Building the Architecture of Industrial Scale

A collaborative approach to driving transformative economic growth

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Industrialization depends on an architecture of scale that allows firms to grow from small workshops into competitive, high-capacity producers. It is the structural design that aligns infrastructure, institutions, and incentives so that manufacturing can expand in depth, complexity, and productivity.

The Manufacturing Conundrum

Manufacturers are confronting an invincible wall of barriers that stifles growth and erodes competitiveness

Structural Wall - Story-telling numbers

~244 million

Population largest in Africa

Demographics

43.8%	53.2%	3%
0-14 years	15-64 years	65 years+

$835 Per Capital Income

20% - 30%

High cost of capital

40% - 60%

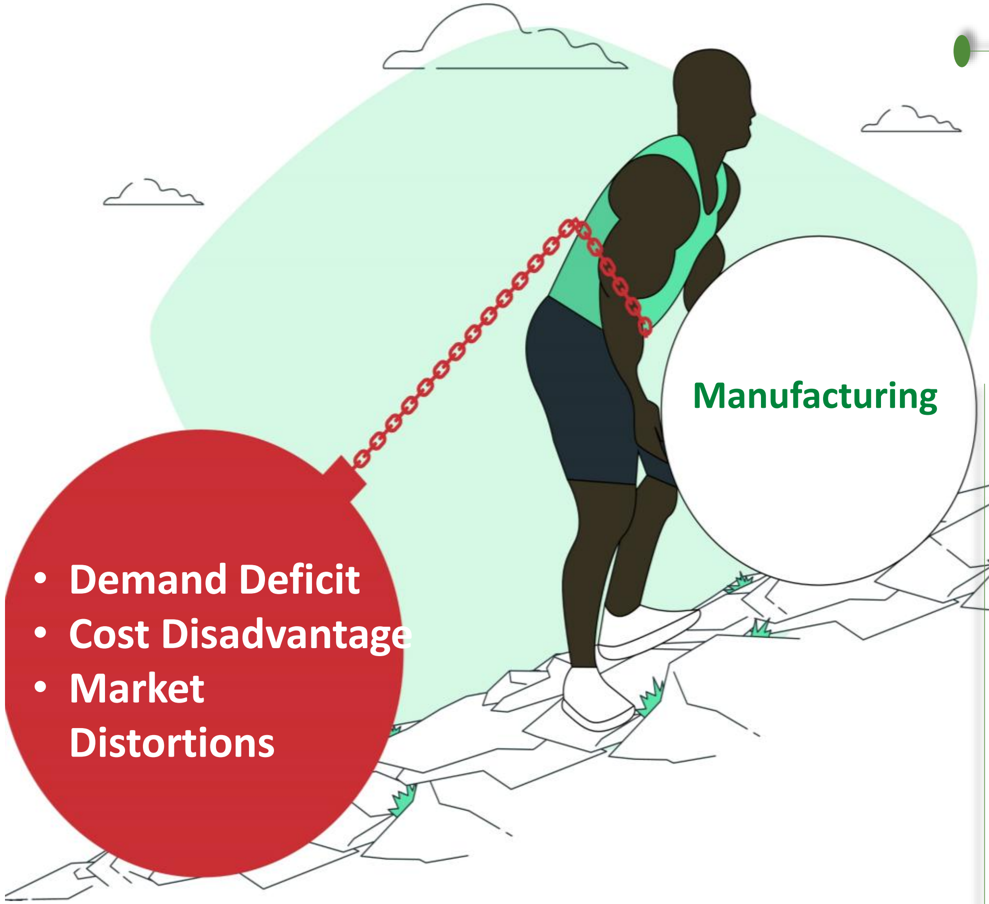
Energy component of total operational costs for industries

40%

West Africa logistics costs ~40% of product value vs ~15% in integrated economies.

50% - 60%

Manufacturing Capacity Utilization



- **Socialize systemic fixed costs** so manufacturers can specialize in production
- **Integrated manufacturing-enabling infrastructure**—roads, ports, power, logistics—to scale industry and boost competitiveness
- **Build strong industrial capacity** to attract investment and compete globally

Scaling investment demands more than ambition—Nigeria needs sweeping reforms and laser-focused action

Strategic ambition

$1 Trillion GDP

Strong Industrial Base

Strategic Pillars

01 Demand Side Industrialization

Accelerators

Government as Anchor Buyer

- Predictable Demand
- Foreign Participation Through Local Presence
- Investment Certainty

02 Localizing Supply Chains

Economic Corridors as Structural Cost Relief Anchor

- Integrated Infrastructure
- Value Chain Integration
- De-risked Investment Platforms

03 Accessible Industrial Finance

Co-Investment platforms as an Anchor

- Blended finance
- Public procurement–backed factoring
- Consumer Finance

Strategic Pillars

04 Enabling Environment

Accelerators

Legal and Policy Foundation	Fiscal Incentives	Industrial Revolution Working Group

Public –Private Co-Investment Platform

Case Study: MOFI Real Estate Investment Fund

₦1 trillion programme | ₦250 billion raised | Public-Private Partnership | Listed on NGX (Nov 2025)

The MOFI Real Estate Investment Fund (MREIF) exemplifies this blended finance approach in action. Established by the Ministry of Finance Incorporated and managed by ARM Investment Managers, MREIF demonstrates how government anchor investment can catalyze private capital at scale.

01 Government Seed Capital

MOFI invested ₦150 billion as anchor investor, establishing credibility and absorbing first-loss risk

02 Private Mobilization

Series 2 raised ₦100 billion from institutional investors including Pension Fund Administrators

03 Concessional Financing

Blended capital enables 9.75-11% mortgage rates (vs 20%+ commercial) with 20-25 year tenors

Replicable Model: The MREIF structure—combining government seed capital, private institutional investment, and SEC regulation—provides a proven template for financing industrial infrastructure, manufacturing facilities, and agro-processing zones across priority sectors.

