RANKING

2015

Choiseul 100 AFRICA

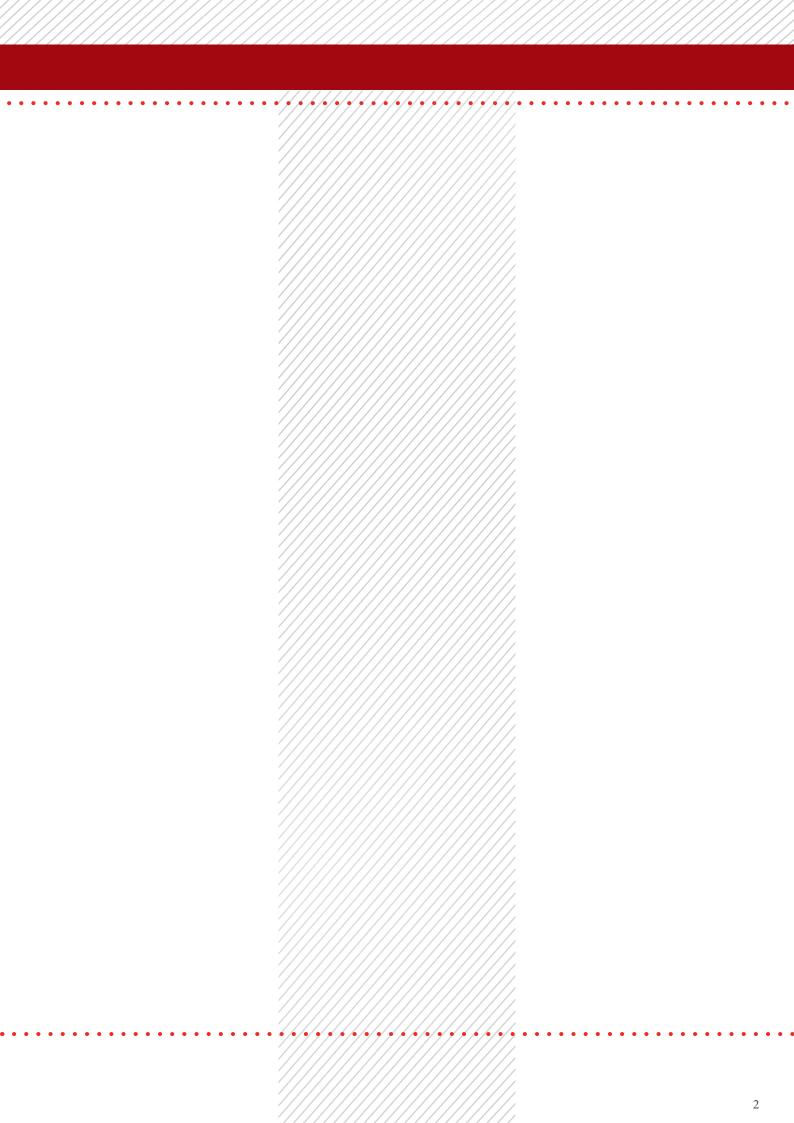
Economic Leaders for Tomorrow











Dr. Pascal Lorot
President, Institut Choiseul



A fter remaining to the rim of the global economy and the main financial and commercial flows for a long time, Africa is now considered as a central economic actor at a global scale. These last few years, it even became an essential driving force of global growth.

performing High activity spotted everywhere. Economic growth is gaining all parts of the continent. Africa is progressively stepping out of its dependency to raw materials and is rapidly becoming more diverse, by investing in higher added-value sectors. A middle class is rising in the meantime and is in demand for better consumer goods, products that used to be only for a restrictive elite until then. Centrality of Africa can also be attributed to its tremendous demographic dynamic — as one out of four individuals will be African by 2050 — and it is why infrastructures and equipments of all sorts are so much needed.

As a result, Africa is even more attractive to international investors. Capital flows to Africa thus reached 80 billions of US dollars in 2014. It should rise up to 100 billions in 2015.

This tremendous dynamic is linked to the emergence of a young economic leading class, well trained, with an open outlook, connected to global economic and information flows generated by globalization. Those young leaders are shaping a modern African economy, open to the world, with new opportunities flourishing everywhere these days.

Those young leaders are carrying the future of their continent. They send a great message of hope. Africa has taken a successful start indeed; it is willing to be part of global growth and activity!

This is the very reality the Choiseul 100 Africa intends to promote. As a unique ranking of young African economic leaders under forty years old and below, the study intends to highlights these women and men who build today's Africa and prepare the one of tomorrow. By honouring them, by presenting them to the world, the way Africa is perceived is changing, it's becoming more positive and more accurate to what the continent is really today: a land full of future promise for humanity's history.

SUMMARY

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PRESENTATION

Choiseul 100 AFRICA

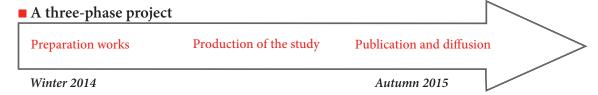
Economic Leaders for Tomorrow

The philosophy behind the study

The Choiseul 100 Africa is an annual study independently carried out by the Institut Choiseul. It identifies and ranks the young African leaders of 40 years old and below, who will play a major role in the continent's economic development in the near future.

The Choiseul 100 Africa is a result of a work conducted over several months: the Institut Choiseul contacted many experts and specialists on the continent to achieve this ambitious and unique study which draws up an inventory of the African economic forces.

Methodology of the study



■ Performance of the study

The Choiseul 100 Africa study was carried out by the Institut Choiseul between winter 2014 and autumn 2015 and was based on for main steps:

- the definition of the methodology and objectives,
- the update of the 2014 ranking,
- the search and selection of new profiles,
- the validation and preparation of the final ranking highlighting the 100 most promising young African business leaders.

■ The eligibility conditions

Only profiles that meet specific conditions have been selected:

- to hold the nationality of one of the 54 African states,
- to be 40 years old or below on the 1st of January 2015,
- to be an active contributor to the economic development of Africa.

■ The selection criteria

To rank selected profiles, several weighted criteria were taken into account such as: image and reputation, background and skills, power and function, influence and networks, and potential and leadership.

The total of the scores obtained in the different categories of criteria determines the position of each laureate in the final ranking. Profiles with less than 10% in any of the categories are eliminated.

The first 100 are ranked from the 1st to the 100th place. In the global study, available on the Institut Choiseul website (www.choiseul.info), a second list includes the profiles ranked between the 101st and the 200th place.

As the study was stopped on the 30th of June 2014, career developments after this date have not been considered.

First Name NAME

Current position
COMPANY / INSTITUTION

Age

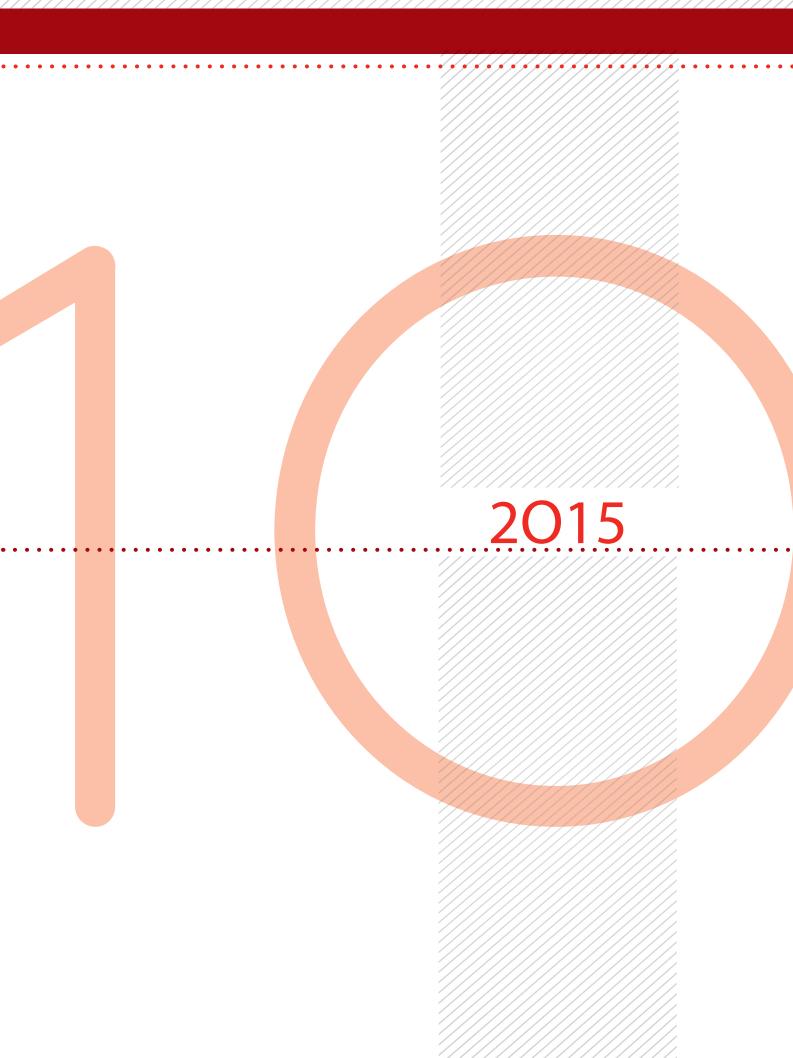
NATIONALITY
Plant

• Academic Background
• Last position held (dates)

Thanks

In the context of the realization of the Choiseul 100 Africa, the Institut Choiseul was supported by corporate partners that we want here to thank: Yves Rocher, Necotrans, Roland Berger and Louvre Hotels Group. Their support and their trust were essential in the realization of our works, in the publication and distribution of this study.





