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FEDERAL MINISTRY OF
INDUSTRY, TRADE &
INVESTMENT



NIGERIA HOUSE DAVOS 2026

IMPACT REPORT

From Sovereign Visibility to
Investment Outcomes

*On the margins of the
World Economic Forum's 56th Annual Meeting
19th - 23rd January 2026, Davos, Switzerland*



Nigeria
Global
Gateway
Group

Prepared by
Nigeria Global Gateway Group



"None of us can build a better future for
ourselves unless we include others."

— Guy Ryder

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PURPOSE OF THE REPORT

This Impact Report provides a comprehensive assessment of the outcomes, strategic engagements, partnerships, and potential investment opportunities generated through Nigeria House Davos 2026 on the margins of the World Economic Forum Annual Meeting in Davos, Switzerland.

The Report documents activities undertaken, immediate outputs achieved, and the medium-to-long-term outcomes anticipated from engagements facilitated through Nigeria House Davos. It is intended to inform government stakeholders, sponsors, development finance institutions, investors, multilateral organisations, and strategic partners on the value created through the platform and the actions required to convert opportunities into measurable economic outcomes.

Nigeria House Davos contributes to Nigeria's economic diplomacy agenda and supports the achievement of relevant United Nations Sustainable Development Goals (SDGs), particularly SDG 3 (Good Health and Well-being), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 17 (Partnerships for the Goals), and the objectives of the African Continental Free Trade Area (AfCFTA) through the promotion of investment, trade facilitation, innovation, and regional economic integration.



HIS EXCELLENCY

BOLA AHMED TINUBU GCFR

PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA



Nigeria is open for business, ready for investment, and committed to creating an enabling environment for enterprise to thrive.



President Bola Ahmed Tinubu, GCFR
President of the Federal Republic of Nigeria

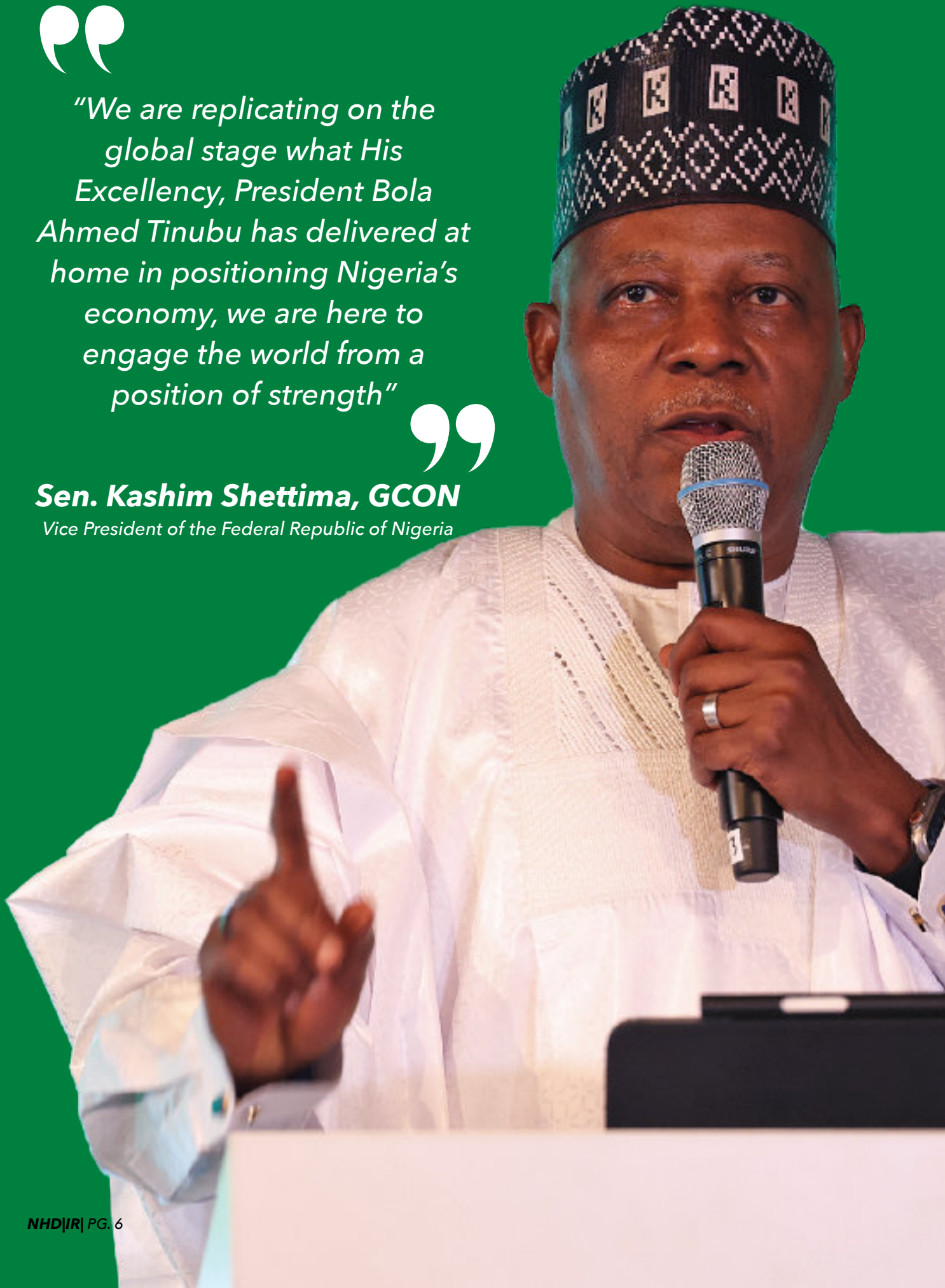
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“We are replicating on the global stage what His Excellency, President Bola Ahmed Tinubu has delivered at home in positioning Nigeria’s economy, we are here to engage the world from a position of strength”

”

Sen. Kashim Shettima, GCON

Vice President of the Federal Republic of Nigeria



SECTION 1

EXECUTIVE SUMMARY

1.1 Overview

Nigeria House Davos 2026 established Nigeria's first sovereign pavilion on the Davos Promenade on the margins of the World Economic Forum Annual Meeting held 19th–23rd January 2026. The initiative represented a deliberate and structural shift in how Nigeria engages with the global economic community moving from peripheral participation to a coordinated, high-level sovereign engagement platform designed to attract investment, advance policy dialogue, strengthen partnerships, and reposition Nigeria's international narrative.

At its core, the initiative was guided by a clear national proposition:

Nigeria is open, reform-driven, investment-ready, and committed to building credible pathways for growth, partnership, and global economic participation.

1.2 Strategic Intent

Nigeria House Davos was designed and delivered as national economic infrastructure; a purposeful framework through which sovereign engagement could generate measurable outcomes across investment, diplomacy, media, and institutional development.

The platform operated across four interconnected pillars:

- Strategic Programming and Policy Engagement
- Deal Room and Investment Facilitation
- Media and Global Narrative Amplification
- Sponsorship and Financial Mobilisation

Together, these pillars created a coordinated operating architecture capable of delivering structured engagement, investment pipeline creation, and long-term relationship development within a single, highly curated five-day platform at the world's most influential gathering of leaders.

