



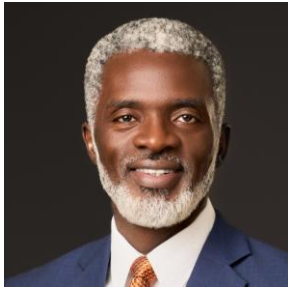
PwC's 29th Annual Global CEO Survey
Nigerian perspective

Leading with confidence amid uncertainty and evolving threats



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**Sam Abu**

Regional Senior Partner,
West Market, PwC Nigeria

Foreword

We are pleased to share PwC's 29th Annual Global CEO Survey, which draws on insights from 4,454 CEOs across 95 countries and territories, including Nigeria. The survey was conducted between 30 September and 10 November 2025.

Nigeria has achieved improved macroeconomic stability over the past year. The focus now is how that stability is translated into sustainable economic growth, and how businesses position for 2026. Nigerian CEOs express increased confidence in economic conditions and near-term business performance, even as they continue to make decisions amid global uncertainty, with technology, talent, cybersecurity, and geopolitics among their most pressing concerns.

The survey shows that Nigerian CEOs are increasingly focused on whether their organisations are transforming fast enough to remain competitive and viable over the long term. Questions around technology adoption, innovation capability, talent availability, cybersecurity, and capital allocation feature prominently in today's leadership agenda. These reflect practical decisions CEOs must make to convert stability in the macroenvironment into sustainable growth.

This report highlights four priority areas shaping CEO action in Nigeria: strategic reinvention; technology, data and AI; cybersecurity and trust; and sustainability and ESG integration.

In periods of rapid change, the instinct to slow down is understandable, but it is also risky. The value at stake is increasing, and the window to capture it is narrowing. The findings in this report are intended to support CEOs as they make informed, deliberate choices about where to invest, how to build resilience, and how to position their organisations for sustainable growth.

We hope you find the insights in this report relevant and practical, and that they support constructive dialogue and decisive action as you plan for the year ahead.

Executive summary

Nigerian CEOs are entering 2026 with increased confidence, supported by improving macroeconomic conditions. Nine in ten CEOs (91%) expect Nigeria's economy to improve over the next 12 months, up from 64% in 2025. This optimism is reflected at the company level, where 56% of CEOs are very or extremely confident in their organisation's revenue growth over the next 12 months, compared with 30% globally.

This confidence is emerging amidst a changing threat landscape. Macroeconomic pressures have eased, with the share of CEOs citing inflation as a high concern falling to 34% and macroeconomic volatility to 25%. At the same time, firm-level risks are more prominent. Cyber risk and availability of key skills are now the most cited threats, each reported by 38% of CEOs. Technological disruption (25%), geopolitical conflict (25%), and tariffs (22%) also feature strongly, shifting leadership focus toward execution capability, resilience, and risk management.

Against this backdrop, Nigerian CEOs are concentrating transformation efforts on four priorities: strategic reinvention; technology, data and AI; cybersecurity and trust; and sustainability and ESG integration. Technology, data and AI stand out as a leadership concern, with half of CEOs (50%) identifying the pace of technological change, including AI, as their most pressing issue. Cybersecurity has become central to reinvention, with 75% of CEOs expecting to strengthen enterprise-wide cyber capabilities over the next three years. Sustainability and ESG-related threats are gaining prominence, led by talent availability (38%) and social inequality (25%). Perceived exposure to climate change as a threat has also increased, rising from 3% in 2025 to 13% in 2026.

The findings from the survey point to a clear set of next moves Nigerian CEOs should be considering, centred on innovation execution, technology and AI adoption, talent strategy, cybersecurity and trust, and resilience planning. Gaps in execution are most visible in innovation and resilience: only 25% of CEOs test new ideas rapidly, and 44% identify long-term viability as a key concern, highlighting constraints in translating strategy into outcomes and preparing for shocks. Addressing these priorities will require CEOs to strengthen operating discipline across growth initiatives, digital capabilities, people strategy, risk management, and capital allocation to convert improving macroeconomic conditions into sustained performance.