RANKING

Choiseul 100 AFRICA

Economic Leaders for Tomorrow

RANKING

Igho SANOMI II Nigeria Chief Executive Officer · University of Jos TALEVERAS GROUP • Executive Director, Sarian Oil (2000-01) **Mohammed DEWJI** Tanzania Chief Executive Officer • Georgetown University MeTL • MeTL (since 1999) Hisham EL KHAZINDAR 40 EGYPT • American University in Cairo, Harvard Chief Executive Officer • Executive Director of Investment Banking, Qalaa Holding EFG Hermes (2000-04) 39 Mehdi TAZI Morocco Chief Executive Officer • Télécom ParisTech, INSEAD SAHAM ASSURANCE MOROCCO • General Secretary, Saham Finances (2013-14) Hassanein HIRIDJEE 39 Madagascar President • ESCP Europe • Chief Executive Officer, First Immo (1999-2005) DTS-MOOV MADAGASCAR SOUTH AFRICA Nomkhita NQWENI • Rhodes University, Johannesburg University Chief Executive Officer · General Manager, ABSA CAPITAL Alexander Forbes Financial Services Holdings (2008-10) **Ken ETETE** 40 Nigeria Chief Executive Officer · London School of Economics, Harvard **CENTURY GROUP** • Country Representative, Bluewater Offshore Nigeria (2000-01) Paul-Harry AITHNARD Togo Head of Securities & Asset Management • University of Paris , HEC Montréal ECOBANK GROUP • Director of Investments, BBSP Inc. (2000-08) Marieme JAMME SENEGAL Chief Executive Officer • University of Lyon, EM Lyon **SPOTONE** • SpotOne (since 2001) Sébastien KADIO-MOROKRO **IVORY COAST** 34 Chief Executive Officer • University of Paris

Petro Ivoire

• Deputy Chief Executive Officer, Petro Ivoire (2008-10)

• American University in Cairo, Wharton, Harvard

Egyptian Capital Market Authority (2005-07)

• Advisor to the Chairman,

Fatiha CHARRADI Morocco Chief Executive Officer • Mohammadia Engineering School, Ponts ParisTech OCP Innovation Fund for Agriculture • Executive Officer at the presidency, OCP (2008-10) Basil EL BAZ **EGYPT** • Harvard Chief Executive Officer • Chief Executive Officer, CARBON HOLDINGS Egyptian Basic Industries Company (1998-2012) Rosario MBASOGO K. NGUIDANG Equatorial Guinea Vice-President • University of Moscow • Member of the Community Cell, CEMAC (2006-10) **CEMAC** Carole KARIUKI 40 KENYA Chief Executive Officer • University of Nairobi, Bowling Green State University • Programme manager, KEPSA (2005-09) KENYA PRIVATE SECTOR ALLIANCE Ashish THAKKAR Uganda Chief Executive Officer Autodidact Mara Group • Mara Group (since 1996) Peter NJONJO KENYA General Manager • Strathmore College, USIU Coca-Cola East Africa • General Manager, Coca-Cola Kenya (2009-11) Pascal HOUANGNI-AMBOUROUE GABON • University of Abertay Dundee, IDRAC Business School General Manager • Central Market and Development Manager, Bourse des valeurs mobilières d'Afrique centrale BVMAC (2007-12) Eric MBOMA • IEMI, ESCP Europe, Harvard, Chicago Booth Chief Executive Officer • Head of Africa Commercial Activities & Minerals Exploration, STANDARD BANK GROUP DRC BHP Billiton Singapour (2010-12) Jean-Paul MELAGA Cameroon General Manager • IEP Lyon, ESCP Europe Whitestone Finance • Head of Africa, Bank of Tokyo-Mitsubishi (2008-15) Minoush ABDEL-MEGUID 39 **EGYPT**

Chief Executive Officer

Union Capital Inc.

	KING		
		Roland AGAMBIRE	38 GHANA
21		Chief Executive Officer RLG COMMUNICATIONS	Ghana Institute of Management and Public Administration Chief Executive Officer, Roagam Links (2001-04)
		Delphine MAIDOU	40 Burkina Faso
22		Chief Executive Officer Allianz Global Corporate & Speciality of Africa	University of Pittsburgh, Boston University Head of Market Management, AGCS Canada (2009-12)
12		Denis-Christel SASSOU-NGUESSO	39 REPUBLIC OF CONGO
23		Chief Executive Officer SNPC DISTRIBUTION	Général Leclerc Military School General Administrator, Cotrade (2005-09)
		Badr ALIOUA	34 Morocco
24	90	Head of Private Banking Attijariwafa Bank	Polytechnique Paris, Ponts ParisTech Business Analyst, Attijariwafa Capital Markets (2006-08)
		Joshua OIGARA	40 Kenya
25		Chief Executive Officer Kenya Commercial Bank	University of Nairobi, Edith Cowan University Chief Financial Officer, Kenya Commercial Bank (2011-13)
		Genevieve SANGUDI	38 TANZANIA
6		Deputy General Manager, Sub-Saharan Africa THE CARLYLE GROUP	Macalester College, Columbia General Manager, ECP Nigeria (2004-11)
	AFE TANKS	Busisa MOYO	39 Zimbabwe
7	E E	Chief Executive Officer United Refineries	 University of South Africa, University of Navarre Chief Executive Officer, Moyo Africa Financial Advisory (2008-11)
		Justin STANFORD	32 SOUTH AFRICA
8		General Manager 4DI GROUP	Autodidact 4Di Group (since 2001)
		Adrien DIOUF	SENEGAL SENEGAL
9		General Manager AGENCE UMOA Titre	University of Paris, McGill Head of Treasury Services, AfreximBank (2013)
•	2	Safia HACHICHA	Tunisia
0		General Manager SWICORP TUNISIA	George Washington University, University of John Hopkins Executive Officer, Finance Ministry, Tunisia (2011-12)

	Moulay ABBAS	38 Maurita	NIA
31	Chief Executive Officer	University of Nouakchott	
	BMCI	Chairman, Mauritanian Football Federation (200)	3-07)
	Sahbi OTHMANI	36 ALGE	RIA
32	General Manager	• ESC Tunis, EDHEC Nice	
	NCA-Rouiba	• Sales Manager, NCA-Rouiba (2001-10)	
	Saad SEFRIOUI	32 Moroc	ссо
33	Deputy Chief Executive Officer	• University of Paris, HEC Montreal	
	Addoha	Operations Manager, Addoha Groupe (2011)	
	Clare AKAMANZI	35 RWAN	IDA
34	General Manager	University of Makerere, University of Pretoria	
	Rwanda Development Board	Deputy Chief Executive Officer, Rwanda Development Board (2006-11)	
	Bony DASHACO	38 CAMERO	ON
35	Chief Executive Officer	London School of Business and Finance, University of	Ibada
	Acmar Media Group	Acmar Media Group (since 2002)	
	Miguel CARNEIRO	33 Ango	DLA
36	Chief Executive Officer	• Embry-Riddle Aeronautic University, IESE	
E	Baia de Luanda	• Partnership Director, Baia de Luanda (2009-14)	
	Ken NJOROGE	39 Ken	NYA
37	Chief Executive Officer	University of Strathmore	
	CELLULANT	• Chief Executive Officer, 3mice (1999-2003)	
	Rania AL-MASHAT	39 Eg	YPT
38	Sub-Governor for Monetary Policy Department	• University of Maryland, American University in Cairo	
E	CENTRAL BANK OF EGYPT	• Economist, IMF (2001-05)	
	Mohamed BRIDAA	40 Tuni	SIA
39	General Manager	University of Tunis El-Manar	
	MICROSOFT TUNISIA	Sales Manager, Microsoft North Africa (2008-11)	
	Hadeel IBRAHIM	31 Sur	AN
10	General Manager	University of Bristol	
		The state of the s	

