

Post Event Report & Communiqué





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Nigerian Content levels in project monitoring by the Board have risen from 56% to 61%, underscoring progress. Building on this momentum, the Practical Nigerian Content Forum introduced a new initiative, the inaugural Townhall Meeting between the NCDMB and industry stakeholders, providing an open forum for feedback on existing practices and pathways for improvement. As we move forward with renewed purpose, Nigerian Content remains key to Nigeria's national development and industrialisation.

Engr. Felix Omatsola Ogbu

Executive Secretary

Nigerian Content Development & Monitoring Board (NCDMB)

750

Delegates

470

Companies Represented

50

Industry Expert Speakers

36

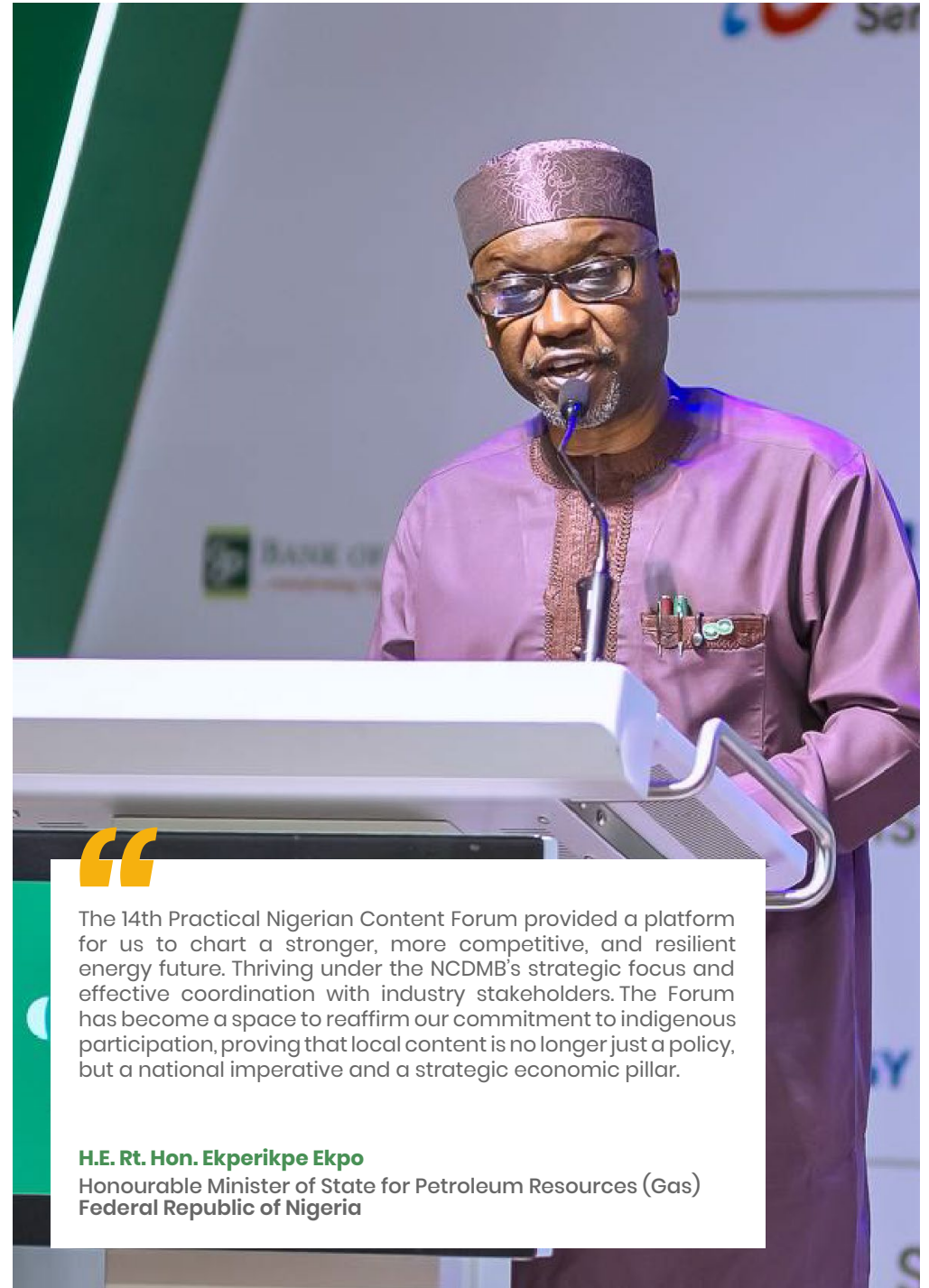
Networking Hours



Local content was a very brilliant idea conceived by industry experts and passed into law in 2010. The NCDMB in Nigeria has now set the standard for Africa, as other countries are coming to learn how local content can be passed in their jurisdictions and for the benefit of their people.

H.E. Sen. Heineken Lokpobiri

Honourable Minister of State for Petroleum Resources (Oil)
Federal Republic of Nigeria



The 14th Practical Nigerian Content Forum provided a platform for us to chart a stronger, more competitive, and resilient energy future. Thriving under the NCDMB's strategic focus and effective coordination with industry stakeholders. The Forum has become a space to reaffirm our commitment to indigenous participation, proving that local content is no longer just a policy, but a national imperative and a strategic economic pillar.

H.E. Rt. Hon. Ekperikpe Ekpo

Honourable Minister of State for Petroleum Resources (Gas)
Federal Republic of Nigeria

Practical Nigerian Content Forum

Securing Investments, Strengthening Local Content and Scaling Energy Production

Held in partnership with the Nigerian Content Development and Monitoring Board (NCDMB), the 14th Practical Nigerian Content Forum took place in Yenagoa, Bayelsa, from 1 – 4 December 2025.

Dedicated to uniting industry stakeholders to advance Nigerian Content implementation, PNC Forum 2025 brought together government leaders, IOCs, and private-sector players to deepen collaboration and drive local content growth.

Marking 15 years since the enactment of the NOGICD Act, the Forum remains the premier platform to celebrate Nigerian Content achievements, explore development strategies, maximise business opportunities, and foster meaningful industry connections.

With over 36 hours of B2B engagement, including the Strategic Forum, Showcase Arena, Gala Dinners, and a Site Visit, PNC 2025 set the stage for the next phase of Nigerian Content development.



Nigeria's energy sector must be anchored not only on resource rents but on industrial growth, jobs, capacity-building, and generational wealth creation.

Olu A. Verheijen
Special Adviser to the President – Energy
Federal Republic of Nigeria



The Senate Committee on Local Content has commenced a comprehensive review of submitted local content plans, compliance frameworks, waivers, and performance reports.

Sen. Joel Onowakpo Thomas
Senate Chairman
Local Content, National Assembly



Local content is Nigeria's economic lifeline, and industrialisation is the next frontier for expanding Nigerian content.

H.E. Sen. John Owan Enoh
Minister of State for Industry
Federal Republic of Nigeria



Ghana and Nigeria share a long and productive history of cooperation across culture, film, and the oil and gas sector, particularly in local content.