Confidence rising, threat landscape uneven

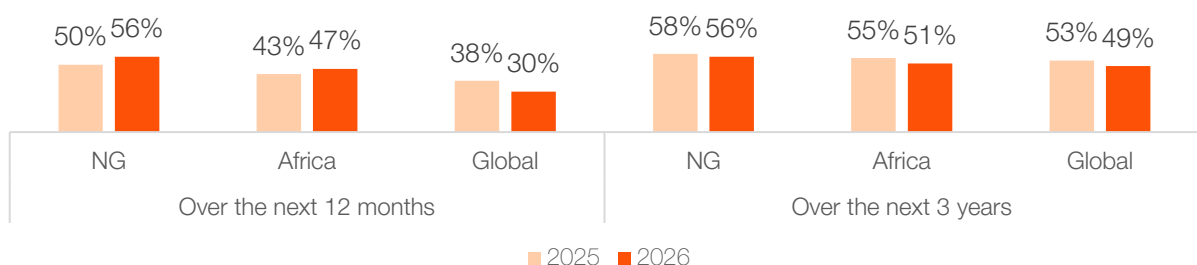
Nigerian CEOs are entering 2026 confident about the country's economic trajectory. Nine in ten CEOs (91%) say they expect economic growth in Nigeria to improve over the next 12 months, up from 64% in 2025. This shift in optimism indicates a significant improvement in CEOs' views of the local operating environment. Their outlook on the global economy has also improved, with 81% expecting global economic growth to strengthen in 2026, compared with 61% in the previous year.

This positive macroeconomic outlook is reflected in the CEOs' expectations for their own companies. More than half (56%) of Nigerian CEOs say they are very or extremely confident in their company's revenue growth over the next 12 months, which is an increase from 50% in 2025, and a higher level of confidence compared to their peers (30%) globally.

Confidence over the next three years is yet to solidify at the same pace. In 2026, 56% of Nigerian CEOs report being very or extremely confident about their companies' revenue growth over the medium term, compared with 58% in 2025.

Like Nigeria, CEOs across Africa and globally also reported a decline in their medium-term outlook. This trend reflects the impact of a shifting geopolitical landscape, recession of globalisation, and long-term structural changes reshaping the global economy.

Q: How confident are you about your company's prospects for revenue growth? (Showing only "Very confident" and "Extremely confident" responses)












Confidence is rising amid a changing threat landscape, with macroeconomic pressures easing and firm-level risks becoming more prominent in CEOs' assessments.

Threat landscape: A mixed picture

The threat landscape facing Nigerian CEOs has shifted over the past year, marked by declining exposure to macroeconomic risks and increasing exposure to operational, technological, and people-related risks.

How exposed do you believe your company will be exposed to the following key threats in the next 12 months? (Showing only responses for “Highly exposed” or “Extremely exposed”)

	2025				2026		
	NG	Africa	Global		NG	Africa	Global
 Inflation (increase in prices and decrease in the purchasing value of money)	58%	42%	27%	↓	34%	24%	25%
 Macroeconomic volatility (including in GDP and economic cycle, unemployment)	39%	30%	39%	↓	25%	27%	31%
 Availability of key skills (including attracting and retaining talent)*	31%	26%	23%	↑	38%	31%	22%
 Geopolitical conflict (including resource and trade disputes, terrorism, interstate violence)	25%	26%	22%		25%	20%	23%
 Cyber risks (including hacking, surveillance, disinformation)	25%	26%	24%	↑	38%	29%	31%
 Technological disruption (including advances in AI)	22%	22%	20%	↑	25%	21%	24%
 Social inequality (including the impact of income inequality on demand)	14%	17%	7%	↑	22%	17%	8%
 Climate change (including physical risks and transition risks such as risks in policy and legal, markets, technology and reputation)	3%	14%	14%	↑	13%	19%	13%
 Tariffs					22%	22%	20%

*While the data point has been consolidated for comparability, last year's question was slightly different and focused specifically on "Lower availability of workers with key skills (including changes due to an ageing workforce)".

**Olusegun Zaccheaus**

Partner, Chief Economist
and Strategy Lead,
West Market



The survey mirrors the broader economic outlook. Improved monetary effectiveness has reduced volatility and clarified pricing, funding, and cost signals, supporting higher CEO confidence. At the same time, growth prospects remain uneven across sectors, shaped by slower global trade, capital flow pressures, and domestic demand constraints.

For CEOs, this means that reinvention must be selective and grounded in economic fundamentals. Disciplined capital allocation, clear sector choices, and business models aligned to where growth is most sustainable will determine which organisations convert macro stability into lasting performance in 2026.

Macroeconomic pressures and geopolitical threats

Macroeconomic pressures that dominated decision-making in 2024 have eased. The share of CEOs reporting they are highly or extremely exposed to inflation declined from 58% to 34%. Perceived exposure to macroeconomic volatility also fell from 39% to 25%. These changes point to a more predictable operating environment and help explain the improvement in short-term business sentiment observed elsewhere in the survey. Over the same period, the share of Nigerian CEOs who say they are highly or extremely exposed to geopolitical threats remained unchanged at 25% in both 2025 and 2026, while the global figure increased from 22% to 23%.

Technological disruption and cyber risks

As Nigeria's macroeconomy continues to stabilise, firm-level and operational risks are becoming more prominent. Cyber risks now rank among the most cited threats, with 38% of Nigerian CEOs reporting they are highly or extremely exposed, up from 25% in 2023.