• Mo Ibrahim Foundation (since 2006)

Mo Ibrahim Foundation

RANKING

I A IV	KING		
• • • •		Salim REBRAB	38 Algeria
41		General Manager Numidis	King's College, University of Lancaster, INSEAD General Manager, Cevital Food (2003-09)
		Ismael KONE	38 Ivory Coast
42		General Manager AFRICA SOURCING	 University of Toulouse, ESG Business Manager, Bridge Bank Group Ivory Coast (2005-07)
12		Kamal BUDHABHATTI	38 Kenya
±3		Chief Executive Officer CRAFT SILICON	Autodidact Craft Silicon (since 2000)
		Khanyi DHLOMO	40 South Africa
14		Chief Executive Officer NDALO MEDIA	University of the Witwatersrand, Harvard Head of France Office, South Africa Tourism (2003-07)
		Sami MAINICH	39 Algeria
15		General Manager Maghreb Dow Chemical	EMBA, ECPM Strasbourg Deputy Chief Executive Officer, Brenntag Algeria (2006-11)
		Ladi DELANO	34 Nigeria
16		General Manager BAKRIE DELANO AFRICA	Autodidact Chief Executive Officer, Solidarnosc Asia (2004-11)
		Elsie KANZA	39 TANZANIA
! 7		Head of Africa WORLD ECONOMIC FORUM	Williams College, University of Strathclyde, USIU Economic Advisor, Presidency of Tanziana (2006-11)
		Ermias ESHETU	39 Етніоріа
18	E	General Manager ETHIOPIA COMMODITY EXCHANGE	 UMIST, Manchester Business School Marketing & Corporate Services Director, Zemen Bank (2009-15)
		Gabriel CURTIS	40 GUINEA
<u>19</u>		General Manager APIP-GUINEA	 McGill, Columbia Risk & Capital Manager, BNY Mellon (2013-14)
		Amy JADESIMI	39 NIGERIA
V		General Manager LADOL	Oxford, StanfordChief Financial Officer, LADOL (2005-09)

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		Michael King'ori MACHARIA	39 Kenya
51		Chief Executive Officer	Strathmore University
		Seven Seas Technologies	• Sales & Marketing Manager, Comtech Systems (1998-2000)
	0	Lamia TAZI	39 Morocco (*
52	Tree of	General Manager	University of Liège Discontinue de la colonia de la
		SOTHEMA	Director attached to the Chairman Office, Sothema (1997-2000)
		Cyril ACHCAR	38 MALI
53	(see	General Manager	• ESC Rouen
33		GROUPE ACHCAR MALI INDUSTRIES	• Deputy Chief Executive Officer, Groupe Achcar (2001-04)
		Alassane DOUMBIA	38 Ivory Coast
54		Vice-President	• ISC Paris
JT		SIFCA	Projects and Finance Director, Sifca (2008-13)
		Youssef CHRAIBI	38 Morocco (*
55	(38)	Chief Executive Officer	HEC Paris
33		Outsourcia	• Senior Consultant, Umanis Consulting (2002-03)
		Samir KAROUM	38 Algeria
56	600	Vice-President Systems & Infrastructures	• ESTP Paris
30		ALSTOM MIDDLE EAST & AFRICA	• Chairman, ALSTOM Algeria (2011-13)
		Nuradin OSMAN	40 Somalia (**
57	96	General Manager Middle East and Africa	University of Mogadishu
37		AGCO Corporation	Assistant to the Chairman, AGCO Corporation (2007-12)
		Majid IRAQI	37 Morocco
58	(9,6)	General Manager	University of Michigan
30		Taqa Morocco	Chief Financial Officer, CMS Energy Morocco (2005-07)
		Ahmed Abou HASHIMA	39 EGYPT
50	5-	Chief Executive Officer	Suez Canal University
<i>37</i>	E	Egyptian Steel Group	Egyptian Steel Group (since 2009)
		Magatte WADE	38 Senegal (*
60		Chief Executive Officer	• ESG, Columbus University

	·····		• • • • • • • • •	
		Eskandar TOOMA	37	Едүрт
51		Chief Financial Officer ORASCOM DEVELOPMENT HOLDING	·	y in Cairo, Adelphi University, Brandeis Universit Orascom Development Holding (2011-13)
		Vérone MANKOU	28	REPUBLIC OF CONGO
52		Chief Executive Officer VMK	Associate Degree ir Advisor, Ministry Republic of Congo	of Posts and Telecommunications,
		Amine BERRADA-SOUNNI	40	Morocco
53		Chairman Fenagri	Duke General Manager	;, Cafés Ennasr (1997-2002)
		Monica KALONDO	38	Namibia (
4		Chairperson EBANK	University of Namil General Manager	bia r, Stimulus Private Equity (2005-15)
ſ		Sidy BANE	40	Senegal
55		General Manager Puma Energy Zambia	·	, SKEMA Business School r, Puma Energy Namibia (2012-14)
		James MWORIA	36	Kenya
6		General Manager CENTUM INVESTMENT COMPANY	•	nmore, University of Nairobi r, TransCentury (2007-08)
		Adnane OUSSIDHOUM	38	Algeria
7		General Manager AVENDIS GROUP	HEM, IAE Toulous General Manager	e · Algeria, P&G (2011-13)
		Ralph OLAYE	39	BENIN
8		Programming & Budget Director AFRICAN DEVELOPMENT BANK	Centrale, MIT, HEC Head of delivery African Develops	
		Raisibe LEPULE	38	South Africa
9		General Manager TRANSNET PROPERTY	Deputy General 1	ulu-Natal, University of Stellenboch Manager: Transport Entreprises, Public Entreprises (2011-12)
		Moatlhodi LEKAUKAU	39	Botswana
\mathbf{O}		Chief Executive Officer Standard Chartered Bank Botswana	• University of Cape • Head of Mergers & Deloitte & Touche	Town & Acquisitions, e South Africa (2000-12)

• Senior Legal Counsel - Private sector & microfinance operations,

African development Bank (2009-13)

Jean-Louis MENANN-KOUAME Ivory Coast General Manager • ENCG Agadir, ESSEC **BICI IVORY COAST** • Deputy Head, BICI Guinea (2012-14) **Tony SMITH** CAMEROON Chief Executive Officer • University of Seattle • Project Manager, Microsoft (2009-11) LIMITLESS CORPORATION Alfred OMBUDO K'OMBUDO 35 KENYA Senior Economist • University of Nairobi, USIU • Coordinator EAC Market, World Bank (2009-15) EAST AFRICA TRADE HUB José Filomeno DOS SANTOS Angola Chairman • University of Westminster **FSDEA** • President, African Innovation Foundation (2010-13) Ori OKOLLOH Kenya • University of Pittsburg, Harvard Director of Investments • Strategy Director Sub-Saharan Africa, Omidyar Network Google (2011-13) Rachid KETTANI 33 **Morocco** Chief Financial Officer • Centrale Paris Attijariwafa Bank • Strategy & Development Director, AWB (2008-11) Tiaan BAZUIN SOUTH AFRICA Chief Executive Officer · North-West University · Listings Manager, Namibian Stock Exchange Namibian Stock Exchange (2011-13) Adelane MECELLEM ALGERIA Chief Executive Officer • University of Cape Town, Polytechnique Alger, Polytechnique Paris AXA Assurance Algeria • General Manager, AXA Assurance Dommage (2009-11) Tara FELA-DURUTOYE **Nigeria** Chief Executive Officer • University of Lagos House of Tara International • House of Tara International (since 1999) Amira ELMISSIRY ZIMBABWE 32 · Cardiff University, University of London Special Advisor to the President

