

Nigeria's 2026 Economic Outlook

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CARTHENA ADVISORY

Agenda

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Executive Summary



Key Macroeconomic Signals for 2026

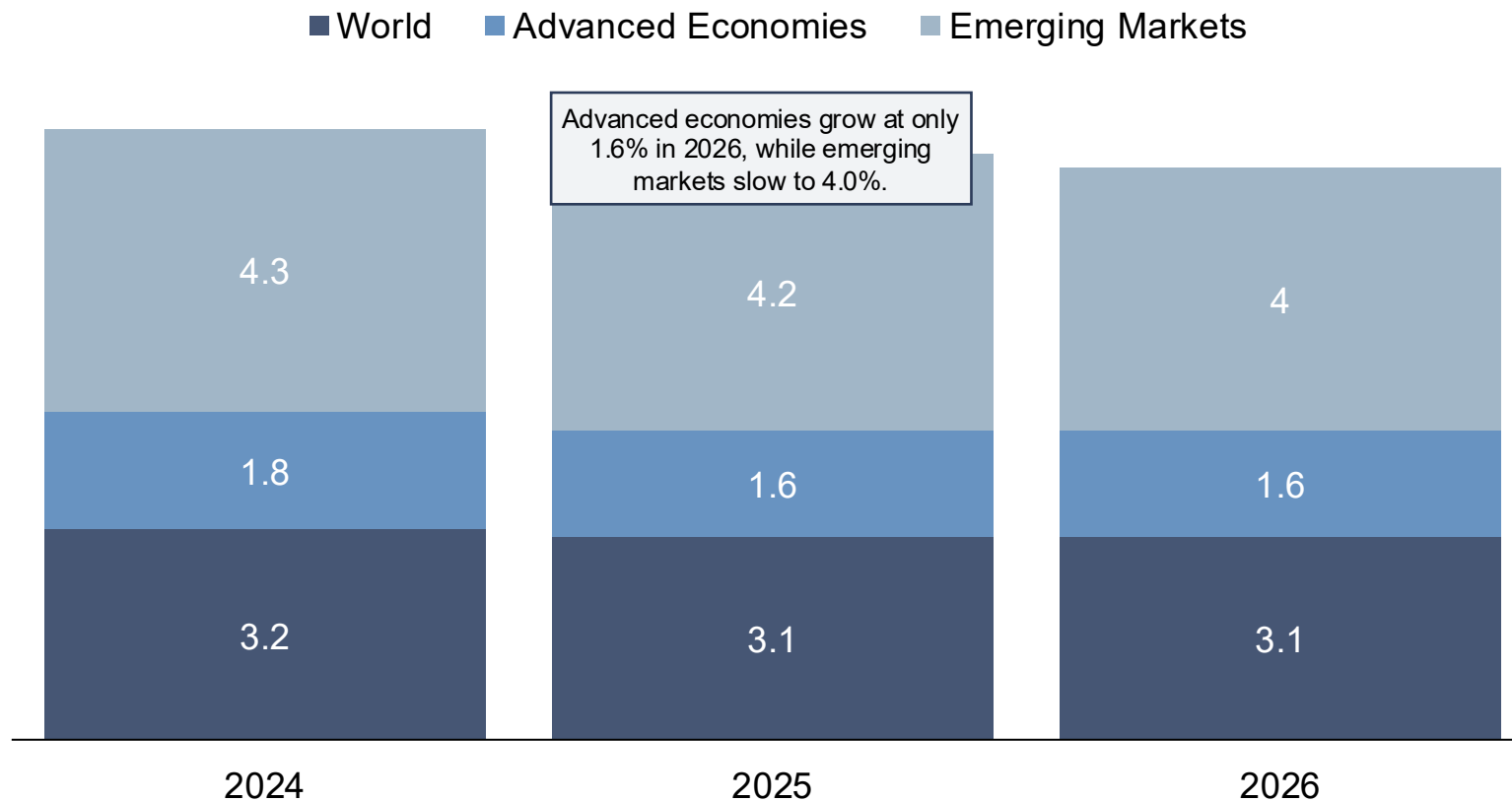
- Official forecasts from the Central Bank of Nigeria project GDP growth around 4.49%, supported by reforms and oil sector gains.
- Structural weaknesses include low productivity (~1.1%), infrastructure deficits, and persistent supply-chain inflation.
- Fiscal tightness continues with rising public debt, high debt servicing, and repeated capital expenditure cuts.
- Oil production remains volatile due to insecurity and under-investment, limiting fiscal space and planning certainty.
- Inflation is expected to ease marginally; food and energy costs keep headline inflation in the 14 - 18% range.
- Businesses must adopt risk-adjusted, productivity-driven strategies focusing on resilience and efficiency.

Nigeria enters 2026 amid a complex mix of optimism and structural challenges. Official forecasts project growth near 4.5%, but underlying fundamentals suggest a more modest 2.8–3.4% range. Inflation remains elevated due to supply-side pressures, while fiscal constraints and oil volatility pose risks. Businesses must adopt resilience-focused strategies to navigate this environment.

Global Growth Outlook (2025 - 2026)

Global economic growth is slowing, with advanced economies stagnating around 1.6% and emerging markets decelerating to 4.0%. This slowdown creates a challenging external environment for Nigeria, constraining export demand, increasing trade costs, and reducing liquidity for import-dependent sectors.

Global Real GDP Growth Estimates and Projections (2024-2026)



Analysis and implications

- Global output growth eases from 3.2% in 2024 to 3.1% in 2025 and 2026, signaling weaker momentum.
- Advanced economies remain stagnant at 1.6%, reflecting subdued demand and trade uncertainties.
- Emerging markets slow from 4.2% in 2025 to 4.0% in 2026 due to geopolitical tensions and financing cuts.
- Commodity exporters like Nigeria face volatility, slower trade growth, and tighter financial conditions.
- Nigerian exporters and import-dependent sectors will face delays, rising costs, and constrained liquidity.

Geopolitical Energy Landscape



Venezuela's Oil Instability

Ongoing political uncertainty and a fragile transition in Venezuela have disrupted its oil production, causing supply gaps and market unpredictability. This instability tightens global oil supply, pushing prices upward but creating a volatile environment for oil-dependent economies.



