needs while enabling the import of senior talent essential to growth?

Speakers

- Prof. Dayalan GOVENDER / People and Organisation Transformation leader, PwC
- Aliou MAIGA / Africa Regional Industry Director, Financial Institutions, IFC
- Nikki GERMANY / Chief Executive Officer, Moringa
- Julien GARCIER / Managing Director, Sagaci Research
- Kaushik BURMAN / CEO and Board Director, Spiro
- Jansen DURHAM / Co-founder, Fixa Rwanda
- Adnane BEN HALIMA / Northern Africa Vice president in charge of Public Affairs, Huawei

Conversation With

Staying power: the architecture of lasting mineral value

Staying power in mining is not about surviving a down cycle. It is about designing an economy that does not depend on survival. H.E. Ndaba Gaolathe, Vice President of Botswana, addresses this challenge by asking the prior question: before integrated mining-power project design, before bankability structures – what does a government need to decide about ownership of critical minerals and energy infrastructure, time horizon, and which risks it must move first to absorb?

Speakers

- Ramah NYANG / Journalist, Bloomberg/CGTN
- H.E. Ndaba GAOLATHE / Vice-President, The Republic of Botswana

Panel

Mineral-Power Nexus: Designing Africa's Next Generation of Mining Projects

African mining and energy projects are increasingly being planned together rather than in isolation. In the Zambia–DRC battery corridor, backed by the \$3.5 billion Lobito project, governments are exploring shared power and mineral-processing capacity. First Quantum Minerals is developing 430 MW of renewables for its copper-belt Kansanshi and Sentinel mines, a move from traditional captive power to systems enabling local processing. In Namibia, green hydrogen plans link renewables, desalination and critical-mineral processing in emerging industrial zones, hinting at how clean energy could support the minerals and rare earths needed for tomorrow. Together, these cases point toward a continental shift: mines designed not as isolated export projects, but as system assets anchoring regional industrial development – raising hard questions about integration costs, risks, and bankability.

Key points

- Who must move first – and who must absorb the early risk – to make integrated mineral-energy planning viable: governments, miners, utilities, or financiers?
- Where does “system asset” ambition start to undercut mine bankability? What integration demands are simply incompatible with competitive projects?
- Are the Zambia–DRC corridor and Namibia genuinely replicable models – or outcomes of exceptional geopolitics, concessional finance, and state capacity?

Speakers

- Julian PECQUET / U.S. Correspondent, The Africa Report
- Thierry HEBRAUD / CEO, Mauritius Commercial Bank (MCB)
- Aryann GUPTA / Executive Director, A2MP
- Peter GELETA / CEO, Trinity Metals
- Terje PILSKOG / CEO, Scatec
- Agesan RAJAGOPAL / Partner and Head: Global Energy and Materials Practice, McKinsey & Company, Africa

Panel

Skin in the game: Unlocking African projects for long-term institutional capital

African pension and deposit funds alone manage over \$230bn – part of a domestic capital pool estimated at over \$1.1 trillion – yet infrastructure allocations remain negligible across the board, often below 1%. This is not simple risk aversion. The same institutions readily deploy capital into rated corporates and sovereign instruments, wherever assets meet their requirements: credit thresholds, predictable cash flows, professional governance, downside protection, and credible exits. The paradox is real: sovereign debt attracts billions while infrastructure equity struggles to raise millions from the same investors. The issue isn't appetite – it's whether African projects are packaged to compete.

Key points

- Fit to compete: What does it take for an infrastructure project to clear the bar for institutional capital? What credit enhancements – partial guarantees, subordinated tranches, revenue escrows – can create investment-grade risk profiles at scale?
- Repeat business: Which standards in contracts, disclosure, foreign-exchange risk management and project preparation turn landmark deals into repeatable investment systems across sectors?
- Crowding in: How can we redesign DFI tools to bring African institutions to the table alongside global capital – turning local savings into lead cheques, not last money in?

Speakers

- Aurélie M'BIDA / Editor-in-chief Economy, Jeune Afrique Media Group
- Mayowa KUYORO / Partner, Africa Financial Services Practice Leader and EEMA Fintech and Payments Practice Leader, McKinsey & Company, Africa
- Corneille KAREKEZI / Group Managing Director of Africa Re & Chairperson of AAMFI Governing Council.
- Mary PORTER PESCHKA / Division Director for Eastern Africa, IFC
- H.E. Taiwo OYEDELE / Minister of Finance & Coordinating Minister of the Economy, Ministry of Finance - Nigeria

Panel

From compliance cost to competitive edge: Africa's green transport moment

Africa's aviation and maritime sectors face a compliance reckoning. From 2028, global carbon pricing schemes—CORSIA for aviation and EU ETS/FuelEU Maritime for shipping—will raise costs on African routes, yet the infrastructure to comply barely exists. Sustainable Aviation Fuel accounts for less than 1% of global supply and is unavailable at most African airports. Alternative marine fuels face similar constraints, with limited bunkering capacity. African carriers must meet rules designed elsewhere without parallel investment in fuel supply chains or transition finance. The risk: higher costs, weaker competitiveness, reduced access to European markets. Yet Africa's renewable energy potential creates opportunity to produce green fuels domestically, while efficiency gains in fleet operations, port turnaround, and multimodal integration can reduce emissions and costs simultaneously.

Key points

- Who absorbs the cost shock? How are compliance costs shared between carriers, cargo owners, governments, and consumers?
- Efficiency before fuels: What operational levers – fleet renewal, route optimization, port productivity – can deliver near-term emissions and cost gains?
- From fuel importer to producer: What infrastructure, financing, and partnerships would allow Africa to become a competitive green fuel hub by 2035?

Speakers

- Manal BERNOUSSI / Founder & Managing Director, Leaders on Purpose
- Dorothea VON BOXBERG / CEO, Brussels Airlines
- Gabriel SEMELAS / President Africa & Middle East, Airbus
- Erika ACHUM / CEO, Falcon Aerospace (VivaJets)
- Igor VAN DEN ESSEN / Chief Executive Africa & Europe, APM Terminals

Panel

Africa's Intelligent Industry – Can Africa scale at speed while retaining control?

From mines to ports, Africa is modernising fast through “smart” systems that promise efficiency and competitiveness. Anglo American’s FutureSmart Mining deploys digital twin replica of physical assets and autonomous fleets. Retailers like Carrefour Egypt use Schneider Electric’s EcoStruxure to run energy-optimised, sensor-rich stores. Tanger Med and Port Louis are adopting real-time platforms that coordinate all actors from customs to carriers. Africa’s Industry 4.0 and 5.0 is operational – but is it aligned with Africa’s strategic priorities? This discussion explores the risks and opportunities of Africa’s AI boom and the future of its strategic industrial autonomy.

Key points

- Productivity not dependency: How can operators retain control of data, avoid vendor lock-in, and build local capability in systems integration and industrial intelligence?
- How can operators, governments and the industrial technology companies collaborate to roll out at speed, while allaying fears?
- As operations become algorithm-driven, productivity and safety improve – but what happens to skills, jobs and the learning-by-doing that fuels wider economic spillovers?

Speakers

- Jennifer ZABASAJJA / Chief Africa Correspondent & Anchor, Bloomberg TV
- Stanislas DE SAINT LOUVENT / CEO Africa Logistics & Shipping, Africa Global Logistics
- Manish PANT / Executive Vice President, International Operations, Schneider Electric
- Jean-Claude GELLE / Partner and Head: African Core Technology Practice, McKinsey & Company, Africa
- Kola KARIM / Executive Chairman, Shoreline Group
- H.E. Dr. Bosun TIJANI / Minister of Communications, Innovation and Digital Economy, Ministry of Communications, Innovation and Digital Economy

Head-to-Head Debate

Power economics: Should your new industrial project run on gas or clean energy?

Africa's next wave of mines and industrial plants will be faced with a choice: lower long-term energy costs with clean power, or hydrocarbons for stable, dispatchable supply. On the one hand, the economics are shifting fast: the global average LCOE for newly commissioned utility-scale solar and wind are down 90% and 70% respectively since 2010, outpacing even the most optimistic predictions. In parallel, battery storage costs have also fallen sharply, meaning the case for leapfrogging hydrocarbons is strong. Conversely, ROI is not LCOE. Heavy industry needs 24/7 industrial electrons, not just cheap power. Gas in particular couples proven reliability and bankability with vast untapped reserves, continuously improving technologies on flaring and methane capture. With Africa's electricity demand projected to rise by 75% this decade according to the IEA, the investment question is technical: does clean energy beat gas on full-cycle returns for greenfield industrial loads — or do hydrocarbons remain the lowest-risk route to uptime?