1.3 Headline Results at a Glance

\$2.8B+ <i>Potential Investment Pipeline</i>	40 Meetings <i>Partnership Meetings</i>	Sectors <i>Priority Sectors</i>
60,000+ <i>Potential Jobs</i>	\$170M+ <i>Projected Tax Revenue</i>	50+ Verified <i>Media Placements</i>
375,757 <i>Digital Views</i>	1.1M - 1.6M <i>Combined Audience Reach</i>	30 <i>Confirmed Sponsors</i>
\$1,597,690 Total <i>Sponsorship Inflow</i>	\$2,450,051 <i>Total Operational Outflow</i>	\$1 : \$1,167 <i>ROI Ratio (Deal Room)</i>

1.4 Assessment Summary

Nigeria House at Davos 2026 succeeded strongly as a visibility, narrative, convening, and early-stage deal origination platform. It demonstrated credible movement from sovereign presence to structured investment facilitation, generating a \$2.8 billion potential FDI pipeline, 40 strategic partnership meetings, broad international media coverage, and a 100% follow-up rate across all Deal Room engagements.

1.5 Theory of Change

Nigeria House Davos is designed as a strategic economic diplomacy platform that connects Nigeria's public and private sectors with global investors, policymakers, development institutions, and business leaders.

The underlying theory of change is that structured engagement, curated investment dialogue, and sustained post-event follow-through increase the likelihood of investment mobilisation, strategic partnerships, policy collaboration, and trade expansion.

Inputs: Government participation, private sector sponsorship, strategic partnerships, content programming, and investment facilitation.

Activities: High-level forums, panel discussions, sector roundtables, Deal Room engagements, investor meetings, media outreach, and policy dialogue.

Outputs: Partnership discussions, investment leads, memoranda of understanding, media visibility, stakeholder engagement, and strategic relationships.

Outcomes: Increased investment interest, project development, trade opportunities, business expansion, and strengthened international partnerships.

Impact: Economic growth, job creation, increased government revenue, enhanced global competitiveness, and improved positioning of Nigeria within regional and global value chains.

1.6 DATA SOURCES & METHODOLOGY

Unless otherwise stated, macroeconomic and demographic statistics referenced in this Report have been sourced from publicly available data published by reputable international and national institutions, including the World Bank, International Monetary Fund (IMF), United Nations Population Division, Nigerian National Bureau of Statistics (NBS), Central Bank of Nigeria (CBN), International Telecommunication Union (ITU), GSMA, and other recognised development and research institutions.

The following reference figures were adopted for consistency across all Nigeria House Davos 2026 publications:

- Nigeria Gross Domestic Product (GDP): estimate of World Bank 2023 nominal GDP of \$300B (WB Open Data)
- Nigeria Population: over 230 million+ people (United Nations Population Division and National Population Commission estimates, 2025–2026).
- Diaspora Remittances: over US\$20 billion+ annually (World Bank Migration and Development Briefs).
- Internet Users: approximately 120–122 million users (GSMA and industry estimates, 2024–2025).
- Infrastructure Investment Pipeline: over US\$100 billion across transportation, energy, digital infrastructure and public-private partnership projects, based on Federal Government investment programmes and national infrastructure development plans.
- Future editions of this Report will include a detailed bibliography and source schedule to further strengthen transparency, verification and institutional credibility.

“

The project demonstrates a strong Public-Private Partnership and reflects the rejuvenation of the Nigerian economy.

”

– Dr. Jumoke Oduwole

*Honourable Minister of Industry,
Trade & Investment,
Federal Republic of Nigeria*





LEADERSHIP

"Do not go where the path may lead,
go instead where there is no path and leave a trail."

— Ralph Waldo Emerson

SECTION 2

STRATEGIC CONTEXT & NATIONAL PROPOSITION

2.1 Why Davos – And Why Now

The World Economic Forum Annual Meeting in Davos, Switzerland, remains the single most concentrated gathering of global decision-makers – Heads of State, finance ministers, multilateral leaders, institutional investors, and chief executives on the planet. Access to this environment is not merely symbolic; it is transactional. Relationships formed and conversations initiated at Davos routinely translate into policy frameworks, investment mandates, and strategic alliances.

For Nigeria, the timing of its inaugural sovereign presence in 2026 was particularly significant. The country's Renewed Hope reform agenda, encompassing subsidy removal, foreign exchange unification, infrastructure acceleration, and sector liberalisation, had created a credible reform story ready to be presented on the global stage. Nigeria House Davos was the platform through which that story was told with structure, evidence, and authority.

2.2 Nigeria's Reform Narrative

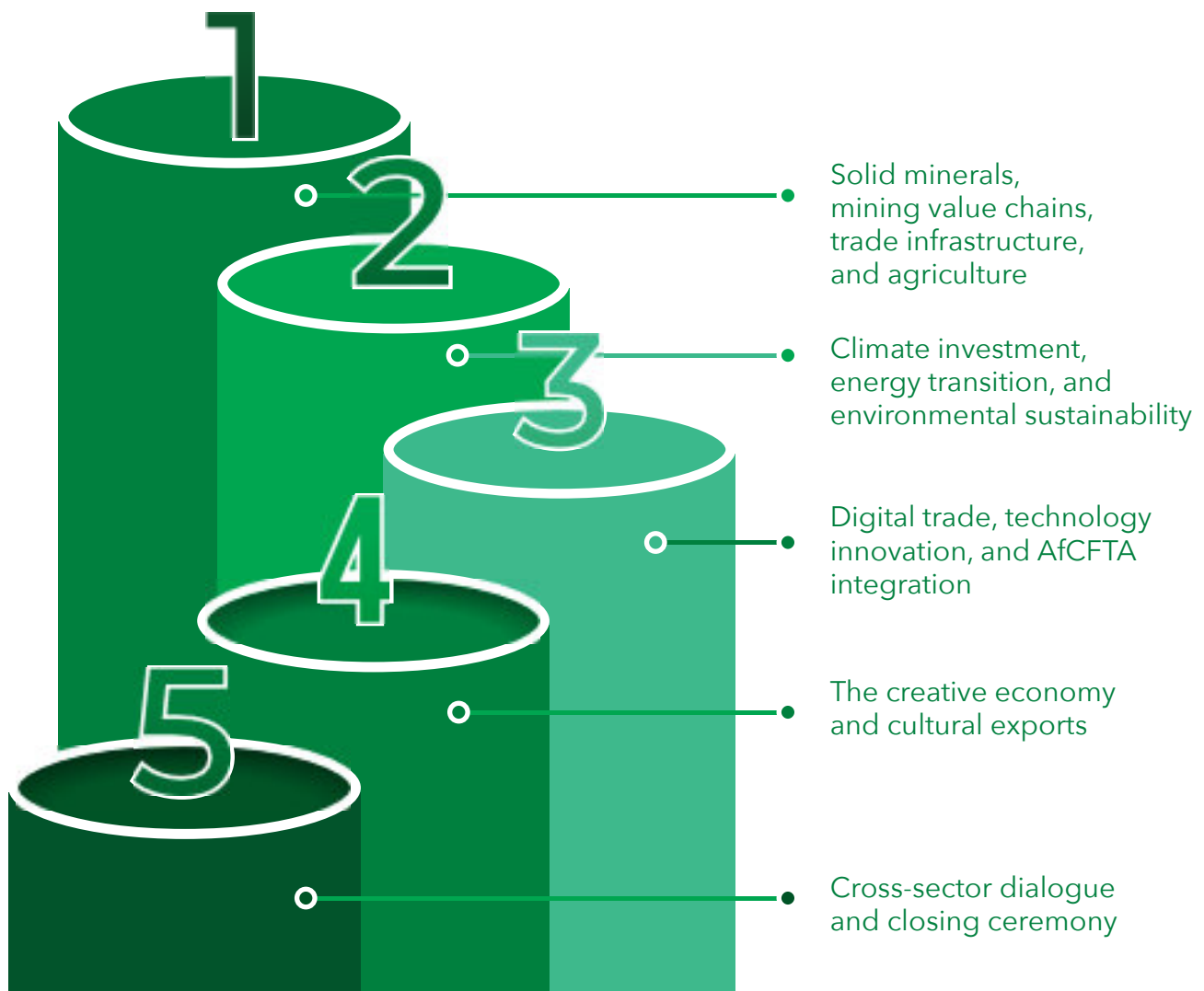
One of Africa's four largest economies; largest by population with GDP estimated at \$300B, Nigeria brings unparalleled structural weight to global conversations; a population over 230million (UN WPP 2024; IMF 2026), the world's seventh largest by size, a \$3 billion Lagos-anchored technology ecosystem, and an infrastructure investment pipeline exceeding \$100 billion. Yet perception gaps have historically impeded the translation of scale into inbound capital.