Implications for Nigeria

Higher global oil prices driven by Venezuela's supply disruptions could boost Nigeria's oil revenues temporarily. However, Nigeria's own production challenges, such as insecurity and under-investment, limit its ability to fully capitalize, increasing fiscal uncertainty and complicating budget planning.

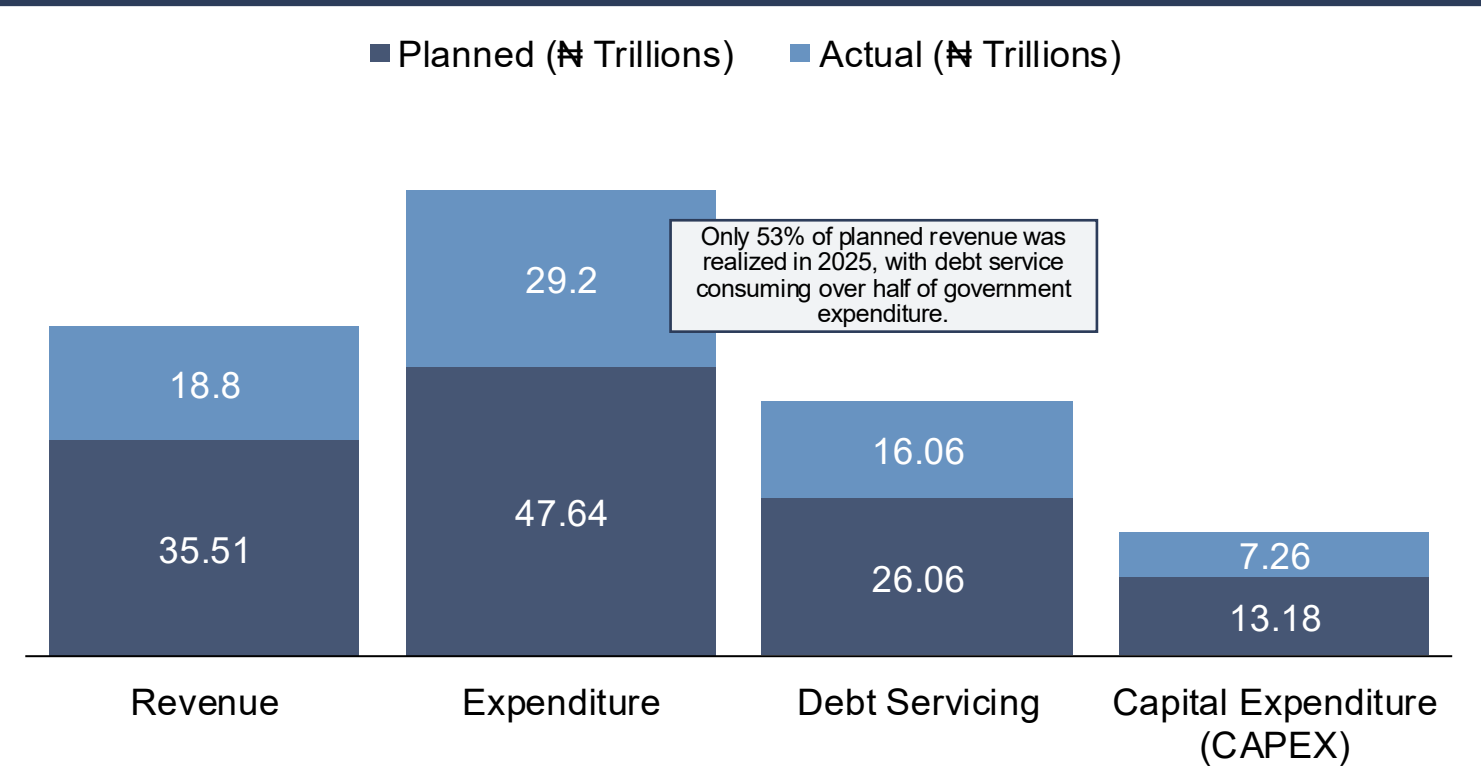
Venezuela's oil instability introduces dual risks for Nigeria: potential short-term revenue gains from higher oil prices, but also increased fiscal volatility amid uncertain global supply conditions.

Fiscal Reality Check: 2025 Performance

Fiscal Performance Analysis

- Planned revenue for 2025 was ₦35.51 trillion, but only ₦18.8 trillion (53%) was realized by mid-year.
- Total planned expenditure stood at ₦47.64 trillion, with actual spending curtailed to ₦29.2 trillion due to fiscal constraints.
- Debt servicing accounted for more than 55% of total government expenditure, crowding out vital capital investments.
- Capital expenditure (CAPEX) faced repeated cuts, undermining infrastructure development and economic growth prospects.
- The widening fiscal deficit, likely exceeding ₦12 trillion, poses risks to macroeconomic stability and limits policy space.

Planned vs Actual Revenue and Expenditure in 2025 (₦ Trillions)



Nigeria's 2025 fiscal performance reveals significant structural challenges. Actual revenue achieved was only 53% of the planned target, while expenditure management led to forced cuts in capital expenditure (CAPEX). Debt servicing continues to consume over 55% of total spending, severely constraining fiscal flexibility and widening the deficit beyond official projections.

Nigeria's Structural Weaknesses

Power Deficits



Inconsistent electricity supply and aging power infrastructure increase costs and limit industrial expansion.

Logistics Bottlenecks



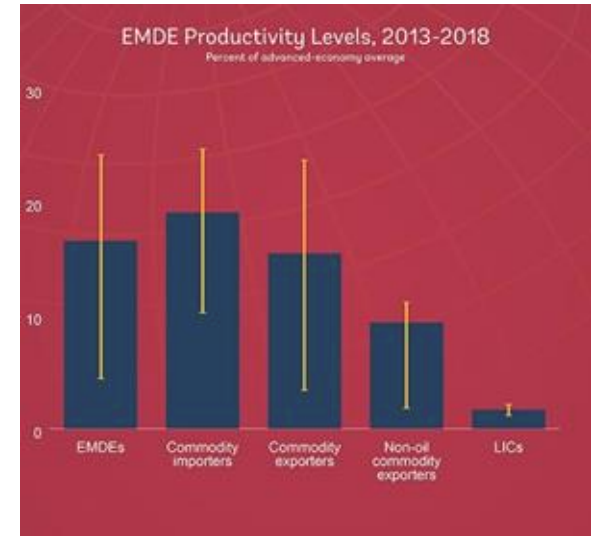
Poor transport networks and inefficient logistics drive up operational costs and delay goods movement.