Concern about technological disruption rose from 22% to 25% as digital tools became more integral to core operations. This has increased focus on cybersecurity, data governance, and organisations' ability to adopt and manage AI and other emerging technologies at scale.

Availability of key skills

The availability of key skills has emerged as one of the most significant risks facing Nigerian businesses. In 2026, 38% of Nigerian CEOs report high or extreme exposure to talent shortages, placing skills availability joint-highest among the risks assessed in the survey. This reflects challenges in attracting and retaining talent, shaped by migration, growing need and competition for people with key skills.

Tariffs and tax obligations

Twenty-two percent of CEOs report being highly or extremely exposed to tariffs, underscoring continued sensitivity to global trade policy shifts, border measures, and domestic tax reform. These factors continue to influence cost structures and supply chain decisions, even as macroeconomic stability improves. Despite this uncertainty towards tariffs, 47% of CEOs believe it will have little to no change on their profit margin.

One in four Nigerian CEOs (25%) expect to restructure their tax obligations in response to potential geopolitical risk, over the next three years. This is particularly relevant in the context of Nigeria's 2025 tax reforms, which are prompting businesses to reassess their tax strategy and compliance frameworks.



Chijioke Uwaegbute

Partner and Tax &
Regulatory Services
Leader, PwC Nigeria



Nigeria's 2025 tax reforms align with a global new tax order, as governments respond to fiscal pressures and rising revenue needs. As a result, expectations around compliance are rising, placing greater emphasis on how businesses organise their tax affairs. For CEOs, outcomes will increasingly depend on how well tax considerations are integrated into corporate strategy, data, and wider business decisions. Organisations that adopt forward-looking tax management, supported by strong controls, scenario analysis, and aligned operating models, will be better positioned to protect value, support growth, and sustain trust.



With inflation and macroeconomic volatility easing, Nigerian CEOs are increasingly focused on risks linked to technology, talent, trust, and execution. This shift frames the agenda for organisational reinvention.

Road to reinvention

Against an evolving threat landscape, CEOs are concentrating their reinvention efforts around four key priorities: strategic reinvention; technology, data and AI; cybersecurity and trust; and the integration of sustainability and ESG considerations into business decision-making.

01

Strategic reinvention

Nigerian CEOs are reinventing their business models through entry into new sectors, targeted geographical expansion into other markets, and leveraging innovation as a driver of growth.

Nearly half of Nigerian CEOs (47%) report that their companies have begun competing in new sectors or industries in the past five years. This shift is supported by changing demand outlook, improving access to funding and investment and, government reforms. Technology (28%) is the most frequently cited sector for expansion over the next three years, followed by Power and Utilities (25%), Telecommunications (22%), Asset and Wealth Management (19%), Hospitality and Leisure (19%), Mining and Metals (19%) and Oil and gas (16%). These sectors are similar to those identified in PwC's Nigeria Economic Outlook 2026 as attractive.

Opportunities for geographic expansion beyond Nigeria are increasing, but Nigerian CEOs remain cautious in committing investment capital to cross-border growth. With 56% not planning international investments in the next 12 months, geographic expansion is not a near-term priority for most companies. Where expansion is planned, investment is concentrated in a small number of African markets, led by Ghana (16%) and Kenya (9%). In 2026, this suggests that CEOs may need to become more bullish and deliberate about geographic expansion, making targeted moves that balance risk, scale, and commercial returns.

To support their reinvention efforts, Nigerian businesses are adopting different innovation practices across their organisations. Forty-seven percent of CEOs say innovation is a critical component of their overall business strategy, and 34% say they are working extensively with suppliers, start-ups, or universities to accelerate innovation. However, fewer companies report practices linked to faster execution: only 25% test new ideas rapidly with customers or end-users, and even less (22%) have routine processes to stop underperforming initiatives.