Nigeria House Davos was designed to close that gap presenting a Nigeria defined not by historical perception, but by its current reform trajectory and forward-looking investment proposition:

Strategic Asset	Investment Relevance
\$300B GDP	Africa's economic engine; top-20 global emerging market
Over 230M people	World's 7th largest population; largest Black nation on earth
Lagos tech ecosystem (\$3bn+)	Africa's Silicon Valley – global-standard fintech, healthtech, agritech
\$100bn+ infrastructure pipeline	Energy, roads, rail, ports, and digital connectivity
Founding AU & key voice in OPEC,	Commonwealth Diplomatic influence shaping continental and multilateral agendas
AfCFTA participation	Gateway to 1.3 billion-person African market

2.3 Five Thematic Pillars

The programme was built around a coherent five-pillar thematic framework directly aligned to Nigeria's national reform priorities and global investor interest areas:



This thematic architecture ensured that Nigeria House Davos was not a generic country showcase. It was a structured, sector-led engagement environment capable of hosting credible conversations with investors who had specific mandates and specific questions to ask.

2.4 Institutional Leadership & National Coordination

Nigeria House Davos 2026 was delivered as a coordinated national engagement platform anchored by key institutions responsible for Nigeria's economic diplomacy, international relations and fiscal management objectives.

Together, these institutions ensured that Nigeria's participation during the The 56th Annual meeting of The World Economic Forum (WEF 2026) reflected a unified national position focused on investment attraction, economic reform, international partnerships and sustainable growth.

2.5 Government Leadership Framework

Institution	Strategic Role
Federal Ministry of Industry, Trade and Investment (FMITI)  FEDERAL MINISTRY OF INDUSTRY, TRADE & INVESTMENT	Lead ministry responsible for investment promotion, trade facilitation, private sector engagement and the presentation of Nigeria's economic opportunities to global investors.
Ministry of Foreign Affairs (MFA)  MINISTRY OF FOREIGN AFFAIRS	Responsible for advancing Nigeria's economic diplomacy objectives, strengthening bilateral and multilateral relationships, and facilitating strategic international engagement.
Federal Ministry of Finance (FMF)  FEDERAL MINISTRY OF FINANCE	Provided leadership on macroeconomic reforms, fiscal policy, investment confidence and Nigeria's economic transformation agenda.

2.6 Institutional Alignment

The participation of FMITI, MFA and FMF ensured that Nigeria House Davos was positioned not merely as a country showcase, but as a strategic platform for advancing national priorities across investment promotion, economic diplomacy and fiscal reform.

By bringing together the institutions responsible for trade, foreign policy and economic management, Nigeria House Davos presented a coordinated national narrative capable of engaging investors, policymakers and international stakeholders with clarity, credibility and purpose.

The combined leadership and active participation of FMITI, MFA and FMF ensured that Nigeria House Davos served as a coordinated national platform for advancing Nigeria's priorities across trade, investment, economic reform and international engagement.



SECTION 3

INAUGURAL HIGHLIGHTS

3.1 Opening & High-Level Representation

Nigeria House Davos 2026 was officially opened by His Excellency the Vice President of Nigeria, H.E. Kashim Shettima, GCON – a powerful statement of sovereign intent that immediately signalled the platform's credibility and political backing to the international community. The opening set the tone for five days of high-level, structured engagement.



Distinguished government representation included:

Distinguished government representation included:

- H.M. Dr. Jumoke Oduwole MFR, Honourable Minister, Federal Ministry of Industry, Trade & Investment (FMITI)
- H.M. Adebayo Olawale Edun, Minister of Finance and Coordinating Minister of the Economy
- Dr. Kingsley Tochukwu Udeh, Minister of Innovation, Science and Technology

3.2 Notable External Speakers & Participants

- Dr. Ngozi Okonjo-Iweala – Director-General, World Trade Organisation (WTO)
- Wamkele Mene – 1st Secretary-General, African Continental Free Trade Area (AfCFTA) Secretariat
- Wale Tinubu C.O.N – Group Chief Executive Officer, Oando Plc
- Richard Quest – CNN International Business Anchor
- Representatives from DMCC, AGRA, AB InBev, and leading DFIs

3.3 Scale of Engagement

Engagement Category	Outcome
Heads of State & Ministers	10+ in attendance
Global CEOs & Investors	50+ engaged
Strategic Partnership Meetings (Deal Room)	40 across 8 priority sectors
Side Events & Roundtables Hosted	25+
Attendees Hosted (2026 Edition)	800+
Countries Represented	50+ (est.)
Media Placements (Verified)	50+
Digital Views (Verified)	375,757
Combined Audience Reach	1.1M – 1.6M



800+
ATTENDEES

3.4 Attendance Verification Note

Attendance figures reported in this Impact Report are based on organiser registration records, event accreditation data, venue access records, and participant attendance logs maintained by the Nigeria House Davos Project Management Team.

The reported attendance figure of more than 800 participants represents registered delegates, speakers, government officials, sponsors, investors, media representatives, and invited guests who participated in one or more Nigeria House Davos 2026 activities on the margins of the World Economic Forum Annual Meeting period.

3.5 Stakeholder Feedback & Continuous Improvement

As an inaugural platform, Nigeria House Davos 2026 prioritised stakeholder engagement, relationship building, and investment facilitation. While formal participant satisfaction surveys were not systematically administered during the 2026 edition, qualitative feedback from government representatives, sponsors, investors, strategic partners, and attendees indicated strong support for the continuation and institutionalisation of the platform.

To strengthen impact measurement and stakeholder accountability, Nigeria House Davos 2027 will introduce a structured stakeholder satisfaction framework incorporating participant surveys, sponsor feedback assessments, Deal Room participant evaluations, and post-event stakeholder interviews.



“

Nigeria House Davos provides an important platform to showcase Nigeria's investment opportunities, engage global capital, and demonstrate the capabilities of indigenous businesses on the world stage

”

Wale Tinubu

Group Chief Executive, Oando PLC



INVESTMENT

"Someone is sitting in the shade today
because someone planted a tree a long time ago."