Governance Inconsistencies



Policy unpredictability and regulatory gaps undermine investor confidence and business planning.

Low Productivity Growth

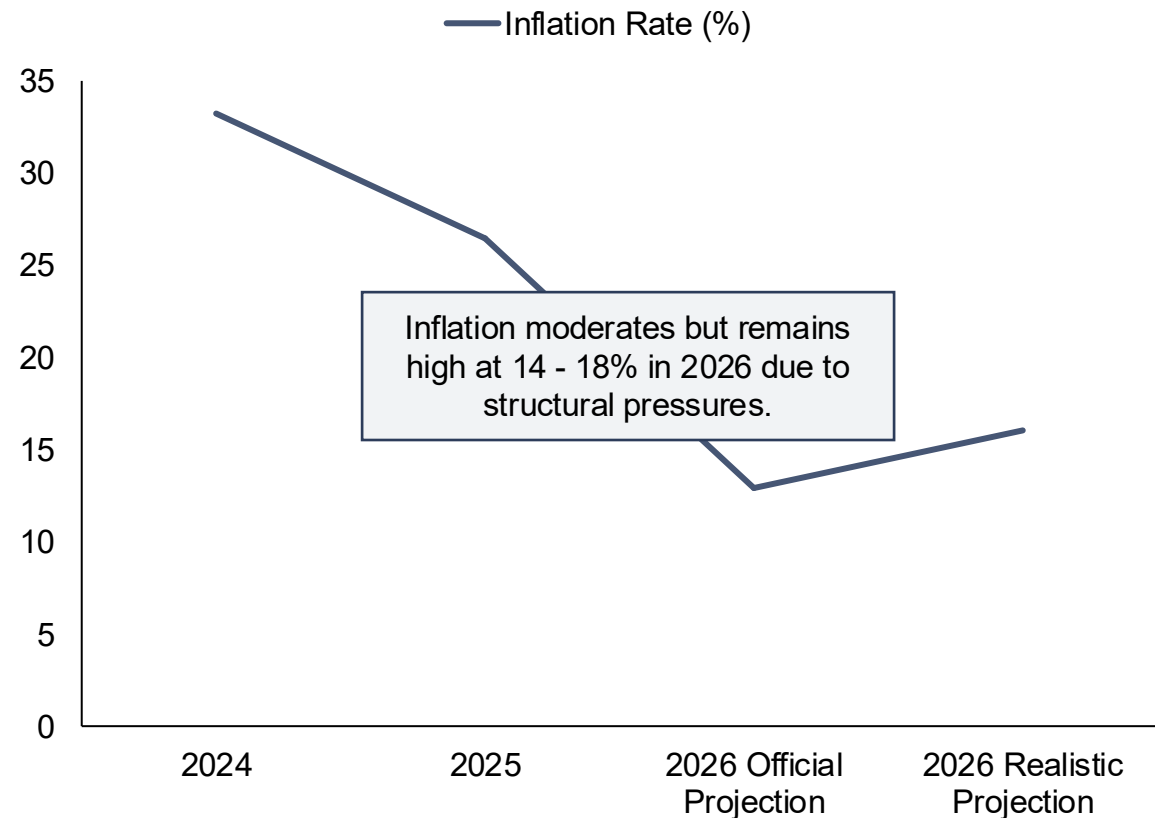


At approximately 1.1% productivity growth, Nigeria lags global peers, limiting competitiveness and income growth.

Nigeria's growth is constrained by weak productivity, inadequate infrastructure, governance challenges, and limited digital and human capital development.

Inflation Dynamics: Why Relief Will Be Slow

Nigeria Inflation Trend and Projections (2024 - 2026)



Analysis and Key Drivers

- Inflation dropped from an extreme 33.2% in 2024 to about 26.5% in 2025 but is expected to ease only marginally to 14 - 18% in 2026.
- Persistent supply-side inflation is driven by high logistics and diesel costs, which keep operating expenses elevated across sectors.
- Food inflation remains structurally high due to insecurity in key agricultural regions, constraining food supply and pushing prices up.
- Elevated government borrowing costs maintain high bond yields (26 - 28%), increasing the cost of capital and feeding into consumer prices.
- Sticky core inflation indicates underlying price pressures beyond food and energy, reflecting weak productivity and infrastructure deficits.

Analysis and Key Drivers

Inflation in Nigeria is projected to moderate from the extreme highs of 2024 but will remain persistently elevated through 2026. Structural factors such as high logistics and diesel costs, food insecurity, and elevated government borrowing costs continue to exert upward pressure on prices, slowing the pace of disinflation. Businesses and policymakers should prepare for a challenging inflation environment with core inflation remaining sticky.

FX Market Reality



Key FX Market Insights

- The naira depreciated sharply from around ₦415/\$ in 2023 to approximately ₦1,450/\$ by 2025 in official markets, reflecting macroeconomic pressures and FX scarcity.
- Central Bank of Nigeria implemented FX market reforms including market-determined exchange rates, the Electronic Foreign Exchange Matching System (EFEMS), and unification of multiple FX windows to improve transparency and liquidity.
- Despite reforms, the parallel market premium remains elevated at around 2-3%, indicating incomplete convergence and ongoing arbitrage opportunities.
- Nigeria's high import dependency, especially on refined petroleum and industrial inputs, continues to exert pressure on FX demand and reserves.
- The FX market remains fragile with risks of volatility due to global shocks, oil price fluctuations, and domestic fiscal imbalances.