Speakers

- Aruoture ODDIRI / TV Host, Arise TV
- James MWANGI / CEO, Africa Climate Ventures
- NJ AYUK / Executive Chairman, African Energy Chamber

Conversation with

Capital Moves: Reorchestrating Africa's financial architecture

Africa is not short of capital. What it lacks is the architecture to direct that capital toward the right projects, at the right scale, through the right institutions. The New African Financial Architecture rests on a simple premise: align the system, and investment will follow. This conversation with President Sidi Ould Tah (AfDB) examines what that realignment requires in practice, why domestic capital has remained on the sidelines, and what investors can expect in return for long-term commitment.

Speakers

- Aurélie M'BIDA / Editor-in-chief Economy, Jeune Afrique Media Group
- Sidi Ould TAH / President, Presidency of the African Development Bank

BNETD Side Event

Building Africa's Next Generation of Infrastructure Through Shared Ownership

USD 100 billion: this is Africa's annual infrastructure financing gap. By 2040, nearly 70% of the required infrastructure will still need to be built, against a backdrop of rapid population growth and accelerating urbanization. This challenge is further compounded by significant climate risks, which could reduce GDP by up to 20%, underscoring the urgent need to fundamentally rethink infrastructure development models.

In the face of these challenges, fragmented approaches have reached their limits. The priority is now clear: to coordinate governments, financiers, and developers to deliver resilient and sustainable infrastructure at scale. What cooperation models will enable the delivery of tomorrow's resilient infrastructure?

In this context, BNETD, Côte d'Ivoire's national agency and the government's technical arm responsible for preparing and structuring major infrastructure projects, has initiated a convergence effort across ecosystem stakeholders – one that must now be accelerated.

- Shared strategic priorities: how can national agendas be better aligned to structure large-scale regional project development value chains?
- Blended finance: how can public and private financing be better articulated to accelerate capital mobilization at scale?
- Co-delivery: what collaboration mechanisms between public, private, and international developers can accelerate the structuring and delivery of these projects?

Speakers

- Peter JOLAPAMO / Managing Partner , ALIRITY
- Laure RUSSIER BÈCLE / Africa Managing Director, Egis Group
- Kinapara COULIBALY / Managing Director, BNETD
- Sergio PIMENTA / Chief Executive Officer, Africa Infrastructure Acceleration Fund
- Moubarak MOUKAILA / Head of Sustainable Development Finance, West African Development Bank
- H.E. Robert BEUGRE MAMBE / Prime Minister, Head of Government, Republic of Côte d'Ivoire
- Serge EKUE / President, West African Development Bank
- Sié NOUFE / Director of the Building and Land Use Planning Division, BNETD
- H.E. Jean de Dieu UWIHANGANYE / Minister of State for Infrastructure, Republic of Rwanda
- H.E. Souleymane DIARRASSOUBA / Minister of Planning and Development, Republic of Côte d'Ivoire

Strategic Roundtable

African Oil and Gas Coalition

Gas without cash: breaking the African monetisation deadlock

Access via sign-up on the event app or by invitation only. Reserved for participants in the Oil & Gas Industry and Media.

For African companies, gas is no longer a future optionality, yet pure gas investment has yet to pick up at needed scale. While several mega-LNG projects have made headlines, they barely maintain current production. Despite Nigeria launching its Gas Flare Commercialisation Programme in 2020 and awarding contracts to dozens of companies, flaring intensity now stands at double the global average. Five years of policy effort have not translated into bankable projects – small, isolated fields remain too expensive to monetize profitably. Unpredictable offset agreements, local subsidy schemes, and low prices act as financing chokepoints. Meanwhile, payment uncertainty from utilities and unreliable grids cripple domestic monetization, blocking growth in one of Africa's most promising sectors.

Key points

- Financing structures: From compressed gas corridors to captive industrial demand, which models are best suited to attract capital for African gas projects today?
- Payment architecture: What contractual or regulatory mechanisms can reduce offtaker risk from utilities and industrial buyers enough to make domestic gas projects bankable?
- Capital competition: How can indigenous operators secure financing and market access as domestic demand grows while global markets signal continued gas demand?

Speakers

- Analene ENSLIN / Technical Research Principal, Upstream Specialist, S&P Global
- Cyril RUCHONNET / Associate Director, S&P Global | Energy
- Ayo OTUYALO / Group Managing Director, Prime Atlantic Limited
- Olalekan OGUNLEYE / Executive Vice President, Gas, Power & New Energy, NNPC Ltd.
- Adewale TINUBU / Group CEO, Oando PLC
- Kamel KONE / President, GESPETROGAS-CI
- Alioune GUEYE / Chief Executive Officer, Petrosen
- Amina BENKHADRA / CEO, National Office of Hydrocarbons and Mines (ONHYM)

Strategic Roundtable

Fair Sky: Designing the Rules for Africa's Connectivity Frontier

Access via sign-up on the event app or by invitation only.

This roundtable draws on the findings of the Africa CEO Forum report on satellite connectivity and the future of Africa's digital infrastructure.

Low-earth orbit satellite connectivity is expanding across Africa faster than the regulatory frameworks meant to govern it. For the 57% of Africans still without quality internet access, the promise is irresistible: all-terrain connectivity, deployed faster and often at lower cost than the alternatives. Yet satellite and terrestrial operators do not share the same economic model. Licensing costs, spectrum obligations and infrastructure investment requirements were designed during a more stable era for the industry. The urgency now for operators, investors and policymakers is to align rules, incentives and investment conditions to ensure fair competition and viable profitability, while preserving the economic equilibria and public finances that support universal access.

Key points

- Measured rules: How should licensing, spectrum and regulatory frameworks evolve to reflect the different cost structures of satellite and terrestrial networks?
- Modern balance: Can low-earth orbit services fill last-mile gaps without weakening the investment case for fibre and mobile networks?
- Public interest: If connectivity is increasingly satellite-based, how should governments preserve the fiscal base and investment incentives that support terrestrial infrastructure?

Speakers

- Babacar SECK / Founder & Managing Partner, Askya Investment Partners
- Caroline MBUGUA / Senior Director Public Policy and Communications, GSMA Africa
- Ebenezer ASANTE / Senior Vice President, MTN Group
- Fawzia Ali KIMANTHI / Chief Consumer Business Officer, SAFARICOM PLC
- Abdullahi TSANNI / Science Writer, Nature Portfolio, Science Magazine, MIT Technology Review
- Moh DAMUSH / CEO, Telecel
- Hon. Angellah Jasmine Mbelwa Kairuki / Minister of Communication and Information Technology, Republic of Tanzania

How far can renewables cushion Africa from the global energy crisis?

African economies are reeling from fuel price surges driven by the Middle East conflict, which has created what the International Energy Agency (IEA) calls the “largest supply disruption in the history of the global oil market”. Accounting for around 25% of Africa’s electricity generation – but just 5% of continental energy consumption – modern renewables could provide a safety net, with solar installations rising 54% year-on-year. Will they be enough for Africa – home of the world’s best solar resources – to soften the blow of global energy volatility now and in the years ahead?

Speakers

- Roland SILLER / Chief Executive Officer, DEG
- Patrick WALSH / Chief Executive Officer, Sun King
- Youri HAREL / Head of Energy, Infrastructure & Commodities, MCB

Conversation with

Logistics at the heart of Africa's food security challenge

Today's geopolitical volatility is reshaping Africa's food security landscape. From multimodal corridors to cold chain infrastructure and digitalisation, closing the logistics gap – first to last mile – is becoming as strategic as production itself. Philippe Labonne, President and CEO of Africa Global Logistics, makes the case for why investing in physical infrastructure, human capital and targeted job creation is essential to the continent's food future.

Speakers

- Estelle MAUSSION / Deputy Editor-in-Chief Economy, Jeune Afrique
- Philippe LABONNE / President & CEO, Africa Global Logistics

Conversation with Housing Africa on its own terms

Housing a continent is, at bottom, a sovereignty question. In this 15-minute exchange, Serge Ekué will address what it takes to build a functional housing market on African terms – local-currency long-term finance, domestic construction value chains, land systems that work – and why getting this right matters beyond the sector itself: for energy infrastructure, for industrial development, for the demographic dividend. What does it mean to house Africa on its own terms – and who has to do what to get there?

Speakers

- British A. ROBINSON / Chair, Africa, Milken Institute International
- Serge EKUE / President, West African Development Bank

Conversation With

Leaping Beyond Connectivity

Africa's primary digital challenge is no longer connectivity. The race now is to build integrated ecosystems at scale – combining networks, mobile money, cloud, cybersecurity, enterprise services and AI into platforms capable of serving hundreds of millions of users across still fragmented markets. As operators invest billions and consolidation accelerates, the question is who can execute genuine platform convergence. Yasser Shaker, CEO of Orange Middle East & Africa, explores what the transition from telecom operator to digital platform demands, and where the next wave of growth and consolidation in Africa's digital economy will come from.

Speakers

- Ondiro OGANGA / Africa Correspondent, Bloomberg TV
- Yasser SHAKER / CEO Middle East and Africa, Orange

Panel

Disrupters' Club - M&A Season: Can Consolidation Create the Continent's Next Tech Champions?