– Warren Buffett

SECTION 4

INVESTMENT PIPELINE & DEAL ROOM PERFORMANCE

4i.1 The Deal Room Concept

The Deal Room was Nigeria House Davos' most operationally distinctive feature; a structured, curated environment designed to move investor conversations beyond casual dialogue into formal engagement with defined next steps. Unlike typical conference networking, Deal Room meetings were pre-qualified, sector-specific, and managed to produce actionable outcomes.

The Deal Room engaged federal ministries, regulatory agencies, private investors, development finance institutions, and multinational corporations across eight priority sectors, with every meeting assigned a clear follow-up owner and defined next step – achieving a 100% follow-up rate.

4.2 Pipeline Summary

\$2.78B - \$2.8B <i>Total FDI Pipeline</i>	40 <i>Strategic Meetings</i>	8 <i>Sectors Covered</i>
100% <i>Follow-up Rate</i>	15,000 <i>Potential Direct Jobs</i>	45,000 <i>Potential Indirect Jobs</i>

Investment Pipeline Clarification

References throughout this Report to a potential investment pipeline of approximately US\$2.8 billion represent opportunities identified, discussed, or introduced through Nigeria House Davos 2026 engagements.

These figures reflect indicative investment interests, project discussions, partnership opportunities, and commercial prospects under active consideration by relevant stakeholders.

The figures do not constitute committed capital, executed transactions, legally binding agreements, financial close, or guaranteed investments. Actual investment outcomes remain subject to due diligence, commercial negotiations, regulatory approvals, financing arrangements, market conditions, and implementation requirements.

4.3 Sector Pipeline Breakdown

Sector	Pipeline Value (Est.)	Key Counterpart(s)	Status
Commodities & Minerals	\$1.5B	DMCC (Dubai Multi Commodities Centre)	Joint working group initiated
Agriculture Finance	\$400M	AGRA / Bank of Agriculture (BOA)	Blended finance facility design underway
Consumer Manufacturing	\$500M	Korean & international manufacturers	Local partner identification in progress
Maritime & Environment	Significant	Sunfox & environmental partners	Technical assessment in progress
Digital Connectivity	Significant	Technology & telecoms investors	Regulatory validation underway
Innovation Finance	Growing	Venture capital & innovation funds	Early-stage co-investment vehicle design
Health Technology	Growing	Health tech firms	Assembly and deployment pilot scoping
Energy & Climate Finance	Pipeline	DFIs, energy transition funds	Dialogue initiated; sector pillar active



4.4 Flagship Case Studies

Case Study 1 – DMCC: Commodities & Minerals (\$1.5B)

The Dubai Multi Commodities Centre (DMCC) engaged Nigeria House Davos's Deal Room around Nigeria's solid minerals sector, which has attracted growing global interest as the energy transition accelerates demand for lithium, cobalt, gold, and other critical minerals.

Next Steps: Nigeria House Davos facilitated engagement toward a possible Nigeria Government-DMCC working framework on commodities and minerals value chain development. Further technical scoping and implementation timing are subject to reconfirmation by the relevant parties.

Strategic Significance: DMCC operates one of the world's largest commodities exchanges and offers Nigeria a direct route to structured international trade in critical minerals – a sector the government has identified as a priority diversification pathway.



Case Study 2 – AGRA & Bank of Agriculture: Blended Finance (\$400M)

AGRA (Alliance for a Green Revolution in Africa) and the Bank of Agriculture engaged Nigeria House Davos around a blended finance facility designed to unlock agricultural investment, improve smallholder productivity, and stimulate food systems transformation.

Next Steps: Nigeria House Davos convened early-stage engagement around a proposed blended finance facility. Subsequent technical design, institutional alignment, and implementation timing remain subject to further confirmation.

Strategic Significance: Agriculture represents one of Nigeria's highest-potential diversification sectors. A \$400M blended facility would catalyse both foreign capital and domestic agricultural transformation directly addressing food security priorities under the Renewed Hope Agenda.



Case Study 3 – AB InBev: Consumer Manufacturing (\$500M)

AB InBev, one of the world's largest consumer goods manufacturers, engaged Nigeria House Davos's Deal Room on the subject of investment into local manufacturing and supply chain localisation in Nigeria.

AB InBev's engagement validates Nigeria's industrialisation manufacturing investment and supply chain localisation. Any follow-on workstreams, including partner selection and pilot structuring, remain subject to commercial and stakeholder confirmation.

Strategic Significance: Nigeria's consumer goods market driven by a population of over 230 million and a growing middle class presents significant scale for manufacturing investment. AB InBev's engagement validates Nigeria's industrialisation narrative and creates a pathway for import substitution and job creation.

4.5 Economic Impact Projections

Subject to pipeline conversion and disciplined post-Davos follow-through, the Deal Room outcomes carry the following projected economic impacts:

<i>Impact Dimension</i>	<i>Projection</i>	<i>Basis</i>
Total Potential Investment	\$2.78B - \$2.8B	40 strategic meetings; est. pipeline value
Direct Employment	15,000 jobs	Investment-to-job ratio modelling by sector
Indirect Employment	45,000 jobs	Multiplier effect across supply chains
5-Year Corporate Tax Revenue	\$125M+	Based on projected investment returns
5-Year Employment Tax Revenue	\$45M+	Based on projected salary base
Total 5-Year Fiscal Contribution	\$170M+	Combined tax revenue projection
ROI Ratio (per Deal Room dollar)	\$1 : \$1,167	Pipeline value vs. Deal Room operating cost

Note: All pipeline and impact figures represent potential outcomes contingent on conversion. They are not realised results. Attribution of downstream investment to Nigeria House Davos carries inherent uncertainty, where engagements may continue through parallel channels.

“Nigeria can capture global supply chains if it adopts a focused and aggressive investment strategy.”

Dr. Ngozi Okonjo-Iweala

Director-General,
World Trade Organization (WTO)





VISIBILITY

"Setting goals provides focus
and direction in life...
The market rewards visibility.
Not perfection."

— Brian Tracy

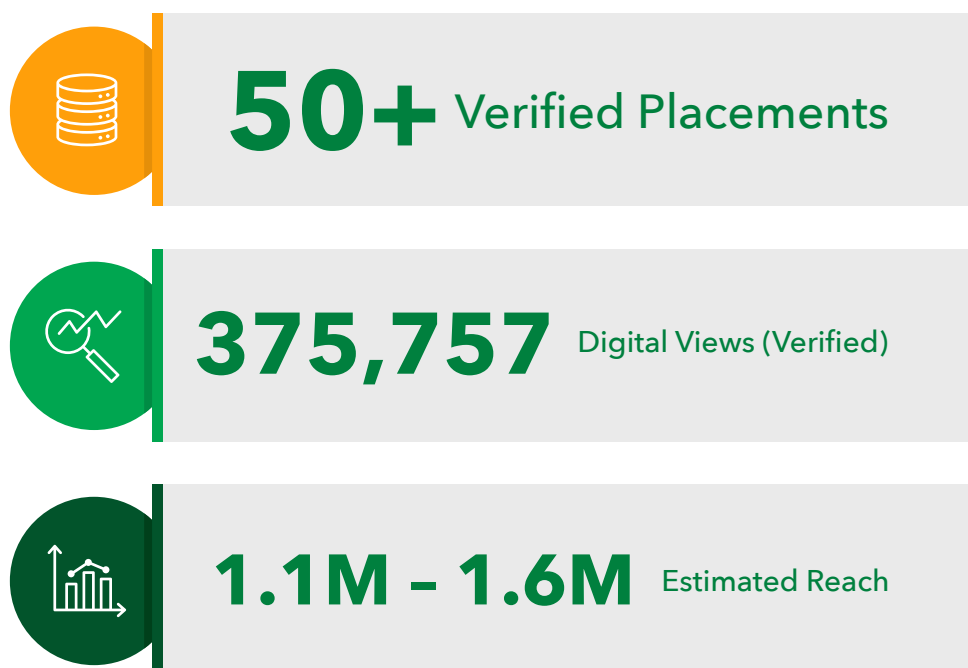
SECTION 5

MEDIA, NARRATIVE & GLOBAL REACH

5.1 Media Strategy

Nigeria House Davos was designed from the outset as a media platform as much as an investment platform. The communications architecture aimed to achieve three objectives: amplify Nigeria's reform narrative to global audiences; generate earned media coverage in influential financial, political, and business press; and build Nigeria's sovereign brand equity among the international stakeholder community.