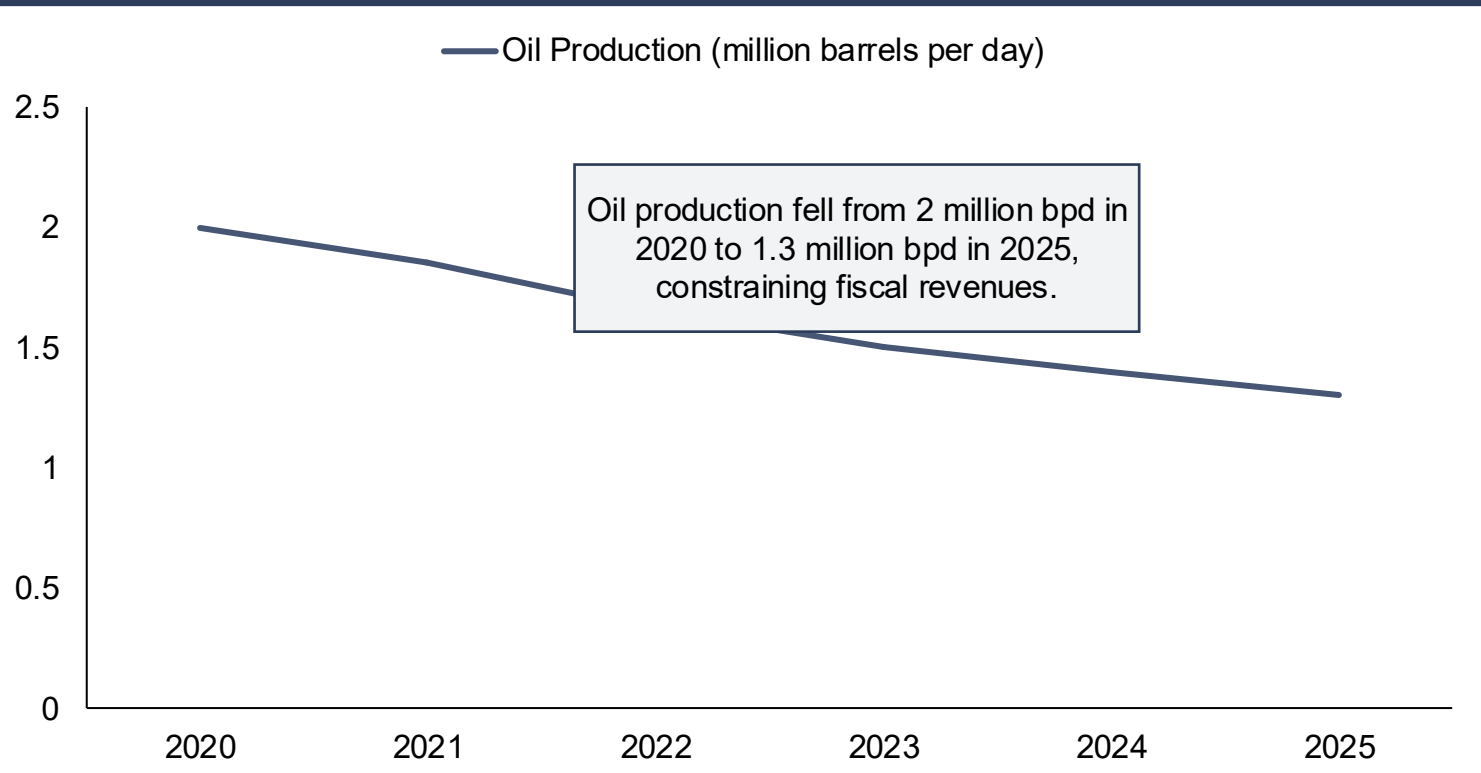
The Nigerian naira has experienced significant depreciation from 2023 to 2025, despite stabilization efforts by the Central Bank of Nigeria. While official exchange rates have somewhat stabilized due to FX market reforms, the parallel market continues to show wide spreads, reflecting persistent structural pressures. High import dependency and fragile FX market dynamics contribute to ongoing volatility and uncertainty for businesses relying on foreign exchange.

Oil Sector Constraints

Analysis and Implications

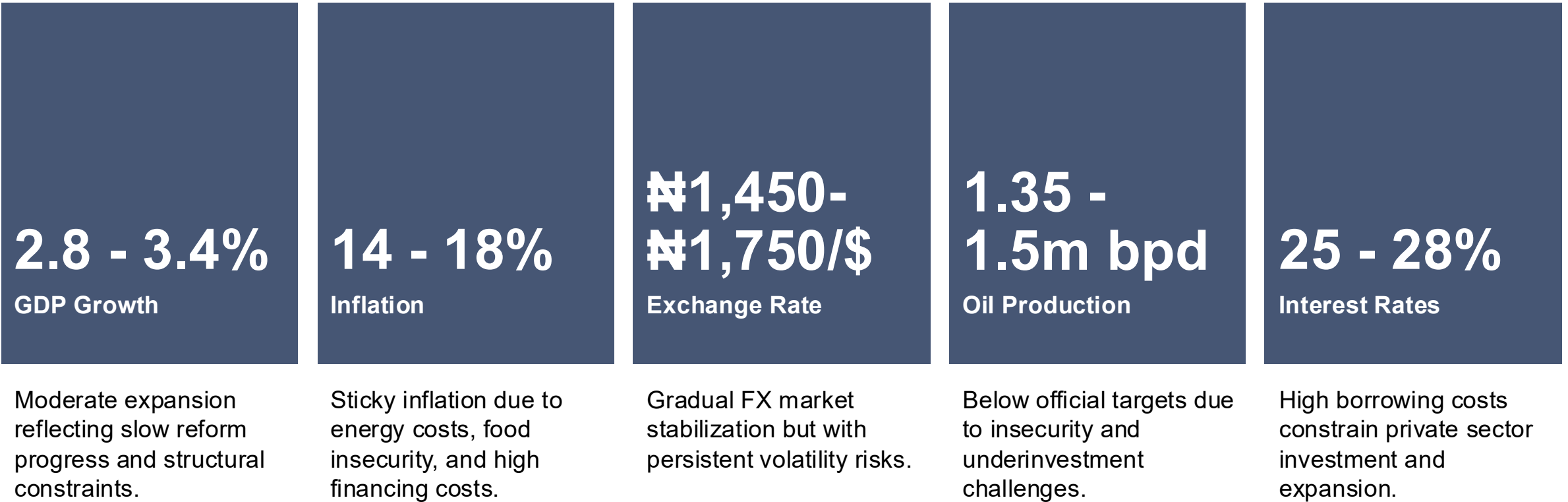
- Oil production dropped by roughly 35% between 2020 and 2025, far below OPEC+ quota targets for Nigeria.
- Theft and pipeline vandalism remain major disruptions, causing frequent shut-ins and loss of output.
- Joint venture funding gaps delay critical maintenance and expansion projects, worsening capacity constraints.
- Aging infrastructure leads to frequent breakdowns and inefficiencies, hampering production reliability.
- Security challenges in the Niger Delta and other oil-producing regions restrict operational and investment activities, increasing fiscal uncertainty.

