Forbes AFRICA

TUNISIA 2026

AFRICA UNDISCOVERED EDITION



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MABROUKA
MAC SA Conseil & Services Financiers
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WHERE CONTINENTS MEET, OPPORTUNITY BEGINS

Tunisia's talent, technology, and industrial strength redefine its role in the global economy.

Tunisia has spent decades being described by where it sits. What defines it now is who lives there. A new generation of engineers, entrepreneurs, researchers, and industrial leaders is transforming the country's greatest historical advantage, its Mediterranean position, into something far more valuable: a place where ideas are developed, technologies are tested, and expertise travels beyond borders. From automotive production lines supplying international markets to artificial intelligence solutions reaching across continents, Tunisia's competitiveness is increasingly being measured by what it creates, the skills it develops, and the solutions it brings to global markets. "Tunisia's local market may be small, but it is a big talent market. We have very high-quality resources that are competitive," says Karim Koundi, Managing Partner of Deloitte Tunisia. As demand for specialized skills grows worldwide, Tunisia's education system, multilingual workforce, and entrepreneurial culture are becoming defining assets, positioning the country as a source of talent for international markets.

Digital industries are now expanding this story. Once primarily recognized as a competitive manufacturing destination, Tunisia is increasingly emerging as a creator of advanced solutions. With global demand for artificial intelligence accelerating, the country's combination of talent, renewable energy potential, and access to major markets is opening new possibilities. "Tunisia can in many ways be a bridge between Europe and Africa," says Karim Beguir, Co-Founder and CEO of InstaDeep. Looking toward a future where computing power and clean energy will drive the digital economy, he adds, "My dream is that Tunisia hosts the refinery of the future. The raw energy is solar power, the refinery is the GPUs, and the refined product is intelligence itself."

A new generation of Tunisian entrepreneurs is no longer building only for Tunisia. The country's combination of technical expertise and regional understanding is allowing companies to develop solutions that respond to challenges across Africa and beyond. "Tunisia has an incredible pool of young talent, including internationally recognized talent today. There are people who started with nothing, persevered, and proved they could go very far," says Nassreddine Riahi, Co-Founder and CEO of Cynoia.

This human capital is supported by a mature industrial base built through decades of collaboration with international manufacturers. Automotive, electronics, manufacturing, and technology-driven industries have created a foundation for long-term investment. "Tunisia offers a highly compelling value proposition for international investors. Its position at the crossroads of Europe, Africa, and the Middle East makes it a natural platform for nearshoring strategies," says Mohamed Larbi Rouis, CEO of LEONI Tunisia.

For global companies rethinking supply chains, Tunisia's location offers a practical advantage. Its access to Europe, established infrastructure, and industrial expertise support efficient connections with major markets. "We are close to Europe. We are the only country in Africa connected to Europe not only through containers, but also through trucks," says Mourad Halilou, General Manager of Marquardt Tunisia. The country's manufacturing strength is particularly visible in the automotive sector, where decades of accumulated expertise have created a diverse ecosystem. "The automotive sector includes more than 200 companies operating in Tunisia. It brings currency into the country and has an important capacity for employment," says Mehdi Mahjoub, CEO of Hyundai Tunisia. This combination of industrial capacity and skilled labor continues to reinforce Tunisia's reputation as a reliable production and innovation partner.

Beyond industry, Tunisia is also exploring the opportunities created by the global shift toward sustainability. Renewable energy, resource efficiency, and climate-focused technologies are opening new paths for growth, supported by the country's engineering capabilities. "Tunisians, in terms of engineering, are very, very good. They have a strong international reputation," says Freddy Boscat, Founder of Monasteam.

Tunisia's evolution shows how geography can become a starting point rather than a limitation. Its location opened the door, but its people, ideas, and industries are defining what comes next. "Tunisia is on the map. It is the crossroads of the Mediterranean, connecting Europe and international markets," says Erwan Injey, Managing Director of Transcom Tunisia. Tunisia's next chapter will be shaped by its ability to turn these advantages into greater scale and global reach. As global markets prioritize resilience, innovation, and sustainable growth, the country offers a rare combination of experience and potential.

For investors looking toward the next decade, Tunisia represents more than access to a market. It represents a concentration of talent, ambition, and ideas ready to move beyond borders. A country once recognized for connecting different parts of the world is increasingly becoming a place where new ideas, industries, and partnerships can grow.

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ELEVATING TUNISIA'S CAPITAL MARKET

An award-winning integrated financial group, MAC SA Conseil & Services Financiers operates across stock market intermediation, investment banking, capital market advisory, mergers and acquisitions, asset management, and private equity.

MAC SA Conseil & Services Financiers operates as an integrated financial group spanning brokerage, investment banking, asset management, private equity, and advisory. Founded in 1992 and based in Tunis, the firm has evolved into a central institution within the Tunis Stock Exchange, engaging domestic and international investors and participating in capital raising and allocation. "We have a market share of 31% on the stock market, and we have been involved in 60% of IPOs over the past decade," says CEO Mourad Ben Chaabane. Alongside its brokerage operations, the firm stewards millions of euros in client assets. From this vantage point, it observes and, in part, orchestrates the flow of capital and the architecture of asset ownership in Tunisia.

The firm began as a brokerage-focused intermediary operating in the Tunisian stock market. As its position strengthened, it expanded into investment banking and capital market advisory, structuring equity and debt transactions for corporates and financial institutions. It then built asset management capabilities and entered private equity, extending its role from execution to capital allocation. It now operates as a multi-activity financial platform covering the full capital market value chain. The model expanded beyond Tunisia through operations in West Africa and entry into Algeria. This regional development forms part of a broader expansion strategy targeting underdeveloped capital markets with institutional demand and limited intermediation capacity.

As the firm operates across both sides of the financial market, it brings companies into the stock exchange while working to expand investor participation. "We brought around 15 companies to the stock market and engaged with Tunisian investors to increase participation," says Ben Chaabane. The firm is simultaneously involved in ownership transitions as Tunisian companies move into second- and third-generation leadership, a structural shift that is reshaping the composition of the private sector.

Mergers and acquisitions play a central role in the group's strategy. MAC SA has arranged several major transactions in the Tunisian market. A notable recent transaction is Poulina Group Holding's acquisition of a 30% stake in SAH Group "Lilas," a significant deal that has left its mark on the Tunisian industrial landscape. The group is also involved in several ongoing strategic projects that are likely to have a lasting impact on the structure of the national business community.