African Development Bank

	Fred SWANIKER	37 Ghana
	Chief Executive Officer	Stanford
	African Leadership Academy	Consultant, McKinsey & Company (2001-05)
	Valentina DA LUZ GUEBUZA	34 MOZAMBIQUE
)	General Manager	University of Maputo
	Focus 21	• Focus 21 (since 2001)
	Monica MUSONDA	40 Zambia (
3	Chief Executive Officer	University of Zambia, University of London
	JAVA FOODS	General Counsel, Dangote Group (2008-11)
	Luca NEGHESTI	37 TANZANIA
	Chief Executive Officer	University of South Carolina
E	Jefag Logistics Tanzania	• General Manager, Omni Trade Group (2003-05)
	Ndidi NWUNELI	39 Nigeria (
6	General Manager	• Wharton, Harvard
	LEAP AFRICA	• General Manager, FATE Nigeria (2000-02)
	Moremi MARWA	38 TANZANIA
	Chief Executive Officer	University of Dar Es Salaam
	Dar Es Salaam Stock Exchange	Chief Executive Officer, Tanzania Securities (2010-13)
	Razia KHAN	37 Botswana
7	Africa Head of Economics	• London School of Economics
E	Standard Chartered Bank	Analyst, Standard Chartered Bank (2006-08)
	Bethlehem TILAHUN ALEMU	35 Етніоріа (
	Chief Executive Officer	• University of Addis Ababa, Harvard
	BOSTEX PLC	• Bostex PLC (since 2004)
	Alan KNOTT-CRAIG Jr.	37 South Africa (
	Chief Executive Officer	University of Port Elizabeth
	Project Isizwe	Chief Executive Officer, WOA (2010-12)
	Anta Babacar NGOM BATHILY	30 Senegal
	General Manager	York University, University of Paris, Sciences Po Paris
	SEDIMA GROUP	Strategy & Development Director, SEDIMA Group (2013-1-

• Deputy General Manager, Côte Ouest (2011-12)

	Vinny LINGHAM	36 South Africa
	General Manager	University of Cape Town, Damelin College
	Gyft	Chief Executive Officer, Yola Inc. (2007-11)
	Mamadou TOURE	39 CAMEROON
12	Chief Executive Officer	• EDHEC
	Africa 2.0	• Investment director, Sub-Saharan Africa, IFC (2004-11)
	Henok TEFERRA	39 Етніоріа
3	General Manager	University of Nice, University of Paris
B	Asky Airlines	Director Corporate Strategy & Government Affairs, Ethiopian Airlines (2010-12)
	Kamil OLUFOWOBI	35 Nigeria
4	Director of Acceptance Development	New Jersey Institute of Technology
E	MasterCard West Africa	Head of Retail Products & Sales Nigeria, United Bank of Africa (2009-11)
Man	Cindy HESS	39 South Africa
5	Chief Financial Officer	• University of Cape Town, University of Western Cape
E	PIONEER FOODS	• Financial Director, Sea Harvest (2007-14)
	Greg MARCHAND	40 ZAMBIA
6	Chief Executive Officer	Morehouse College Chairman
	GIZMOS SOLUTIONS ZAMBIA	Chairman, American Chamber of Commerce in Zambia (2011-12)
	Chinwe AJENE-SAGNA	38 Nigeria
7	West Africa Director	Dartmouth College, Harvard
E	JLL	• Head of French International desk, JLL (2006-14)
	Mohamed Hechmi DJILANI	39 Tunisia
8	Chief Executive Officer	• HEC
E	Hannibal Lease	Hannibal Lease (since 2001)
	Ferdinand MOUKO	36 CAMEROON
9	Country Manager	• ESSEC Douala
E	Danone Ivory Coast	Country Manager Central Africa, Danone Africa (2010-15)
	Leticia N'CHO TRAORE	34 IVORY COAST
	General Manager	• IUT Angers, INTEC Nantes, MDE Business School Abidjan
		Donutry Comonal Monogon Côte Overet (2011-12)

Choiseul 200 AFRICA

Economic Leaders for Tomorrow

RANKING





Sherife ABDELMESSIH

FUTURE ENERGY CORPORATION

| 2/

EGYPT

Nigeria

Nigeria

Morocco

Tunisia

KENYA

Chief Executive Officer

Chief Executive Officer

FORTE OIL

• MIT

• Future Energy Corporation (since 2009)





Akin AKINFEMIWA

100

• University of Ibadan, University of Hull

• Chief Operating Officer,

Zenon Petroleum & Gas (2009-12)





Kayode AKINOLA

Head of African Operations

36

40

LICI

• Partner, Helios Investment Partners (2004-12)





Houda CHAFIL

General Manager

MAGHREB TITRISATION

• Hassania TP, Ponts ParisTech

• Financial Strategy Director, CDG Développement (2007-11)





Moez CHAKCHOUK

Chief Executive Officer

THE TUNISIAN POST

Sup'Com Tunis, ENI Tunis, University of ParisChief Executive Officer,

Tunisian Internet Agency (2011-15)





Yolanda CUBA

Strategy & New Business Director

Vodacom

37 SOUTH AFRICA
University of Cap Town, University of KwaZulu-Natal

• Startegy Director, SABMiller (2011-14)





Edwin DANDE

Chief Executive Officer

CYTONN INVESTMENTS

| 38

• University Monmouth, Wharton

• Chief Executive Officer, British American Asset Managers (2011-15)





Mokhlis EL-IDRISSI

Investment Manager

MoroccoInvest

| 40 Morocco

ESIG Rabat, SupInfo Casablanca, HEC Montreal

• Investment Manager, BMCE Bank (2005-12)





Adel HADDOUD

General Manager

Lafarge Algeria

• ENSAE, INSEAD

• Project Manager, McKinsey & Company (2008-12)





Tito MENDONCA

39

Angola

Algeria



Chairman
BANCO PRESTIGIO

• University of Lisbon, Georgetown University, IESE

• Business Development Manager, Angola Development Bank (2006-11)



|--|





• University of Bordeaux, HEC Paris, Berkeley

















Olivier AVOA **IVORY COAST** • University of Abidjan, ESC Abidjan, Hult Chief Executive Officer · Country Manager, AFRIKAP GROUP Samsung Electronics Ivory Coast (2013-15)



Fatoumata BA	28	Senegal (★
Managing Director	• University of Toulouse, T	oulouse Business School
Jumia Nigeria	Chief Executive Officer	Jumia Ivory Coast (2013-15)



Rafik BOUSSA	33	Algeria (
Chairman Grant Thornton Algeria	• ESB Algeria • Investment Director, AF	CC El Djazair (2007-11)



Christian BWAKIRA	39	Burundi (
General Manager Visa Mauritius	Mercer University, Ca Development Mana	alifornia State University ager,Visa (2012-13)



Halima Aliko DANGOTE	34	Nigeria
Sales & Marketing Director SUBLIME GROUP	American Intercontine Analyst, KPMG (200)	ntal University, Webster Business School 06-08)



Hicham EL AMRANI	35	Morocco	*
Secretary General Confederation of African Football	CIES Marketing Manager, Asian Football Confederation	n (2005-09)	

	Ben Cheick HAIDARA	38 Burkina Faso
A	Managing Director	University of Ouagadougou, HEC Paris
	Airtel Burkina Faso	Managing Director, Etisalat Benin (2011-14)
its	Antoine KABURA	40 Burundi (
	Chief Executive Officer	University of Burundi, University of Rotterdam
March 1	API Burundi	SME Project coordinator, UNDP Burundi (2008-13)
	Ahmed KHALIL	33 Едүрт
☆	Chief Executive Officer	American University in Cairo, Harvard
	Raya Ventures Investments	Business Development Manager, Raya Holdings (2009-1)
	Yassir LAMRANI	38 Morocco
3	General Manager	Sciences Po Paris
	Casanet SA	Media Department Director, Casanet (2006-13)
A	Mpumi MADISA	34 South Africa
3	Business Development Director	University of the Witwatersrand
	BIDVEST SOUTH AFRICA	Sales & Marketing Director, Bidvest Prestige (2008-13)
	Denis MAKORI	35 Kenya
3	Chief Executive Officer	Moi University
	Onfon Media	Chief Executive Officer, Comsoft Technologies (2003-07)
	Patrick MANDENGUE	39 CAMEROON
3	Head of Central Africa	University of Douala, University of Wales
	Unilever	• Head of Product Marketing, Diageo (2011-14)
	Swaady MARTIN-LEKE	37 Ivory Coast
3	General Manager	HEC Lausanne, HEC Paris, London School of Economics
	Yswara	Marketing & Strategy Director, Pagatech (2010-11)
	Sara MENKER	31 Етніоріа
}	Chief Executive Officer	Mount Holyoke College, LSE, Columbia
W. S.	GRO VENTURES	• Vice-President, Morgan Stanley (2004-12)
	Akin MONEHIN	37 Nigeria (
	ARIIIVIONEIIIN	1 Trigeria