Nasir Alfa Mohammed
Ag. Deputy CEO
Petroleum Commission, Ghana

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Uniting Industry Stakeholders to Advance Nigerian Content Implementation



Distinguished Speakers Included



Sen. Joel Onwakpo Thomas
Senate Chairman - Local Content
National Assembly



Hon. Boma Goodhead
House Committee Chairman -
Local Content
National Assembly



H.E. Sen. Heineken Lokpobiri
Honourable Minister of State for
Petroleum Resources (Oil)
Federal Republic of Nigeria



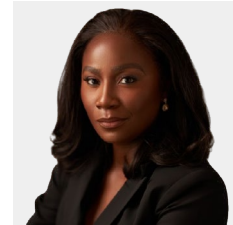
H.E. Rt. Hon. Ekperikpe Ekpo
Honourable Minister of State for
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H.E. Sen. John Owan Enoh
Honourable Minister of
State for Industry
Federal Republic of Nigeria



Engr. Felix Omatsola Ogbé
Executive Secretary
Nigerian Content Development &
Monitoring Board (NCDMB)



Olu A. Verheijen
Special Adviser
to the President- Energy
Federal Republic of Nigeria



Nasir Alfa Mohammed
Ag. Deputy CEO
Petroleum Commission Ghana



Ahmed Galadima Aminu
Executive Secretary
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Development Fund (PTDF)



Matthieu Bouyer
Country Chairman & MD
TotalEnergies Nigeria



Jim Swartz
Chairman & MD
Chevron Nigeria Mid-Africa
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Jagir Baxi
Chairman, MD & Lead
Country Manager
ExxonMobil Affiliates in Nigeria



Adebite Falade
MD & CEO
Aradel Holdings Plc



Tony Attah
MD & CEO
Renaissance Africa Energy
Company Limited



Roger Thompson Brown
CEO
Seplat Energy



Engr. Wole Ogunsanya
Chairman
PETAN



Chris Osarumwense
President
OGTAN



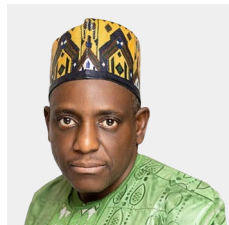
Segun Ajayi-Kadir, mni
DG
Manufacturers Association of
Nigeria (MAN)



Vassily Oye Barberopoulos
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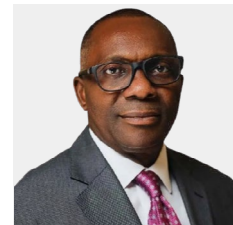
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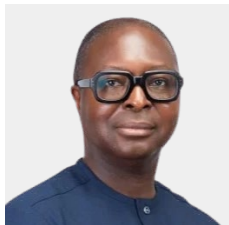
Uchendu Ossaowa Andrew
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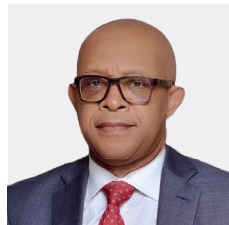
Dr. Olasoku Olusi
MD
Bank of Industry



Abubakar A. Bello
MD & CEO
NEXIM Bank



Dr. Timi Austen-Peters
Chairman
Dorman Long Engineering Limited



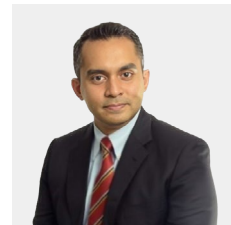
**Engr. Dr. Emeka Okwuosa,
CON**
Chairman & GCEO
Oilserv Group



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MD
Ikosh Nigeria Limited



Segun Kuteyi
Director & COO
Chevron Nigeria Limited



Hassan Hazizi
ED & Production Manager
ExxonMobil Affiliates in Nigeria



Obi Imemba
ED - Joint Venture Asset
TotalEnergies Nigeria



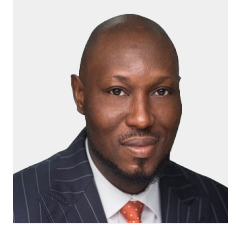
Ibi-Ada Itotoi
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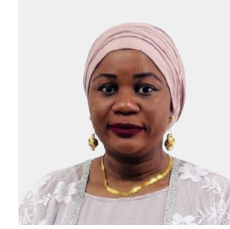
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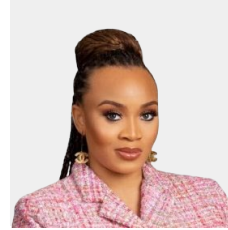
Fateemah Mohammed
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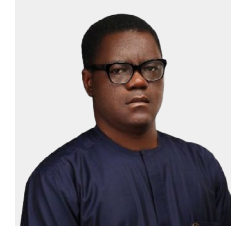
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Bassey Adie
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Loyz Marine Service Limited



Engr. ThankGod Egbe
Technical Director & CEO
CypherCrescent Limited



Foluso Aribisala
Group CEO
Workforce Group



Obehi Ojeaga
COO
Nigeria Machine Tools



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Seplat Energy Producing Nigeria
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Ikechukwu Ogbu
GM - Procurement
ExxonMobil Affiliates in Nigeria



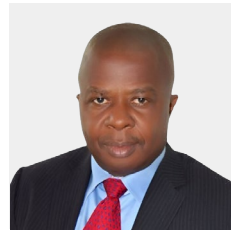
Paul Ohabuiké
Deputy GM - Projects
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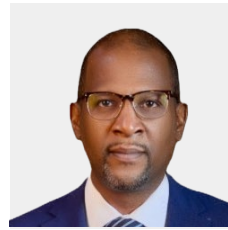
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Cheta Okwuosa
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Chika Chinwah
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Chibuzo Chibuokem
Council Member
Manufacturers Association of
Nigeria (MAN) & MID, Praymerc
Nigeria Limited

Strategic Forum

The Strategic Forum featured the high-level dialogue required to accelerate Nigerian Content growth and implementation.

Ministers, policymakers, and key industry leaders articulated the priorities needed to **attract greater investment, strengthen local content, and scale energy production** across the oil and gas sector.

Featuring 7 strategic panel sessions and a dedicated Nigerian Content Townhall, this year's Forum delivered critical insights while providing a valuable platform for attendees to engage directly with major stakeholders.

Key topics discussed during the strategic forum included;

- Streamlining Project Delivery for Improved Efficiency
- Nigeria First Policy: Pathways for Growth
- Turning Domestic Strength into Global Leadership
- Unveiling the Next Phase of Energy Self Reliance
- Local Content Spotlight - Nigerian Content Development Fund (NCDF)
- Strengthening Nigeria's Supply Base: From Imports to Domestic Innovation
- Driving Energy Growth Through Technology & Innovation
- Defining Strategic Solutions for the Future of Local Content



Opening Ceremony

Welcome Address



Wemimo Oyelana
Portfolio & Country Director
dmg Nigeria events

PNC has consistently driven meaningful dialogue, collaboration, and actionable strategies that have resulted in tangible improvements across the oil and gas value chain.

Nigerian companies such as Dorman Long Engineering and Aveon Offshore have expanded capabilities through significant investments, positively impacting industry capacity.

PNC discussions have contributed to strategies aimed at ending the dominance of “briefcase companies” and promoting genuine domestic value creation.

This year’s theme focuses on securing investments, strengthening local content, and scaling energy production to drive national development.

PNC conversations must continue beyond the event and translate into concrete actions for industry progress.

U The \$100 million Equity Investment Scheme, developed in partnership with the Bank of Industry (BOI), marks a bold step towards strengthening local participation and deepening investment in the oil and gas sector.

The scheme will provide equity financing to high-growth indigenous energy service companies, while diversifying the income base of the Nigerian Content Development Fund (NCDF) and enhancing local content development.

Opening Keynote Address



Engr. Felix Omatsola Ogbe
Executive Secretary
Nigerian Content Development
& Monitoring Board (NCDMB)

P The NCDMB has finalised the framework for the issuance of the NCDF Compliance Certificate, a mandatory document confirming companies’ adherence to the statutory one percent remittance.

U The certificate will take effect from 1 January 2026 and will be required to obtain key permits and approvals from the Board.