"WE HAVE A MARKET SHARE OF 31% ON THE STOCK MARKET, AND WE HAVE BEEN INVOLVED IN 60% OF IPOS OVER THE PAST DECADE."

Innovation is a key pillar of the group's strategy. MAC SA Conseil & Services Financiers has introduced several structural developments within the Tunisian capital market. "We have structured IPOs using hybrid pricing mechanisms, including the introduction of fixed-price offerings with an open price range," Ben Chaabane says, noting that this was applied for the first time in Tunisia in the listing of the leading dairy group Délice Holding, a partner of Danone.

It currently works on transactions in which subsidiaries of listed groups are separated and structured as independent entities, a model comparable to examples such as Volkswagen and Porsche. In the debt market, the firm is preparing to introduce new approaches in a segment it describes as still operating under traditional models.

Always focused on enhancing the customer experience, MAC SA worked to issue a co-branded bank card to facilitate transactions. In West Africa, through MAC African SGI, the group participated in the marketing of the region's first "Green Bond" issuance, demonstrating its commitment to sustainable finance. Building on this momentum, the group aims to integrate artificial intelligence across all its business lines to optimize operational efficiency, improve the quality of decision-making, and strengthen its overall performance. "This technological evolution is now a competitive imperative, not a luxury," states Mourad Ben Chaabane.

Refusing to dilute its independence, despite repeated interest from banking institutions, the firm remains privately owned and unaffiliated with a banking group or industrial conglomerate. This allows it to provide neutral advisory services, structuring financing solutions across equity, debt, or hybrid instruments based on transaction requirements. The model enables the firm to work across counterparties without institutional constraints.

Beyond geographic expansion, the firm identifies a structural imbalance in global capital flows and seeks to address that. "Investors in the Gulf are looking to diversify their investments beyond the U.S. market, African investors seek access to Europe, and European investors look toward Africa without always finding structured entry points," explains Ben Chaabane. MAC SA Conseil & Services Financiers' approach is to operate between these markets, facilitating the movement of capital across regions.

The firm has established its position within the Tunisian financial system and is now extending its role beyond it. Its activities span capital raising, asset management, and advisory, while its strategy focuses on connecting markets and facilitating the circulation of capital across regions. Over more than three decades, it has developed into a financial institution that strongly participates in the structuring and evolution of capital markets.

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FROM MILLING WHEAT TO BUILDING FOOD BRANDS

ROSE BLANCHE Group operates an integrated agri-food business spanning grain, food, and poultry production.

ROSE BLANCHE Group has built one of Tunisia's most integrated agri-food businesses by moving deeper into the same staple food chain. The company began with milling assets linked to Les Minoteries du Centre et du Sahel Réunies, whose origins date back to 1914, and grew into a group active in grain collection, seed production, milling, pasta, couscous, animal feed, poultry, packaging, distribution, and exports.

The firm's early plan focused on durum wheat and the value created after milling. "We believed it was both necessary and beneficial to develop the durum wheat value chain through pasta and couscous production, thereby enhancing the value of semolina," says Mohamed Rekik, General Director of the group. The decision moved the company from primary processing into consumer staples.

Pâtes Warda became the decisive step in 1997. The company specializes in pasta and couscous and now has an annual production capacity of 150,000 tons. ROSE BLANCHE Group renovated and upgraded its semolina and flour mills during the same period. "Our semolina milling capacity rose from 180 tons per day to 900 tons per day," says Rekik. Flour milling capacity also increased from 160 tons per day to 450 tons per day.

The group then moved upstream. In 1999, it began collecting grain on behalf of Tunisia's National Cereals Office. Today, about 25% of Tunisia's national harvest passes through ROSE BLANCHE Group's network of 40 collection centers. The role gives the company direct exposure to farmers, harvest quality, logistics, storage, and the regulated cereal system.

Seed production became the next industrial layer. "We studied agricultural systems in France, Belgium, Russia, and the United States before creating SOSEM in 2012," Rekik notes. The company became operational in 2016. Rekik says seed certification requires seven to eight years of testing and development. SOSEM has obtained Tunisian certification for around 20 seed varieties.

The yield data explains the investment. ROSE BLANCHE Group honors about 30 farmers each year whose wheat yields range from 53 to 75 quintals per hectare. Some farmers have reached 82 quintals per hectare for soft wheat. Rekik compares that figure with a national average of 28 quintals per hectare in semi-arid regions. "The seed project required about TND 23 million (approximately US$7.7 million) in investment," he says.

> **"OUR FIRST STRATEGIC VISION COVERED A TWENTY-YEAR PERIOD AND AIMED AT ACHIEVING COMPLETE CONTROL OVER THE ENTIRE VALUE CHAIN, FROM FARM TO FORK."**

ROSE BLANCHE Group expanded through acquisitions during the second phase of its growth. In 2008, it acquired the Diari/Spiga Group in Sfax, which included milling assets, an animal feed plant, a pasta business under the Spiga brand, couscous under the Diari brand, barley processing, flexible packaging, and distribution. That same year, the group acquired Les Grands Moulins du Cap Bon in Nabeul.

The poultry business developed according to the same integration logic. In 1996, ROSE BLANCHE Group created a trading company for raw materials to supply its flour and semolina mills, as well as for animal feed. "We strengthened the segment through the Diari feed plant in 2008, a new feed mill in Cap Bon in 2009, and a poultry slaughterhouse in Mahdia in 2013," states Rekik. The firm later invested in poultry farming facilities, acquired hatcheries in 2019 and 2022, and bought a second slaughterhouse in 2025 for outsourced turkey processing.

The group added a soybean extrusion plant in 2023. The facility supplies its feed mills and uses wheat by-products from milling operations in animal feed, especially for sheep and cattle. "Through SOPAT–Mliha in Mahdia, we now operate 195 retail outlets. We plan to expand that network to 450 outlets by 2030 and channel 80% of poultry production through it," Rekik says.

CAP 30, launched in 2026, marks a shift toward automation, industrial discipline, and higher-value production. Rekik describes the plan as 80% business-oriented. At the Nabeul mill, the group installed a fully automated semolina packaging system. At Pâtes Warda, it commissioned Africa's first fully automated vertical storage system. At SOPAT, a dynamic drying line and automatic cutting system increased slaughtering capacity from 36,000 to 60,000 chickens per day. "We have created an Innovation Unit with three laboratories, including a miniature couscous production line," says Rekik. The company signed cooperation agreements with public and private universities and offers about 100 final-year project topics each year. The group also created a Research and Development department for new products and industrial solutions.