5.2 Verified Media Performance



5.3 Broadcast Coverage

Outlet		Coverage Highlights
CNN International		Visibility via Richard Quest; international broadcast reach
Arise News		Multiple flagship stories; 'Shettima unveils Nigeria House'; 'Nigeria House Davos drives deal flow'
Channels Television		Full opening ceremony coverage; 'Shettima formally unveils Nigeria House Davos'
YouTube		Documentary-style feature on public-private partnership model

5.4 Print, Online & Institutional Media

Coverage spanned Nigeria's leading financial and mainstream media ecosystem, including: ThisDay, Punch, BusinessDay, The Guardian, The Nation, Leadership, Premium Times, Nairametrics, Ripples Nigeria, Independent, Nigerian Observer, Radio Nigeria, Eagle Online, State House, Federal Ministry of Industry, Trade and Investment (FMITI), Federal Ministry of Finance, Forbes Africa, and Geneva-based European media. Government institutional media including Federal Ministry channels further amplified the platform's messaging.

5.5 Narrative Impact Assessment

The media architecture successfully reinforced four core narrative pillars of Nigeria's sovereign brand:

- Reform Credibility – consistent messaging around policy continuity and the Renewed Hope Agenda
- Investment Readiness – structured Deal Room outcomes providing evidence of institutional follow-through
- Sector Depth – thematic programming that gave media a concrete, sector-specific story in each cycle
- Leadership Commitment – Vice-Presidential opening and ministerial presence signalling political buy-in

The estimated newspaper readership reach of 750,000 to 1.25 million, combined with 375,757 verified digital views, produced a total measurable exposure range of 1.1 million to 1.6 million – a significant communications achievement for a first-edition sovereign platform.





PARTNERSHIPS

"More than ever before in human history,
we share a common destiny"

— Kofi Annan

SECTION 6

PLATFORM DELIVERY & STAKEHOLDER COLLABORATION

6.1 A Collaborative National Platform

Nigeria House Davos 2026 was conceived and delivered as a collaborative national platform bringing together government, private sector organisations, development institutions, media partners and international stakeholders within a single engagement framework.

The platform demonstrated the value of coordinated public-private collaboration in advancing Nigeria's economic diplomacy objectives and creating opportunities for investment promotion, policy dialogue and strategic partnership development.

Beyond the activities delivered on the margins of the World Economic Forum Annual Meeting, Nigeria House Davos established a framework through which diverse stakeholders could engage around shared national priorities and long-term development objectives.

6.2 Stakeholder Ecosystem

The successful delivery of Nigeria House Davos was enabled through the coordinated participation of multiple stakeholder groups, each contributing unique expertise, resources and networks.

Stakeholder Collaboration Framework



Stakeholder Group	Primary Contribution
Government	Strategic leadership, policy engagement and sovereign representation
Private Sector	Industry expertise, sponsorship and commercial engagement
Development Institutions	Technical collaboration and partnership opportunities
International Organisations	Global networks and strategic dialogue
Media Partners	Narrative amplification and international visibility
Project Delivery Team	Programme coordination and operational execution

The diversity of participating stakeholders strengthened the platform's ability to convene meaningful conversations across sectors while reinforcing the credibility of Nigeria House Davos as a national engagement platform.

6.3 Governance & Coordination: The successful execution of Nigeria House Davos required the coordination of multiple work-streams operating before, during and after the World Economic Forum Annual Meeting.

Platform Delivery Structure

Function	Responsibility
Strategic Oversight	Government stakeholders and advisory leadership
Programme Development	Content curation and stakeholder engagement
Investment Facilitation	Deal Room coordination and investor engagement
Partnerships & Sponsorships	Stakeholder relationship management
Communications & Media	Visibility, messaging and media coordination
Operations & Logistics	Venue, delegate and event management

This integrated delivery model enabled Nigeria House Davos to function as a coordinated platform capable of supporting policy discussions, investment engagement, stakeholder networking and media activation simultaneously.

6.4 Key Enablers of Success: Several factors contributed to the successful delivery of the inaugural Nigeria House Davos platform.

Political Leadership: Strong government participation provided legitimacy, visibility and strategic leadership, positioning Nigeria House Davos as a credible sovereign platform within the World Economic Forum ecosystem.

Private Sector Confidence: Private sector support demonstrated confidence in the platform's value proposition and its potential to facilitate investment, partnerships and international engagement.

Strategic Partnerships: Multi-stakeholder collaboration strengthened the platform's reach, relevance and ability to convene decision-makers across priority sectors.

Professional Execution: Robust planning, coordination and delivery ensured that Nigeria House Davos operated as a professional, high-quality engagement platform capable of meeting international standards.