Pedro Omontuemhen
Partner and Clients &
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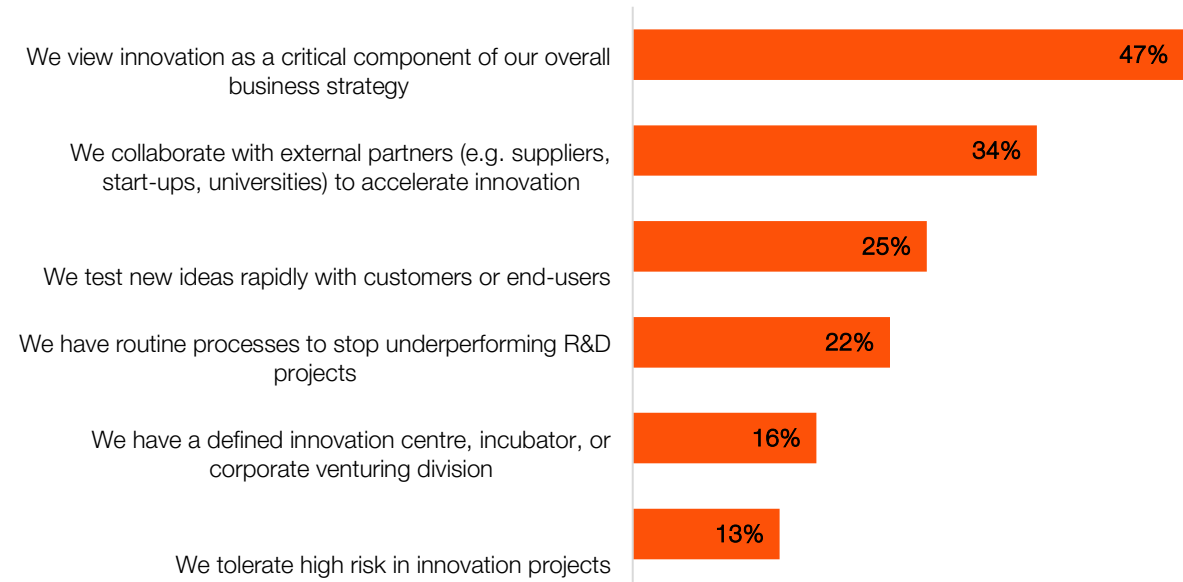


The data shows that many CEOs are taking a cautious approach to geographic expansion, even as opportunities across African markets continue to open up. Improved macro stability and trade integration are creating new growth pathways but capturing them requires more deliberate positioning.

CEOs that make bold, focused expansion choices, aligned to demand, capability, and execution strength, will be better placed to scale and compete as regional markets become more integrated with the African Continental Free Trade Area (AfCFTA) framework.

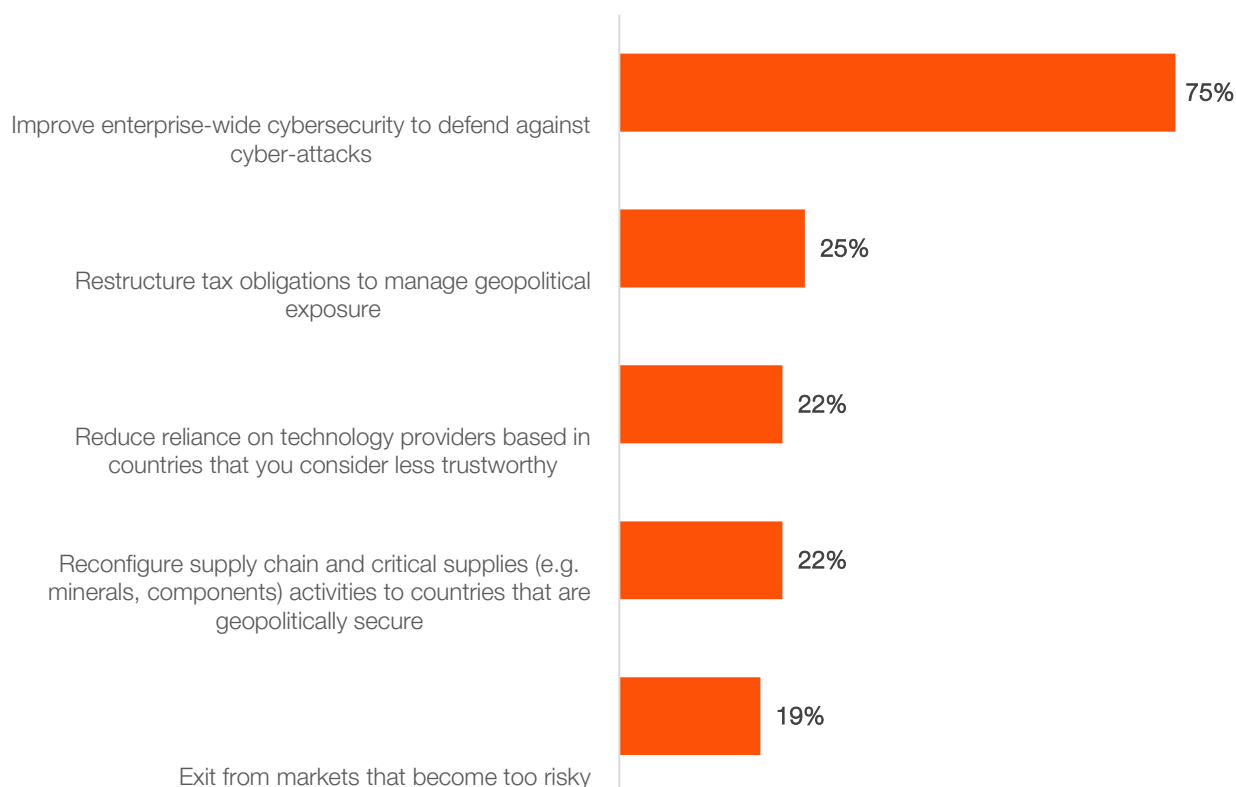
Formal innovation structures are less common, with 16% reporting a defined innovation centre, incubator, or corporate venturing unit, while tolerance for high risk in innovation projects is lowest at 13%.