The Group now employs more than 4,200 people, compared with 182 employees in 1993. Its operations cover 16 Tunisian governorates and include international offices and operations in Montreal, Paris, Dubai, and Algiers. Its exports reach more than 50 countries across all continents, with a strong presence in Africa. Commercial subsidiaries in France and Canada, representative offices in Côte d'Ivoire and Libya, and industrial ventures in the UAE and Algeria extend the same model beyond Tunisia.

The group's strategic objective is to reinforce its international reach and consolidate its standing as a major global actor.

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SCALING AGRICULTURE THROUGH INNOVATION AND TECHNOLOGY

Transforming Tunisia's agricultural landscape through science, scale, and innovation, Groupe Mabrouka is redefining farming as a high-value, technology-driven growth sector.

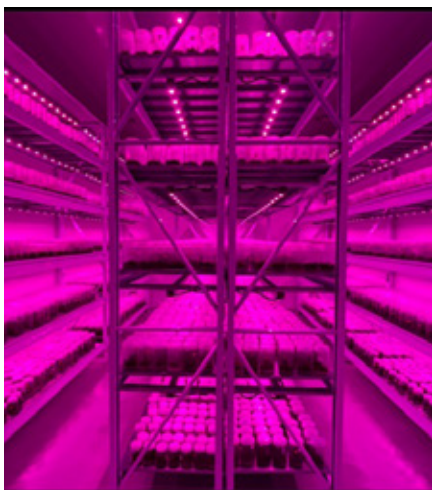
With an annual production of 12 million plants, Groupe Mabrouka stands as a powerful example of how research, climate adaptation, and technical expertise can reshape agriculture into a modern, high-value industry. From its base in Tunisia, the group has built a model that combines industrial scale with scientific precision, positioning itself as a reference point for agribusiness development across Africa and beyond.

Specializing in fruit plants, olive trees, and vegetable seedlings, alongside advanced plant biotechnology through in vitro propagation, Groupe Mabrouka operates across more than 400 hectares. Its evolution from a small, family-run artisanal activity into a structured agribusiness employing around 1,100 people reflects a broader transformation in how agriculture is approached, shifting from fragmented production to integrated, value-driven systems. Today, the company produces up to 12 million plants annually, with approximately 70% serving the domestic market and 30% exported, while olive plants account for the majority of output. It has also established itself as the first nursery of its kind in Tunisia, setting new benchmarks for the sector and reinforcing its position as one of Africa's leading horticultural players.

At the heart of this transformation is Managing Director Sabri Ben Guirat, who joined the company in 2008 when it employed just 80 people. His trajectory reflects both entrepreneurial instinct and long-term vision. As he explains, "The creation of business has always been a part of my life. I'm passionate about it." Returning to Tunisia at a time when agriculture was undervalued, his ambition was clear. "I want to revolutionize agriculture. I have always believed this sector is noble and that it deserves to be more dynamic and attractive," he says, highlighting an early conviction that would shape the group's trajectory. From the outset, the transformation of Mabrouka was structured around a clear objective: repositioning agriculture as a modern, profitable, and innovation-driven industry. The introduction of KPIs, industrial processes, and international standards enabled the company to scale rapidly while strengthening its credibility with partners and investors.



"IT'S ESSENTIAL TO THINK BIG. AGRICULTURE MUST BE APPROACHED ON AN INDUSTRIAL SCALE. IT'S A SECTOR THAT WILL ONLY GROW IN RELEVANCE."



Engineering a New Agricultural Model

Beyond production volumes, Mabrouka's model is defined by integration. The company operates across the entire agricultural value chain, from plant development and biotechnology to advisory services and infrastructure support. This approach allows it to deliver complete, tailored solutions to clients while ensuring consistency and performance across projects. As Ben Guirat notes, "Every farmer is a partner, with specific needs that require tailored solutions," a philosophy that underpins the group's long-term relationships across markets. This commitment extends well beyond initial project design. Mabrouka supports clients from feasibility studies through to orchard management, ensuring that each investment is optimized for productivity, resilience, and return. The result is a scalable agricultural model that combines technical depth with commercial viability, aligning closely with Tunisia's broader ambitions to strengthen its agricultural sector and expand exports.

Innovation as a Strategic Advantage

A defining pillar of Mabrouka's leadership is its commitment to research and development. Its in vitro culture laboratory, the only one in Tunisia dedicated to industrial plant production through meristem culture, represents a major technological milestone. This capability ensures uniform, high-quality plant material while enabling breakthroughs that have reshaped regional supply chains. As Ben Guirat emphasizes, "We are proud of this achievement. We were the first African and Arab country to produce potato seeds locally," a development that significantly reduces reliance on imports and reinforces national agricultural autonomy. At the same time, Mabrouka's innovation strategy is deeply forward-looking. As early as 2012, the company began investing in climate-resilient plant varieties, anticipating structural changes in global agriculture. "We saw early on that the world and the climate were changing, and that we had to adapt," says

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Ben Guirat, reflecting a proactive approach that has become central to the company's identity.

After nearly a decade of research, these low-chill varieties are now deployed across Tunisia and international markets, enabling consistent yields in evolving climatic conditions. "Today, our customers can plant varieties that are adapted and still deliver very good results," he adds, underscoring the commercial and environmental value of these innovations. Building on this foundation, the group is advancing solutions focused on water efficiency and soil resilience. New varieties capable of tolerating saline conditions or requiring less irrigation are under development, while crops such as carob, pistachio, and olive are being promoted for their strong economic returns and lower resource intensity. This forward-thinking approach is driven by a strong sense of responsibility. "We believe we have a responsibility to lead. It is up to us to take the first step so that others can follow," Ben Guirat explains.

Digital Transformation and AI Integration

Mabrouka's next phase of growth is anchored in technology. The company is pursuing an ambitious digital transformation strategy, with the objective of becoming fully paperless by 2030. At the same time, it is investing in artificial intelligence to enhance decision-making, operational efficiency, and traceability. "We want to be among the first to integrate artificial intelligence into agriculture in a meaningful way," says Ben Guirat, pointing to a future where data-driven insights will play a central role in optimizing agricultural performance. From drones collecting real-time field data to AI systems supporting both operational and administrative processes, these innovations are designed to improve efficiency across the value chain. A dedicated AI department is being developed to accelerate this transition, reinforcing Mabrouka's position at the forefront of agritech innovation. This technological vision aligns closely with the company's broader mission to modernize agriculture and position it as a strategic growth engine for Tunisia and the wider region.