6.5 Partners and Sponsors

Commercial Tier	Functional Role	Confirmed Participants	Sector	How They Participate	Level of Influence
Platinum Sponsor	Strategic Partner	First Exploration & Petroleum Development Company (First E&P)	Upstream Oil & Gas	Co-shapes programme themes, participates in ministerial roundtables, and priority bilateral meetings with senior government officials and investors.	Policy & agenda influence
Gold Sponsor	Programme Host	(Reserved)		Hosts flagship dialogue sessions and curated executive roundtables.	Thought leadership influence
Silver Sponsor	Energy Infrastructure Partner	Pipeline Infrastructure Nigeria Limited (PINL)	Midstream Energy Infrastructure	Engages in infrastructure investment dialogues and strategic partner meetings.	Infrastructure investment influence
	Energy & Power Solutions Partner	Tetracore Energy Group	Energy & Power	Participates in energy transition and power sector discussions.	Energy transition influence
	Critical Infrastructure & Energy Security Partner	Tantita Security Services Limited	Energy Security / Oil & Gas Infrastructure Protection	Contributes expertise on critical infrastructure protection, pipeline security, community engagement, and investment-enabling security. Participates in energy transition, upstream investment, and national asset protection discussions.	Energy security influence
Bronze Sponsor	Engagement Participant (Premium)	(Reserved)		Leads sector-specific conversations and contributes industry expertise.	Relationship access
Sector Partner	Specialised Sector Sponsor	Oando Plc	Integrated Energy Company	Facilitates digital economy and innovation ecosystem engagement.	Targeted sector positioning
	Development Finance Institution	Bank of Agriculture (BOA)	Development Finance	Participates in public-private investment discussions.	Development finance influence
	Infrastructure & Project Finance DFI	Africa Finance Corporation (AFC)	Infrastructure Finance	Engages in project finance dialogues and investor matchmaking.	Infrastructure finance influence
	Digital Economy & Creative Technology Partner	Eviola & Co Integrated Services Ltd	Digital Economy / Creative Technology	Facilitates digital economy and innovation ecosystem engagement.	Innovation ecosystem influence
	Energy & Resource Development Partner	Nepal Energies	Energy & Resource Development	Participates in resource development investment meetings.	Resource development influence
	Government & Institutional Advisory Partner	UFAM Services Nigeria Ltd	Government Advisory	Coordinates institutional stakeholder engagement.	Institutional engagement influence
	Policy & Strategy Advisory Partner	Lex Consulting	Policy & Strategy	Provides policy insight and strategic discussions.	Policy advisory influence
Ecosystem Partner	Engagement Participant	Aruwa Capital Management	Private Equity	Networking and curated investor meetings.	Market visibility
	Consumer & Retail Partner	Roxettes Group	Consumer & Retail	Participates in business networking and partnership discussions.	Commercial networking
	Legal Advisory Partner	Wigwe & Partners	Legal Services	Provides legal advisory interaction and stakeholder connections.	Legal ecosystem influence
	Housing Finance Partner	Family Homes Funds	Housing Finance	Engages in housing and social infrastructure discussions.	Housing investment influence
	Legal Services Partner	Victoria Chambers	Legal Services	Participates in investor legal ecosystem discussions.	Legal ecosystem influence
	Trade & Commodities Partner	GNSC International	Trade & Commodities	Supports trade and commercial partnership engagement.	Trade facilitation
	Investment Advisory Partner	CD Princeton	Investment Advisory	Facilitates investment networking and strategic introductions.	Investment connectivity
Special Programme Sponsor	Programme Host (Diplomacy Engagement)	AB InBev	FMCG / Consumer	Hosts Nigeria Night engagement and relationship diplomacy.	Relationship diplomacy
	Social Impact Partner	The Osa Okunbo Foundation	Social Impact	Facilitates social and cultural engagement initiatives.	Social impact influence
Media Partner	Strategic Communications Partner	Arise News	International Media	Broadcast interviews, global media coverage, and narrative positioning.	Perception influence

6.6 Building on the Foundation: The successful delivery of Nigeria House Davos 2026 demonstrated the viability of a collaborative model for advancing Nigeria's global engagement objectives.

The relationships established, partnerships initiated and institutional knowledge developed through the inaugural edition provide a strong foundation upon which future editions can continue to build.



IMPACT

"Alone, we can do so little;
together, we can do so much."

– Helen Keller

SECTION 7

STRUCTURED IMPACT ASSESSMENT

7.1 Assessment Framework

The impact of Nigeria House Davos 2026 is assessed across four levels, in alignment with the Executive Direction Assessment Framework:

Level	Definition	Key Evidence
Level 1 – Outputs	Direct deliverables of the platform	40 meetings, 800+ attendees, 50+ media placements, 30 sponsors, 25+ events
Level 2 – Immediate Outcomes	Near-term results of participation	\$2.8B pipeline, 100% follow-up rate, ministerial engagement, narrative amplification to 1.6M
Level 3 – Emerging Impacts	Post-event results taking shape	DMCC working group, AGRA-BOA facility design, AB InBev partner identification, technical scoping
Level 4 – Strategic/National Impact	Highest-order effects	Sovereign platform established; investment readiness signal sent; model for future editions created

7.2 Performance Against Evaluation Criteria

Criterion	Rating	Evidence
Strategic Relevance	Strong	Five pillars directly aligned to the Renewed Hope Agenda reform priorities
Quality of Stakeholder Mix	Strong	10+ Heads of State/Ministers, 50+ global CEOs/investors, WTO DG, AfCFTA SG
Credibility of Narrative	Strong	Structured messaging; VP-level opening; evidence-based sector programming
Conversion Potential	Emerging	100% follow-up rate; DMCC, AGRA-BOA, AB InBev flagships in active structuring
Delivery Excellence	Strong	Promenade location; professional execution; live broadcast capability
Media & Influence	Strong	CNN, Arise, Channels; 50+ placements; 1.1M-1.6M combined reach
Legacy Value	Strong	Replicable model established; NGGG platform created; 2027 prospectus developed
Financial Stewardship	Needs Attention	Deficit of \$852K; requires stronger payment discipline and formalised sponsor tiers for 2027

Media monitoring indicates an estimated combined audience reach of between 1.1 million and 1.6 million individuals across digital, broadcast, print, and institutional channels. This estimate combines verified digital engagement metrics with readership projections from participating media outlets.

While media performance indicators demonstrate strong visibility for an inaugural platform, audience figures remain internally compiled estimates and should be interpreted accordingly pending future independent media verification.

7.3 Risks and Limitations

<i>Risk</i>	<i>Description</i>	<i>Mitigation Required</i>
Attribution Risk	Not all downstream investment can be solely attributed to Nigeria House	Track deals through CRM; record first-contact source at Nigeria House
Time-Lag Risk	Full economic impact may take 6-24 months to materialise	Quarterly pipeline review; post-Davos check-ins at 30, 60, 90 days
Pipeline Conversion Risk	Not all \$2.8B pipeline will close	Assign deal owners; establish Deal Conversion Office; set conversion targets
Financial Sustainability Risk	2026 deficit of \$852K	Formalise tiers; enforce deposit requirements; establish bridging facility
Data Completeness Risk	Confidential meetings may not be fully captured	Structured disclosure protocols for future Deal Room records
Public Perception Risk	High-visibility platform invites scrutiny	Evidence-based reporting; transparent outcome tracking; no ceremonial framing

7.4 Investment Conversion Framework

To maximise the conversion of investment opportunities identified during Nigeria House Davos 2026, The Project Team shall establish a Deal Conversion Framework to monitor the progression of opportunities from initial engagement through due diligence, commercial negotiation, financial close, implementation, and impact realisation.

The framework will provide periodic reporting on pipeline status, investment conversion rates, project milestones, and economic outcomes arising from Deal Room engagements.

Future reports will include conversion metrics and realised investment outcomes alongside pipeline estimates.

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The Deal Room at Nigeria House Davos served as a vital bridge between global capital and our domestic agricultural priorities. Our objective was simple: to move beyond conversation into concrete partnership. The caliber of interest we secured in Davos reinforces that the Bank of Agriculture is the key intermediary for investors looking to participate in the most significant growth sector of the Nigerian economy.

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Mr. Ayo Sotinrin

MD Bank of Agriculture



SECTION 8

NIGERIA GLOBAL GATEWAY GROUP: THE CONTINUITY ARCHITECTURE

8.1 From Event to Institution

One of the most significant structural outcomes of Nigeria House Davos 2026 by the project team was the establishment of Nigeria Global Gateway Group (NGGG) – a private-sector-led strategic engagement and investment facilitation platform designed to ensure that the momentum generated in Davos is not lost between annual editions, but sustained through a year-round institutional architecture.

NGGG was established to address a fundamental gap: international engagement without clear institutional coordination frequently produces short-term visibility with limited long-term outcomes. NGGG provides the structural continuity that converts Davos conversations into executed investments.