P Effective 1 January 2026, Nigerian Content Equipment Certificates (NCECs) and other related certificates will no longer be transferable, ensuring that entities without valid NCECs are not admitted into tendering processes.

U The Community Contractors Scheme recorded more than 94 loan disbursements in 2025.

P The NCDMB has made notable progress in several strategic areas, including the establishment of the Nigerian Content Academy and the commencement of construction at the Oloibiri Museum and Research Centre.

P The Board will hold its R&D Fair in Q2 2026 and launch the NCDMB Technology Challenge in Q1 2026, while its new Field Readiness Training Programme for high-demand skills has already attracted over 11,000 applications.

P Between Q1 and Q2 2026, the NCDMB will review seven existing guidelines and finalise the legal and fiscal framework for the Nigerian Oil and Gas Parks Scheme (NOGAPS) ahead of commencement of operations at the Odukpani and Emeyal 1 parks.

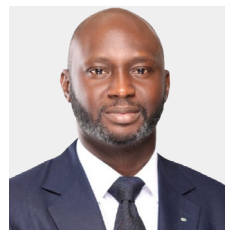
P The Project 100 exit plan is set for April 2026, with a new batch of beneficiary companies to be onboarded.

While the NCDMB is boosting local participation through the \$100 million equity scheme and new compliance rules taking effect in 2026, it is also advancing major projects such as the Nigerian Content Academy, the Oloibiri Museum, and its upcoming R&D and technology programmes.

As the Board expands funding support and prepares to conclude Project 100 in 2026, it is also tightening regulations and rolling out training technology, and infrastructure initiatives to strengthen Nigeria's oil and gas sector.



Signing of the NCDMB-BOI MoU: Nigerian Content Intervention Fund (NCIF) Equity Scheme



Dr. Olasupo Olusi
MD & CEO
Bank of Industry

The signing of the MOU establishing the Nigerian Content Intervention Fund (NCIF) Equity Investment Scheme with the NCDMB marks a significant expansion of the agencies longstanding relationship.

Through the 100 million-dollar NCIF Equity Investment Scheme, BOI will deploy equity and quasi-equity instruments to support high-potential Nigerian companies, complementing traditional debt financing and enhancing access to the long-term, risk-tolerant capital required for scale, competitiveness, and value creation.

The Fund is designed to catalyse multiple high-impact investments while maintaining strong governance and prudent risk management. Its structure reflects BOI's proven equity investment approach, anchored on rigorous due diligence, disciplined investment review processes, and robust post-investment monitoring.

Objective is mutual: to ensure that deployed capital generates credible commercial returns while advancing national priorities in local content development, manufacturing expansion, job creation, and technological transfer.

BOI is proud to partner with the NCDMB on this milestone initiative, which aligns fully with the Board's 10-Year Roadmap and Nigeria's broader industrial development agenda under the leadership of President Bola Tinubu.

Together, NCDMB and BOI reaffirm shared commitment to building resilient indigenous enterprises that can compete globally and deliver lasting economic development.

Goodwill Addresses



Nasir Alfa Mohammed
Ag. Deputy CEO
Petroleum Commission, Ghana

Ghana and Nigeria share a long and productive history of cooperation across culture, film, and the oil and gas sector, particularly in local content.

This collaboration has, in recent years, been formalised through technical exchanges and a Memorandum of Understanding between regulators of both countries, reflecting shared ambition to deepen skills, drive industrialisation, and expand regional value chains.

At the 12th Local Content Conference in Takoradi, Nigeria's participation reinforced priorities like workforce development, supplier growth, and cross-border collaboration.

Nigeria's pioneering local content model has rightly inspired peers across the African continent.

Together, Nigeria and Ghana can translate that leadership into shared platforms and actionable programmes, joint training initiatives that empower local enterprises, equip indigenous professionals with the right skills, enable interoperable procurement systems, and foster lasting partnerships that benefit the people of both countries.

These efforts will help shape the next phase of both countries' respective local content agendas.

The Petroleum Commission of Ghana stands ready to deepen partnerships, exchange lessons, and pursue practical initiatives that grow local industry, create jobs, and secure a brighter energy future for the African region.



Hon. Boma Goodhead
House Committee Chairman - Local Content
National Assembly

PNC remains a critical Nigerian platform for translating policy into performance, moving local content from dialogue to demonstrable results.

At this pivotal moment for the oil, gas, and broader energy sectors, the focus on secure investment, indigenous capacity development, consolidation, and increased production is both urgent and essential.

The House Committee on Local Content views the PNC as both a progressive review platform and a strategic compass. It enables government, investors, operators, service companies, research institutions, and regulators to align efforts in developing commercially viable indigenous enterprises, strengthening local manufacturing and fabrication capacity, deepening oil and gas expertise, expanding high-end technical services, promoting technological localisation, and advancing human capital development.

Success in Nigerian content must be measured not by participation alone, but by in-country value retention. This includes ownership of technology, growth in research and development, expansion of assets, integrity management, digital engineering services, skilled workshop development, and increased utilisation of local financing and project execution capacity, all driving global competitiveness powered by local capability.

The House Committee remains steadfast in its legislative oversight and support for policies that enhance ease of investment, skill development, access to finance, strict compliance with the Nigerian Content Act, and the adoption of cleaner technologies consistent with global energy transition and sustainability goals.



Sen. Joel Onowakpo Thomas
Senate Chairman - Local Content
National Assembly

Success in Nigerian content depends on keeping value in the country through technology, research, skilled workers, local financing, and law compliance, to make Nigeria competitive and to support energy transition.

- P** The era of mere “Paper Compliance” with Local Content Regulations is Over for Oil and Gas Players. Nigeria remains far behind in local capacity development despite decades of oil exploration and the enactment of the NOGICD Act in 2010.
- U** The Senate Committee on Local Content has commenced a comprehensive review of submitted local content plans, compliance frameworks, waivers, and performance reports.
- P** The Senate Committee will summon companies and regulators where necessary and conduct investigative hearings to address violations.
- U** The committee is collaborating with the Nigeria Labour Congress (NLC) to expose and publicly censure companies that undermine local content laws or exploit Nigerian workers.
- P** There are three national pillars for local content development: the NOGICD Act of 2010, Presidential Executive Order No. 5 (2018), and the Nigeria First Policy (2025). These instruments were developed to prioritise Nigerians in employment, procurement, and technology transfer.
- U** To enhance transparency, the committee has opened multiple reporting channels for citizens to lodge complaints against operators or regulators.

Despite laws and policies meant to support Nigerian workers, many companies still bypass them, but new reporting channels and public scrutiny aim to ensure compliance and protect local jobs.



Ministerial Addresses



H.E. Rt. Hon. Ekperikpe Ekpo
Honourable Minister of State for Petroleum Resources (Gas)
Federal Republic of Nigeria

- P** Discussions are ongoing with Libya to explore additional interconnections that would enhance African gas connectivity and open access to new international markets.
- P** Under the Decade of Gas Initiative, the government is intensifying efforts to scale up CNG usage, deepen LPG penetration, expand LNG solutions, and promote clean cooking technologies.
- P** The Ministry of Petroleum Resources is implementing upstream incentives, licensing interventions, and flare-commercialisation initiatives to ensure a steady gas supply for power generation, industrial hubs, and petrochemical development.

Gas is positioned as the backbone of Nigeria's industrial expansion, powering fertiliser plants, methanol projects, petrochemical complexes, and gas-based industrial parks through strengthened private-sector partnerships.

Gas remains Nigeria's transition fuel, with policies focused on emissions reduction, lower carbon intensity, and positioning Nigeria as a leader in Africa's clean energy pathway.