Declining Nigerian Oil Production: 2020-2025



Nigeria's oil production has steadily declined from 2 million bpd in 2020 to approximately 1.3 million bpd in 2025, driven by persistent challenges including pipeline vandalism, crude theft, joint venture funding shortfalls, aging infrastructure, and ongoing security threats. These constraints limit fiscal space and pose significant risks to government revenue and economic stability in 2026.

Baseline Scenario (Most Likely)



Nigeria's 2026 baseline economic scenario projects moderate GDP growth of 2.8 - 3.4%, inflation between 14 - 18%, and an exchange rate range of ₦1,450 - ₦1,750 to the dollar. Oil production is expected between 1.35 and 1.5 million barrels per day. Businesses will face challenges of high borrowing costs, compressed profit margins, and continued consumer spending pressure.

Upside Scenario

Accelerated reforms could propel Nigeria’s economy to stronger growth with GDP expanding between 3.8% and 4.6%. Inflation may moderate to 12 - 14%, supported by improved energy supply and FX market stability. Exchange rates could stabilize between ₦1,200 and ₦1,450 per dollar, while oil production rises to 1.6 - 1.7 million barrels per day due to enhanced security and renewed investments.

3.8 - 4.6%

GDP Growth

Growth driven by reforms in power, oil sector, and FX market deepening, boosting investor confidence and private sector expansion.

12 - 14%

Inflation Rate

Moderation from easing food and energy prices and enhanced monetary-fiscal policy coordination.

1,200 - 1,450

Exchange Rate (₦/\$)

Stability achieved through deeper FX reforms and robust foreign exchange inflows.

1.6 - 1.7m bpd

Oil Production

Increased output due to improved security, investment in joint ventures, and operationalization of oil sector reforms.

Full Act Implementation

Power Sector Reform

Complete execution of the Power Act improves electricity supply, reducing production costs and supporting industrial growth.

Downside Scenario

0.5 - 2%

GDP Growth

Economic growth slows sharply due to fiscal constraints, insecurity, and reduced investment confidence.

18 - 25%

Inflation Rate

Inflation surges driven by rising food prices, energy costs, and currency depreciation.

**₦1,800 -
2,300**

Exchange Rate
(NGN/USD)

Naira depreciates sharply amid FX market pressures and declining foreign reserves.

**<1.3m
bpd**

Oil Production

Crude output contracts due to insecurity, theft, and under-investment in the oil sector.

**₦14 - 15
trillion**

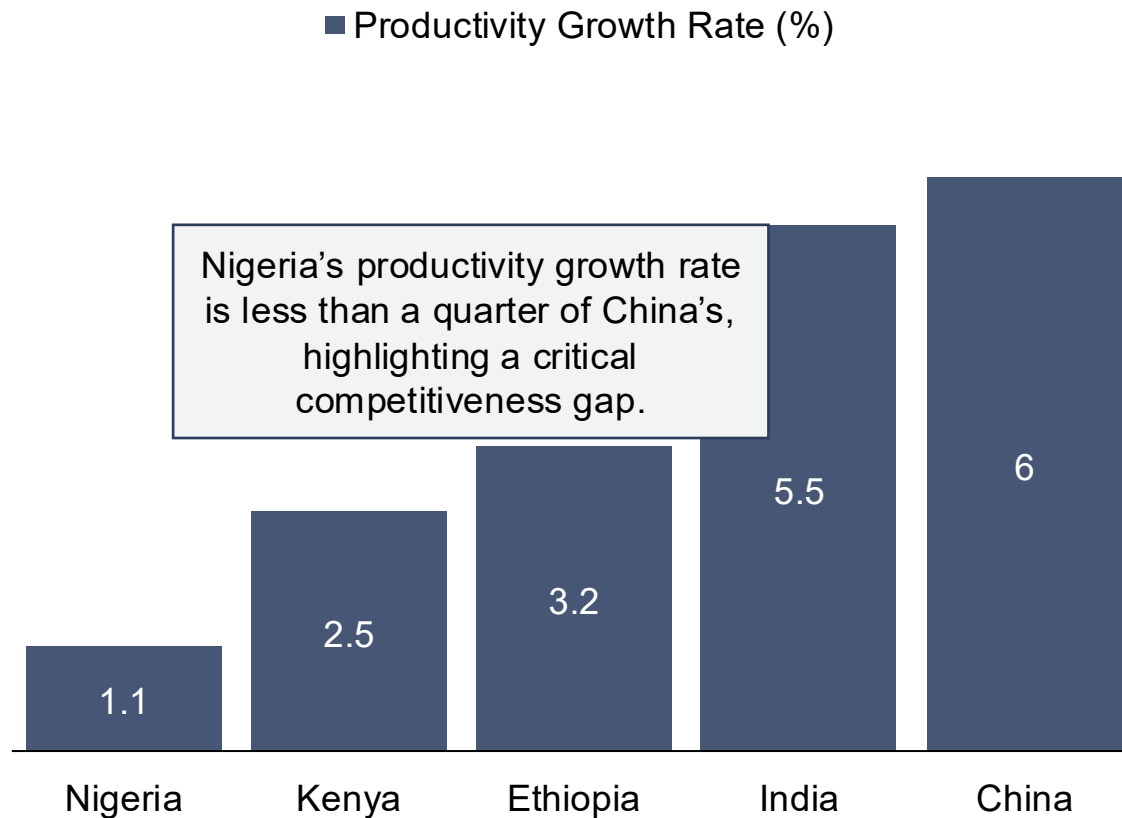
Fiscal Deficit

Deficit widens as revenue falls and debt servicing pressures intensify.