8.2 NGGG Operating Model

Structure	Core Focus	Key Functions
Nigeria Global Gateway Group	Holding Company, Strategic Governance and Ecosystem Oversight	Group strategy and vision, corporate governance, oversight of subsidiary entities, stakeholder stewardship, institutional partnerships, policy engagement, risk management, long-term sustainability, intellectual property ownership, and strategic direction of the Nigeria Global Gateway ecosystem
Nigeria Global Gateway Integrated Services Ltd	Strategic engagement, communications, and stakeholder coordination	Narrative positioning, strategic convening, branding, event management, global engagement platforms, intellectual property management
Nigeria Global Gateway Advisory	Investment facilitation and transaction support	FDI facilitation, investor engagement, deal room management, investment structuring, advisory support, capital mobilisation

8.3 Governance & Oversight Framework

Nigeria House Davos and the Nigeria Global Gateway Group (NGGG) operate under a structured governance framework designed to promote accountability, transparency, stakeholder confidence, and effective execution.

The NGGG provides strategic oversight for the continuity of Nigeria House Davos and is responsible for stakeholder engagement, investment facilitation, programme development, sponsorship governance, and long-term institutional sustainability.

The governance structure comprises:

- Steering Committee – Responsible for strategic leadership, stakeholder engagement, and policy direction.
- Sponsorship & Fundraising Committee – Responsible for sponsor mobilisation, partner relations, and financial sustainability.
- Programme & Content Committee – Responsible for thematic programming, content development, and stakeholder experience.
- Deal Room & Investment Facilitation Committee – Responsible for pipeline management, investor engagement, transaction support, and deal conversion tracking.
- Media & Communications Committee – Responsible for brand management, public relations, stakeholder communications, and narrative development.
- Secretariat – Responsible for administration, coordination, implementation, reporting, and operational support.

The NGGG shall provide periodic progress reports on investment pipeline development, sponsorship performance, stakeholder engagement, and strategic outcomes arising from Nigeria House Davos activities.

8.4 Alignment with the Renewed Hope Agenda

<i>Renewed Hope Priority</i>	<i>NGGG Contribution</i>
Economic Growth	Global investor engagement and capital mobilisation
Infrastructure Development	Investment facilitation and strategic partnerships
Industrialisation Sector-focused investment engagement	Energy TransitionEnergy dialogue and investment platforms
Food Security	Agricultural investment partnerships
Mining & Natural Resources	Mining investment engagement and global positioning
Digital Economy	Technology and innovation engagement platforms
International Trade	Cross-border partnerships and global market engagement
Job Creation	Investment-driven economic activity and supply chain development
Global Positioning	Economic diplomacy and strategic narrative development

8.5 NGGG Strategic Roadmap (2026-2031)

Phase	Timeline	Strategic Focus
Phase 1: Consolidation	2026-2027	Establish NGGG operational structure; institutionalise Nigeria House at Davos as annual platform; build foundational investor ecosystem
Phase 2: Expansion	2027-2028	Strengthen private-sector leadership; launch Nigeria in Africa at WEF Africa South Africa 2027; sustain engagement through national electoral cycle
Phase 3: Capital Mobilisation	2028-2029	Institutionalise deal rooms; structured FDI facilitation; co-investment frameworks with DFIs and sovereign funds; expand to UNGA, AIF, AEW, Mining Indaba
Phase 4: Influence & Legacy	2029-2030	Deepen Nigeria's global economic influence; publish sector intelligence; strengthen investor confidence through reform communication
Phase 5: Institutionalisation	2030-2031	Embed NGGG as permanent national economic diplomacy platform; long-term public-private sustainability framework





LEGACY

What counts in life is not the mere
fact that we have lived.
It is what difference we have made
to the lives of others.

– Nelson Mandela

SECTION 9

LEGACY & THE ROAD AHEAD

9.1 Beyond an Event

Nigeria House Davos 2026 represented more than a five-day programme of activities on the margins of the World Economic Forum Annual Meeting.

It established a dedicated platform through which Nigeria can engage investors, policymakers, development institutions, business leaders and international partners in a coordinated and purposeful manner.

By creating a structured environment for dialogue, engagement and relationship building, Nigeria House Davos demonstrated the value of sustained participation in global economic conversations and strengthened Nigeria’s visibility within the international community.

9.2 Strategic Legacy

The inaugural edition of Nigeria House Davos leaves behind several important institutional and strategic outcomes.

Legacy Pillars

Legacy Area	Strategic Value
National Visibility	Enhanced Nigerians presence within global policy and investment discussions
Economic Diplomacy	Strengthened engagement with international stakeholders
Investment Promotion	Created pathways for structured investor engagement
Public-Private Collaboration	Demonstrated an effective delivery model for national initiatives
Institutional Learning	Established a foundation for continuous improvement and future growth

Collectively, these outcomes contribute to a stronger platform for advancing Nigeria’s economic interests and international engagement objectives.

9.3 Institutional Opportunity

As global competition for investment, partnerships and influence continues to intensify, countries increasingly require dedicated platforms through which they can consistently engage key stakeholders and communicate their strategic priorities.

Nigeria House Davos provides such a platform.

The experience gained through the inaugural edition demonstrates the potential for Nigeria House Davos to evolve into a long-term mechanism supporting investment promotion, economic diplomacy, trade engagement and international partnership development.

9.4 The Road Ahead

The next phase of Nigeria House Davos will focus on strengthening relationships, deepening stakeholder engagement and building upon the foundations established during the inaugural edition.

Future success will depend on sustained collaboration between government, private sector stakeholders, development institutions and international partners working together to translate engagement into measurable outcomes and long-term national value.



Nigeria House Davos 2026 marked the beginning of a new chapter in Nigeria's global engagement journey. More than an event, it established a platform through which Nigeria can consistently engage the world, strengthen strategic partnerships and advance its economic development aspirations.

SECTION 10

12-MONTH FORWARD PLAN & IMPLEMENTATION ROADMAP

10.1 Post-Davos Execution Phases

Phase	Timeline	Priority Actions
Phase 1: Close-Out & Consolidation	Months 1-3	Produce comprehensive Impact Report · Media debriefs and sponsor thank-you campaign · Consolidate Deal Room follow-ups and assign deal owners · Build investment pipeline tracking dashboard · Begin sponsor renewal conversations · Commission independent media monitoring firm for NHD2027 (target: Kantar, Nielsen or Africa-specialist equivalent).
Phase 2: Activation & Content	Months 3-6	Publish sector-specific deep dives · Quarterly media briefings on deals in progress · Optimise Nigeria House Davos website as sovereign investment hub · Begin 2027 sponsorship prospectus development
Phase 3: Roadshow & Engagement	Months 6-9	Nigeria House Davos Roadshow content series tied to AfCFTA and investment forums · Documentary-style content on the 2026 journey · Investor follow-up roundtables in Lagos, Abuja, London, Dubai, and Geneva
Phase 4: 2027 Launch Preparation	Months 9-12	Deploy 2027 marketing and sponsorship kit · Launch Davos 2027 teaser campaign · Begin international media outreach for WEF 2027 · Confirm anchor sponsors, programming themes, and strategic partners

10.2 Indicative Forward Workplan

Initiative	Next Action	Timeline	Owner
DMCC – Commodities & Minerals	Establish joint Nigeria-DMCC working group; technical scoping	Q3 2026	FMITI / Deal Conversion Office
AGRA-BOA – Blended Finance	Technical scoping calls; facility structure design	Q3 2026	BOA / Ministry of Agriculture
AB InBev – Manufacturing	Identify local partners; structure pilot facility	Q3 2026	Ministry of Industry
Maritime / Environment (Sunfox)	Technical assessment and pilot design	Q3 2026	Ministry of Environment
Digital Connectivity	Regulatory validation; proof of concept	Q4 2026	NCC / Ministry of Innovation
Innovation Finance	Structure early-stage co-investment vehicle	Q4 2026	NGG Advisory
Health Technology	Scope local assembly and deployment pilot	Q4 2026	Ministry of Health



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The next frontier of investment in Africa lies not in resource discovery, but in building integrated value chains that convert energy resources into economic output. By strengthening the link between supply and demand, expanding gas-to-power and gas-to-industry infrastructure, and unlocking opportunities in emerging energy projects, we can create scalable, bankable platforms for growth. Achieving this will require regulatory certainty, market-driven reforms, and stronger public-private partnerships that crowd in long-term capital. The investors who position themselves today will be participating in one of the most significant industrialisation opportunities of the coming decades.