Driving Economic Impact and National Value Creation

Mabrouka's contribution extends well beyond its own operations. By scaling production, exporting expertise, and strengthening local capabilities, the company plays a direct role in supporting Tunisia's economic growth and agricultural competitiveness. Its export footprint spans North Africa, sub-Saharan Africa, the Middle East, and parts of Europe and Asia, with plants, consulting services, and agricultural infrastructure delivered across a growing number of markets. "Today, we are recognized as experts in our field and as a reference in the region. Partners come to us



"I WANT TO REVOLUTIONIZE AGRICULTURE. I HAVE ALWAYS BELIEVED THIS SECTOR IS NOBLE AND THAT IT DESERVES TO BE MORE DYNAMIC AND ATTRACTIVE."



for our competence and experience," says Ben Guirat, highlighting the company's growing international reputation. This positioning reinforces Tunisia's role as a regional hub for agricultural expertise, enabling knowledge transfer and supporting the development of large-scale agricultural projects across the continent.

At the same time, Mabrouka actively promotes investment in agriculture as a high-potential sector capable of delivering strong returns and long-term impact. "I would advise all investors to look closely at agriculture. There are significant opportunities, and products grown in Africa have a very distinctive quality," he says, pointing to the continent's competitive advantages. The company's model demonstrates how agriculture, when approached with scale, technology, and vision, can deliver both financial performance and sustainable value creation. As Ben Guirat notes, "You can start small, but you have to think big. Projects need to reach a certain scale to achieve true industrial viability."

A Vision Rooted in Purpose and Scale

Central to Mabrouka's strategy is a clear mission to elevate agriculture into a sector that is both economically powerful and socially meaningful. This is reflected not only in its business model, but also in its internal culture and approach to workforce development. "Success for us is to create value while having a social impact. If we cannot combine growth with purpose and principles, then it is not success," Ben Guirat states, capturing the group's broader philosophy.

With approximately 80% of its workforce made up of women, the company has built a strong framework focused on stability, inclusion, and continuous training, reinforcing its role as both an employer and a community anchor.

Looking ahead, Mabrouka's vision is defined by expansion, innovation, and leadership. Over the next three to five years, the group aims to strengthen its position in sustainable agriculture, accelerate the integration of AI and automation, and expand its global footprint while continuing to position Tunisia as a center of excellence in agriculture. As Ben Guirat concludes, "Our ambition is to continue having a strong impact on our country and region, to lead, and to remain ahead of the curve."

For Ben Guirat, the long-term outlook remains clear and grounded in global fundamentals. "The world will always need to eat. Agriculture is not a declining sector. It is evolving and will require innovation, technology, and passionate people," he says. As Groupe Mabrouka continues to scale its operations and expand its influence, it offers a compelling blueprint for the future of agriculture, one where innovation, sustainability, and industrial thinking converge to unlock growth at both national and continental levels.

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MAGASIN GÉNÉRAL

REINVENTING RETAIL FOR A MODERN TUNISIA

With strong local sourcing, strategic adaptation, and renewed growth, Magasin Général continues to shape consumption and supply chains nationwide.



Founded in 1883, Magasin Général is one of the world's oldest active retailers and a longstanding pillar of Tunisia's commercial landscape. For more than a century, it has helped structure supply chains and expand access to organized retail. Since its privatization in 2007, the company has shifted from a state-run model to a performance-driven business, increasing revenue from approximately TND 170 million to TND 1.3 billion (US$59.5 million to US$455 million).

Its resilience has been tested more than once. During the 2011 Revolution, 34 stores were looted or destroyed, resulting in losses of around TND 60 million (US$21 million). The Covid-19 pandemic brought further disruption. "It was an extremely challenging period, but thanks to the trust of our shareholders, our bankers, our customers, and our teams, we were able to recover," says General Manager Fahd Chaouch.

A strategic partnership with Auchan in 2013 reinforced investor confidence at a critical moment for Tunisia. Since 2023, the company has strengthened its financial position, reducing debt from approximately TND 280 million to TND 130 million (US$98 million to US$45.5 million) while delivering an average annual EBITDA growth rate of 27.53%. "We now have the flexibility to accelerate our development," Chaouch adds.

This progress is rooted in its people. Teams across stores and headquarters maintain a strong culture of service and adaptability. Magasin Général continues to prioritize local sourcing, with 96% of products coming from within Tunisia, supporting farmers and reinforcing domestic value chains.

Private labels have become an important growth lever, with around 1,500 products across multiple price segments helping address purchasing power constraints. The company is also expanding into non-food e-commerce, with its platform launched in June 2024, supported by continued investment in logistics.

With modern retail accounting for only 25% of Tunisia's market, there is room for expansion. Magasin Général enters this next phase with stronger fundamentals and a clear sense of direction, positioning itself as a key player in the evolution of retail in North Africa.

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PÂTISSERIE MME REKIK

WHERE HERITAGE BECOMES A GLOBAL BRAND

Preserving tradition while building a modern, internationally minded Tunisian pastry house rooted in heritage, craftsmanship, storytelling, innovation, and global brand ambition.



From a small artisanal workshop in Sfax to a growing international brand, Pâtisserie Mme Rekik embodies the evolution of Tunisian craftsmanship into a structured, forward-looking enterprise. Founded in 1981 by Soufia Rekik, the company has grown under the leadership of Najla Rekik into a recognized name that blends heritage with modern business practices.

"It is above all a family business," says Najla Rekik, CEO, reflecting on the company's origins and the decision to join her mother's venture after completing her studies. "I saw considerable potential in what my mother was doing, and I felt that it was an opportunity that I should seize." That decision marked a turning point. Rekik's priority was to move from an artisanal operation to a structured company. "The first step was to structure the company, to go from artisan to a real business," she explains, highlighting the introduction of defined departments, quality standards, and a long-term development vision.

Today, the company operates multiple outlets across Tunisia and is expanding through franchising, with new partnerships underway. This expansion is driven by a clear ambition. "My ambition is to transform a family legacy into a brand that is able to bring Tunisian pastry to the tables of the world," Rekik says. Central to this journey is the ability to balance tradition and innovation. While preserving ancestral recipes, the company has embraced modern tools, from ERP systems to e-commerce platforms. "We want to demonstrate that a pastry shop deeply rooted in tradition can also become a structured company, an innovative company that turns to the future," she notes.