Africa's tech sector hit a definitive inflection point in 2025: M&A deals surged 72% to a record 67 transactions. As venture capital tightened, strategic buyers pivoted toward consolidation. Moniepoint acquired two financial institutions for license expansion. Twiga Foods bought three distributors for supply chain control. Flutterwave's Mono acquisition and Paystack's Ladder Bank purchase signal a major shift toward integration as a scaling strategy. With 62.5% of Nigerian fintech firms planning regional expansion but facing 12+ month regulatory approval timelines, acquisition has become the fastest path to cross-border scale and license access. Can consolidation create durable pan-African champions, in the face of continental regulatory fragmentation?

Key points

- Regulatory acceleration: What concrete policy changes would unlock faster cross-border tech M&A – harmonized approvals, mutual license recognition, clearer competition thresholds?
- Time to buy: When should established players move from partnerships to acquisition? What signals indicate a target is integration-ready versus a distraction?
- AfCFTA Stars: Can start-ups leverage their entrepreneurial agility to set an example for transnational African integration?

Speakers

- Ondiro OGANGA / Africa Correspondent, Bloomberg TV
- Vish ASHIAGBOR / West Market Deals Leader, and Country Senior Partner, PwC Ghana
- Adeniyi ADEBAYO / Chief Executive Africa, Yango Group
- Chad POLLOCK / Vice President & Managing Director East Africa, VISA
- Hany SONBATY / Managing Partner, Sawari Ventures
- Abdeslam ALAOUI SMAILI / Chief Executive Officer, HPS

Panel

The \$1 trillion bridge : Financing Africa's real estate revolution

Africa faces a 50-million-unit housing deficit and a \$1 trillion financing gap. In cities like Nairobi, Abidjan, and Lagos, 75% of the population are tenants. While this reflects booming urbanisation and growth, driving Centum's double-digit annual rental yields in Kenya, outperforming stocks and bonds, it is also the result of a broken system. Banks operate with high policy rates, weak land-title systems, and few formal developers, which makes long-tenor mortgages difficult. But solutions are emerging. The West African Development Bank (BOAD) is proposing mortgage-portfolio securitisation. Shelter Afrique and IFC are backing cost- and climate-conscious developers, while PropTechs like Jumba and Seso Global are digitising land records, materials procurement and rental management. The real challenge now is to turn these breakthroughs into a housing system that works at scale and attracts long-term investment.

Key points

- Insurable assets, bankable projects: what mechanisms could unlock long-tenor mortgage credit at scale?
- What are the economic obstacles for developers to embarking on smaller-scale, faster real estate projects? Can threshold be lowered to diversify and catalyse the industry?
- How can developers, DFIs and governments collaborate to ensure returns are secured while stable jobs are created?

Speakers

- British A. ROBINSON / Chair, Africa, Milken Institute International
- Samuel KARIUKI / CEO, Mi Vida Homes
- Souleymane DIALLO / Chief Executive Officer, SABLUX
- Miguel Bartolomeu MIGUEL / Executive Director, National Bank of Angola
- Henrik E. PEDERSEN / Regional Industry Director, Manufacturing, Agribusiness and Services, Africa, IFC

Panel

Unyielding Growth: Tackling Africa's Agricultural Midstream Challenge

Africa's fertiliser market is projected to exceed \$80 billion by 2030, driven by upstream investment from OCP, Dangote and Indorama. Input use is rising in Nigeria and Kenya, and targeted programmes have lifted yields in some staples. Yet twenty years after the Abuja Declaration committed governments to 10% agricultural spending and 6% growth, most countries missed both targets. Even where inputs have driven productivity gains, weak midstream capacity prevents industrial translation. Africa still imports \$70–100 billion of food annually because local output rarely meets industrial buyers' volume, standard or reliability requirements. Regional breweries and bottlers struggle to source consistent local feedstock. The real frontier is forging scalable midstream industries – processing, storage, quality assurance – that stabilise supply, anchor value chains and build the agro-industrial champions Africa needs.

Key points

- Which midstream investments – milling, storage or packaging – would most effectively convert Africa's growing input investments into industrial capacity?
- How can large processors and FMCG giants structure offtake systems that absorb local crops and de-risk expansion?
- Which regional standards, logistics corridors and financing structures can enable African firms to scale beyond national markets?

Speakers

- Estelle MAUSSION / Deputy Editor-in-Chief Economy, Jeune Afrique
- Max MÜLLER / Senior Vice President/ Head of Global Public Affairs, Bayer
- Abrhame ENDRIAS / Founder and CEO, LERSHA
- Ndiame DIOP / Regional Vice President for Eastern and Southern Africa, World Bank
- Shalini UNNIKRIISHNAN / Managing Director & Senior Partner, Boston Consulting Group
- Hajar ALAFIFI / Chief Executive Officer, OCP Africa

Has Africa's cost of corporate & SME credit become too high?

Lending is the largest revenue base for African banks, projected to hit \$52bn by 2030. While credit has been a goldmine for banks, businesses are concerned that the cost of borrowing is too expensive. The latest data from Kenya's central bank suggests average commercial bank interest rates on business loans are around 17%, compared with 3.6% for corporate borrowing in the euro area. Are such rates sustainable – or will Africa's expanding businesses turn to private credit, fintech and other non-bank sources?

Speakers

- Diane KARUSISI / CEO, Bank of Kigali
- Jeremy AWORI / Group CEO, Ecobank Transnational Inc
- Abdul Quadir HAMZA / Group Director - International Trade, Equity Group

Presidential Panel

The Sovereign Test: Can Africa Turn Continental Alliances into Assets?

The case for pan-African shared ownership is seldom contested in principle. Entrenched habits, hard trade-offs over strategic autonomy, and competing national priorities have kept ambition ahead of outcomes. The costs are compounding, and the geopolitical context is unforgiving. As major powers double down on backing their own champions, Africa's capacity to do the same at continental scale becomes a strategic question of the first order. Joint ventures built around shared strategic interests, cross-border public investment, corporates sharing equity and operations – giving public and private actors a genuine stake in each other's success. African Presidents discuss what stands between such alliances and their realisation.

Key points

- Where does the case for national control still hold – and where has it become a constraint on continental ambition?
- What commitment made in Kigali would signal that this conversation has moved beyond principle?
- What forms of shared ownership – across public investment, private equity and joint ventures – are African states prepared to advance, and on what timeline

Speakers

- Zeinab BADAWI / Journalist, BBC Studios
- H.E. Bola Ahmed TINUBU / President, Federal Republic of Nigeria
- H.E. Brice Clotaire OLIGUI NGUEMA / President, Republic of Gabon



AFRICA **CEO** FORUM
ANNUAL SUMMIT

14 MAI 2026

18:30 - 18:40 GMT+2

ACF TV

Highlights of the opening day



UBUNTU TRIBE PRIVATE COCKTAIL

Trust, Capital and Growth: Shaping Africa's Next Economic Era

Access by invitation only.

As Africa navigates a rapidly evolving global landscape, shaped by shifting capital flows, geopolitical realignments, and new growth frontiers, the continent stands at a pivotal moment. Beyond growth itself, the key questions are becoming more structural: how trust is built across markets, how capital is mobilized and deployed, and how leadership will shape the continent's long-term trajectory. Ubuntu Tribe is convening a carefully selected group of senior decision-makers, investors, and institutional leaders for a high-level exchange. Rather than a traditional networking moment, this session aims to foster meaningful dialogue, shared perspectives, and high-value connections among those actively shaping Africa's economic future.

COCKTAIL

50 Years Airbus Flying in Africa

Access by invitation only.

The Airbus 50th Anniversary Cocktail Reception, hosted in partnership with Jeune Afrique, celebrates five decades of Airbus Commercial Aircraft flying in Africa, connecting continent's people, economies and cultures. Held alongside the Africa CEO Forum in Kigali, the event marks a significant milestone, honoring the enduring partnerships and shared achievements that have shaped Airbus' presence across the region. It offers a premier space for reflection on five decades of collaboration and a forward-looking tribute to the continued growth of the African Aviation industry.

Speakers

- Gabriel SEMELAS / President Africa & Middle East, Airbus



AFRICA **CEO** FORUM
ANNUAL SUMMIT

14 MAI 2026

23:00 - 02:00 GMT+2

After-party @ Kozo

EQUITY GROUP SIDE EVENT

From Fintech to FutureTech - Scaling Africa's Digital Economy

Speakers

- AQ HAMZA / Director for International Trade Relations, Equity Group Holdings
- Dr. James MWANGI / Chief Executive Officer, Equity Group
- Hannington NAMARA / Managing Director, Equity Bank Rwanda
- Hon. Paula INGABIRE / Minister of Information Communication Technology and Innovation, Republic of Rwanda
- Sarah KABIRA / Managing Director Technology, Equity Group Holdings
- Bradley ALLGOOD / Director of Blockchain & Growth Markets, Equity Group Holdings

UNDP / timbuktoo I Power breakfast: Leveraging Domestic Capital to Catalyse African Innovation at Scale

Access by invitation only.