Q. To what extent do each of the following statements characterise your company's approach to innovation?
(Showing only responses for "To a large extent" and "To a very large extent")



Nigerian CEOs anticipate taking a range of actions to address geopolitical risks over the next three years, reflecting their broader approach to strategic reinvention. Most notably, 75% expect to strengthen enterprise-wide cybersecurity, 25% plan to restructure tax obligations, 22% intend to reconfigure supply chains or reduce reliance on less trusted technology partners, and 19% are prepared to exit markets they deem too risky.

Q. To what extent do you expect your company to take each of the following actions in response to potential geopolitical risk, over the next three years?
(Showing only responses for "To a large extent" and "To a very large extent")



Opportunity horizon

Thirty-eight percent of Nigerian CEOs plan to make at least one major acquisition, worth more than 10% of their company's assets, over the next three years. By comparison, 34% do not plan any major acquisitions and 28% remain uncertain. Among CEOs planning acquisitions, expectations are contained. Most anticipate completing one to two transactions, while only 9% expect to make more than four over the period.

This cautious approach contrasts with developments across Africa's deal environment. In Nigeria, 2025 recorded notable transactions in the power and utilities, and oil and gas sectors. In financial services, recent capital raising linked to bank recapitalisation and balance-sheet strengthening is expected to increase consolidation. Against this backdrop, a smaller group of CEOs in the survey reported that they are already positioning to act, with 16% indicating they will continue to pursue new, large-scale investments despite geopolitical and trade-related uncertainty. These conditions point to scope for higher deal activity in 2026, even as many CEOs continue to assess funding conditions, valuation risk, and execution capacity before committing capital.

**Kunle Amida**

Partner and Deals Leader,
PwC Nigeria



As market conditions stabilise and competition for attractive assets increases, the emphasis for Nigerian CEOs is likely to shift from whether to pursue deals to how to execute them effectively. This places greater importance on disciplined deal screening, robust due diligence, and clear post-merger integration planning to ensure that acquisitions translate into sustainable value rather than incremental risk.

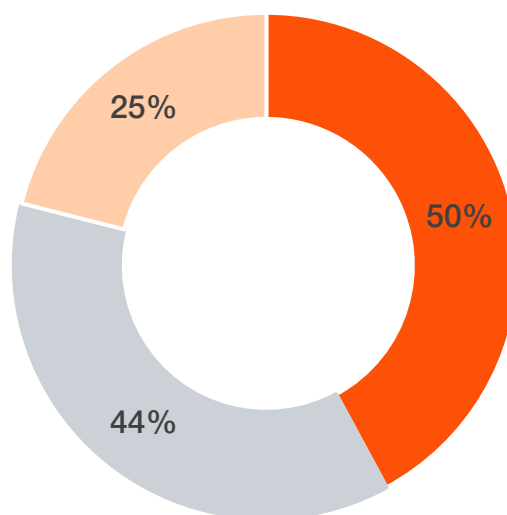
02

Tech, Data & AI as an imperative

Technology, data and AI are key priority areas for Nigerian CEOs. Half (50%) say their biggest concern today is whether their business is transforming fast enough to keep pace with technological change, including AI.

Q: What is the question that concerns you most these days? (Showing only top three concerns)

- Are we transforming our business fast enough to keep up with the scope and pace of technological change including in AI?
- Am I doing enough to ensure my company remains viable in the medium- to long-term?
- Will a geopolitical event, beyond our control, cause major disruption? And how could my company prepare for it?



Our survey also shows that AI is being applied across Nigerian organisations in defined use cases rather than enterprise-wide transformation. Adoption is strongest in customer-facing areas. A quarter of CEOs (25%) report applying AI to a large or very large extent in demand generation activities such as sales, marketing and customer service, and the same number report large-scale use in products, services and customer experiences. These patterns suggest that AI is currently being used to improve engagement, differentiation and front-end performance. By contrast, only 9% report applying AI extensively to direction setting, including strategy, planning and corporate review.