The downside scenario for Nigeria's 2026 economy is marked by severe fiscal stress, heightened political instability, and worsening security challenges. These factors could depress GDP growth to between 0.5% and 2%, trigger inflation spikes up to 25%, and cause exchange rate volatility reaching ₦1,800 to ₦2,300 per dollar. Oil production may fall below 1.3 million barrels per day, putting further strain on government revenues and foreign reserves.

Why Productivity Is the Core Problem

Comparative Productivity Growth Rates: Nigeria vs. Peer Countries



Analysis and Implications

- Nigeria's productivity growth at ~1.1% is well below the 3 - 6% range seen in peer emerging economies, showing limited efficiency gains.
- Low productivity growth limits output per capita, keeping incomes and living standards stagnant and restricting consumption growth.
- Weak productivity discourages private investment as firms face low returns, limiting capital inflows and expansion.
- Structural issues like poor infrastructure, energy deficits, skills gaps, and policy inconsistencies hinder productivity growth.
- Improving productivity is key for Nigeria to diversify its economy and achieve inclusive, competitive growth.

Analysis and Implications

Nigeria's productivity growth remains critically low at approximately 1.1%, significantly lagging behind regional and global peers. This stagnation limits competitiveness, output per capita, consumption, and private investment, hindering sustained economic growth.

Nigeria's Five Productivity Imperatives

To achieve sustained competitiveness and economic resilience in 2026, Nigerian businesses must focus on five critical productivity levers. These imperatives address operational efficiency, cost reduction, market expansion, workforce capability, and financial accessibility, enabling firms to navigate macroeconomic challenges and unlock growth opportunities.

Technology Adoption	Energy Efficiency	Export Competitiveness	Human Capital Development	Credit Access Expansion
<p>Implement automation, cloud solutions, and workflow digitization to reduce operational bottlenecks and improve efficiency.</p> <p>Deploy data analytics and cybersecurity tools to enhance decision quality and protect digital assets from growing cyber threats.</p> <p>Adopt e-procurement and digital supply-chain systems to increase transparency, responsiveness, and supplier collaboration.</p>	<p>Integrate energy-efficient technologies to lower production costs tied to Nigeria's unstable power supply.</p> <p>Invest in renewable energy sources such as solar, captive power, and hybrid systems to ensure consistent and reliable operations.</p> <p>Optimize energy consumption using energy audits, smart metering, and process redesign to reduce waste and improve sustainability.</p>	<p>Upgrade product quality and compliance to meet international standards and access new non-oil markets.</p> <p>Leverage AfCFTA, trade facilitation reforms, and improved logistics to reduce export barriers and costs.</p> <p>Build resilient local supply chains to minimize foreign exchange exposure and enhance delivery reliability.</p>	<p>Address skills gaps with targeted technical and managerial training aligned to evolving industry needs.</p> <p>Cultivate a culture of adaptability, innovation, and continuous learning to keep pace with fast-changing markets.</p> <p>Invest in leadership development and succession planning to secure long-term organizational growth and stability.</p>	<p>Expand affordable financing options through banks, development finance institutions, fintech lenders, and capital markets.</p> <p>Utilize credit guarantees, leasing, and structured finance to facilitate asset acquisition and business expansion.</p> <p>Improve financial governance, reporting, and creditworthiness to increase eligibility for long-term growth capital.</p>

Fiscal Risks

Nigeria's fiscal sustainability in 2026 faces significant risks from rising debt servicing costs, persistent revenue shortfalls, capital expenditure (CAPEX) constraints, and heavy reliance on volatile oil revenues. These factors combine to tighten fiscal space, elevate borrowing costs, and increase vulnerability to external shocks, necessitating cautious fiscal management and reform acceleration.

Debt Servicing and Revenue Shortfalls

- Debt servicing consumes over 55% of government expenditure, crowding out critical investments.
- Revenue collection consistently underperforms projections, with only about 53% of targets met in 2025 H1.
- Heavy reliance on oil revenue, which is volatile due to security issues and underinvestment, undermines fiscal stability.
- Weak non-oil revenue mobilization despite reforms limits fiscal buffers and heightens deficit risks.
- Fiscal deficits are projected to remain large, potentially exceeding ₦12 trillion in 2026 without substantial revenue growth.

CAPEX Challenges and Oil Dependence

- Recurring cuts to capital expenditure reduce infrastructure investments, impacting growth potential.
- Inadequate CAPEX weakens power, transport, and logistics sectors, exacerbating structural constraints.
- Oil production below targets (1.3 - 1.5 million bpd) limits expected revenue and fiscal space.
- Security threats and pipeline vandalism further depress oil sector output and government income.
- Overdependence on oil exposes fiscal accounts to global price shocks and geopolitical volatility.

Political & Security Risks

The 2026 pre-election year, ongoing northern insecurity, and persistent threats in the Niger Delta present significant risks to Nigeria's economic stability and investor confidence. These challenges could disrupt production, deter investment, and heighten volatility, underscoring the need for vigilant risk management and strategic planning by businesses.

Election-Related Risks

- Pre-election political tensions may escalate, causing uncertainty and disruptions to business operations.
- Potential for civil unrest and protests could impact supply chains and consumer confidence.
- Electoral violence risks concentrated in key states could affect local economies and investor sentiment.
- Heightened regulatory and policy uncertainty during election periods may delay decision-making and investment plans.
- Businesses should prepare for short-term volatility and engage in scenario planning to mitigate election-related risks.

Northern Insecurity and Niger Delta Threats

- Northern regions face persistent insecurity from banditry, insurgency, and communal clashes disrupting agricultural production and trade.
- Niger Delta remains vulnerable to oil theft, pipeline vandalism, and militant activities, affecting crude oil output and fiscal revenues.
- Security challenges increase operational costs for companies due to the need for enhanced protection and insurance.
- Investor confidence is dampened by ongoing instability, slowing foreign capital inflows and project execution.
- Addressing security risks requires collaboration with government, local communities, and investment in resilience measures.

Financial Sector Risks

The Nigerian financial sector faces critical risks from ongoing bank recapitalization efforts, rising non-performing loans, tighter regulatory supervision, and increasing cybersecurity threats. Addressing these risks is essential to maintain sector stability, support credit flow, and protect investor confidence in 2026 and beyond.