Local content is a strategic economic pillar, and it is essential to strengthen capacity in fabrication, engineering, component manufacturing, and technology services.

- P** The Ministry will continue collaborating with NCDMB, NUPRC, NMDPRA, NNPC Ltd., and private industry operators to eliminate bottlenecks, shorten approval timelines, and maintain a transparent and stable regulatory environment.

Investment remains the lifeblood of the energy sector, and the government is committed to providing the confidence, clarity, and conducive environment that long-term capital requires.

Stakeholders, including government agencies, industry players, academia, and host communities, must work together towards a shared vision of a resilient and globally competitive energy sector.

Nigeria is boosting gas use and connectivity with Libya, promoting CNG, LPG, LNG, and clean cooking, while supporting industries, petrochemical projects, and a low-carbon transition.

By strengthening local content and working with regulators and private partners, the government aims to attract investment, speed approvals, and build a strong, competitive energy sector.



Ministerial Addresses



H.E. Sen. Heineken Lokpobiri
Honourable Minister of State for Petroleum Resources (Oil)
Federal Republic of Nigeria

A decade ago, investment in Nigeria's oil sector was nearly non-existent. Misapplication of local content laws and regulatory inconsistencies discouraged serious investors. Today, the Petroleum Industry Act (PIA) 2021 marks a turning point, signalling policy stability and readiness for business.

Nigeria must now demonstrate its appeal as a globally competitive investment destination.

- P** The government is benchmarking taxation, fees, and regulatory standards to ensure Nigeria competes favourably with Ghana, Angola, and other African peers.

Consistency, predictability, and transparency are the true currencies of the global capital.

Nigeria must lead by example, enabling its companies to compete globally and to export services across Africa.

Misapplied local content laws risk inflating costs, undermining investor confidence, and slowing sector growth; all stakeholders must prioritise efficiency, accountability, and cooperation.

Nigeria's oil sector is gaining new investment under the Petroleum Industry Act 2021, as the government improves regulations and standards to compete with other African countries.



Ministerial Address

Nigeria First Policy: Pathways for Growth



H.E. Sen. John Owan Enoh
Honourable Minister of State for Industry
Federal Republic of Nigeria

What Nigeria can produce, Nigeria must not import; and what Nigerians can do must not be outsourced.

The Nigeria First Policy represents a new economic and social contract built on five pillars: local content, industrial development, value retention, export competitiveness, and job creation.

It is a strategic pathway capable of creating over 500,000 jobs and reducing non-essential imports by up to 30%.

The policy is designed to deepen fabrication capabilities, expand modular refining, strengthen indigenous service companies, and scale domestic manufacturing of industrial components.

Nigeria's industrialisation drive cannot succeed without resolving the country's longstanding power challenges.

Manufacturers currently spend up to 60% of production costs on energy, undermining competitiveness.

P To tackle this, the Ministry of Industry, Trade and Investment has convened a Ministerial Energy Roundtable on Industrial Energy Security, involving the Gas and Power ministries, NNPC, BOI, NSIA, InfraCorp, AfDB, and Afreximbank.

The initiative aims to deliver dedicated industrial power corridors, embedded generation for industrial clusters, reliable gas supply for factories, and naira-based tariff pilots.

P The forthcoming National Industrial Policy (NIP) 2025–2035 aims to reposition Nigeria from a consuming economy to a producing nation.

Local content is not merely a compliance requirement; it is the backbone of Nigeria's industrial competitiveness.

No country successfully scales local content without a strong and resilient industrial base.

Stronger alignment is required among the NCDMB, NUPRC, the petroleum ministry, and the Ministry of Industry, Trade and Investment to eliminate silos that slow national development.

Deeper government–private sector collaboration is essential to accelerate industrial growth.

Local content is Nigeria's economic lifeline, and industrialisation is the next frontier for expanding Nigerian content.



Governor's Remarks & Official Conference Opening



H.E. Sen. Douye Diri
Governor
Bayelsa State

Represented by:
Prof. Nimibofa Ayawei
Secretary to the State Government
Bayelsa State

Nigeria should no longer accept oil and gas investments that fail to deliver technology transfer, environmental accountability, and longterm local value creation.

Nigeria must aggressively renegotiate the terms of foreign participation in its energy sector to ensure that future investments reinforce, rather than erode, national capacity.

Nigeria's markets cannot continue to serve as repositories for outdated technologies and harmful environmental practices; technology transfer must be genuine, not merely cosmetic.

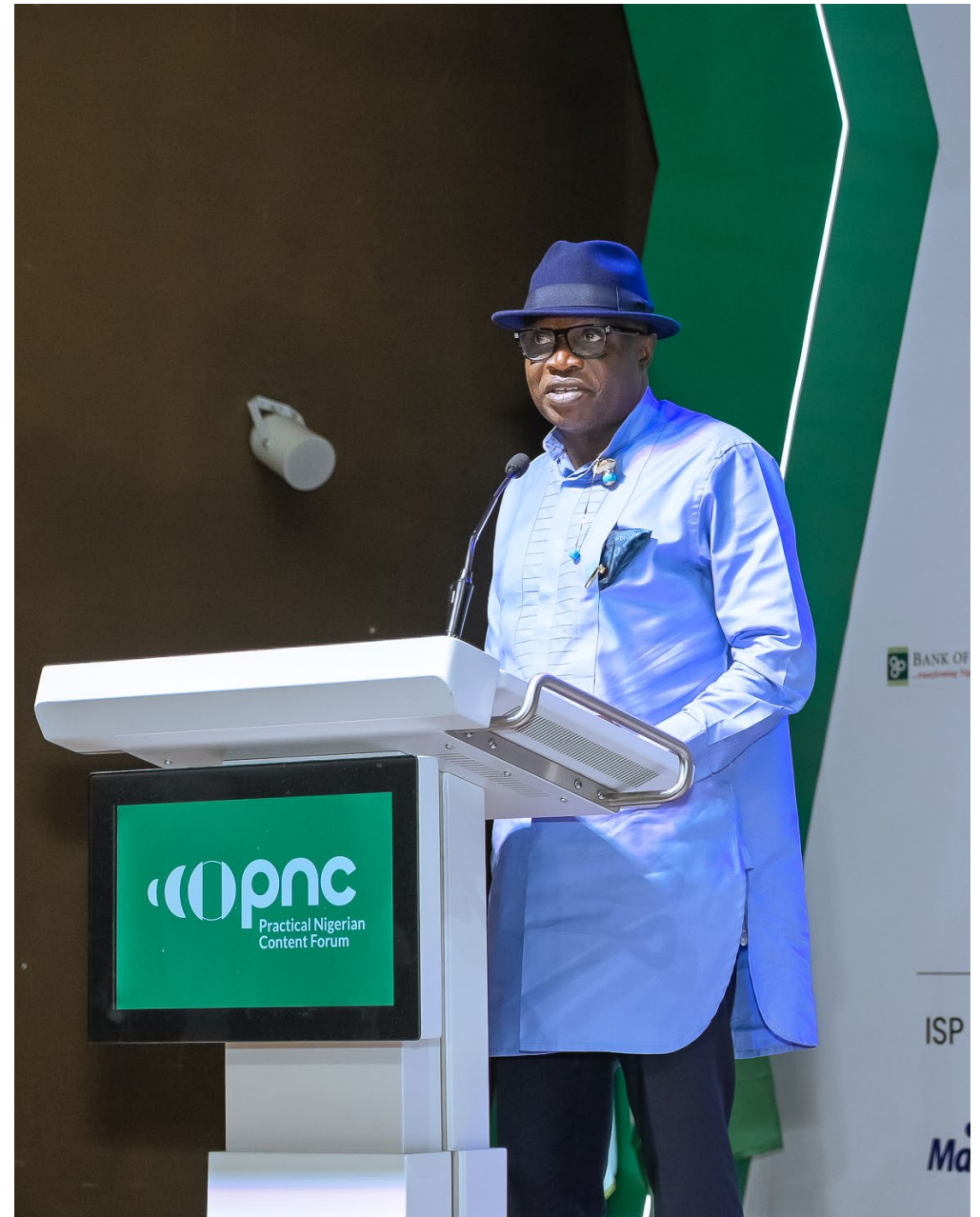
All new sovereign investments must come with enforceable commitments on knowledge transfer, market linkages, and integration with local manufacturing.