Africa's innovation potential remains one of the most undercapitalized opportunities of our time. Despite hosting eleven of the world's fastest-growing economies, the continent attracted less than 1% of global venture capital in 2025, with domestic investment making up only 40% of available capital. Timbuktoo is addressing this by mobilizing USD 1 billion over the next decade to support Africa's innovation and entrepreneurial ecosystem through 11 thematic hubs and a world-class UniPod in every African country, in partnership with UNDP.

This exclusive Power Breakfast brings together Africa's leading capital allocators, investment leaders, and decision-makers for a candid, high-impact conversation. It will focus on how to unlock the structural levers, create actionable commitments, and forge trusted relationships to redirect domestic capital toward Africa's most scalable innovation ventures.

Key Points:

- How can Africa accelerate innovation by channeling domestic capital into scalable ventures?
- What frameworks and partnerships are needed to drive the growth of Africa's innovation ecosystem?
- How can Timbuktoo's USD 1 billion initiative support the growth of high-potential sectors across the continent?

Speakers

- Sinazo SIBISI / Chief Investment Officer, timbuktoo Foundation
- Farid Fezoua / Director of Equity, Funds, and Venture Capital, IFC
- H.E. Dr. Thani bin Ahmed AL ZEYOUDI / Minister of Foreign Trade, Ministry of Foreign Trade of the United Arab Emirates
- Natalie JABANGWE / Executive Secretary/CEO, Timbuktoo Africa Innovation Foundation
- H.E. Dr. Bosun TIJANI / Minister of Communications, Innovation and Digital Economy, Ministry of Communications, Innovation and Digital Economy
- Davy NGUIMBI / Deputy CEO, Warwyck Bank
- Oluranti DOHERTY / Managing Director - Export Development Division, Afreximbank
- Fadilah TCHOUMBA / CEO, African Business Angel Networks

ACF TV Day Two Welcome Awards

The Africa CEO Forum Awards celebrates the cream of the crop of African business. What has made them frontrunners in 2026 – and what are they doing differently? In a WebTV special, winners across categories – from the Disrupter of the year to the Pan-African and Gender Champion—lift the lid on how they've built momentum and where they're taking their companies next to stay ahead.

Speakers

- Terryanne CHEBET / Chief Executive Officer, Pink Foundry Communications
- Abdou DIOP / Managing Partner, Forvis Mazars

Invest in Angola

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Grace Miliana LOMINGO / Redactor-in-chief, Edições Novembro
- H.E. José de Lima MASSANO / Minister of State for Economic Coordination, Republic of Angola
- Stanislas DE SAINT LOUVENT / CEO Africa Logistics & Shipping, Africa Global Logistics
- Adilson NELUMBA / Chairman of the Board of Directors, COPIA GROUP OF COMPANIES
- Bruno DE MATOS / Deputy Director General, INFOTUR
- Jerónimo PONGOLOLA / Executive Administrator, AIPEX
- Hugo AZEVEDO / Chief Financial Officer, OPAIA Group

Conversation with

Holding the Line: Nigeria's reform bet in a fractured world

Global headwinds, including US tariffs, Chinese overcapacity, the Iran conflict and interest-rate volatility, are squeezing emerging economies. For African leaders pursuing ambitious reforms, the question is whether reform can survive in a world set against it. Nigeria offers a telling test. Since 2023, President Tinubu has pushed one of Africa's boldest reform agendas: ending costly fuel subsidies, liberalising the currency, overhauling the banking sector and building larger domestic energy players. Early pain is giving way to results. In this conversation, President Tinubu reflects on sustaining reform under external pressure and on why building scale at home and across Africa may be the continent's strongest line of defence.

Speakers

- Nicholas NORBROOK / Managing Editor, The Africa Report
- H.E. Bola Ahmed TINUBU / President, Federal Republic of Nigeria

Panel

Think Bigger – Enter Africa’s new age of mega-projects

Africa has undoubtedly entered a new cycle of transformative mega-projects, which will unlock growth across various value chains. Simandou is exporting ore through a rail corridor that opens up Guinea’s hinterland and will seed a \$1bn wealth fund. The Zambia-Tanzania-Kenya Interconnector will create transmission links between East and Southern Africa, powering industry along the way. Morocco is advancing two new deep-water ports and LNG capacity, and the 2Africa subsea cable is rapidly expanding the continent’s digital backbone. McKinsey projects \$5 trillion in infrastructure investment across Africa by 2040. Is now the time to relaunch Africa’s mythical mega-projects, from Inga to LAPPSETT?

Key points

- Is big beautiful?: What delivers more impact – jobs, power, opportunities – many small-scale players or an equivalent mega-project?
- Pitfalls of partnerships: What can Simandou, ZTK and other successful partnerships teach project promoters about coalition-building towards a mega-project?
- Who’s next – which mega-projects are expected to see the light in the coming 3 years? And why?

Speakers

- Zeinab BADAWI / Journalist, BBC Studios
- Sophie Xiaohui LV / Vice Chair / CEO, Winning International Group / Winning Consortium Holdings
- Valerie LEVKOV / Vice President for Infrastructure , World Bank Group
- Armando MANUEL / Chairman of the Board of Directors, Sovereign Wealth Fund of Angola (FSDEA)

Strategic Roundtable

Disrupters' Club - The pioneer playbook: What Africa's first founders learned the hard way

Access via sign-up on the event app or by invitation only.

The early hurdles are behind them. Africa's inaugural-wave founders are now focused on scaling companies that can endure amid tighter capital, rising governance demands, and fast-evolving regulation. This roundtable cuts through theory. We bring together pioneers who have navigated these transitions to share their hard-won operational playbooks. The discussion centres on the critical choices in capital, governance, and market adaptation that separate companies that last from those that stall. Join a frank, peer-to-peer exchange on what it truly takes to turn promising ventures into African champions.

Key points

- When your sector shifted from unregulated to regulated, what were the key operational adjustments that allowed you to stay ahead?
- During your fastest-moving early years, what was the biggest threat to your business — and how did you neutralise it?
- What is the one lesson about investors, governance, or control you wish you had known at the start?

Speakers

- Victoria RUBADIRI / Connecting Africa Correspondent, CNN
- Farid Fezoua / Director of Equity, Funds, and Venture Capital, IFC
- Kaushik BURMAN / CEO and Board Director , Spiro
- Michael BERNER / Senior Vice President and Head of South and East Africa, Visa
- Onyekachi IZUKANNE / CEO & Co-founder, TradeDepot

Olam Agri Side Event - Beyond Aspiration: Unlocking Capital for African Agri-Processing

Access by invitation only.

Africa's food demand is entering a new phase: more urbanised, more processed, more diversified. Yet domestic processing and manufacturing capacity remains undersized, leaving many markets over-dependent on imports and highly vulnerable to price volatility and external supply shocks. What combination of policies and investment strategies can make large-scale agri-processing and food transformation projects commercially viable at scale? Predictable rules, efficient approvals, sustainable incentives, and competitive trade and logistics frameworks are decisive levers that shape investment and determine capital deployment. Aligning governments and the private sector around these fundamentals is what will unlock scalable local capacity, strengthen resilience, and anchor long-term affordability.

Key points

- How to adapt credibly and at scale to shifting demand dynamics – population growth, urbanisation, and changing consumer preferences?
- Which policy, regulatory, and trade frameworks are most effective at influencing capital allocation and driving large-scale investment into local manufacturing?
- How best to move projects from concept to financial close and build a credible pipeline at the regional level?

Speakers

- Ondiro OGANGA / Africa Correspondent, Bloomberg TV
- H.E. Prudence SEBAHIZI / Minister of Trade and Industry, Republic of Rwanda
- Anil NAIR / Country Head - Nigeria, Olam Agri
- Ramesh MOOCHIKAL / CEO, Africa Improved Foods

Executive Dialogue

Is the new South–South capital wave Africa’s chance to reset how greenfield FDI works?

Access via sign-up on the event app or by invitation only.

Gulf investors are leading the Global South’s recent charge into Africa, accounting for 22% of greenfield FDI. This presents an opportunity to optimise how and where this investment is deployed. New GCC capital is expanding Africa’s investment pool, with North Africa’s big-ticket projects (UAE’s ADQ-backed luxury city Ras El-Hekma) drawing most interest and GCC backers also targeting African green energy to hedge falling fossil fuel demand. Yet much of sub-Saharan Africa and critical sectors such as agribusiness and health, have yet to appeal to such foreign investors, risking a repeat of past asymmetrical benefits. Can African markets widen impact, and negotiate favourable terms without dulling investor appetite?