• University of Lagos, Dundee, Chicago Booth

• Head of Logistics Strategy, Shell Nigeria (2014-15)



Strategy & Business Planning Manager

SHELL QATAR GTL

• University of Nantes, University of Toulouse, HEC Paris

• Project Manager, PwC (2007-10)

		Ousseynou NAKOULIMA	39 Senegal
}	(25)	Director of Country Programming	Polytechnique Paris, Mines ParisTech, Harvard
		Green Fund Climate	Deputy Chief Executive Officer, BICIS (2012-14)
	MES.	Ismael NZOUETOM	32 CAMEROON
*		Chief Executive Officer	University of Bandjoun, Galilée Institute, CNAM Paris
	Te D	I-Dispo	Consultant, Microsoft France (2007-10)
		Percy RADITLADI	38 Botswana
%		Chief Executive Officer	University of Cape Town
		Homec Investments	Chairman, Botswana National Sport Council (2012-13)
		Hanneli RUPPERT	30 South Africa
7	36	Chief Executive Officer	University of Arts London
		Окарі	Okapi (since 2008)
		Gilbert SAGGIA	38 Kenya
ኔ		General Manager	University of Nairobi, University of Tulane
		Oracle Kenya	• Head of East Africa, Cisco Systems (2011-13)
		Varsay SIRLEAF	34 LIBERIA
ነ የ	250	Chairman	Manhattanville College, University of Northwestern
		The Jovahn Group	Investment Director, International Finance Corporation (2010-14)
		Adam ABATE	37 Етніоріє
7		Managing Director	Brown University The state of the stat
		Apposit	Director of Information Technology, Kennedy School of Government (2001-07)
		Rakeb ABEBE	31 Етніоріа
7	9.3	Chief Executive Officer	George Washington University
		GAWT International Business	GAWT International Business (since 2006)
		Seth AKUMANI	31 Ghana
•		Sales & Business Development Director	University of Ghana
		Genkey Solutions	Chief Executive Officer, ClaimSync (2011-14)



Secretary General

GROUPE OGAR

8		Ally ANGULA	35 Namie	IA
		Managing Director	• University of Namibia, University of KwaZulu-Natal	
7		LEAP INVESTMENTS	• Partner, KPMG Namibia (2006-13)	
		Esi ANSAH	35 Gна	NA (
		Chief Executive Officer	• Florida State University, University of Chicago, Rutgers	Univer
		Axis Human Capital	Axis Human Capital (since 2008)	
		Gisèle ASSEMIAN	35 Ivory Coa	ST
		Managing Director	London School of Management	
		THE CORPORATE SQUARE	Administrative Manager, Randgold Resources Ivory Coast (2008-11)	
1		Omar ASSOWEH	39 Дјівоц	JTI
1	66	General Manager	University of Pau, University of Toulouse	
1		SIDH	• Project Manager - Enterprises, BCIMR (2005-12)	
		Stone ATWINE	32 UGAN	DA
1		Chief Executive Officer	Mbarara University	
		REDCORE INITIATIVE	General Manager, Payment Solutions Kenya (201)	1-13)
		Ally Edha AWADH	32 TANZAN	NIA
		Chief Executive Officer	Autodidact	
7		Lake Oil Group	• Lake Oil Group (since 2006)	
		Abayomi AWOBOKUN	36 Niger	RIA
4		Chief Executive Officer	University of Ibadan, University of Surrey	
		Oando Downstream	Chief Executive Officer, Oando Marketing (2011-	12)
		Yemi BABINGTON-ASHAYE	40 Niger	RIA (
VS		Director, Global Shapers Community	• Richmond, Emile Woolf College, Harvard, MIT	
		WORLD ECONOMIC FORUM	• Project Manager, GE Capital London (2011)	
		Nabil BACCOUCHE	37 Tunis	SIA
	75	Head of International Roaming & Mobile Services	• University of Louvain	
		ETISALAT	• Head Middle East & Africa, Syniverse (2011-14)	
		Youssef BARRADI	120 - Marca	0.0-/
		Toussel DAKKADI	39 Moroc	CO

• INP Grenoble, EM Lyon

• Brand Manager, Procter & Gamble North Africa (2009-10)

Strategy & Marketing Director

Lesieur-Cristal

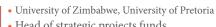
	Bagoré BATHILY	40 Senegal
	General Manager	University of Louvain, University of Liège
	LLB	• Veterinary (2003-06)
	Nayé Anna BATHILY	39 Senegal
	Head of Global Parliamentary Relations	University of Maryland, Harvard
	World Bank	• Parliamentary liaison, World Bank (2004-12)
	Madjissem BERINGAYE	30 CHAD (
	General Manager	University of Paris
	BNM & Associés	Brand Manager, L'Oréal Paris (2010-12)
	Mohamed Alami BERRADA	36 Morocco (
25	General Manager	ESSEC-Mannheim, Hertie School Berlin, Harvard
	YASMINE IMMOBILIER	Deputy General Manager, CIB Group (2002-06)
	Philip BESIIMIRE	38 UGANDA
	Chief Executive Officer	University of Makerere
	MTN Sud Soudan	Market Manager, MTN Zambia (2012-13)
	Eric BOUNDONO	35 Gabon
	Chief Executive Officer	• ESG Paris
	Vocalcentre	Vocalcentre (since 2008)
	Joaquim CATINDA	39 Angola
74	Chief Executive Officer	Private University of Angola
	Kixicredito	Finance and accounting Manager, Development Workshop (2002-08)
	Anabela CHAMBUCA	37 Mozambique (
	Chief Executive Officer	University of Coimbra
	Mozambique Stock Exchange	Deputy national director, National directorate of budge Ministry of Finance of Mozambique (2010-12)
	Erik CHARAS	40 Mozambique
	Managing Director	University of Cape Town
	Charas LDA	• Chief Executive Officer, VidaGas (2003-07)



Donovan CHIMHANDAMBA

35

ZIMBABWE





• Head of strategic projects funds, National Empowerment Fund (2008-11)

RANKING

	Daouda COULIBALY	34 Mali
	Chief Executive Officer	• University of Paris
	Trainis	• Trainis (since 2008)
	Sangu DELLE	27 Ghana
	Chief Executive Officer	Harvard
	GOLDEN PALM INVESTMENT	Golden Palm Investment (since 2008)
	Paulino DIAS	38 Cape verde
	Chief Executive Officer	• Fluminense University, Oxford
	PD Consult	Project Manager, Creditinfo Group (2011-12)
	Sirandou DIAWARA	40 MALI
	Chief Executive Officer	• ENSA Paris, Charenton Architect School
	SO DA	• SO DA (since 2005)
	Mohamed EL DAHSHAN	33 Едүрт
(96)	West Africa Chief Economist	University of Cairo, Science Po Paris, Harvard Middle Foot Project Manager
	African Development Bank	Middle East Project Manager, Harvard University Finance Lab Research Initiative (2012-1)
	Mohamed EL FADEL KANE	32 Ivory Coast
000	Managing Director	• University of Paris, Kogod School of Business
	EDC Investment Corporation	Head of Structured Finance, Ecobank Group (2013-14)
	Folahanmi FAGBULE	33 Nigeria
	Investments Director	• University of Lagos, Lagos Business School
	Africa Finance Corporation	• Head, Origination, AFC (2011-14)
	Geoffrey GANGLA	38 Kenya
The District	General Manager	• University of Strathmore, University of Kenyatta
	Pamoja Capital	• Investment Director, Equity Investment Bank (2009-10)
	Bridgette GASA	37 South Africa
	Bridgette GASA Managing Director	University of Port Elizabeth, University of Kwa2ulu-Natal
	·	

• Polytechnique Abidjan

Co-Director West Africa, Voxafrica (2012-13)