Beyond business growth, Pâtisserie Mme Rekik plays a broader cultural role. "Each pastry tells the story of a region, revealing its culture, traditions, and heritage through every flavor," Rekik explains, positioning the company as a custodian of Tunisian identity. This heritage is closely tied to women, who form the backbone of the sector. "More than 90% of the teams are women," she says, emphasizing the importance of transmission from generation to generation.

Looking ahead, Rekik remains focused on international growth and cultural impact. "We are convinced that the returns are promising," she says, reflecting a long-term vision built for international growth.

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CULTIVATING GLOBAL MARKETS

Founded in 1969, SICAM has grown from a family-owned business into Tunisia's leading tomato processor, building an integrated agribusiness model that links agricultural production, manufacturing, and international distribution. Processing more than 400,000 tons of fresh tomatoes each season, the company manages the value chain from seed to finished product while supporting more than 2,000 farmers through its agricultural subsidiary, SICAM AGRI. "Our ambition is to evolve from a national leader into a regional and international player recognized for innovation, sustainability, and industrial excellence," says General Manager Mohamed Fadhel Kraiem.

That strategy is reflected in investments designed to strengthen environmental performance and product quality. The company has transitioned to natural gas, invested in advanced wastewater treatment, and expanded its Zero Pesticide Residue (ZRP) program, reducing CO_2 emissions by 30%. "Our goal is clear: to achieve 100% Zero Pesticide Residue fresh tomato sourcing by 2030," Kraiem says. Today, SICAM exports to more than 30 countries and continues to deepen distribution. "We want our products to be recognized internationally as a symbol of Tunisian know-how."

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THE CHAMBER BEHIND SFAX'S INDUSTRIAL EXPANSION INTO AFRICAN MARKETS

For 130 years, the Sfax Chamber of Commerce and Industry has connected Tunisia's industry to markets across Africa and the Mediterranean. The chamber helped drive the creation of the University of Sfax, which today serves more than 40,000 students, and supported the establishment of the region's Technopole, bringing together engineering, research, and digital activities. "Our role is to improve the business climate in the region, propose reforms that encourage investment, and strengthen economic diplomacy," says General Director Hichem Elloumi.

To further strengthen regional and international partnerships, the chamber organizes the Mediterranean Building Exhibition "MEDIBAT", one of Tunisia's main construction and public works conventions, with its 19th edition scheduled for April 21–24, 2027. It also leads AFRIBAT, an event that rotates among African markets in partnership with partner chambers. Elloumi says construction remains central to the chamber's strategy because Tunisian companies maintain long-standing expertise in engineering and contracting. "We use trade fairs, chamber networks, and business missions to expand export opportunities for Tunisian companies," says Elloumi. Delegations regularly participate in events across Europe, North Africa, sub-Saharan Africa, Asia, and the Americas. The organization also operates SOS Export, an internal unit that intervenes with customs authorities, embassies, ministries, and the Central Bank when exporters encounter operational barriers.

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TUNISIA AFRICA BUSINESS MEETINGS

TUNISIA OPENS ITS DOORS TO AFRICA'S BUYERS: A STRATEGIC B2B HUB FOR HIGH-VALUE SOURCING IN 2026

Tunisia Africa Business Meetings 2026: where African demand meets Tunisian supply

Africa's trade landscape is undergoing a profound transformation. As intra-African trade gains momentum under the African Continental Free Trade Area (AfCFTA), the key challenge is no longer demand — but structured access to reliable, high-quality suppliers across the continent. The Tunisia Export Promotion Center (CEPEX) is set to host the 4th Edition of Tunisia Africa Business Meetings (TABM) — the flagship intra-African B2B sourcing event — to be held in Tunis on December 9–10, 2026. This high-level business platform will bring together more than 200 Tunisian companies and over 130 stakeholders and trade support organizations from sub-Saharan Africa, connecting African importers, distributors, and procurement decision-makers with carefully selected Tunisian exporters through targeted, sector-focused B2B meetings. Tunisia offers African buyers a diversified and competitive export ecosystem, combining quality and expertise, geographic proximity, industrial know-how, and compliance with international standards.



Key sectors include:

- Olive oil: internationally awarded producers, including gold medal winners
- Dates: globally recognized premium quality
- Agri-food products: processed food compliant with EU and international standards
- Textile & apparel: flexible, high-quality manufacturing for global brands
- Mechanical & electrical industries: competitive industrial subcontracting
- Construction materials: export-driven industrial production
- ICT & innovation: digital, technological, and engineering solutions
- Services in education, training and healthcare

TUNISIA EXPORT CEPEX

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A NEW ERA FOR CUSTOMER EXPERIENCE IN TUNISIA

Transcom Tunisia is combining AI, multilingual talent, and higher-value services to strengthen its role within the group's European network and support further African expansion.



From what was essentially a multilingual call center serving European markets, Transcom Tunisia has evolved into an important hub in the group's customer experience network. Behind that shift is a combination of technology, multilingual talent, and a broader client portfolio. Present in Tunisia for more than 20 years, the company has undergone several reinventions, most notably in 2016, when it began moving decisively toward technology and higher-value services.

Activities have since diversified considerably. Once heavily concentrated in telecommunications and utilities, Transcom now serves clients across fintech, logistics, e-commerce, and online travel, among other sectors. Its role has also moved well beyond handling calls, emails, and chats. Automated analytics can process millions of customer interactions, flagging quality issues, recurring trends, and operational bottlenecks as they emerge. "The information is available right away," says Managing Director Erwan Injey. "You don't have to wait days or weeks to find out what went wrong, and you can immediately correct what's going on."

Artificial intelligence is also extending one of Tunisia's traditional advantages: languages. The country offers a multilingual workforce able to operate in Arabic, French, English, Italian, Spanish, and other languages. AI-powered translation expands that reach further. "We get calls or emails in Swedish or Norwegian, and the agent here will have it translated automatically," Injey explains. Transcom also uses "augmented agents" to accelerate training, helping recruits develop expertise in unfamiliar industries within weeks and giving operations greater flexibility as client needs change.