Key points

- What are the risks & benefits of Gulf investment strategies vs. the legacy FDI superpowers USA, China and the EU?
- Who builds, who benefits: What legal architecture could govern new Middle Power investment to limit debt distress and secure business for local suppliers – without spooking investors?
- What reforms will help overlooked sectors and countries stir up Global South investor fervour?

Speakers

- Simon HARFORD / Partner & Director, BCG Nairobi
- Karim NOUJAIM / Founder and Managing Partner, Skykapital
- Dahlia KHALIFA / Director, Central Africa & Nigeria, IFC
- Eng. Faisal AL-KHATANI / Deputy CEO, Saudi Fund for Development
- Hortense MUDENGE / CEO, Kigali International Financial Centre
- Esteban Gómez NADAL / Group CEO , E7 Group
- Sanda OJIAMBO / Assistant General Secretary & CEO, UN Global Compact
- Serge EKUE / President, West African Development Bank

Strategic Roundtable

LEAD — Build or rent: who will develop and own Africa's digital public infrastructure?

Access via sign-up on the event app or by invitation only.

Africa is investing billions to digitise public services, often through fragmented, ministry-led decisions that can be difficult to reverse. Governments face a critical choice: continue licensing proprietary infrastructure or build shared digital rails based on open standards and interoperability. Experiences such as Rwanda's Irembo show how well-designed public digital platforms can unlock scale and catalyze private-sector innovation. For Africa, the opportunity goes beyond efficiency. Digital Public Infrastructure and Open-Source Platforms can enable local companies, developers, and entrepreneurs to build, adapt, and operate digital systems – capturing more value on the continent rather than exporting it through licenses and fees. The challenge is to move from fragmented digitization toward coordinated platforms that support both public-service delivery and the growth of domestic digital ecosystems. This roundtable will explore the models, incentives, and financing approaches needed to scale up digital infrastructures and turn them into a driver of local value creation and economic growth.

Key points

- **Priorities:** Which digital public infrastructure components should countries prioritize to create early impact and ecosystem traction?
- **Design choices:** What technical and governance approaches can avoid long-term lock-in while remaining practical and scalable?
- **Public-private models:** How can co-investment structures align government objectives with private-sector innovation and participation?
- **Scaling impact:** What will it take to translate digital infrastructure investments into local jobs, capabilities, and digital industries?

Speakers

- Patrick DUPOUX / Managing Director & Senior Partner, BCG
- Jyoti BALL / General Manager Sub-Saharan Africa, Amazon Web Services
- Jean BOSCO IYACU / Chief Executive Officer, Access to Finance Rwanda (AFR)
- Paulin BASINGA / Africa Director, Gates Foundation
- Akua GYEKYE / Head of Government Affairs - Africa, Microsoft
- L. Nshuti MBABAZI / Managing Director, Better Than Cash Alliance (United Nations)
- Khalid BADDYOU / Chief Institutional Affairs Officer, University Mohammed VI Polytechnic (UM6P)
- Israel BIMPE / CEO, Irembo
- Hanae BEN DRISS / Managing Director, Switch AI Maghrib - SWAM
- Eva NGIGI / Managing Director, Finserve Africa, Equity Bank Group
- Sylvain EDDY / Managing Director Cote d'Ivoire & Business Head, Arise IIP & the Abidjan Industrial Economic Platform

- Ofovwe AIG-IMOUKHUEDE / Executive Vice-Chair, Aig-Imoukhuede Foundation
- Hon. Paula INGABIRE / Minister of Information Communication Technology and Innovation, Republic of Rwanda
- H.E. Djibril OUATTARA / Minister of Digital Transition and Technological Innovation, Republic of Côte d'Ivoire



Making road networks fit for intra-African trade

Africa moves 80% of its freight by road – yet it's cheaper to ship a container from Shanghai to Africa than to transport goods overland within Africa. A potential \$275bn boost to intra-African trade by 2045 through the AfCFTA's hinges on rebuilding 60,000 km of corridors, at roughly \$400,000 per kilometre, as well as overcoming low road density, congestion and high freight costs. For construction leaders pioneering these mega-corridors, are the returns strong enough to justify continent-scale road transformation?

Speakers

- Papa Amadou SARR / Managing Director, Porteo Group

Invest in Benin

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Abdou DIOP / Managing Partner, Forvis Mazars
- Eric AKOUTE / Managing Director, APIEx Benin
- Régis FACIA / Managing Director & Vice President, Top Chrono & Patronat du Bénin
- Pierre GERKENS / Director General, Africa Logistics Zone
- Rohan GARG / CEO, Wapack

AFIS 2026

A new chapter for Africa's financial agenda

In this special Web TV segment, we spotlight the Africa Financial Summit 2026, the leading platform bringing together Africa's financial leaders to drive the continent's economic transformation. After four successful editions in Lomé and Casablanca that have firmly established AFIS as a key meeting point for the industry, the Summit heads to Southern Africa for the first time, in Luanda this November. With insights from Felinto Soares, representing the Central Bank of Angola, and Olivier Noël, Secretary General of AFIS, the discussion will highlight the Summit's core priorities – mobilizing capital at scale, strengthening financial systems, and accelerating innovation – while examining how Africa's financial industry is evolving in a context of heightened global uncertainty.

Speakers

- Laurdi SALA-DIAKANDA / Finance Sector - Lead, Africa Financial Summit - AFIS
- Olivier NOEL / Secretary General, AFIS Supervisory Council
- Felinto SOARES / Director of the Governor's Office, Banco Nacional de Angola

Conversation with

High Stakes: Resetting Gabon's Industrial Trajectory

A ban on raw manganese exports from 2029, major energy investments, agricultural revival, openly asserted industrial policy... President Oligui Nguema intends to reposition the state as an active player in Gabon's economic restructuring. The language of local transformation is not new in Central Africa. What may be changing is something more direct: a willingness to use state power to shift where value is captured and redefine the terms of engagement with long-established operators. The real question is the price of such a strategy – in capital, execution capacity, and tolerance for risk. This conversation explores what resetting Gabon's industrial trajectory actually requires.

Speakers

- Marwane BEN YAHMED / Director of publication, Jeune Afrique
- H.E. Brice Clotaire OLIGUI NGUEMA / President, Republic of Gabon

Invest in Gabon

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Salimatou DIALLO / Managing Partner, ADNA
- H.E. Brice Clotaire OLIGUI NGUEMA / President, Republic of Gabon
- Dahlia KHALIFA / Director, Central Africa & Nigeria, IFC
- Selim BORA / Chairman, Summa International Construction Group
- Yelena FOTSO / Chief Executive Officer, AVI Group, Anfel Consulting & Lunay Energy,
- H.E. Clotaire KONDJA / Minister of Petroleum and Gas, Gabonese Republic
- H.E. Pacôme KOSSY / Minister of Agriculture, Livestock and Rural Development , Gabonese Republic
- Ghislain MOANDZA MBOMA / Chief Executive Officer, ANPI
- Marwane BEN YAHMED / Director of publication, Jeune Afrique

Panel

Rise of the BOTs: Building Africa's infrastructure in the age of tech sovereignty

Build-(Own-)Operate-Transfer structures have long accounted for over 60% of new grid-connected power projects in Africa. With ports, terminals and logistics hubs benefiting from contracted revenues and trade-linked demand, transport BOTs are also back in fashion. So is BOT the right model for a continent that needs to quintuple its data-centre capacity just to meet medium-term demand? BOT is particularly well-suited to digital infrastructure where software is anchored in long-lived physical or institutional assets—from fibre networks to government clouds and national platforms—allowing states to internalise capability and sovereignty over time without delaying deployment. Where's the catch?

Key points

- BOT/BOOT tenors in Africa are getting longer, averaging 25-30 years, signalling investor confidence. What are the risks to mitigate for private investors considering such PPPs?
- Capacity, Control, Credibility: Can BOTs genuinely address government concerns around privately operated digital infrastructure—or do they simply defer them?
- First Things First: From national ID systems to fibre-optic backbones, and from sovereign clouds to national payment switches, what should come first?

Speakers

- Fiona MUTHONI NARINGWA / Executive Producer, Africa Storyline
- Emmanuel LUBANZADIO / Africa Lead, OpenAI
- Agnès DIALLO / CEO & Chairwoman , IN Groupe
- Hardy PEMHIWA / President & Group CEO, Cassava Technologies
- Linda MUNYENGETERWA / Global Director, WBG Infrastructure, Public Private Partnerships (PPP's) and Advisory, IFC - World Bank Group
- Katie HILL / Partner & Associate Director, BCG Nairobi

Panel

In the Zone: How the Logistics of Port-Industrial Zones Can Make or Break Africa

Africa's port-industrial complexes are becoming major economic engines – from Tanger Med's 110,000-job platform to Durban's automotive basin. Yet one often overlooked dimension is operational efficiency within these industrial sites that can span up to 20 km². Predictable, safe movement across these distances is no longer an operational detail but a strategic variable shaping productivity and competitiveness. Evidence from large-scale operational layout shows that optimising mobility flows can save thousands of miles and hundreds of labour hours annually per facility. Advanced hubs already act on this logic: France committed €222m to Le Havre's Mobi Smart Port, while Amazon's redesigned internal flows delivered double-digit throughput gains. As global manufacturers seek resilient supply chains beyond Asia, how African zones optimize internal logistics will determine their industrial competitiveness.