Chief Executive Officer

A+ coaching

	Business Intelligence Manager SONATRACH	Polytechnique Alger, Algerian Petroleum Institute
	Sonatrach	
		Deputy Director to the Chairman Office, Sonatrach (2010-12)
	Cédric HOMBOUHIRY	31 Gabon
	Managing Director	• University of Paris, EIGSI La Rochelle, EPF Sceaux
	XLS Systems	• Director Middle East & Africa, XLS Systems (2013-14)
	Abasiama IDARESIT	35 Nigeria
000	Chief Executive Officer	Manchester Business School, London School of Economics
	Wild Fusion	• Head of Africa, Wild Fusion (2008-14)
	Davith KAHWA	39 TANZANIA
000	Chief Executive Officer	University of Dar Es Salaam
	Creditinfo	Chief Executive Officer, Equip GRC (2007-14)
	Peter Marrah KAMARA	39 Sierra Leone
25 2	Chief Executive Officer	Cambridge College
	THE CREDIT RECOVERY AGENCY	• Financial Controller, NPCU/IFAD Sierra Leone (2010-1
	Steven KAPOLOMA	38 Malawi
3	Director of Corporate Affairs	University of Malawi, University of Botswana
	Malawi Revenue Authority	Public Affairs Manager, Malawi Revenue Authority (2006-12)
	Thierry KIENTEGA	31 Burkina Faso
25	Head of new projects	Chouaib Doukkali University, Télécoms Rennes
	CFAO	• Afromania (2010-15)
	Sofiane LAHMAR	37 Algeria
6 3	Investment Manager	• University of Paris, Brandeis Business School
	Development Partners International	Co-Chief of Investment, Kingdom Zephyr Africa (2005-10)
	Joseph MAHOUTIN AKLÉ	31 Benin
	Chief Executive Officer	CNAM Paris
	SudCom	Commercial Director, Atlantique Télécom Togo (2009-10)

• University of Tunis

• Proclean (since 2003)



Chief Executive Officer

PROCLEAN

		Susan MASHIBE	40 TANZANIA
}		Chief Executive Officer VIA AVIATION	University of Michigan VIA Aviation (since 2003)
		Yannick MBIYA NGANDU	30 DRC
T		Regional Director TRUST MERCHANT BANK	University of Louvain, Laval University Branch Coordinator, Trust Merchant Bank (2010-11)
		Radhia MCHIRGUI	39 Tunisia
\		Chief Executive Officer 3E - Energy and Environment Engineering	• ENIT, University of Stuttgart • 3E (since 2003)
		Alpha MENGISTU	32 Етніоріа
7		General Manager Spirits DIAGEO ETHIOPIA	 University of Pennsylvania, Harvard Head of Strategy, Diageo Ethiopia (2013-14)
		Khalid MISELLATI	38 Libya
		General Manager BURKINA COMMERCIAL BANK	University of Cairo Head of Sub-Saharan Africa, UBAF (2011-13)
		Lindiwe MTHIMUNYE-BAKORO	40 South Africa
•		Chief Financial Officer PETROSA	 University of the Witwatersrand, University of Cape Town Chief Operating Officer, Bakoro Capital Partners (2007-12)
		Ken MWENDA GIKUNDA	39 Kenya
		Chief Executive Officer EMOBILIS	Queen's University, University of Victoria Business Development Manager, Barclays Bank Kenya (2008-1)
		Iman NAGUIB	37 Едүрт
•	事	Chief Financial Officer La Mancha	Cass Business School Investment Director, Accelero Capital (2011-12)
		Thierry N'DOUFOU	36 IVORY COAST
i		Chief Executive Officer QELASY	CUP Abidjan, Telecom Academy Chief Executive Officer, Internationale Grands Travaux (2011-14)

• University of Paris, EM Lyon

• Investment Director, Findercod (2011-12)



Chief Executive Officer

MADLYN CAZALIS GROUP

	Babalwa NGONYAMA	40 South Africa
	Chief Executive Officer Sinayo Investment Holdings	University of Transkei, Bond University Chief Financial Officer, Safika Holdings (2009-12)
	Patrick NGOWI	29 Tanzania
	Chief Executive Officer HELVETIC GROUP	University of Denzhou Helvetic Group (since 2007)
26	Harinjaka RATOZAMANANA	36 MADAGASCAR
	Chief Executive Officer HABAKA	University of Aix-Marseille Web Consultant, Goto Madagascar (2011-12)
	Kabir RUHEE	37 Maurice
	Chief Executive Officer ROGERS TECHNOLOGIES	 University of Aix-Marseille, INSA Toulouse Chief Executive Officer, Enterprise Information Solution (2009-12)
	Sibongile SAMBO	40 SOUTH AFRICA
	Chief Executive Officer SRS AVIATION	University of Zululand, University of South Africa Human Resources Director, De Beers Consolidated Mines (2003-04)
	Owen SILAVWE	33 ZAMBIA
	Managing Director COPPERBELT ENERGY CORP	 University of Zambia, Chalmers University Director of Operations, CEC (2013-14)
	Anisse TERAI	30 Algeria
9	Investment Director ISLAMIC DEVELOPMENT BANK	• HEC Alger, Sciences Po Paris, ENA, Harvard • Assistant Dean, Sciences Po Paris (2011-12)
	Danladi VERHEIJEN	38 Nigeria
	Chief Executive Officer VEROD CAPITAL MANAGEMENT	Calvin College, Harvard, Stanford Corporate Finance Leader, Citibank Nigeria (2006-08)
	Mpho VUMBUKANI	40
	Managing Director STANDARD LESOTHO BANK	 University of Lesotho, Henley Management College Chief Executive Officer, Lesotho PostBank (2005-12)



Mohamed YACOUBI

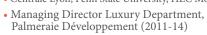
Palmeraie Développement



Morocco







PARTNERS



Economic Leaders for Tomorrow

PARTNERS

A word from

Bris Rocher

Chief Executive Officer, Groupe Rocher



rwenael Saliou

Our ambition for Africa

A frica's rapid growth is changing the rules of the game. Like the economic growth, the next decades might be strongly shaped by demographic expansion in Africa.

In fact, Africa's population has risen from fewer than 200 millions inhabitants in 1950 to one billion today, increasing to two billions by 2050.

Furthermore, during the past ten years, African economic growth rose up to an average 5 %. The equivalent of the Indian sub-continent is in development at the gates of Europe.

Today, the youth claims its rights and does not hesitate to commit itself into patriotic movements. These young Africans aspire to be consumers of globalization and to engage into a socially successful path. And concretely the continent represents 4% of global wealth, with predictions up to 10% by 2050! Africa would then be wealthier than Europe.

In fact, the trade based on raw materials exportations is progressively replaced by diverse economies that are fed by a growing internal market.

What is encouraging is the fact that 80% of non-cultivated arable land are in Africa, which could make it the world's reservoir.

The Yves Rocher Group intends to take part in this development. Passionate about the botanical world, our ambition at Yves Rocher has always been to work in harmony with the environment, as each tree and each plant does in nature.

This vision, dedicated to the beauty of women began in the beautiful land of La Gacilly, France, and guides us every day across the world and is embodied in our botanical beauty.

Developed since 1959 by Mr. Yves Rocher, this botanical cosmetic is working on reproducing life mechanisms of plants in efficient and respectful beauty products, thanks to our botanical an scientific expertise.

The Yves Rocher Group's ambition is to support women keen to achieve personal wellbeing across Africa.

I welcome the initiative taken by the Institut Choiseul, which is nurturing talents in order to reinforce this incredible movement for the continent, but also for our planet.

The word from

Grégory Quérel

Chief Executive Officer, Necotrans



To share the same African ambition

Each year since the early 2000s has consistently shown that Africa entered the third millennium with strength, dedication and success. As Europe is stuck in recovery mode, as the Chinese engine is showing signs of fatiguea and as North America is tentatively restarting, Africa keeps leading the ranking of the world's fastest growing economies! In 2015, the continent will reach a growth rate of 4.5% compared to a global average of 3.3%, according to the IMF.

Certainly, as the old African saying goes, «growth cannot be eaten», but history shows that no developing country can build roads, schools, hospitals, ports, airports ... without high growth. Growth is the basic condition for economic take-off and better living conditions of the population. Africa is at the crossroads.

The Necotrans group has been active on the continent for thirteen years and is proud to participate in what some experts are characterizing as an «African emergence». Necotrans' ambitions are supported by the dynamism of Africa, where it makes 95% of its turnover. With over 3,500 employees and a presence in 31 countries, Necotrans is willing to actively contribute to the continent's development. This reciprocity is at the heart of our «African DNA».

Since 2014, our group has experienced strong growth with new investments, most particularly with the bulk terminal in Dakar (Senegal) and the river port of Brazzaville (Republic of Congo). In September 2015, Necotrans also won the tender for the concession of the multipurpose terminal for the port of Kribi, in Cameroon. Each time, our firm has joined forces with local partners. We are convinced that the time of privileges is over. We are also committed to creating value in Africa for Africa. The logistical challenges are immense: there is no longer time for little calculations or for rent seeking. Africa and every economic actor must share the same ambition.