Femi Osinubi

Partner, Consulting and Risk Services Leader, PwC Nigeria

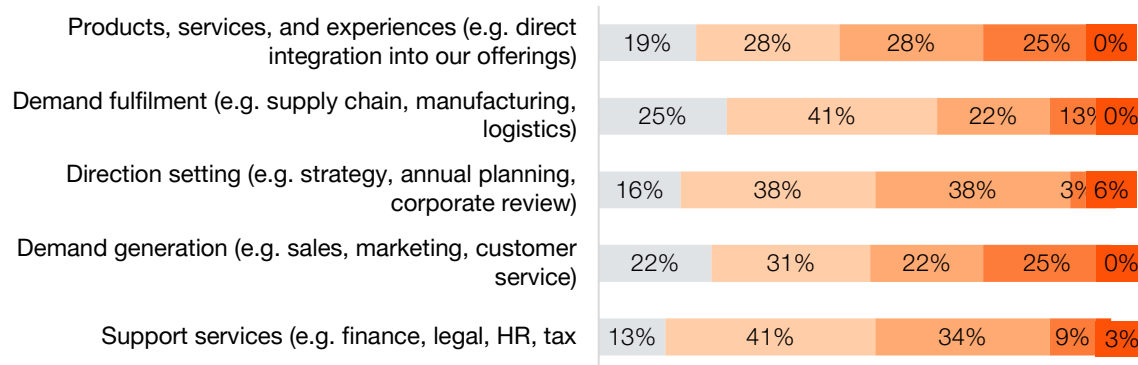


Our survey shows that Nigerian CEOs are applying AI in defined use cases, particularly across customer-facing functions, products and services, and selected internal processes. As AI use expands, concerns around data integrity, cyber resilience, and responsible deployment are becoming even more critical for businesses.

The priority for CEOs is to ensure that AI adoption is supported by strong governance, cybersecurity controls, and clear accountability, so innovation supports performance and trust rather than introducing new risk.

Q. To what extent has AI been applied in the following areas of your business?

■ Not at all or to a very limited extent ■ To a limited extent
 ■ To a moderate extent ■ To a large extent
 ■ To a very large extent



03

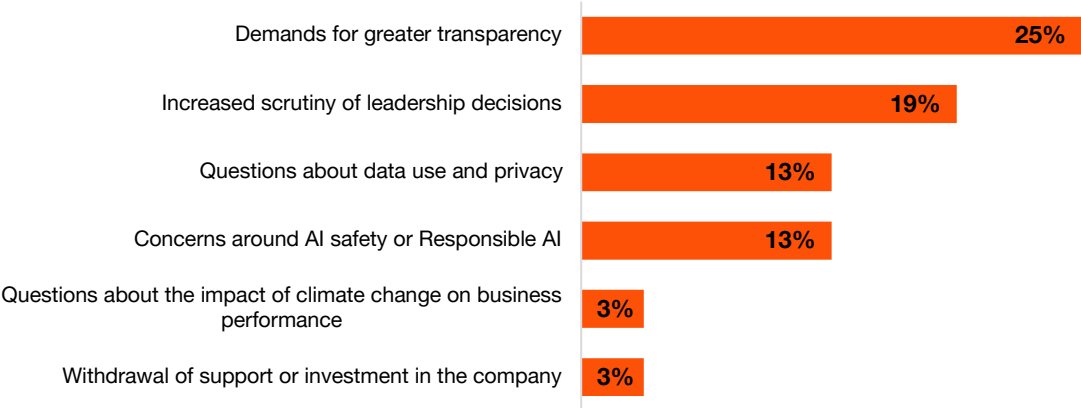
Cybersecurity and trust

Cybersecurity has emerged as a defining priority for Nigerian CEOs, with 38% reporting high exposure to cyber threats, and 75% expect to strengthen enterprise-wide cybersecurity to a large or very large extent over the next three years. This places cybersecurity at the centre of efforts to protect operations and support ongoing digital adoption.

As companies expand their use of digital technologies, trust considerations are increasingly linked to governance and data management. One quarter of CEOs (25%) report increased demands for transparency from key stakeholders, while 19% point to greater scrutiny of leadership decisions. Concerns related to data use and privacy (13%) and Responsible AI (13%) further indicate rising expectations around how organisations manage digital risk and accountability. Yet only 3% of CEOs report any withdrawal of support or investment.

The data suggests that trust is being shaped through oversight, disclosure, and controls. In this context, cybersecurity functions as both a risk management capability and a mechanism for maintaining confidence among customers, regulators, investors, boards, and employees.

In the past 12 months, to what extent has your company experienced any of the following trust concerns from your key stakeholder groups (e.g. the board, customers, regulators, investors, employees)?
(Showing only responses for "To a large extent" and "To a very large extent")



Chioma Obaro
Partner, Consulting and Risk Services,
PwC Nigeria



The trust pressures facing Nigerian companies are focused on governance, transparency, and oversight, reflecting higher expectations of how decisions are made, risks are managed, and data is governed. These pressures are shaping how stakeholders assess leadership quality and organisational resilience.