The country must never be afraid to negotiate; its agreements must protect its people, its environment, and its long-term competitiveness.

Indigenous firms should work more closely with universities, polytechnics, and research institutes to develop the skills needed for Nigeria's evolving energy economy.

Small and medium-sized enterprises must scale by collaborating, sharing risks, and meeting the exact standards of international partners.

P Routine gas flaring must end, with enforceable plans for remediation and restitution wherever environmental damage occurs. There is a need for specific action plans, clear timelines, accountable partnerships, and measurable milestones.



Keynote Address

Streamlining Project Delivery for Improved Efficiency



Olu A. Verheijen
Special Adviser to the President – Energy
Federal Republic of Nigeria

Across Africa, the energy landscape is evolving. Capital is increasingly selective, and project economics faces stiff global competition. Investors now demand speed, reliability, and clarity of execution.

In this environment, local content is no longer just a patriotic slogan, it is a strategic industrial imperative. It must unlock value, reduce costs, shorten timelines, boost national competitiveness, and deliver projects at scale.

U Presidential Directives 41 and 42 were designed to eliminate friction, lower contracting costs and timelines, curb rent-seeking, and reposition Nigeria from a high-risk jurisdiction to one of the continent's most attractive upstream destinations.

In 2024, Nigeria secured three of the four major FIDs in Africa, placing the country in the top quartile of 14 global jurisdictions for competitiveness.

Seamless project delivery is a shared mandate, and neither government, operators, financiers, nor host communities can succeed in isolation.

The historic transfer of onshore assets from IOCs to indigenous operators is more than corporate reshuffling. It reflects decades of local capability, technical maturity, and domestic capital formation.

U At the presidential level, reforms are data-driven, benchmarking cost drivers, mapping inefficiencies, and ensuring local content strengthens, rather than constrains, investment.

There is living proof of alignment between policy, ambition, and capability: from SHI-MCI's fabrication yards to Waltersmith's modular refining success; from the NLNG Train 7 project to the Nigerian Oil and Gas Parks Scheme; and the rapid expansion of Nigerian-owned marine vessels.

As Nigeria enters a new wave of upstream investment, with Shell and TotalEnergies committing to HI, Bonga North, and Ubeta, this is the moment to deepen local capacity and remove remaining barriers to speed and execution.

The government's national ambition is clear: three million barrels of oil and 10 bscf/day of gas by 2030. To achieve this, regulators must act as accelerators, financing must be innovative, and the Nigerian Content Intervention Fund must scale its impact.



Strategic Panel Session

Streamlining Project Delivery for Improved Efficiency

Moderator



Eriye Onagoruwa
Team Lead
Office of the Special Adviser
to the President on Energy

Panelists



Engr. Abayomi Bamidele
Director - Capacity Building
Nigerian Content Development &
Monitoring Board (NCDMB)



Segun Kuteyi
Director & COO
Chevron Nigeria Limited



Jagir Baxi
Chairman, MD & Lead Country Manager
ExxonMobil Affiliates in Nigeria
Represented by
Hassan Hazizi, ED & Production Manager,
ExxonMobil Affiliates in Nigeria



Roger Thompson Brown
CEO
Seplat Energy
Represented by
Ibi-Ada Itotoi, MD - Onshore Operations,
Seplat Energy

Summary

Panelists identified sustained investment and ongoing projects as key drivers of local content development. Panelists noted that the elimination of middlemen, as outlined in the Presidential Directives, has boosted the confidence of international service companies operating in Nigeria.

Panelists stated that the national targets of achieving 2.6 million barrels per day by 2027 and 3 million barrels per day by 2030 are clear indicators that Nigeria is ready for business.

Panelists emphasised that with the effective operationalisation of the Presidential Directives, the targets of 2.6 million barrels per day by 2027 and 3 million barrels per day by 2030 are realistic and achievable.

Panelists commended the improvement in approval processes, particularly from the NNPC joint venture perspective.

Panelists agreed that the Presidential Directives serve as enablers that are improving the contracting cycle and overall efficiency.

Panelists encouraged local service companies to focus on their core competencies and operate within their capacity.

Panelists called for stringent measures in issuing permits or certifications to service providers to ensure that only companies with the requisite capacity are approved.

Going forward, panelists advocated a shift from project-specific models to a lifecycle model for local content development, noting that this approach would deliver greater value.

Panelists observed that deepwater operations offer significant opportunities for expanding Nigeria's local content and urged the country to maximise this potential.

Panelists highlighted the multiplicity of rents and fees, as well as unforeseen security issues, as persisting challenges within the industry.

Key Takeaways

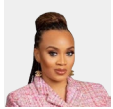
Sustained investment, operational efficiency, and the Presidential Directives are driving growth in Nigeria's local content, making national production targets realistic and boosting international confidence in the sector.

There is a push for strategic local capacity building and long-term planning including focusing on core competencies, stricter vetting of service providers, adopting lifecycle models, and maximising opportunities in deepwater operations, despite challenges like multiple fees and security issues.

Strategic Panel Session

Nigeria First Policy: Pathways for Growth

Moderator



Bassey Adie
MD
Loyz Marine
Service Limited

Panelists



Barr. Naboth Onyesoh
Ag. Director - Legal Services Directorate
Nigerian Content Development &
Monitoring Board (NCDMB)



Dr. Timi Austen-Peters
Chairman
Dorman Long Engineering Limited



Engr. Wole Ogunsanya
Chairman
PETAN



Etabuko (Eta) Abirhire
Executive Director - Development
Esso Exploration and Production Nigeria
Limited



Engr. Dr. Emeka Okwuosa, CON
Chairman & GCEO
Oilserv Group
Represented by
Cheta Okwuosa, Group Business Development
& Commercial Manager, Oilserv Group

Summary

Panelists described the Nigerian local content law in the oil and gas industry as a proof of concept for the Nigerian First Policy.

Panelists highlighted the need for a balance between compliance and competitiveness in order to achieve the objectives of the Nigerian First Policy.

Panelists agreed that the Nigerian First Policy will sharpen the skills of local service providers, create cascading effects, and help Nigeria build capacity.

Panelists noted that the Policy should address the issue of rent-seeking, where people without capacity take advantage of the Nigerian Content law to secure contracts and then subcontract to those with the required capacity, thereby increasing project costs.

Panelists noted that shifting the Nigerian Content framework from a project specific approach to a life-cycle approach will deliver more value to Nigeria than project specific approaches.

Panelists urged policymakers to be consistent in policy decisions.

Panelists highlighted the need to make funding available, as well as the importance of encouraging local service providers to partner with their foreign counterparts where in-country capacity is lacking or insufficient.

Panelists expressed regret that huge investments are sometimes made in preparation for planned projects, but many of these projects never materialise, thereby tying down capital and wasting investment.