Key points

- What is the measurable ROI of internal mobility optimization — and who captures it: the zone operator, the tenant, or both?
- Should zone operators become mobility orchestrators, or is a new public-private model linking ports, tenants, transport operators and city authorities required?
- Can smart mobility systems – with their lower operating costs and reduced fuel dependency – become a decisive advantage in attracting global manufacturers?

Speakers

- Ramah NYANG / Journalist, Bloomberg/CGTN
- Patrick LAWSON / Director Logistics Value Chains, ARISE Integrated Industrial Platforms (ARISE IIP)
- Serge AGNERO / Regional Managing Director, Gulf of Guinea, Africa Global Logistics
- Hugo AZEVEDO / Chief Financial Officer, OPAIA Group
- Dinesh RATHI / Group Finance Director, Tolaram

Side-event

The \$7 Question: Why Africa Cannot Afford to Lose a Generation — And What Business Can Do Now

Investing in mothers' health is one of the highest-return commitments a government, business, or foundation can make. The WHO estimates that every dollar invested in maternal and child health generates up to \$7 in economic benefits — driven by reduced healthcare costs, increased productivity, and healthier future generations. Yet, West and Central Africa still accounts for over half of the global maternal deaths. The challenge is not only one of resources, but of coordination: fragmented interventions, misaligned financing, and limited mechanisms to translate commitment into measurable impact. As governments seek more sustainable and scalable models, the private sector has an important role to play alongside public and philanthropic partners. How can actors better align incentives, financing, and delivery models to turn existing efforts into lasting results?

This side event will explore how better coordination between stakeholders can translate into more effective, scalable, and measurable improvements in maternal and child health outcomes.

Key points

- From fragmentation to coordination: What lessons can be drawn from past cross-sector collaborations, and how can these inform more effective models going forward?
- How can private sector actors be better integrated into maternal health strategies to deliver both measurable outcomes and sustainable value?
- From coordination to results: How can improved alignment between stakeholders translate into tangible, traceable improvements for maternal and child health outcomes?

Speakers

- Ntaoleng LECHELA / Anchor & Reporter, Business Day TV & SAfm
- Mayowa KUYORO / Partner, Africa Financial Services Practice Leader and EEMA Fintech and Payments Practice Leader, McKinsey & Company, Africa
- Donald KABERUKA / Chairman, SouthBridge Holding
- Eva NANGOLO / Midwife, Nakaseke General Hospital
- Paulin BASINGA / Africa Director, Gates Foundation
- Edha NAHDI / Group Managing Director, Amsons Group of Companies
- Muhammad Ali PATE / Coordinating Minister for Health & Social Welfare, Federal Ministry of Health and Social Welfare
- H.E. Souleymane DIARRASSOUBA / Minister of Planning and Development, Republic of Côte d'Ivoire
- Louise RIALS / General Counsel & Public Affairs Africa, Danone
- Mildred Nadah PITA / Responsable des affaires publiques Science et durabilité, Afrique, Bayer

Strategic Roundtable

Trading up: how Africa's logistics boom can drive industrial deepening

Access via sign-up on the event app or by invitation only.

Global trade through African ports is breaking records. But rising container volumes hide a critical divergence: the kind of goods being traded. Over the past decade, imports of machinery and industrial inputs have plummeted in some major economies like Nigeria (-9,4%), Kenya (-6,2%) and South Africa (-2,8%), while fuel and consumption goods dominate. In Nigeria, fuel alone recently reached 38% of all imports. This isn't about access to trade routes – it's about how trade is structured. Fiscal policies, port strategies, and special economic zones are actively shaping whether Africa uses global networks to build industrial capacity or to entrench dependency on foreign finished goods. This roundtable moves beyond logistics metrics to ask the strategic question: How do we ensure Africa's integration into global trade drives industrial deepening, not just consumption?

Key points

- Policy or Plumbing? What explains why some economies exempt capital goods from duties while others stack levies to 30-40% effective rates? How have successful industrializers structured fiscal incentives?
- From Zones to Factories: What measurable shifts in import composition signal that SEZs and anchor investments are actually building industrial capacity rather than remaining empty real estate?
- The Logistics Lever: How can port authorities, trade corridors, and finance institutions actively reshape trade patterns toward production over consumption? What practical tools actually work?

Speakers

- Aubrey HRUBY / Senior Advisor at the African Center, The Atlantic Council
- Kim FEJFER / Chief Executive Officer, A.P. Møller Capital
- JOSHUA OIGARA / Regional Chief Executive East Africa, Standard Bank Group
- Heike HARMGART / Managing Director, Sub-Saharan Africa, EBRD
- H.E. Dr. Thani bin Ahmed AL ZEYOUDI / Minister of Foreign Trade, Ministry of Foreign Trade of the United Arab Emirates
- William SEARS / CCO Logistics Africa, DP World

WFC Cocktail

Rising Stars, Reimagined Systems: Strengthening the Pathways to Leadership for African Women

Access by invitation only.

Across Africa, women are advancing in business and public life, yet the pathways to top leadership remain structurally constrained. They represent just 6% of CEOs and 22% of executive committee members in Sub-Saharan Africa, and around 27% of parliamentary seats. The question is no longer whether the pipeline exists, but why it fails to translate into leadership at scale.

This closed-door cocktail moves beyond representation to interrogate the mechanisms that shape who rises. Drawing on real trajectories across sectors, the discussion will focus on how institutions allocate opportunity, from early promotions to revenue ownership, and how these decisions compound over time. With evidence showing that companies outperform more often when women hold line roles, the conversation shifts from access to power to control over value creation. In an informal, high-level setting, participants will exchange candid insights, challenge entrenched practices, and identify the structural levers that can accelerate women's access to leadership at scale.

Key points

- What are the real gateway roles to top leadership in African institutions today? Who has access to them, and how can this access be widened?
- At what point do women's leadership trajectories most often stall, and what within the institution causes that stall?
- What needs to change in promotion systems, sponsorship, and ownership of commercial or strategic portfolios to achieve materially different outcomes at the top?

Speakers

- Lillian KIDANE / Partner and Regional Director for Africa, Dalberg Advisors
- Rachel MORE-OSHODI / Managing Director & CEO, ARM-Harith
- Hon. Paula INGABIRE / Minister of Information Communication Technology and Innovation, Republic of Rwanda



AFRICA **CEO** FORUM
ANNUAL SUMMIT

15 MAI 2026

12:30 - 14:00 GMT+2

Italy Africa: A Partnership for Sustainable Growth

Strategic Roundtable

From Farm to Shelf: Tackling the logistics of competitive African food

Access via sign-up on the event app or by invitation only.

Modern African retail is expanding rapidly. In South Africa, food sales exceed \$40 billion, and Côte d'Ivoire's market grows nearly 10% annually. Retailers like Naivas, Auchan, and Shoprite are expanding shelf space for local products. However, reliance on imports continues to increase, with EU and Chinese food exports to Africa outpacing domestic food supply. Fragmented aggregation, weak cold chains, and inconsistent quality are major barriers preventing African producers from supplying formal retail and organised distribution at the necessary scale and consistency. This session will explore the specific sourcing, contracting, and logistics solutions required to transform retail growth into a platform for scalable African food champions.

Key points

- As retail and organised distribution expand, which sourcing and contracting arrangements can elevate African producers to reliable, national-scale supply?
- Which improvements in cold chains, processing, packaging, or certification offer the biggest competitiveness gains?
- What would it take for African producers to meet the quality standards that formal buyers require, from shelf-life to delivery timing?

Speakers

- Leanne DE BASSOMPIERRE / Business Editor, The Africa Report
- Andreas VON PALESKE / CEO, Naivas
- Karidas TSHINTSHOLO / Founder & CEO, Khula
- Olivier BUYOYA / Division Director for West Africa and Sahel, IFC
- Abdoul Karim DIALLO / CEO, SONOCO GROUP
- Hendrik BORN / General Manager Dairy Africa, Danone
- Fernando MARTINEZ MPANGA / Chairman, Martinez Hermanos Group
- Levi GASANGWA / Chief Business and Corporate Solutions, Bank of Kigali



Invest in Tanzania

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Nina Cindy MALEKIA / Country Officer for Tanzania, International Finance Corporation (IFC)
- Hon. Ambassador Mahmoud KOMBO / Minister of Foreign Affairs and East African Cooperation
- Ruth ZAIPUNA / Chief Executive Officer, NMB Bank Plc
- Theobald SABI / CEO, NBC Bank
- Shahazad ATHAR / CEO, Tanzania East Africa Gateway Terminal Limited (TEAGTL)
- Hon. Angellah Jasmine Mbelwa Kairuki / Minister of Communication and Information Technology, Republic of Tanzania

Yango Side Event

Unlocking Africa's \$50B Mobility Opportunity

Africa's digital mobility market is operating at a fraction of its potential. With penetration levels estimated at just 5–25% of the addressable market, far below Asia or Latin America, the constraint is not demand, but the systems that enable scale. Capital remains limited, infrastructure fragmented, and regulatory frameworks uncertain, slowing the development of integrated, efficient urban transport ecosystems.