Capital and Credit Risks

- Bank recapitalization requires substantial capital injections, which could strain financial institutions and lead to higher concentration risk in the sector.
- Rising non-performing loans (NPLs) threaten bank profitability and reduce credit availability to the private sector, potentially slowing economic growth.
- Deteriorating asset quality may require increased loan loss provisions, impacting banks' earnings and capital buffers.
- Failure to address these issues promptly could trigger systemic risks, undermining confidence in the financial system.

Supervisory and Cybersecurity Threats

- Regulatory tightening is increasing oversight on banks to ensure compliance with prudential standards and capital adequacy requirements.
- Supervisory authorities are enhancing real-time monitoring and stress-testing to detect vulnerabilities early and prevent bank distress.
- Cybersecurity risks are escalating with increased digital banking adoption, exposing banks and fintechs to fraud, data breaches, and operational disruptions.
- A significant cyberattack could erode public trust and destabilize the financial ecosystem, highlighting the need for robust cyber resilience measures.

External Risks

Nigeria's economic outlook in 2026 is significantly influenced by external risks such as global interest rate hikes, Venezuela's oil market disruption, China's economic slowdown, and escalating US protectionism. These factors pose challenges to Nigeria's external balance by affecting oil prices, trade dynamics, capital flows, and investor confidence, thereby shaping the country's growth trajectory.

Global Rate Hikes & Financial Market Volatility

- Rising interest rates in advanced economies increase borrowing costs for Nigeria, tightening fiscal space and raising debt servicing burdens.
- Higher global rates may trigger capital outflows from emerging markets, pressuring Nigeria's currency and reserves.
- Volatile financial markets can reduce foreign direct investment and portfolio inflows, limiting liquidity for businesses.
- Monetary tightening abroad can weigh on global demand, indirectly impacting Nigerian exports and growth.

Geopolitical & Trade Disruptions

- Venezuela's political instability and oil production issues create volatility in global oil markets, causing unpredictable revenue streams for Nigeria.
- Escalating US protectionism, including tariff risks and trade tensions, can hamper Nigerian exports and increase import costs.
- China's economic slowdown reduces demand for commodities and exports from Nigeria, affecting trade balances.
- Disruptions in global supply chains and increased trade frictions elevate costs and complicate logistics for Nigerian firms.

Implications for Corporate Nigeria

Businesses in Nigeria must proactively adapt to the 2026 economic environment by managing foreign exchange risks with buffers and multi-currency pricing, optimizing inventory to mitigate supply chain volatility, and strengthening local sourcing to reduce import dependence. Investing in workforce capabilities is critical to close skills gaps, while disciplined pricing strategies anchored on total cost of ownership and inflation indexing will protect margins amid inflationary pressures. These shifts will enhance resilience, operational efficiency, and competitive positioning.

Key Strategic Shifts for 2026

- Adopt robust FX risk management by building FX buffers, shifting to multi-currency pricing models, and securing medium-term supply contracts to hedge volatility.
- Optimize inventory and supply chain processes to minimize disruptions and reduce working capital tied to import dependencies.
- Increase focus on local sourcing and vendor development to build resilient supply chains and reduce foreign exchange exposure.
- Invest in workforce capability development to address critical skills shortages that constrain productivity and innovation.
- Implement pricing governance frameworks that emphasize total cost of ownership (TCO) and return on investment (ROI), including indexing contracts to inflation to safeguard profitability.



Sectoral Opportunity Map

Key sectors such as ICT, Energy, Logistics, Financial Services, and Manufacturing present significant growth opportunities in Nigeria for 2026, driven by evolving market needs and reform momentum.



ICT: Cloud & Cybersecurity

Increasing demand for cloud infrastructure, cybersecurity solutions, and improved connectivity supports rapid sector growth.



Energy: Solar & C&I Power

Rising investments in solar energy and commercial & industrial power solutions address Nigeria’s power deficits and sustainability goals.



Logistics: Mid-Mile Infrastructure

Development in mid-mile transport and warehousing improves supply chain efficiency and reduces costs for businesses.