For CEOs, the task is to embed risk management and governance into everyday operations. Organisations that strengthen enterprise-wide risk frameworks, decision transparency, and accountability will be better positioned to sustain confidence as scrutiny continues to rise.

04

Sustainability and ESG

Sustainability and ESG considerations are a growing priority for Nigerian CEOs as they assess climate risk, stakeholder value, and long-term performance. Talent availability is the most significant ESG-linked risk, with 38% of CEOs reporting high or extreme exposure. Social inequality is also rising as a business concern, cited by 25% of CEOs due to its impact on demand and workforce stability.

Climate change remains a lower-order near-term risk, with 13% reporting high or extreme exposure. However, this represents a marked increase from 3% in 2025, pointing to growing awareness of climate-related business impacts and the implications of forthcoming sustainability reporting requirements, including the mandatory adoption of ISSB Standards or IFRS Sustainability Disclosure Standards.

These considerations are already influencing how some companies operate and allocate capital. Forty-one percent of Nigerian CEOs report defined climate-related processes in supply chain and sourcing, 38% incorporate climate considerations into capital allocation decisions, including mergers and acquisitions, and 34% apply them in product design and development. This suggests that sustainability is beginning to shape operational and investment decisions, even as many organisations continue to formalise ESG integration across strategy and execution.

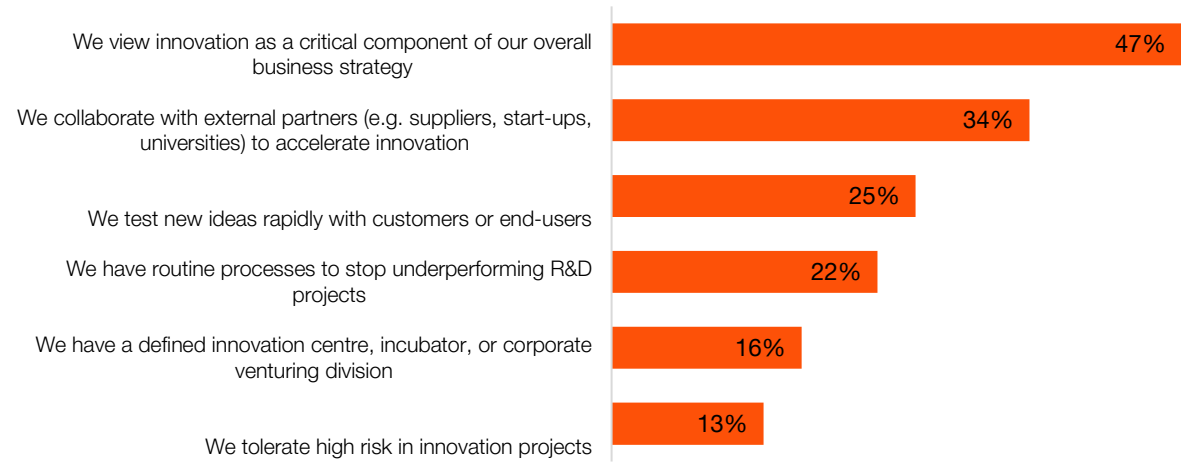


Marilyn Obaisa-Osula
Partner and Head of ESG,
Sustainability & Climate
Change, PwC Nigeria



For many companies, the next step is to integrate sustainability more fully into how strategy is set and decisions are made across the business functions. When sustainability informs operations, capital allocation, and product choices, it becomes a practical tool for managing risk and supporting long-term value creation.

Q. To what extent do each of the following statements characterise your company’s approach to innovation?
(Showing only responses for "To a large extent" and "To a very large extent")



Your next move

Turning macroeconomic stability into sustainable growth will require Nigerian CEOs to make deliberate choices about where to focus next, as confidence improves but operational, technological, and people-related risks continue to shape business performance.

01

Innovate to compete

Innovation is on the strategic agenda for Nigerian CEOs, but execution capability remains uneven. Forty-seven percent of CEOs view innovation as a critical component of their business strategy, yet only 25% test new ideas rapidly with customers or end-users. External collaboration is more established, with 34% working extensively with suppliers, start-ups, or universities, while formal innovation structures such as incubators or corporate venturing units remain limited at 16%. Risk tolerance is lowest, with just 13% indicating a high appetite for risk in innovation projects.

The next move is to strengthen innovation execution by shortening experimentation cycles, assigning clear ownership for outcomes, and embedding innovation into core operating processes so initiatives can be tested, scaled, or exited efficiently.

02

Scenario plan to build resilience against macro and geopolitical shocks

Nearly half of Nigerian CEOs (44%) cite their company's long-term viability as a key concern. This highlights the need to move beyond short-term recovery and prepare for sustained performance in an environment shaped by macroeconomic uncertainty and geopolitical disruption.