The Case for Dedicated Oversight and Implementation Structure

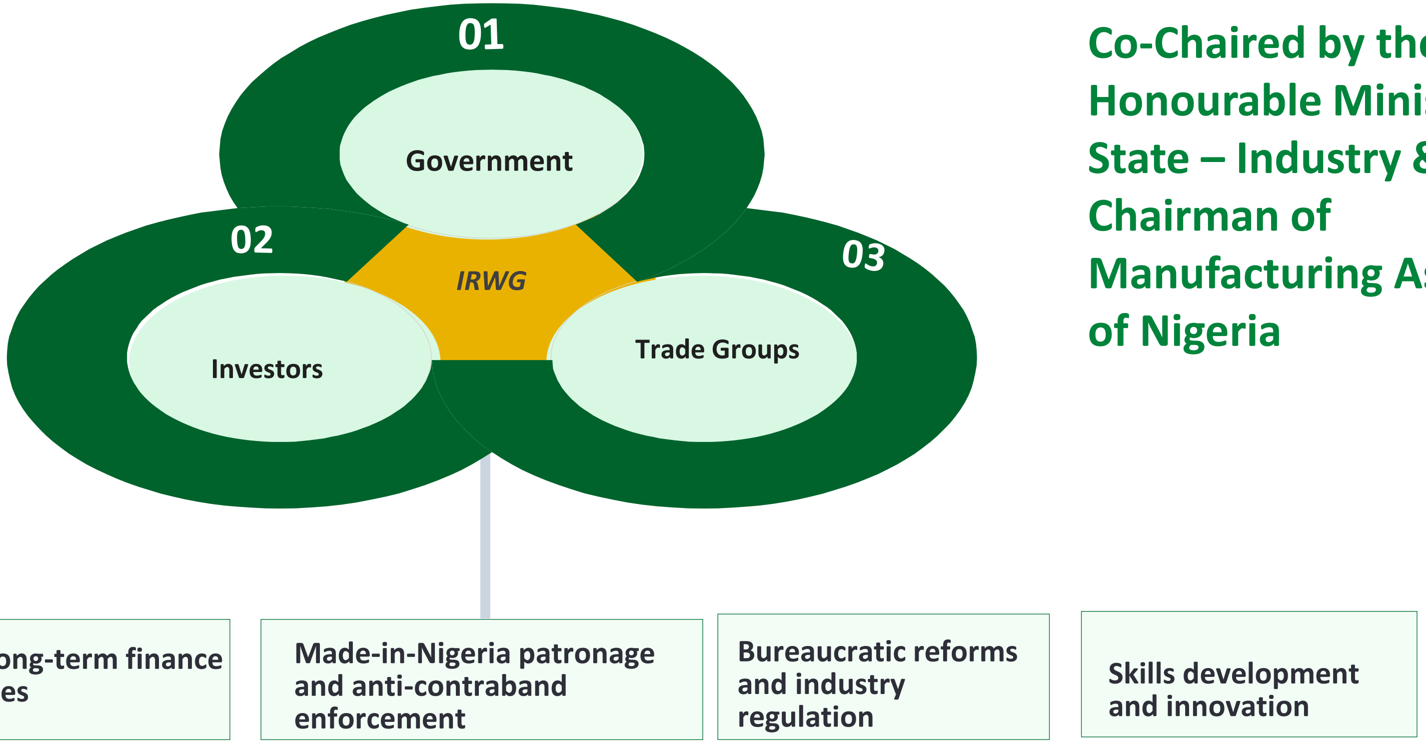
Why IRWG Matters

The Industrial Revolution Working Group (IRWG) is not another policy forum. It is a delivery platform designed to unlock industrial growth, de-risk investment, and build competitiveness

IRWG Ministerial Roundtables

Intend to achieve these main objectives

- Facilitate Investments for critical projects
- Resolution of complex inter-agency problems that inhibit private sector investment
- Addressing the binding constraints on industrialization



Co-Chaired by the Honourable Minister of State – Industry & the Chairman of Manufacturing Association of Nigeria

Co-Creating Nigeria's Industrial Future

What Nigeria Is Asking of Its Partners

Long-Term Capital, Not Short-Term Arbitrage

Nigeria seeks partners committed to building sustained value, not extracting quick returns. Industrial transformation requires patient capital aligned with decade-long horizons.

Technology Transfer & Local Value Creation

Beyond equipment sales, Nigeria expects knowledge transfer, skills development, and genuine capacity building to ensure self-sustaining industrial ecosystems.

Ecosystem Partnerships, Not Just Projects

The goal is not isolated factories but integrated value chains—supplier networks, logistics systems, and innovation hubs that deepen industrial roots.

What Investors Can Expect in Return

Market Scale: 244 Million People

Nigeria is Africa's largest economy and most populous nation, offering unmatched consumer and industrial market depth.

Regional Access via AfCFTA

Produce in Nigeria, sell across Africa. AfCFTA provides tariff-free access to a continent of over 1.3 billion consumers.

Co-Investment Platforms

Government co-investment alongside European capital in priority sectors, sharing risk and demonstrating commitment to partnership.

Policy Predictability & Reform Continuity

A government committed to transparency, consistency, and investor protection—essential for long-term industrial investment.

In conclusion, given our vast resources, a phased and coordinated approach will enable Nigeria overcome her current challenges to reach her industrialization goal

Thank You!