Bringing together leaders across policy, capital, infrastructure, and operations, this session will explore how to unlock this \$50B+ opportunity. Positioned as a platform for both insight and action, it will focus on aligning investment, infrastructure, and regulation to accelerate scale, unlock partnerships, and place mobility at the heart of Africa's next growth frontier.

Key points:

- What is holding back the scale-up of digital mobility in Africa—and where are the real bottlenecks?
- How can capital, infrastructure, and regulation be better aligned to unlock scalable mobility ecosystems?
- What partnerships are needed to move from fragmented systems to integrated, large-scale solutions?

Speakers

- Adeniyi ADEBAYO / Chief Executive Africa, Yango Group
- Coura Carine SENE / Regional Director, Wave Mobile Money Group
- Hendrick KETCHEMEN / Co-Founder, GOCAB
- /

Panel

Building Brands for Billions: The Execution Playbook for Africa's Mass Markets

By 2030, African consumer spending on food alone will near \$1 trillion, with parallel growth across telecoms, housing, and mobility. Yet reaching these consumers means navigating markets that are informal, price-sensitive, mobile-first, and fragmented. Scale here depends on gritty execution: distribution reach, reliable quality, disciplined pricing, and earned trust. Building for Africa's coming mass markets demands a different playbook. Groups like Flour Mills of Nigeria have moved beyond commodities to create branded products capable of competing with international household names. Local beverage producers win by tailoring to African tastes and price points. Affordable smartphones now function as core market infrastructure – enabling payments, data-driven distribution, and direct consumer engagement.

Key points

- Meeting the Real Market: How to design products and distribution for informal, price-sensitive markets, avoiding misplaced middle-class assumptions?
- Mass Reach: What does it take to get quality products to market in Africa — fast and at scale?
- Digital Edge: Which capabilities – mobile payments, data-driven distribution, or direct customer access – matter most, and how do African firms build them sustainably?

Speakers

- David PILLING / Africa Editor, Financial Times
- Charles VAN DER STEENE / Managing Director, Indian Subcontinent, Middle East & Africa (IMEA), MAERSK
- Pablo PERVERSI / President EMEA, Danone
- Angela WAMOLA / Head of Africa, GSMA
- Ebenezer ASANTE / Senior Vice President, MTN Group

Panel

The Road to Market: Who Pays for Africa's Missing Connectivity?

African businesses already pay for poor road infrastructure – through spoilage, transit delays, and logistics costs baked into every margin. The Abidjan-Lagos corridor moves over 50 million tonnes of freight annually, yet border crossings still average 24 to 48 hours of delay. Across Sub-Saharan Africa, roughly 80% of freight travels by road, yet the network remains critically underbuilt. Ambitious projects like the \$15.6 billion Nigeria-Côte d'Ivoire highway are now set to begin – but construction is only half the story. Maintenance remains chronically underfunded, and the broader road financing gap exceeds \$100 billion annually. If business is already absorbing the cost of missing connectivity, what would it take to turn that burden into a financing opportunity – and which models have already demonstrated returns at scale?

Key points

- The hidden tax: How much does inadequate road infrastructure cost African businesses in eroded margins and lost competitiveness – and who is actually bearing that cost?
- Paying to fix it: What would it take to turn highway users – manufacturers, logistics operators, FMCG distributors – into co-financiers? Which structures have demonstrated returns, and what do governments need to provide?
- Compress the timeline: The Cape-to-Cairo highway took several decades to complete. What does it take to build the remaining Trans-African corridors in a generation – and who needs to be at the table?

Speakers

- Ntaoleng LECHELA / Anchor & Reporter, Business Day TV & SAfm
- František RUZICKA / Deputy Secretary-General, OECD
- Papa Amadou SARR / Managing Director, Porteo Group
- Soumya BANERJEE / Acting Regional Industry Director for Infrastructure in Africa, International Finance Corporation (IFC)
- Karim EZZEDDINE / Vice President, SkyKapital

Invest in South Africa

As the foremost annual meeting of the private sector on the continent, the Africa CEO Forum is the leading platform for public-private dialogue. 'Invest In' sessions allow CEOs and investors to meet with high-level African government officials to gain deeper insight into their countries' economic development strategies. These sessions provide exposure to a variety of key sectors, business environments, and public and private investment opportunities.

Speakers

- Trudi MAKHAYA / Partner, BCG
- Luna NEVHUTALU / Head of Institutional Sales for Global Markets , Rand Merchant Bank
- Mohammed AKOOJEE / Chief Executive Officer and Managing Director - Africa, DP World
- Cassim COOVADIA / Sherpa, B20 South Africa, B20 South Africa
- Willem VAN DER SPUY / Acting Deputy Director-General of Exports, South African Department of Trade, Industry and Competition
- Loyiso TYABASHE / Group CEO, South African Nuclear Energy Corporation (Necsa)

WFC Strategic Roundtable

Who Owns the Middle? Closing Africa's 2X Value Gap

Access via sign-up on the event app or by invitation only.

In Ivorian cocoa, women provide 68% of labour but earn 21% of income. In Ethiopian coffee, women make up 75% of smallholder production workers, fall to 7% in trade, and own just 0.2% of the country's 3,000-plus coffee trading companies. The pattern is consistent: women are structurally absent from the middle of the value chain – the aggregation, processing, wholesale and transport functions that determine who captures value and at what price. This goes beyond financing. It is an ownership and market structure problem. The 2X certification standard – backed by IFC and major DFIs – was designed to reshape incentives to close it. The question is no longer whether the gap exists. It is who owns the middle, and why businesswomen still don't.

Key points

- The ownership problem: Between asset finance, cooperative reform, and contract rights – where is the critical leverage point?
- The profitability case: If integrating women into aggregation and trade improves chain efficiency, why hasn't the private sector moved – and what does the business case require?
- The policy lever: Which shifts in procurement, governance, or finance would most rapidly change who captures value in the middle?

Speakers

- Yasmin KUMI / Chair, African Hidden Champions
- H.E. Fatima CAMARA / Minister of Industry and Commerce, Republic of Guinea
- Josiane TCHOUNGUI / Managing Director, Atlantic Cocoa Corporation
- Agnes KALIBATA / Founder & Chair, C4Impact Advisory Group
- Anil NAIR / Country Head - Nigeria, Olam Agri

GABI Solutions Lab: Private Sector Leadership on Financing Digital Public Infrastructure (DPI)

Access by invitation only. The GABI Solutions Lab is a high-level, outcomes-driven session that brings together business leaders, investors, policymakers, and public institutions to shape practical partnerships for Africa's future. It is organised under the Global Africa Business Initiative (GABI), the UN Global Compact's flagship platform to position Africa as a premier destination for trade, investment, and innovation by mobilizing forward-leaning stakeholders around concrete solutions. Within GABI, Action Pathways are focused coalitions of leaders working on priority themes such as digital transformation and health, moving from high-level commitments to specific partnerships, investments, and implementation roadmaps. The GABI Solutions Lab connects the Digital and Health Action Pathways by using digital technology in health as a real-world test case for a broader challenge: how to mobilize more private sector capital into public-interest infrastructure. Instead of debating the financing gap in abstract terms, the session will present a small number of live challenges and ask senior leaders to work through what it would take to make them investable, scalable, and implementable.

Speakers

- Caitlin BURTON / CEO Africa, Zipline
- Emmanuel LUBANZADIO / Africa Lead, OpenAI
- Joan MANDA / Global lead, timbuktoo
- Serah KATUSYA / CEO, Wild Mango

Will Global South to Global South investment deliver better terms for Africa?

The Global South will account for half of global economic growth by 2030 – and trade between its economies is deepening. Gulf investors, many from countries within the expanded BRICS bloc, have invested \$100bn in Africa over the past decade. Will this capital from rising powers translate into more value staying on the continent, or will it follow familiar patterns of extraction? And with tensions rising in the Middle East, how durable is the investment push?

Speakers

- Karim NOUJAIM / Founder and Managing Partner, Skykapital
- Gaurav GUPTA / Global Managing Partner, Dalberg Advisors

Strategic Roundtable

Scaling acquisition finance to steady the M&A downturn

Access via sign-up on the event app or by invitation only.