Olakunle Williams
President, Tetracore Energy Group

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“

We went to Davos with a clear message: that housing is the bedrock of Nigeria's social and economic growth. The energy in the Deal Room was incredible, and it confirmed that we have right strategy to finally close the gap between global capital and local impact

Annabel Durosaro

Head of Partnerships, Family Homes Fund Ltd

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SECTION 11

CONCLUSION & STRATEGIC RECOMMENDATION

11.1 Summary of Achievement

Nigeria House Davos 2026 successfully established Nigeria's first sovereign pavilion on the Davos Promenade and demonstrated the viability of a structured public-private platform for economic diplomacy, investment promotion, and strategic international engagement.

Over five days, the platform convened government leaders, investors, multinational corporations, development institutions, entrepreneurs, and policymakers from more than 50 countries. Through its programming, Deal Room engagements, and strategic networking activities, the platform generated a potential investment pipeline of approximately US\$2.8 billion, facilitated 40 structured partnership discussions across eight sectors, and expanded international visibility for Nigeria's investment and reform agenda.

Importantly, the event also established the foundation for year-round engagement through the Nigeria Global Gateway Group (NGGG), providing an institutional mechanism to support continuity, investment facilitation, stakeholder engagement, and deal conversion beyond the annual Davos programme.

11.2 What Remains to be Done

Nigeria House Davos 2026 created a pipeline. The next phase must convert it. The 40 Deal Room meetings must be tracked, followed up, and progressively closed. The media reach of 1.1 - 1.6 million must be sustained through a content and engagement strategy that keeps Nigeria visible between editions.

The true test of Nigeria House Davos 2026 will not be measured at the event itself. It will be measured in the investment decisions made in Abuja and Lagos boardrooms, the blended finance facilities structured in Geneva, the manufacturing pilots launched in industrial zones, and the jobs created across Nigeria's priority sectors.



***Nigeria House Davos is not an event.
It is a national economic infrastructure.***



11.3 Executive Recommendation

The Project Management Committee recommends the following:

- Institutionalise Nigeria House Davos as a permanent annual platform with year-round management, structured governance, and dedicated funding mechanisms
- Establish the Deal Conversion Office immediately, assign deal owners, create a pipeline tracker, and set 30/60/90-day follow-up protocols
- Formalise the 2027 sponsorship architecture – publish tier schedules, enforce deposit requirements, and close commitments by August 2026
- Launch the Nigeria Global Gateway Group (NGGG) as the institutional backbone – linking strategic engagement to investment facilitation across the full calendar year
- Expand the model beyond Davos – Nigeria in Africa at WEF Africa 2028 is the next logical step; thereafter UNGA, Africa Investment Forum, and Mining Indaba etc.
- Invest in the narrative – a documentary, sector intelligence reports, and quarterly investor briefings will sustain credibility between annual editions.
- Diversity and inclusion metrics were not systematically captured during the inaugural edition. Beginning with Nigeria House Davos 2027, programme reporting will incorporate gender, youth, regional, sectoral, and stakeholder representation indicators to strengthen inclusivity measurement and align with international reporting standards.
- Future editions will incorporate environmental sustainability measures, including responsible procurement practices, waste reduction initiatives, carbon footprint assessment, and sustainability reporting aligned with global best practices for international events and conferences.

11.4 Contribution to Sustainable Development and Regional Integration

Nigeria House Davos 2026 contributed to broader sustainable development and regional economic integration objectives through its focus on investment mobilisation, industrial development, innovation, agriculture, health, digital transformation, and international partnerships.

The programme aligns particularly with:



SDG 3 - Good Health and Well-being through health technology partnerships;



SDG 8 - Decent Work and Economic Growth through investment promotion and projected job creation;



SDG 9 - Industry, Innovation and Infrastructure through manufacturing, technology, and infrastructure discussions;



SDG 17 - Partnerships for the Goals through international collaboration among governments, investors, development finance institutions and private-sector actors.

The platform also supports the objectives of the African Continental Free Trade Area (AfCFTA) by promoting regional value chains, trade facilitation, cross-border investment, and intra-African economic cooperation.

Future editions will incorporate more structured measurement of environmental, social, governance (ESG), inclusion, and sustainable development outcomes to strengthen accountability and reporting.



APPENDICES

Appendix A – Media Reference List

Broadcast & Television

- Arise News: 'Nigeria House Davos drives post-WEF deal flow as follow-through engagements accelerate'
- Arise News: 'Shettima arrives Davos for World Economic Forum, unveils Nigeria House for global investments'
- Arise News: 'Nigeria House Davos signals renewed resolve for global economic engagement'
- Arise News: 'Oduwole highlights growth and lower inflation as Nigeria House Davos makes Davos Promenade debut'
- Channels Television: 'Shettima formally unveils Nigeria House in Davos'
- CNN International: Richard Quest visibility / international broadcast
- YouTube: Documentary-style feature on Nigeria House Davos public-private partnership model

Print, Online & Institutional

ThisDay · Punch · BusinessDay · The Guardian · The Nation · Leadership · Premium Times · Nairametrics · Ripples Nigeria · Independent · Nigerian Observer · Radio Nigeria · Eagle Online · State House · Federal Ministry of Finance · Forbes Africa · Geneva-based European media

Appendix B – Methodology & Data Notes

This Impact Report consolidates data from the Nigeria House Davos 2026 working records, including Deal Room engagement logs, financial and sponsorship reconciliation documents, and media monitoring reports compiled by the Sponsorship & Finance Committee and the Content, Programming, Communications & Media Committee.

- Investment pipeline, jobs, and tax revenue figures represent potential/estimated outcomes contingent on conversion and should not be read as realised results
- The three flagship case studies (DMCC, AGRA-BOA, AB InBev) are illustrative examples from the 40 partnership meetings, selected for scale and clarity of defined next steps
- Financial figures are presented in USD as recorded in the original sponsorship and finance reconciliation
- Media reach estimates combine verified digital views (375,757) with newspaper readership estimates (750,000–1.25M)
- Attribution of downstream investment specifically to Nigeria House Davos carries inherent uncertainty.



Nigeria
Global
Gateway
Group

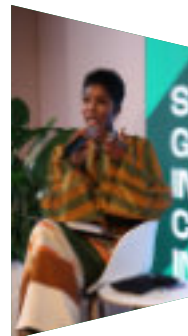
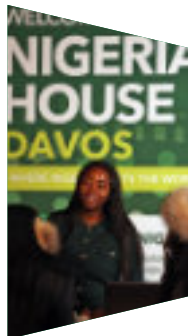
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