The poor quality infrastructure, of particularly in transport, costs Africa at least two points of growth each year and reduces business productivity by about 40%. However, there is no fatality. International finance is now ready to come and invest. The promise of increased traffic of goods to and from Africa invites us to be proactive. The volumes that pass through African ports will increase from 265 million tonnes in 2009 to over 2 billion in 2040, according to the African Development Bank (AfDB). Necotrans is determined to meet these challenges with the new African policy makers for a shared future.

The word from

Michel Jacob

Managing Partner South-West Europe and Africa, Roland Berger



Roland Berger and Africa

A frica has emerged onto the global scene as a pole of global growth, supported by reforms, demography, and a specific entrepreneurial spirit. For these reasons, Africa attracts more and more decision-makers' attention.

Founded in 1967, Roland Berger Strategy Consultants, one of the leading global consultancy firms, and the only one of European origin, has been very active in Africa for several years. Based on its international experience, the firm now operates in more than 25 countries on the African continent. Its dedicated team to Africa and its two offices on the continent are composed of experts in many industries and fields.

Its strategy is now based on three pillars, meeting specific characteristics and challenges of the African continent.

Because many African countries are in desperate need of changing their business models and improving skills of their senior civil service, Roland Berger Strategy Consultants provides support to departmental strategies and State modernization solutions, as well as a support for large infrastructure projects: transition to a knowledge economy (education, training...), access to water, management of rural-urban migration, access to health coverage, are all crucial issues where tailored solutions must be proposed.

Because Africa's economic development is today based on a few key sectors, mature and highly internationalized such as energy, finance, consumer goods and telecommunications, Roland Berger helps companies in building their African strategy, especially to enable the skills transfer to the specificities of the African continent.

Finally, because the growth and development in Africa have strong distinctive features, Roland Berger disseminates its African expertise towards international institutions and to its clients.

The point of view of the firm on a sustainable growth path for the continent will be developed in one of the next editions of the ThinkAct Series by Roland Berger.

The word from

Matthieu Evrard

Chief Development Officer, Louvre Hotels Group



Louvre Hotels Group strengthens its footprint in Africa

African hospitality market offers more opportunities than ever, at business tourism level but also for leisure tourism customers. From North to South, hotel players are challenged to accommodate sizeable traffic and to offer adapted infrastructures and services to answer the needs of travelers – not only international but also intra-African.

As a major international hotel industry player present in 48 countries, we operate 1,126 hotels under the brands Première Classe, Campanile, Kyriad, Tulip Inn, Golden Tulip and Royal Tulip. With 31 hotels and 6,474 rooms in the region, Louvre Hotels Group has placed Africa at the heart of its development strategy and ambitions to become a leading hospitality group locally.

With a strong network in North Africa, Louvre Hotels Group aims to be present in all main cities in sub-Saharan Africa within the next 5 years. In 2015, we have entered new markets, focusing on countries with a large number of business customers. The Group is mainly present with its 4-star Golden Tulipbrand, offering world-class services while adapting to the local cultures and flavors.

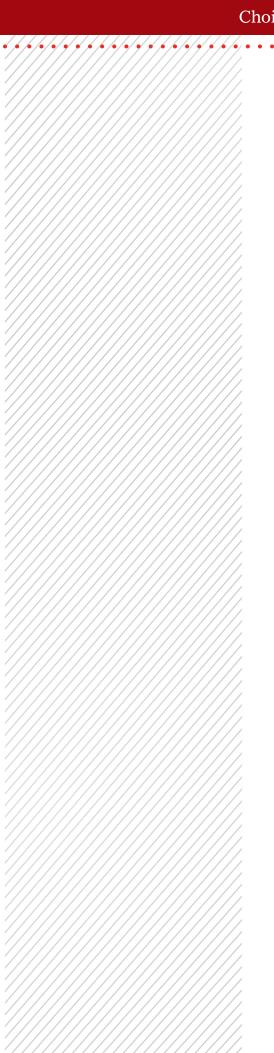
North Africa is a mature market for the Group both in leisure and business tourism. Our development has focused on Maghreb countries with the opening of hotels dedicated to business customers. We also opened a new facility in Cairo, Egypt and our newly opened 5-star hotel Royal Tulip hotel in Tangiers will host one of

the most prestigious spas in the country.

In 2014-2015, our sub-Saharan Africa development programs focused on the East of the region allowing us to enter Rwanda and Ethiopia this year as well as Kenya in the end of the year. We also endeavored to strengthen our offer in Tanzania where we have several projects under development in Dar Es Salaam and Zanzibar. In 2016 we will continue our expansion into East Africa with openings planned in Kenya.

West Africa has experienced unprecedented growth in hotels development this year. Louvre Hotels Group consolidated its positions with the opening of five hotels in Ghana and Nigeria, where we are already operating several benchmark hotels, especially for conferences, including the Golden Tulip Hotel in Accra. In 2016, we should expand our presence in the region with the entry into new markets such as Senegal, Benin and Mali. Ivory Coast and Cameroon – two essential countries – are expected to welcome operations in 2017. We are also aiming to create a footprint in South Africa and Mozambique.

All our projects –in collaboration with African and international institutional investors – are driven by a solid commitment to share our expertise, train local staff and contribute with our experience and distribution capabilities. This way, the group contributes to Africa's local content and sustainable development.



PARTNERS

The Yves Rocher Group is a cosmetics company founded in 1959 by Yves Rocher. Family group controlled by the family of founder for 96%, the group has nearly 16,000 employees and 220,000 franchisees (beauticians or delegates) that allow it to distribute more than 500



million products per year worldwide. With its eight brands – Yves Rocher (preferred company of French since 2008), Petit Bateau, Stanhome, Dr Pierre Ricaud, Daniel Jouvance, Kiotis, ID Perfumes and Flormar – the Group achieved a turnover of 2.2 billion euros in 2013. International group active in the markets of cosmetics, textiles or even home maintenance products, Yves Rocher is present in more than 20 countries on five continents and has attracted more than 40 million women through the world (one in three women in France).

• • • • • • •

Founded in 1985, Necotrans group is a key player in international logistics with a turnover of more than €950 million and 3,500 employees spanning 126 branches. Present in



5 continents and 42 countries, Necotrans is involved, among other activities, in freight forwarding, port handling and oil logistics. Through its offices in major ports and landlocked countries, the Group offers global door-to-door solutions of integrated services. Strongly present in emerging countries, Necotrans is the second logistics network in Africa. With 30 years of experience, the Group intends to continue its development and especially to consolidate its presence in Lusophone and Anglophone African countries, as well as in India, Singapore, Thailand and Brazil.

Louvre Hotels GROUP

Louvre Hotels Group is a leading player in the hotel industry and Europe's 2nd-ranking hotel group with about 1,120 hotels in 47 countries and €1,6 billion turnover under the brands in 2013. Founded in 1976 and owned by Starwood Capital Group

since 2005, Louvre Hotels Group is headed by Pierre-Frédéric Roulot. The Group features a comprehensive hotel offer ranging from 1- to 5-star and includes 4 well-known brands: Première Classe, Campanile, Kyriad, Golden Tulip. It stands out on account of its ambitious international growth strategy, especially since it partnered with Golden Tulip in 2009. The Group primarily targets emerging markets. Regarding its traditional market, Louvre Hotels Group depends on the so-called "Asset Bright" asset management strategy, a scheme for enhancing the value of its subsidiary hotels that focuses on the selling, renovating and recentering of its hotel properties in major conurbations.

• • • • • • •



Founded in 1967, Roland Berger Strategy Consultants is one of the leading firms in strategy and management consulting and the only European firm in this industry. Our firm advises Top Management and Boards of the large European and International

companies on subjects such as strategy, management, performance improvement and aims at providing innovating solutions, with a particular focus on concrete, measurable results. Our team of 2,400 employees spans over a network of 50 offices in 36 countries in the world, which allows us to support large international companies on key issues combining a local approach with an international vision.