Key Takeaways

Nigeria First Policy can significantly strengthen local capacity, but it requires balanced regulations, consistent policymaking, adequate funding, and strategic partnerships to ensure competitiveness and long-term value creation in the oil and gas sector.

Implementation challenges must be addressed, including rent-seeking practices, abandoned projects, and the need to shift from project-specific to life-cycle approaches, to avoid wasted investments and ensure that local content truly delivers national benefits.



Strategic Panel Session

Turning Domestic Strength into Global Leadership

Moderator



Yetunde Odejebi
GM - Operations
Gas Aggregator Company
Nigeria Ltd/Gte (GACN)

Panelists



Dr. Abdulmalik Halilu
Director - Corporate Services
Nigerian Content Development &
Monitoring Board (NCDMB)



Chris Osarumwense
President
OGTAN
Represented by
Chika Chinwah, PH Zonal Chairman,
OGTAN



Vassily Oye Barberopoulos
Chairman
MANLOC Group



Otonteye Idoniboye-Obu
Director
Evomec Limited



Joseph Duntoye
GM
Aveon Offshore

Summary

Panelists highlighted the need to grant manufacturers duty-free incentives to support growth in Nigeria's manufacturing sector.

Panelists commended the level of capacity and capabilities the country has recorded in the oil and gas industry, adding that the nation has gone beyond established best practices.

Panelists emphasised the need to sustain investments and projects to continue growing capacity and capabilities through technology transfer.

Panelists admonished industry players to continue building their capacity and capabilities amid the rising influence of AI and the expanding presence of Chinese companies.

Key Takeaways

Nigeria's oil and gas sector has significantly enhanced its local capacity, with service providers now capable of leading in various industry segments; thanks to strong capabilities, technology transfer, and adherence to best practices.

Sustained investment and supportive government policies are crucial, especially incentives like duty-free access for manufacturers and continuous capacity-building to stay competitive amid AI advancements and growing global competition.



Strategic Panel Session

Unveiling the Next Phase of Energy Self Reliance

Moderator



Blessing Adagbasa
GM - Procurement & Nigerian
Content Development
Seplat Energy Producing Nigeria
Unlimited (SEPNU)

Panelists



Matthieu Bouyer
Country Chairman & MD
TotalEnergies EP Nigeria Limited
Represented by
Obi Imemba, ED - Joint Venture Asset,
TotalEnergies Nigeria



Tony Attah
MD & CEO
Renaissance Africa Energy
Company Limited



Adebite Falade
MD & CEO
Aradel Holdings Plc

Summary

Panelists highlighted the impact the Egina FPSO had on local content development in the country, including training, manpower development and the upgrade of facilities.

Panelists stated that through local content, Nigeria will not only build capacity but also achieve industrialisation.

Panelists highlighted the need to extend the Nigerian Content capacity that has been acquired beyond the country to the rest of Africa, and to position Nigeria as truly the giant of Africa.

Panelists identified diversification, building redundant capacity and sound corporate governance as key factors for success and sustainability for companies.

Panelists stated that having technical and human capacity is not enough if there is no local funding to finance projects, especially with growing campaigns against fossil fuels financing in the Western world.

Panelists noted that the Nigerian Exchange cannot support the industry to scale at the level required, which necessitates the need to drive domestic funding.

Panelists urged Nigerian indigenous operators to aim not only at meeting the energy needs of Nigeria but also of the rest of Africa by scaling beyond the country.

Panelists commended the Presidential Directives and improvements in regulatory processes, adding that these have enabled investment and increased efficiency.

While applauding the government for some business-enabling policy shifts, panelists stressed the need for balance to ensure that investors are not discouraged due to local content implementation.

Nigeria's local content development is driving capacity growth and industrialisation, but to sustain and expand this progress, the country must strengthen local funding mechanisms, attract skilled talent, and maintain a regulatory balance that encourages investment.

Nigeria is well-positioned to lead Africa's energy and industrial landscape, and panelists emphasised scaling local capabilities, technical, human, and corporate governance beyond national borders to meet both domestic and continental energy needs.



Local Content Spotlight

Nigerian Content Development Fund (NCDF)

Moderator



GM - Corporate Communications
**Nigerian Content Development
& Monitoring Board (NCDMB)**

Panelists



Fateemah Mohammed
GM - Nigerian Content Development
Fund
**Nigerian Content Development &
Monitoring Board (NCDMB)**



Dr. Olasupo Olusi
MD & CEO
Bank of Industry
Represented by
Taiye Emagha, GM-Extractive Industries
Division, **Bank of Industry**



Abubakar A. Bello
MD & CEO
NEXIM Bank
Represented by
Mohammed Z. Awami, Head - Specialised
Business Department, **NEXIM Bank**



Ambrose Ovbiebo
Chairman & CEO
Tamrose Limited

Summary

Panelists described the Nigerian Content Development Fund (NCDF) as a catalyst for growth in the industry.

Although several loan applications have been received and approved, panelists noted that loan seekers continue to face challenges obtaining credit guarantees from their banks, adding that it is risky to grant loans without collateral in this part of the world.

Panelists also revealed that the Women in Oil and Gas Fund, managed by NEXIM Bank, has been underutilised, with only about \$3.1 million accessed so far.

Panelists emphasised that with the right funding support readily available for local firms, Nigerian companies in the industry can accomplish much more.

Panelists noted that the new shift in the Nigerian Content Fund Clearance Certificate (NCFCC), which is now to be issued annually beginning from 2026, will improve efficiency.

Panelists further disclosed that N15 billion has been given to FCMB to disburse to interested community contractors, with 34 companies already benefiting from the fund.

To access the NCDMB/NEXIM Working Capital Fund, panelists listed the following requirements: being an oil and gas service company, remitting 1 percent, and having a project that requires funding.

Panelists agreed that the NCDF is effective and that with increased funding, Nigerian companies will continue to grow and expand.

Key Takeaways

Funding mechanisms like the NCDF and NCIF are driving industry growth, but access challenges remain, especially with banks' reluctance to provide credit guarantees and the underutilisation of specialised funds such as the Women in Oil and Gas Fund.

Improved fund administration and increased disbursements are strengthening local participation, with annual NCDFFC issuance starting in 2026 and billions already channelled through FCMB to community contractors, indicating that better-structured funding can significantly boost the capacity of Nigerian oil and gas service companies.



Strategic Panel Session

Strengthening Nigeria's Supply Base: From Imports to Domestic Innovation

Moderator



Ikechuckwu Ogbu
GM – Procurement
ExxonMobil Affiliates
in Nigeria

Panelists



Segun Ajayi-Kadir, mni
DG
Manufacturers Association of Nigeria
(MAN)
Represented by
Chibuzo Chibuokem, Council Member, MAN &
MD, Praymerc Nigeria Limited



Martins Arogie
Partner
KPMG Nigeria



OluwaMuyiwa Nelson Kosile
MD
Ikosh Nigeria Limited



Obehi Ojeaga
COO
Nigeria Machine Tools



Engr. Gbolahan Lawal
MD
GIL Group

Summary

Panelists noted that in the first half of 2025, Nigeria imported \$10.3 billion worth of manufactured goods while exporting less than \$1 billion in manufactured goods.

Panelists observed that Nigeria is not lacking in policies, but in the building blocks required to enable existing policies to achieve the desired results.

Panelists emphasised that the country's focus should be on enforcing existing policies to deliver desirable outcomes.

Panelists regretted that 40 per cent of manufacturers' production costs go to power.

Panelists also stated that there is a fragmented supply chain, which poses a major challenge for manufacturers in Nigeria.