Infrastructure has evolved alongside the business model. After relocating from its original industrial premises to more modern facilities, Transcom opened a dedicated building in Kram, known as Lac 3, in 2024. The site is used exclusively by Transcom and its customers, reflecting continued investment in local capacity and the working environment. With nearly 4,000 employees, Tunisia now has the largest workforce within Transcom's European operational network and ranks among its highest-performing locations for key performance indicators and service levels. That standing is increasingly visible within the group. Injey notes that Transcom's entire C-suite recently visited Tunisia together for the first time, a sign of the market's strategic importance as international customers renew their confidence in the country.

That scale also gives the company a wider role in talent development. Transcom works with universities, participates in recruitment events, and draws on global leadership and development programs to create clearer career pathways. Employees can move between industries and functions, gaining exposure to different international clients rather than remaining tied to a single account or sector. That mobility is underpinned by a culture that places greater emphasis on ability and motivation rather than on conventional career paths. For Injey, giving people opportunities to learn, make mistakes, and progress has been central to Transcom Tunisia's success and helps the company retain and develop talent as its activities become more sophisticated.

The next phase centers on further expansion. Transcom plans to add a third site in Tunisia to support growing volumes, strengthen business continuity, and widen access to talent pools across the capital. Beyond Tunisia, the group is also examining opportunities to expand its African footprint and through potential growth in West and Central Africa.

For Injey, Tunisia's proposition rests on education, language skills, geographic proximity to Europe, and a business environment that continues to attract international operations. He also sees further investment in digital and physical infrastructure as important to sustaining growth. Transcom itself has signed a net-zero carbon 2050 commitment and is promoting measures including solar energy, hybrid mobility, and more sustainable workplace systems.

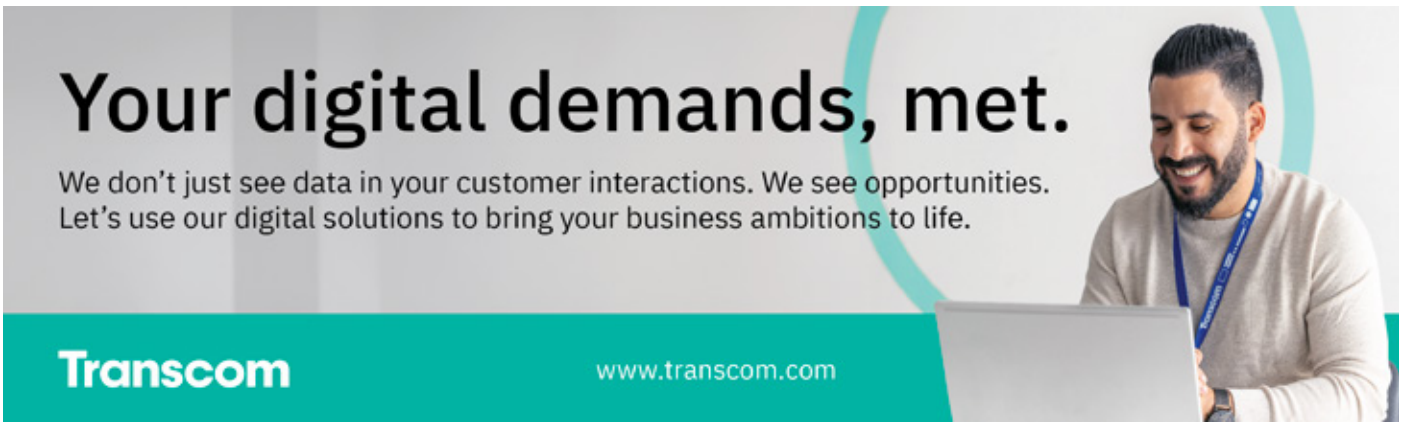
The broader ambition is to keep Tunisia central to Transcom's global evolution while using its capabilities as a platform for further growth. "The talent is here," Injey says. For a business increasingly shaped by AI, analytics, and rapid shifts in client demand, that combination of technology and human capability is strengthening Tunisia's competitive proposition.

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PENRESA





WHERE GERMAN ENGINEERING MEETS TUNISIAN TALENT

Through its expansion into Tunisia, DELTEC Group is building a strategic bridge between German engineering and North African manufacturing to deliver increasingly sophisticated electronic systems.

In 2026, DELTEC Group expanded its German manufacturing footprint into Tunisia by acquiring Cicor Digital Tunisie S.U.A.R.L., an established electronics company in Borj Cédria. The investment combined two decades of local expertise with the capabilities of one of Germany's top 10 Electronics Manufacturing Services (EMS) providers, adding cable assembly, plastic injection molding, and integrated product manufacturing capabilities.

The investment also marks DELTEC's evolution beyond traditional electronics manufacturing toward higher-value integrated systems. Through its "Concept to Customer" approach, the group supports clients across the entire value chain, from product design to final delivery, combining engineering expertise, advanced manufacturing, digital traceability, and systems integration.

Rather than establishing a greenfield operation, DELTEC chose to build on local expertise, supported by an experienced workforce and management team with deep knowledge of the market. The acquisition has created a strategic bridge between the group's German headquarters and its North African manufacturing platform. The operation employs around 100 people today and is expected to expand significantly in both scale and technological capability. "We are not talking about a stable investment designed simply to maintain one production facility. This will mean moving rapidly beyond basic assembly toward high-tech electronics and complete box-build solutions," explains CEO Carsten Ellermeier.

The company plans to expand both its workforce and technological capabilities, supported by Industry 4.0 technologies, digital manufacturing, and full production traceability to deliver greater efficiency, transparency, and quality throughout the manufacturing process. Tunisia's role within this strategy extends well beyond the cost advantages traditionally associated with North African manufacturing. While the country has built a strong reputation in labor-intensive industries such as automotive wire harnesses, DELTEC believes its greatest strength lies in its young, highly educated workforce capable of supporting advanced manufacturing. "Tunisia being a low-cost country is no longer the main factor," Ellermeier explains. "When we talk about high technology, digitalized production, full traceability and high-end electronic applications, the strength lies in the country's human resources."

Decades of investment in higher education have created a growing pool of engineers with expertise in wire harnesses, printed circuit board assemblies, box-build manufacturing, and complete electronic systems. Tunisia's multilingual workforce provides an additional advantage for international operations. "I was extremely impressed by the language skills within the company. This makes it much easier to build bridges with our German headquarters," says Ellermeier. "I'm also confident that we can bring talented people from Tunisia to our German headquarters to work in electrotechnical roles and then bring them back to lead our future expansion in Tunisia."