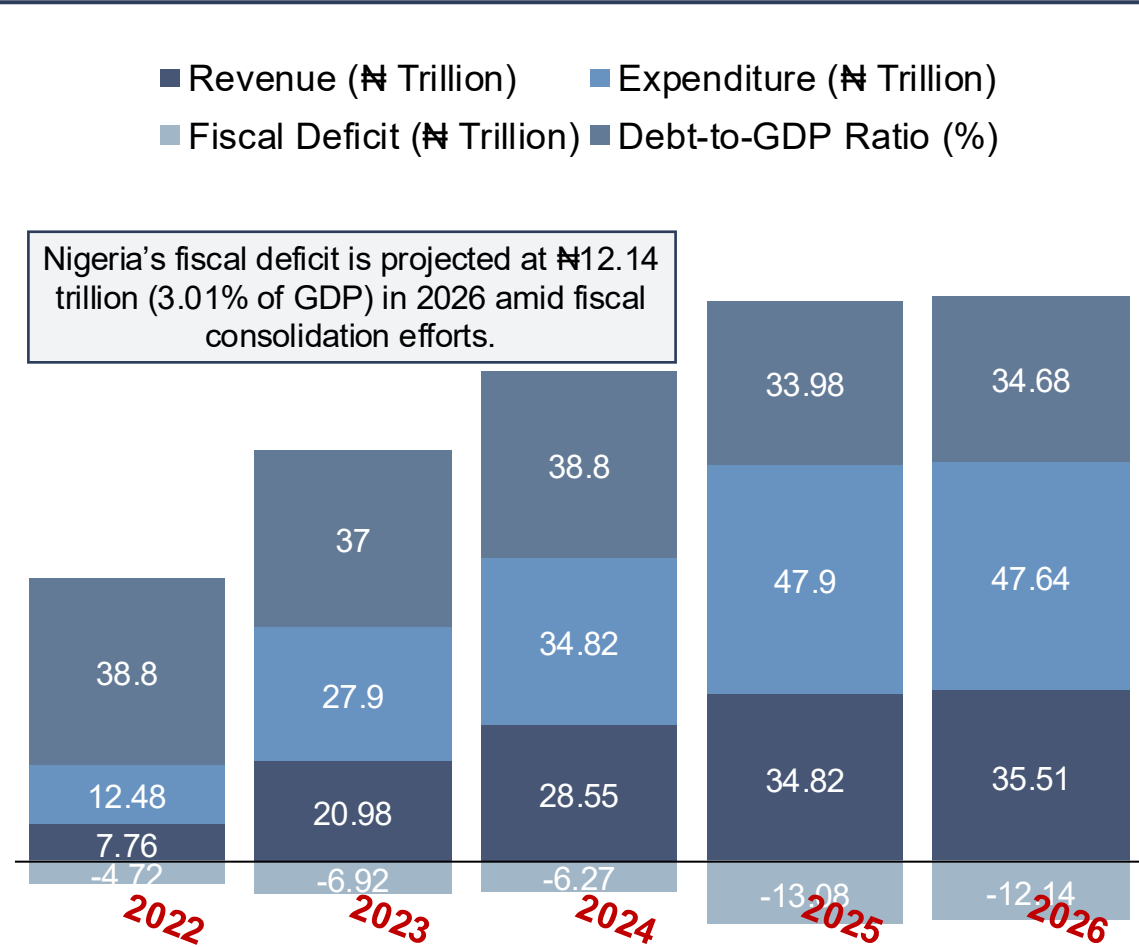


Financial Services: Fintech Integration

Growth in fintech adoption, digital payments, and embedded finance fuels financial inclusion and new business models.

Fiscal Outlook and Debt Dynamics

Nigeria's 2026 Fiscal Projections



Fiscal Projections and Debt Analysis

- FGN revenue forecasted at ₦35.51 trillion in 2026, with 57% from resource-based revenues including oil and minerals.
- Aggregate expenditure estimated at ₦47.64 trillion; recurrent spending nearly 64%, capital expenditure about 28%.
- Fiscal deficit projected at ₦12.14 trillion (3.01% of GDP), mainly financed by domestic (₦7.02trn) & external (₦1.76trn) borrowings.
- Public debt-to-GDP ratio expected to rise modestly to 34.68% by end-2026, favoring long-term domestic debt to reduce FX risk.
- Fiscal risks include oil price swings, high debt service, and possible pre-election spending, highlighting need for fiscal discipline.

Fiscal Projections and Debt Analysis

Nigeria's 2026 fiscal outlook forecasts ₦35.51 trillion revenue against ₦47.64 trillion expenditure, leading to a ₦12.14 trillion deficit. Debt-to-GDP ratio is expected to rise to 34.68%, with emphasis on domestic borrowing to manage risks. Fiscal discipline is crucial amid oil price volatility and pre-election spending pressures.

External Sector Outlook 2026 - Balancing Optimism With Structural Realities

CBN & Official Forecasts (Optimistic View)

Current account surplus projected to rise toward US\$18 - 19 billion, driven by recovery in crude oil output and steady diaspora remittances.

External reserves expected to grow to about US\$51 billion, supported by FX reforms, diaspora inflows, and improvements in domestic refining capacity.

Moderate increases in export receipts anticipated from higher crude production, commodity exports, and fertilizer shipments.

FX market reforms are projected to narrow the gap between official and parallel exchange rates, boosting market confidence.

Service exports, particularly in technology, creative economy, and business services, are expected to improve though starting from a low base.

Structural Realities Tempering the Outlook

Oil production remains unstable, fluctuating between 1.2 and 1.4 million barrels per day due to unresolved security challenges and pipeline vandalism in the Niger Delta.

Global trade growth remains sluggish at approximately 0.5%, limiting opportunities for expansion in non-oil exports.

Venezuela's return to global oil markets increases supply-side risks, potentially depressing oil prices.

FX market reforms have not fully addressed liquidity shortages; demand for foreign exchange continues to exceed supply.

Import bills may escalate faster than expected due to weak domestic production, currency depreciation, and inflationary pressures.

Persistent infrastructure deficits in power, transport, and ports continue to undermine export competitiveness.

Balanced Scenario: Modest Gains, High Vulnerabilities

Current account surplus likely to improve but may fall short of official projections if oil output or prices underperform.

External reserves could increase but remain vulnerable to debt service obligations, global financial volatility, and portfolio capital flows.

Exchange rate may stabilize temporarily but remains exposed to shocks including speculative FX demand and inconsistent fiscal policy execution.

Import demand expected to stay elevated, limiting net foreign exchange benefits from export growth.

Service account deficit may widen further due to rising payments for logistics, aviation, and business services.

Overall external sector performance will hinge on policy consistency, oil sector stability, and global economic conditions rather than optimistic projections alone.

Nigeria's external sector in 2026 presents a cautiously optimistic outlook with potential gains in reserves and current account surplus. However, persistent domestic constraints, global trade challenges, and oil sector volatility require a balanced and realistic approach to planning and policy formulation.

Strategy Playbook for 2026

Businesses operating in Nigeria in 2026 must prioritize productivity enhancement, disciplined capital expenditure, workforce skill development, data-driven decision-making, and risk-adjusted planning to navigate a complex economic environment marked by volatility and structural challenges. These strategic priorities are essential to build resilience, improve efficiency, and capitalize on emerging sectoral opportunities.

Focus on Productivity

Invest in automation technologies to streamline operations and reduce manual inefficiencies.

Adopt energy-efficient solutions to lower operational costs and enhance sustainability.

Enhance supply chain management through digitization and process optimization.

Leverage innovation to improve product quality and service delivery.

Continuously monitor productivity metrics to identify improvement areas.

Capex Discipline

Prioritize capital expenditures on high-impact projects that improve operational efficiency.

Implement rigorous project evaluation and approval processes to avoid cost overruns.

Align capital spending with long-term strategic goals and market conditions.

Maintain flexibility to scale or delay investments based on evolving economic and fiscal realities.

Focus on investments that enhance infrastructure, technology, and local capacity building.

Workforce Upskilling & Data-Driven Planning

Invest in continuous employee training, especially in digital skills and emerging technologies.

Use data analytics to inform strategic decisions and optimize resource allocation.

Develop capabilities for scenario planning to manage economic uncertainties.

Implement risk-adjusted planning frameworks to anticipate and mitigate financial and operational risks.

Strengthen leadership and decision-making skills across organizational levels.

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