Africa's M&A activity fell 24% in value in early 2025, even as global dealmaking grew. A key structural bottleneck is the lack of acquisition finance: flexible, deal-linked lending repaid in line with a target's future cash flows. Without it, firms must drain working capital or surrender equity, stalling consolidation and fragmenting value chains. While bespoke deals such as MCB's facility backing Invictus Investment Company's \$200–300m acquisitions show the model can work, few African banks offer such financing, many firms are unsure how to qualify, and DFIs that could provide the long-tenure instruments view it as too close to investment banking. This roundtable focuses on how banks and can share risk to turn acquisition finance into a scalable pipeline for African mid-cap firms.

Key points

- Which financing solutions are Africa's corporate champions still not accessing to execute their expansion plans?
- Sharing the exposure with DFIs: Which extra partnerships are needed to expand the layered instruments within an acquisition finance facility?
- What must M&A-ready businesses demonstrate to qualify for flexible acquisition finance, and how should lenders codify those requirements?

Speakers

- Olivier NOEL / Secretary General, AFIS Supervisory Council
- Amol PRABHU / CEO: South Africa, Barclays
- Funso AKERE / Head, M&A Advisory Africa Regions, Standard Bank Group
- Terence SIBIYA / Group Managing Executive, Africa Regions, Nedbank
- Dalu AJENE / CEO and Head of Coverage, Africa, Standard Chartered
- Ashvin DEENA / Global Head of Coverage, Mauritius Commercial Bank (MCB)
- Kanayo AWANI / Executive Vice President, Afreximbank

Panel

Nuts & Bolts – The silent bottleneck behind Africa's urban expansion

For decades, Africa's cities have expanded faster than their industrial foundations. As urban demand accelerates, local production of the materials needed to build its skyline – cement, steel, glass and clink – has not kept up. By 2050, Africa's cities will be home to 800 million more people, yet in 2024, the continent produced only 22.3 million tons of crude steel – about a quarter of what is needed to house them. As demand continues to grow, industrial production capacity is constrained by power, logistics, financial and political challenges. How can Africa supply the ingredients needed to carve out its fair share of the demographic dividend?

Key points

- From Real Estate to Production Lines: Africa is adding millions of housing units yet barely adding to its manufacturing output. How can industries secure guaranteed offtake contracts, justifying new production facilities
- Baseload for Industrial Bases: Africa is not only short of megawatts; it is short of an industrial-grade baseload. How can grids, battery systems and industrial IPP models be integrated to deliver factory-ready electrons?
- Capex Without Patience – A cement kiln or steel furnace is a 30-year project. How can patient capital be deployed further up the value chain, into the overlooked inputs necessary for urban development?

Speakers

- Julien WAGNER / Director of Special Content, Partnerships, and Media Diversification, Jeune Afrique Media Group
- Nora WITTSTRUCK / Chief Analytical Officer, Global Public Finance, S&P Global Ratings
- Walid SHETA / Zone President, Middle East & Africa, Schneider Electric
- Edha NAHDI / Group Managing Director, Amsons Group of Companies
- Boyd MERRETT / Group CEO, UCC Holding
- Aymeric D'YDEWALLE / Chief Executive Officer, Saint-Gobain Africa
- Oladayo WILLIAMS / Managing Director, Tetracore Energy Group

Conversation with

The African Arena: Who will own Africa's sports boom?

Africa's sports economy is growing rapidly – nearly 2 billion viewers for AFCON 2023, rising sponsorship demand, governments increasingly deploying sport for tourism and nation branding. Yet much of the commercial upside remains outside the continent. The issue is not talent but ownership: of rights, data, sponsorship marketplaces, and modern arenas. During this conversation, Minister Mukazayire and Amadou Gallo Fall explore with Ethiopis Tafara what it will take to turn Africa's sports boom into a genuine wealth-creation engine – one where African clubs, federations, athletes, brands, and investors own the assets, capture the returns, and set the terms.

Speakers

- Ethiopis TAFARA / Regional Vice President for Africa, IFC
- H.E. Nelly MUKAZAYIRE / Minister of Sports, Republic of Rwanda
- Amadou Gallo FALL / President, Basketball Africa League

Panel

Africa's Creative Century: Capital, Ownership and the Next Frontier

Africa's creative output commands global attention – Nollywood's volume, Afrobeats' reach, gaming talent emerging across the continent. Yet capital flows remain constrained, creators capture limited value from global distribution, and ecosystems struggle to scale beyond individual success stories. Canal+'s \$2.4 billion MultiChoice acquisition signals where international investors see opportunity. The harder questions are about what comes after: financing models that outlast single deals, IP structures that keep value on the continent, and policy frameworks that build industries rather than back isolated productions. The focus: moving from celebrating potential to diagnosing what actually unlocks investment, builds local value chains, and positions African creators to capture the economic value their content generates globally.

Key points

- Capital questions: Where do investors see sustainable business models – and what structural barriers prevent capital deployment in creative industries?
- Terms of trade: When African music streams globally or films license to Netflix, how much value stays on the continent – and what would shift this equation?
- Going concern: Can film commissions and creative industry funds create sustainable ecosystems, or do they only back temporary activity that disappears when incentives end?

Speakers

- Gina DIN-KARIUKI / Founder & CEO, Gina Din Group
- Farid Fezoua / Director of Equity, Funds, and Venture Capital, IFC
- Kegomoditswe SETHOSA / CEO, GALXBOY
- Mbithi MASYA / Filmmaker & Co-founder, NBO Film Festival
- Tega OGHENEJOBOR / President and Chief Operating Officer, Mavin Global
- H.E. Sandrine UMUTONI / Minister of State for Youth and Arts, Republic of Rwanda

What price will African businesses pay as conflict chokes shipping lanes?

As tensions escalate in the Gulf, global shipping routes are facing severe disruptions. African trade – heavily dependent on maritime logistics – is facing growing tensions across its trade networks. With major carriers now applying hefty war risk and emergency surcharges, transport costs are climbing, threatening supply chains and business competitiveness across the continent.

Speakers

- Frederik KLINKE / CEO APM Terminals Nigeria , APM Terminals
- Youssef DBIRI / Vice President - Group Business Development - Africa, GulfTainer

Conversation with An African Capital Field

African sport has never lacked talent, spectacle, or global reach. What it has lacked is the architecture to capture the value it generates – in media rights, data, infrastructure, merchandising, and the brand equity athletes carry far beyond the pitch. For decades, much of that commercial upside has flowed elsewhere. Changing that requires both the long-term perspective of development finance and the instincts of those who have built sports organisations from the inside out. Makhtar Diop, Managing Director of IFC, the world's largest development finance institution, and Masai Ujiri, Team President of the Dallas Mavericks and Zaria Group Co-Founder, an executive who transformed an NBA championship into a broader continental ambition, bring different instruments to the same field – and the shared conviction that African sport is an asset class in its own right.

Speakers

- Eleni GIOKOS / Anchor & correspondent, CNN
- Makhtar DIOP / Managing Director, IFC
- Masai UJIRI / Team President and Alternate Governor ; Co-Founder, Dallas Mavericks ; Zaria Group & Giants of Africa

The Scale Architects

The Long Game

Executives operating across industry, finance and logistics. One shared discipline: positioning ahead of the curve, often before the market consensus has fully formed. Across cycles, geographies and sectors, they have turned organisations into instruments of anticipation, not just growth. What does it take to read where an industry is going before others do? And how do you translate that foresight into institutions capable of acting at the right moment, and pulling ahead when it counts?

Speakers

- Eleni GIOKOS / Anchor & correspondent, CNN
- Jean-Pascal TRICOIRE / Chairman, Schneider Electric
- Gagan GUPTA / Founder, ARISE BII, A2MP & Spiro
- Dr. James MWANGI / Chief Executive Officer, Equity Group
- Jeremy AWORI / Group CEO, Ecobank Transnational Inc
- Acha LEKE / Senior Partner, and Chairman, McKinsey & Company, Africa

ACF TV Closing

The ideas business leaders can take home from Kigali

The Africa CEO Forum 2026 was not meant to end at a convention in Kigali. It was meant to begin there. Over two days, the continent's most consequential business minds gathered to debate, disagree and push each other on the hardest questions facing African enterprise. From the future of African capital and the promise of AI to energy security and the cost of doing business across borders, the conversations have been bold and the expectations high. The real measure of that ambition lives in the ideas leaders carry home from Kigali and what they choose to do differently when they return to their industries and boardrooms.

Speakers

- Frederic MAURY / Deputy CEO - Events, Jeune Afrique Media Group

The Africa Report & Invest Africa Dinner

Resilient Africa: Investment, Trade & the New Global Realignment

Access by invitation only.

Held alongside the Africa CEO Forum 2026, this intimate evening will convene a select group of senior leaders for a high-level exchange on how investment, trade, and strategic partnerships can drive long-term resilience across the continent.