Panelists proposed industrial tariffs for energy costs for manufacturers so they can minimise expenses.

Panelists further emphasised the importance of addressing infrastructural problems to make Nigerian manufacturers more competitive.

Panelists stressed the need to strengthen the Standards Organisation of Nigeria (SON) to improve the quality of Nigerian products.

Panelists also highlighted the challenges of accessing funds locally, adding that local banks are not supportive.

Despite efforts being made in the oil and gas industry to deepen local content, panelists noted that the industry's contribution to Nigeria's GDP is only about 6 percent, and they called for significant investment in homegrown technologies.

Panelists opined that Nigeria's focus should not be on making foreign OEMs establish offices in the country, but on supporting homegrown technologies tailored to the oil and gas industry.

Panelists highlighted that the deployment of technologies can reduce costs and improve the supply chain.

Panelists called for collaboration among stakeholders to move the country from an import-dependent nation to an exporter by closing the import gap through local manufacturing.



Key Takeaways

High production costs, especially power (40% of total costs), a fragmented supply chain, weak infrastructure, lack of financing support, and ineffective enforcement of existing policies are major barriers. Strengthening institutions like SON and ensuring consistent policy implementation are critical for competitiveness.

With Nigeria importing over \$10.3 billion in manufactured goods in early 2025 and exporting less than \$1 billion, there is need to invest in homegrown technologies, support local manufacturers, and deploy technologies that lower costs and improve supply chains, particularly in the oil and gas sector, which contributes only about 6% to GDP. Collaboration among stakeholders is needed to close the import gap and build a strong export base.



Presentation

Leveraging Venture Studios to Accelerate Technology Development in the Oil & Gas Industry



Engr. ThankGod Egbe
Technical Director & CEO
CypherCrescent Limited

CypherCrescent Limited is building an energy venture studio expected to be operational in about six months.

This initiative focuses on transforming Nigerian education by applying the Triple Helix model, linking academia, industry, and government, and translating it into a venture studio framework. The goal is to turn universities into engines of innovation, entrepreneurship, and job creation.

The Triple Helix approach creates synergy: universities generate knowledge, industry commercialises it, and government provides policy and financial support.

The long-term vision is for 10 Nigerian universities to secure at least 10% equity in a minimum of 10 listed companies over the next 10 years.

Our targets include building 100+ start-ups, creating 10 listed unicorns, and generating 100+ patents within a decade.

This strategy aims to expand the economic and societal impact of universities by positioning them as strategic investors and innovation drivers. Through such investments, universities will strengthen research collaboration, accelerate innovation, and stimulate national economic growth.

A successful framework for Africa must integrate academia, industry, government, entrepreneurs, and financial institutions to build a sustainable innovative ecosystem.



Strategic Panel Session

Driving Energy Growth Through Technology & Innovation

Moderator



Foluso Aribisala
Group CEO
Workforce Group

Panelists



Ene Ette
Ag. Director - Planning, Research & Statistics
Nigerian Content Development & Monitoring Board (NCDMB)



Engr ThankGod Egbe
Technical Director & CEO
CypherCrescent Limited



Ahmed Galadima Aminu
Executive Secretary
Petroleum Technology Development Fund (PTDF)
Represented by
Paul Ohabuike, Deputy GM-Projects, PTDF



Engr. Chidiebere Okorie, MNSE, COREN, PMP, MBA
GM - Project & Infrastructure
MG Vowgas Limited

Summary

Panelists highlighted some of the efforts being made in the area of talent development to sustain the industry workforce.

Panelists noted that collaboration is key to driving innovation in the oil and gas industry.

Panelists identified AI as the future and stressed the need to train the workforce in this area.

Panelists also identified poor infrastructure as a challenge to driving energy growth through technology and innovation.

Panelists noted that nothing is wrong with the university curriculum in Nigeria, but the non-empowerment of the academia is the problem.

Panelists called for collaboration among stakeholders, viz: the industry, the academia, and policymakers.

While acknowledging efforts being made by the NCDMB to deepen local content development, panelists urged the agency to do more in the implementation of the NOGICD Act by tightening monitoring and compliance.

Industrial training for students was also identified as a critical component of talent development.

Key Takeaways

Talent development and collaboration are essential for the future of Nigeria's oil and gas industry, with stakeholders stressing the need for stronger industry-academia partnerships, improved industrial training, and workforce upskilling in areas like AI.

Infrastructure gaps and weak implementation of local content regulations remain major obstacles, and emphasis was laid for improved monitoring by NCDMB and better support for academia to unlock innovation and sustain energy growth.



Townhall

Defining Strategic Solutions For The Future Of Local Content

Moderator



Dr. Obinna Ezeobi
GM - Corporate Communications
Nigerian Content Development & Monitoring Board (NCDMB)

Panelists



Dr. Abdulmalik Halilu
Ag. Director - Planning, Research & Statistics
Nigerian Content Development & Monitoring Board (NCDMB)



Uchendu Ossaowa Andrew
Ag. Director - Finance & Personnel Management
Nigerian Content Development & Monitoring Board (NCDMB)



Engr. Abayomi Bamidele
Director - Capacity Building
Nigerian Content Development & Monitoring Board (NCDMB)



Engr. Wole Ogunsanya
Chairman
PETAN



Barr. Naboth Onyesoh
Ag. Director - Legal Services Directorate
Nigerian Content Development & Monitoring Board (NCDMB)

Key Takeaways

At the Townhall Meeting, industry stakeholders had the opportunity to engage directly with the NCDMB in an open and highly interactive session.

The forum created a transparent environment where participants asked questions, sought clarification on policies and compliance processes, and exchanged insights aimed at strengthening industry collaboration.

The NCDMB clarified that the issuance of the NCEC is not revenue-driven, emphasising that the certification process is designed strictly to ensure that only qualified companies are approved, in line with established standards.

Stakeholders suggested that data on NCEC applications, including the number of successful, pending, and unsuccessful submissions, along with reasons for each outcome, should be made public to promote transparency.

Responding to inquiries on whether all service providers require NCEC, the NCDMB promised to develop and publish a comprehensive list of services that mandate the certification.

To ensure quicker resolution of issues related to NCEC applications, the Board pledged to create a dedicated platform for lodging and tracking complaints.

The Petroleum Technology Association of Nigeria (PETAN), which sits on the NCDMB board, will develop a detailed database comparing the cost of executing project in Nigeria with costs in other countries.



Regarding NCDF payments, stakeholders urged the NCDMB to synchronise payment records with each company's identification number to streamline the process and prevent service companies from being disadvantaged during bid submissions.

Stakeholders also questioned why commercial banks demand collateral from applicants seeking loans from the NCDF, despite the fact that the funds do not belong to the banks.

On contract thresholds, stakeholders debated the merits of the current \$1 million threshold versus \$10 million, with the majority supporting the retention of the \$1 million threshold to ensure indigenous service companies continue to benefit from available opportunities.

The NCDMB further committed to strengthening the Nigerian Content Training Certificate (NCTC) framework.

With Nigeria's national aspiration to achieve 3 million barrels of oil per day and 12 billion cubic feet of gas per day by 2030, stakeholders underscored the urgent need for sustained training and capacity development.

The NCDMB and PETAN agreed to collaborate more closely to expand training programmes and build industry capacity.