ANALYSIS



Economic Leaders for Tomorrow

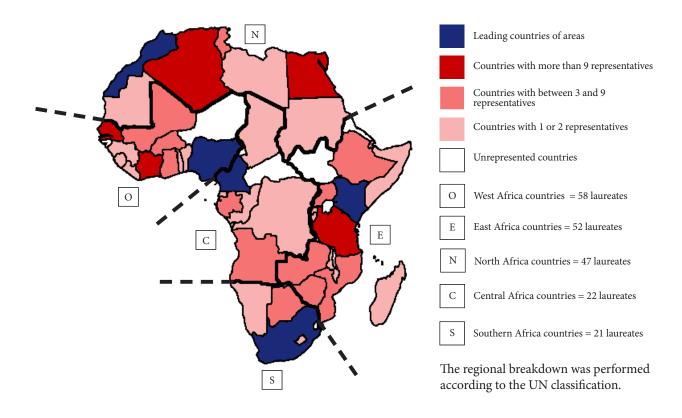
This 2015 edition of the Choiseul 100 Africa includes 52 newcomers. It is now composed of 44 different nationalities. The perspective of the results obtained on this new basis of 200 young leaders provides an inventory of the major economic evolutions and trends on the continent.

Three major growing regions

Today, three out of the five regions of Africa appear to be particularly performing. West Africa and East Africa place each in order 58 and 52 representatives in the ranking, when North Africa counts 47 laureates. These regions are carried by the development of «engine states» such as Nigeria, Kenya and Morocco, countries that form, with a few neighboring countries, strong dynamic areas of growth. Ivory Coast and Senegal in the West, Tanzania end Ethiopia in the East, Egypt and Algeria in the North, rely on a solid basis to realize their full economic potential, and are actively involved in the expansion of their entire regions.

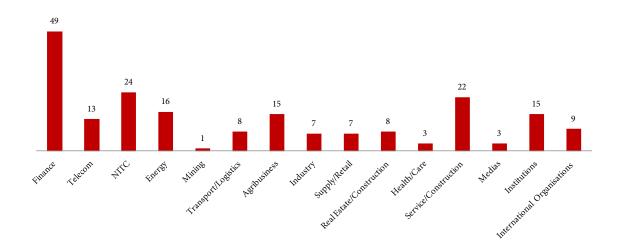
Behind them, Central Africa (22 laureates) and Southern Africa (21 laureates) seem to be slowed down by a less favorable environment. That is the case, for example, of South Africa (2 less laureates compared to 2014) or Angola (only 4 representatives).

It is worth mentioning that Cameroon, Ghana and Tunisia figure more than five representatives. Their economic performance set them as strong economic actors to come in their region of reference.



Financing growth

The Choiseul 100 Africa also highlights the transformation of business practices on the continent, and in particular the evolution of sectorial structures. If priority is nowadays given to financing growth — as pointed out in a study realised by the Institut Choiseul on this topic last February, in partnership with Havas Worldwide, and to which have participated the highest international financing institutions — the tremendous needs in infrastructures require the set up of financing platforms with new capacities. The 2015 edition thus presents 49 laureates from the finance sector, of which 17 represent African investment firms dedicated to Africa.



Renewing existing models

Furthermore, the service sector is expending and is sustaining the fast mutations of all African markets. The energy, telecoms and agribusiness sectors are also at the core of future challenges. Modernization of their infrastructures is actually one of the most determinant factors of the acceleration expected for the development of intracontinental trade.

These new trades and mutations of business models require to renew organizations and governance. African institutions are currently in full restructuring and are making a real effort to coordinate trade areas in order to stimulate growth and development.

Innovating

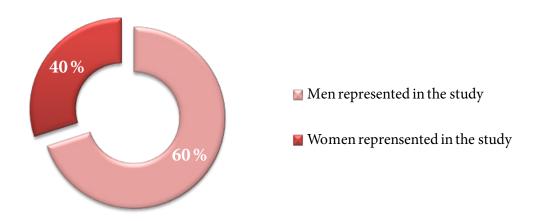
New information and communication technologies (NICT) are also a sector among the leading ones. Well reflected by Kenya, where about 30 % of the GDP is made through mobile payment, Africa seems to embody a technological leap. All over the continent, young leaders innovate and offer high-end technology solutions to meet with the needs of new consumers.

ANALYSIS

This innovating mind drives young entrepreneurs too, in every sectors. No less than 64 of them are ranked in this Choiseul 100 Africa 2015, whether they are business-starters, founders of investment firms for development, or leaders of family corporates they turned into major industrial conglomerates.

A better future

Those young economic leaders work every day, at their scale, for the development of Africa and draw a better future for all the continent. This future is also more and more written by women. The ranking counts no less than 60 young African women whose career path and success open the way to real optimism regarding women's role in the continental economy.



A dynamic and long-lasting network

In order to develop a global vision closer to the economic reality on the ground - that are often very far from perceptions and pre-existing opinions - throughout the year, the Institut Choiseul works to strengthen its network of experts and specialists and to foster meetings between great economic leaders.

To achieve this goal, two prestigious meetings that are gathering the Choiseul 100 Africa laureates are held every year, on a periodical basis, alternately in Europe and in Africa. In this way, a new kind of relation is created between France, Europe and Africa, with a non-partisan and constructive approach, for the benefit of a long-lasting and shared growth.

About the Institut Choiseul

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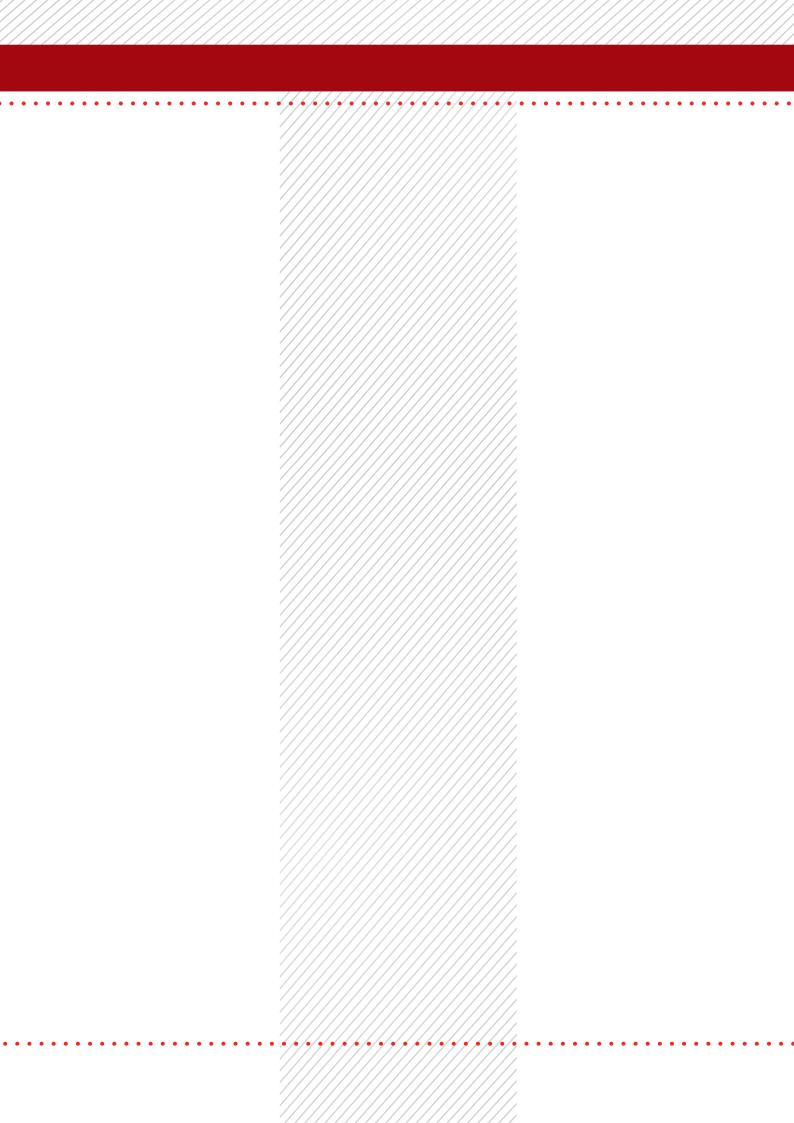
The Institut Choiseul is an independant Think Tank dedicated to the analysis of international strategic issues and global economic governance.

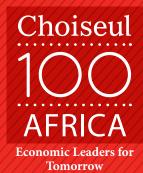
Based in Paris, its ambition is to create independant spaces for dialogue at the crossroads of the political and institutional worlds, between the economical realm and the sphere of ideas, in order to fertilize the debates on contemporary issues.

By organising prestigious events and informal meetings between the main leaders in Paris, Brussels or Africa, by streaming its publishings among key decision-makers and influent opinion leaders, the Institut Choiseul continually feeds the economical and political actors' decisions.

- INSTITUT - CHOISEUL

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2015

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Paris