The next move is to embed scenario planning into core strategic decision-making. CEOs should stress-test business plans against a range of macroeconomic and geopolitical outcomes, reassess risk exposures, and preserve financial flexibility through disciplined cash and margin management. Prioritising capabilities such as cybersecurity, talent stability, ESG integration, and supply chain flexibility will strengthen organisational resilience and protect performance as external conditions evolve.

03

Make bold investment moves

More than half of Nigerian CEOs (56%) are not planning any international investments in the next 12 months, signalling continued caution on geographic expansion. The next move is to make bolder geographic expansion moves, focusing on entry into selected African markets, supported by clear market prioritisation and execution discipline. CEOs should explore and capitalise on export-led growth opportunities, leveraging the AfCFTA to access new regional markets and enhance cross-border competitiveness.

Additionally, CEOs need to boost capital allocation to tap into new growth avenues within Nigeria's key sectors. This means capturing opportunities in mergers and acquisitions, where changes in industry structure and upcoming recapitalisation needs are opening doors for those ready to expand.

04

Invest in digital and AI

Technology, data, and AI are key CEOs' priorities, with 50% of Nigerian CEOs saying their most pressing concern is whether their business is transforming fast enough to keep pace with technological change, including AI. CEOs should move beyond isolated applications and integrate AI into decision-making, core processes, and operating models, supported by strong data foundations and governance. CEOs who connect AI adoption directly to strategic execution will be better positioned to translate technology investment into productivity gains and sustained growth.

05

Take a proactive tax strategy and compliance approach

Geopolitical and trade risks are shaping how Nigerian CEOs assess tax exposure, with 25% expecting to restructure tax obligations over the next three years. Recent changes to Nigeria's tax framework are prompting many organisations to reassess their tax strategy, operating models, and compliance readiness.

The next move is to shift from reactive compliance to proactive tax management. CEOs should focus on using technology and data to strengthen tax planning, improve compliance accuracy, and align tax considerations with broader business decisions. A more integrated approach to tax supports resilience, enables organisations to manage risk more effectively, and positions them to capture value as the tax environment continues to evolve.

06

Build a robust talent strategy

Talent availability is one of the most significant risks facing Nigerian businesses, with 38% of CEOs concerned about skills shortages. This reflects ongoing challenges in attracting and retaining critical capabilities, shaped by workforce migration, competition for specialised skills, and rising demand for digital and operational expertise.

The next move is to treat talent strategy as a growth strategy. This requires strengthening the employee value proposition by aligning talent priorities with growth and digital ambitions, supported by sustained investment in upskilling, leadership capability, and retention to maintain execution capacity.

07

Compete on trust

Trust pressures for Nigerian companies are concentrated in governance and accountability, with stakeholders demanding greater transparency and oversight rather than withdrawing support or investment. The next move is to institutionalise trust by embedding strong governance, reporting discipline, cybersecurity, and data controls into core management systems so accountability and transparency are consistently enforced rather than reactively addressed.

08

Integrate sustainability and ESG into strategy

Nigerian CEOs are showing rising concern about climate change and social inequality, compared to last year. As ESG risks become more closely linked to business performance, sustainability is shifting from a compliance consideration to a strategic factor in decision-making.

The next move is to embed sustainability and ESG into strategy, operations, and investment decisions. CEOs should strengthen internal capabilities and sustainability data to manage risk, support better capital allocation, and prepare for mandatory sustainability reporting ahead of 2028. Organisations that integrate ESG into everyday decisions will be better positioned to navigate regulatory expectations, respond to market shifts, and sustain long-term value in an uncertain operating environment.

Survey methodology

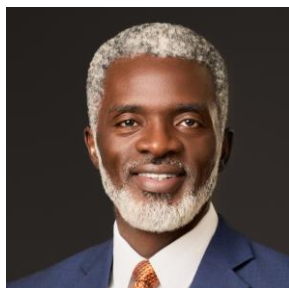
We surveyed 4,454 CEOs in 95 countries and territories from 30 September through 10 November 2025. The global and regional figures in this report are weighted proportionally to countries' nominal gross domestic product, ensuring CEOs' views are broadly representative across all major regions. The industry- and country-level figures are based on unweighted data from the full sample of 4,454 CEOs. Further details by region, country, and industry are available on request.

Among the CEOs who participated in the survey:

- 2% lead organisations with revenues of US\$25 billion or more.
- 4% lead organisations with revenues between \$10 billion and \$25 billion.
- 22% lead organisations with revenues between \$1 billion and \$10 billion.
- 35% lead organisations with revenues between \$100 million and \$1 billion.
- 30% lead organisations with revenues of up to \$100 million.
- 60% lead organisations that are privately owned.



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