Companies In Attendance

A

A - Plus International Ltd
AB Offshore Marine Services Limited
ACCUGAS Limited
ADBN
AGTV
Alpha Shipping and Maritime Service Limited
Amni International
Andromeda Integrated Services Limited
ANOH Gas Processing Company Limited
Aradel Holdings Plc
Arco Marine and Oilfield Services Limited
ARCO Worldwide Services Limited
Arise TV
ATMA Global Resources Limited-NG
Attainables Enterprises Limited
Aveon Offshore

B

Bank of Industry
Beamco Nigeria Ltd
Bellpoint Energy Limited
Bourbon InterOil Nigeria Ltd
Buildwell Plants
Business Standards

C

Cakasa
Calaya Engineering Services Ltd
CANDIX Engineering Nigeria Limited
CAPSL
Century Group
Champion
Channels TV
Charlvon Energy
Chemical and Allied Products PLC
Chevron
Chevron Nigeria Mid-Africa Business Unit
Chappal Energies
CNBC Africa
Collective Power
Continental Crew
CypherCrescent Limited

D

Daewoo Engineering
Daily Trust
Daybreak Newspaper
Delattre Bezons Nigeria Limited
Depthwise Nigeria Limited
Dorman Long Engineering Limited

E

Ekiti State Bureau of Local Content
ELIN Group Limited
Emerald Industrial FZE
Encapsulate Nigeria Limited
Energia Limited
Energy Newsstream
Energydeck Limited
Engineering Automation Technology Limited
Esso Exploration and Production Nigeria Limited
Evomec Global Services
Evomec Limited
ExxonMobil Affiliates in Nigeria

F

Feima Investment Limited
Financial Energy Review
First Exploration and Development Company Limited
First Marine and Engineering Services Limited
FUELTRAX

G

Gas Aggregator Company Nigeria
Genesis Hydrocarbons Limited
Geo-Lind Nigeria Limited
Geoplex Drillteq Limited
GIL Automations
GIL Group
Global Ocean Engineers Nigeria Ltd
Greenville LNG
Greenwave Energy TV
Guardian

H

Halliburton Energy Services Nigeria Limited
Hatfield Global Resources
Henan Petroleum Company Nigeria Ltd
Heritage Energy Operational Services Limited
Hobark International Limited
HPTP Energy Services Limited
Hypenews Reports Abuja

I

Ikeyi Shittu & Co
Ikosh Nigeria Limited
Intelliscan Africa
International Maritime and Shipping Limited

K

Kabelmetal Nigeria Plc
Konstructum Contracting Company
KPMG

L

Lakeview Communications
LATC Marine Limited
Leadership
Levmora Services Limited
Local Content TV
Lottus Energy
Loyz Marine Service Limited
Lee Engineering

M

Majorwaves
MANLOC Group
Manufacturers Association of Nigeria (MAN)
Marine Platforms Limited
Marconi
Max Brian
MG Vowgas Limited
Midwestern Oil and Gas Company Limited
MILAT Nigeria Limited
Ministry of Industry, Trade & Investment

Companies In Attendance

Ministry of State for Petroleum Resources
 MJD Oilfield Services Limited
 Morpol Engineering
 Multiplan Nigeria Limited

N

Naija Live TV
 NAN
 National Assembly
 NCDMB
 New Telegraph
 NEXIM Bank
 Nigeria Machine Tools Limited
 Nigerian Foundries Group
 NLNG
 NLNG Shipping and Marine Services Limited
 Nivafer Engineering and Construction Limited
 NTA

O

Ocean Marine Solutions Limited
 OES Energy Services Limited
 OGTAN
 Oilfield Africa Review
 Oilreview Africa
 Oilserv Group
 Omeiza NG
 One Titanium Nigeria Limited
 OPTS
 Oracle News

P

Pana Holding
 PCTS
 People's FM
 Petroleum Commission, Ghana
 Petroleum Technology Development Fund (PTDF)
 Petromarine
 PETAN
 Phenomenal Energy
 Platform Africa
 Prime Atlantic Limited
 Prime Atlantic Safety Services
 Punch

R

Radio Nigeria
 Rareview Reports
 Real News
 Regent Africa Energy Report
 Reliant Anchor Logistics Limited
 Renaissance Africa Energy Company Limited
 Reuters
 Risqserve Africa Projects Limited
 Romson Oil Field Services Limited

S

Saipem Contracting Nigeria Limited
 Scib Nigeria & Co. Ltd
 SEID
 Seflam SGL Limited
 Seplat Energy Plc
 Seplat Energy Producing Nigeria Unlimited (SEPNU)
 Shell Nigeria Exploration and Production Company Limited
 SIFAX Group
 Skyway Aviation Handling Company PLC
 Sigma Coatings Nigeria Limited
 SNEPCo
 Solutions Benchmark Marine Services
 Standard Institute of Nigeria
 Sterling Group
 Sweetcrude Reports

T

Tamrose Limited
 Tay Brown and Company
 TBI Report
 TechnipFMC Nigeria Limited
 Telegraph
 The Energy Republic
 Thisday
 TNN
 TOG Shipping and Offshore Management Nigeria Ltd
 TotalEnergies
 Touch TV
 Tribune
 Triumph Power and Gas Systems Limited

V

Vanguard
 Verteville Energy Company Limited
 Vicbriggs Nigeria Limited
 Vurin Group

W

West African Ventures Limited
 Westend Diamond Energy Limited
 Westend Energy
 Workforce Energy Services
 Workforce Group

X

XPO Marine Services Ltd

Y

Yinson Operations and Production West Africa Limited

Networking Highlights

Welcome Reception

Hosted by Hobark International Limited, the Welcome Reception offered delegates an opportunity to connect with industry peers, share insights, and build valuable relationships in a relaxed setting. It effectively kick-started meaningful interactions and set the tone for the PNC Forum 2025.

Breakfast and Coffee Breaks

Delegates kicked off their day with a delicious breakfast and stayed fuelled with refreshing coffee breaks throughout, ensuring they made the most of valuable networking moments all day long. These functions were hosted by GIL Automations Buildwell Plants & Equipment Plc, and ExxonMobil.

Networking Lunches

Hosted by Chevron and Cakasa Group, delegates enjoyed our networking lunches, which offered delicious meals and great opportunities to connect with industry peers, enhancing their networking experience at the event.

Cultural Evening and Gala Dinner

Hosted by the Bayelsa State Government, the Cultural Evening & Gala Dinner featured delightful local cuisine and captivating entertainment. Attendees enjoyed engaging conversations, exchanged ideas, and strengthened relationships in an elegant, sophisticated setting.

Closing Dinner

Hosted by NLNG, the Closing Dinner offered attendees a memorable evening of networking, complemented by outstanding musical performances and a delicious dinner in an elegant, sophisticated setting.



Networking Highlights



Showcase Arena

The 14th Practical Nigerian Content Forum provided companies with a unique platform to expand and unlock business opportunities, with exclusive branding and hosting opportunities that elevated their profiles internationally.

PNC Forum 2025 also delivered an enhanced sponsorship experience, offering impactful, bespoke packages that enabled organisations to connect with top government and industry leaders, strengthen brand visibility, build strategic partnerships, gain prime exposure to key decision makers, and generate new business leads through extensive marketing and engagement.



Site Visit

To showcase Nigerian Content success and demonstrate the impact of local content in action, the 14th Practical Nigerian Content Forum featured a site visit to Collective Power Limited in Rukpokwu, Port Harcourt.

Collective Power Limited is a leading electrical services and solutions provider delivering high-quality, durable products from its 2,300 sqm facility. The company specialises in LV/MV switchgear design, assembly and testing,

control and protection panels, prefabricated substations, electrical installation, commissioning, and operates a comprehensive training centre for LV/MV switchboard operation and maintenance.

During the visit, delegates toured the manufacturing and testing areas, design units, office and residential sections, met key personnel, and gained insight into ongoing projects.



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