> "WHEN WE TALK ABOUT HIGH TECHNOLOGY, DIGITALIZED PRODUCTION, FULL TRACEABILITY AND HIGH-END ELECTRONIC APPLICATIONS, THE STRENGTH LIES IN THE COUNTRY'S HUMAN RESOURCES."

The country's connectivity further strengthens its competitiveness. Flights to major German cities take around two hours, while maritime links enable door-to-door deliveries across the European Union within a week. Together, these advantages place Tunisia on a logistical footing comparable to Eastern Europe while providing access to markets across Africa, the Middle East, and potentially the United States.

Ellermeier also highlights a competitive advantage that is harder to quantify: Tunisia's business culture. Medium-sized companies enjoy direct access to government institutions, banks, investment agencies, and industrial partners, allowing investment decisions and partnerships to develop quickly. "Tunisia is a very good option for medium-sized European companies because business is driven by people," observes the CEO. "It's normal to begin the day in Tunisia with two meetings planned and finish with five. People are extremely flexible, including at the highest levels, and are focused on accelerating and supporting your investment."

Sustainability is also becoming an increasingly important part of DELTEC's long-term strategy. As energy costs continue to challenge European manufacturers, Tunisia's renewable energy potential offers opportunities to access competitive green power while strengthening industrial resilience. "Renewable energy represents a major opportunity for both sides. European investors can access competitive green energy, while Tunisia can turn it into an important export to the European Union," Ellermeier explains.

By combining German engineering expertise with Tunisia's skilled workforce, DELTEC sees the country not simply as a manufacturing location, but as a strategic industrial bridge between Europe and Africa capable of supporting increasingly sophisticated electronics production. "Do not always look only within the European Union because of its familiar regulations. Look at the opportunities offered by a very smart country like Tunisia," notes Ellermeier. "I trust Tunisia. The currency is stable, the political environment is among the most stable in Africa, and the investor-friendly mindset can be felt throughout the country."

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PENRESA



FROM INDUSTRIAL TRANSFER TO AEROSPACE POWERHOUSE

Figeac Aero Tunisie has grown from a modest manufacturing project into one of the group's largest operations, combining production, engineering, and talent development.

From Industrial Transfer to Industrial Scale

When Marc Fourdraine arrived in Tunisia in 2012, Figeac Aero's local operation existed largely on paper. The original business plan envisioned a €5 million (approximately US$6 million) investment and a workforce of 150 employees. The facility he encountered was far from a functioning aerospace factory. Initially sent to establish inventory processes, he instead found himself building an industrial organization from the ground up. He recruited teams, transferred manufacturing activities from France, introduced production processes, and established operating systems. Within 10 years, by Fourdraine's account, Figeac Aero Tunisie had grown into an operation generating approximately €80 million (approximately US$93 million) in activity and employing around 1,200 people.

The first phase centered on transferring manufacturing activities from France to Tunisia. The second introduced engineering capabilities through the creation of an internal design office that developed tooling and industrial solutions locally. The company then expanded into extrusion machining, titanium machining, turning operations, and assembly activities. "We started to design the tools ourselves," says Fourdraine. The operation gradually moved beyond producing elementary parts.

As customers increasingly demanded finished assemblies rather than individual components, Figeac Aero Tunisie integrated additional manufacturing steps, including assembly operations and pre-equipped structures. Today, the company manufactures aerospace components for global aircraft programs. Its customer base includes Airbus, Pratt & Whitney, Collins Aerospace, Bombardier, Mitsubishi, Dassault, and Spirit AeroSystems. The company operates within an aerospace cluster that includes material suppliers, machining specialists, composites manufacturers, surface treatment companies, logistics providers, and Airbus assembly operations. This ecosystem shortens production cycles and, as Fourdraine puts it, allows the company "to move the value chain inside the aircraft in a cycle of one week."

Engineering has become an increasingly important pillar of the operation. The organization now includes programmers, tooling specialists, inspection experts, industrialization teams, and First Article Inspection functions. These teams support production while developing manufacturing methods and process controls. The company now produces approximately 1.2 million aerospace parts annually across around 8,000 different part numbers. The Tunisian operation has become a key contributor to the wider Figeac Aero group, supplying a significant share of the elementary aerospace components used across its facilities in Europe and North America. Today, the company provides "up to 15% of the elementary share on all Airbus sites."

> **"WE CURRENTLY PRODUCE AROUND 1.2 MILLION AEROSPACE PARTS ANNUALLY ACROSS APPROXIMATELY 8,000 DIFFERENT PRODUCT REFERENCES."**

Engineering and Skills as Competitive Advantages

The site faced a major setback during the Covid-19 pandemic. Air traffic collapsed, and production schedules fell sharply across the aerospace sector, causing Figeac Aero Tunisie to lose roughly half of its business activity and several hundred employees. Rather than pursuing a traditional restructuring, Fourdraine created a services business that supplied personnel across the Figeac Aero network, deploying engineers, technicians, quality specialists, logistics professionals, and industrial support staff to projects in France, Morocco, Mexico, Saudi Arabia, and other locations. The move proved successful, with services becoming "a profit center." As Fourdraine explains, "We do not hire the BFR, we hire the brain and human resources."

Training has also become central to the company's growth model. A dedicated training center now delivers up to 15,000 training hours each month, combining classroom instruction with practical industrial training. The company works with leading Tunisian engineering schools, including Polytechnique, INSAT, ENIT, and ESPRIT, with students alternating between academic studies and industrial assignments. The result, in Fourdraine's view, is "an entire ecosystem." He also points to Europe's shortage of more than 30,000 skilled production workers over the next five years, arguing that Figeac Aero Tunisie now functions as both a manufacturing operation and a talent development platform.

The Next Phase of Expansion

The next stage of growth is already taking shape. Fourdraine plans to expand the company's industrial footprint through a new 44,000-square-meter development project that would consolidate operations and include additional production capacity, engineering facilities, training infrastructure, and service functions. The target workforce stands at approximately 2,000 employees.

What began as a modest industrial transfer project has become a cornerstone of the Figeac Aero group. The Tunisian subsidiary became the group's largest operation within two years and today serves as a hub for manufacturing, engineering, training, and technical services that support aircraft programs worldwide.

FIGEAC AERO TUNISIE

Rue Gafsa, ZI M'Ghira 3, Ben Arous, Fouchana, Tunisia
FIGEAC AERO TUNISIE
Figeac Aero Tunisie

PENRESA

CLASQUIN TUNISIA

DRIVING EURO-MEDITERRANEAN TRADE FLOWS

With double-digit growth, Clasquin Tunisia is investing in advanced digital solutions and creating jobs as it connects Tunisian manufacturers with European markets.



Transport and logistics specialist Clasquin Tunisia has become a leading player in facilitating trade flows between Tunisia and Europe. Providing freight forwarding, multimodal transport, customs clearance, and supply chain solutions across the Mediterranean, the company's expansion accelerated following



Clasquin's acquisition of Tunisian logistics firm Lafont-Chavent International (LCI) in 2015. Under Country Manager Skander Ladjmi, Clasquin Tunisia has strengthened its market position, expanded its service offering, and significantly scaled operations. "We have been growing at double digits for four years. In 2025, we recorded 29% growth compared to 2024. We are now the reference in logistics between Europe and Tunisia," says Ladjmi.

Digitalization has become a key differentiator through a collaborative platform offering real-time supply chain visibility, transport documentation, customs information, environmental impact monitoring, and file sharing. "This digital offer is very important, but it doesn't do everything. We create a synergy between human and digital capabilities," says Ladjmi.

Clasquin Tunisia has grown from fewer than 20 employees five years ago to 65 employees today, reflecting the company's rapid expansion and rising demand from customers across multiple industrial sectors.

Through closer collaboration with manufacturers



and industry bodies, particularly in the automotive sector, the company aims to anticipate market needs and support industrial competitiveness. As global companies reassess supply chains, Ladjmi believes Tunisia's skilled workforce, proximity to Europe, and growing high-value industrial capabilities position it as a competitive Euro-Mediterranean hub. "We remain the most interesting country for nearshoring, especially for Euro-Mediterranean operations," concludes Ladjmi.

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GROUP HONORIS

EDUCATION WITH REAL IMPACT

Tunisia's Université Centrale Group is reshaping higher education to anchor scientific research at the heart of the country's economic and social needs.



When Université Centrale Group launched in 2001, its ambition extended beyond building an education network: it set out to rethink how African talent is trained, connected to industry, and prepared for technology-driven economies. The group adopted a buy-and-build strategy, acquiring universities and schools while strengthening infrastructure and quality. "Impact is more than our slogan, it is how we operate every day. We are bridging the gap between higher education and the corporate world," explains CEO Houbeb Ajmi.

A milestone was the creation of the Collaborative Research and Innovation Center at Université Centrale, focused on digital transition, artificial intelligence, health and clinical research, ecological transition, and social responsibility. "Collaborative research was a strategic choice that wasn't present in the private sector," observes Ajmi. It places a PhD researcher within a company to explore problems and develop models, concepts, or patents that can serve industry.

The group has introduced AI-enabled personalized learning systems, adaptive platforms, and prompting courses to prepare students for an evolving labor market. Its AI-supported tutoring system, enhanced with OpenAI, provides contextualized academic support for coursework. "It is imperative for us that our graduates master AI across all fields. AI won't replace people. People who master AI will replace people who don't," says Ajmi.

International accreditation has become a benchmark for higher education. Its medical simulation center is accredited by the Society for Simulation in Healthcare (SSH), while its engineering school is recognized by the Commission des Titres d'ingénieur (CTI) and the EUR-ACE label. Two health schools earned accreditation from the Canadian Association of Schools of Nursing. The group is also a Recognized Teaching Center of the University of London, and its Business School pursues AACSB accreditation.

Harnessing Africa's youth talent remains Université Centrale Group's driving purpose. "Today, African countries still rely heavily on imported expertise that does not always transfer knowledge locally," Ajmi concludes. "We need African talent to create value and drive long-term development."

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PENRESA

THE Z HOTEL SFAX



TURNING HOMECOMING INTO HOSPITALITY

Some places are built. Others are born from a story. For the Zouari family, The Z Hotel Sfax began with a return to their roots. After years abroad, the family returned to Sfax with a desire to reconnect with the city. Four and a half years later, The Z Hotel opened its doors in 2024. The ambition was to create more than a hotel: a place where guests could experience the soul of Tunisia through the comfort, safety, and service of an international boutique hotel. Through the collaboration between sisters Donia Zouari and architect Hela Zouari, under the guidance of their father, the hotel's spaces combine local craftsmanship, heritage, and contemporary design. This same philosophy shapes the cuisine, where traditional Tunisian recipes are reimagined alongside fresh fish and seafood from the coastline.

At the heart of the hotel is Tunisia's first Oil Bar, offering visitors the opportunity to discover and purchase varieties of the country's "green gold" while celebrating its olive-growing heritage. "A hotel is not just a place where people stay," says Donia Zouari. "It's a place where they live a story, a culture, and an emotion." Today, The Z Hotel Sfax has become a destination for business, family stays, and events, with dedicated conference facilities and a 450 m² plenary hall, reflecting Sfaxian hospitality while meeting international standards.

THE Z
BOUTIQUE HOTEL
SFAX

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CENTURY 21 TUNISIA



RAISING THE BAR IN TUNISIAN REAL ESTATE

Launched in 2022, Century 21 Tunisia has introduced international standards and advanced technology to one of North Africa's most promising property markets. The Tunisian franchise of the global Century 21 network has quickly become a leading force in the professionalization of the sector, operating 12 agencies and training more than 230 real estate professionals.

Under the leadership of CEO Riadh Ellouze, whose career spans finance, real estate, and entrepreneurship across several continents, the company has adapted global expertise to local market realities. "The mission was to make a real estate transaction as secure as a banking transaction, to move the industry away from informality and raise the profession's standards," says Ellouze.

Training lies at the heart of the company's strategy. Through partnerships with institutions, Century 21 Tunisia is helping develop a new generation of real estate professionals. "The program shapes individuals who can start working with our brand as employees, become managers, and then open their own agencies," he explains.

Technology has also become a key differentiator. By integrating digital tools and artificial intelligence into its operations, the company has enhanced property valuation, market analysis, and decision-making. "We can estimate a property's value and its expected time on the market in real time," notes Ellouze.

Looking ahead, Century 21 Tunisia plans to expand its network to 50 agencies over the next five years, creating new employment opportunities and supporting Tunisia's growing appeal as a destination for real estate investment.

CENTURY 21

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TUNISIA'S AGRICULTURAL TRANSFORMATION

GROWING TUNISIA'S AGRICULTURAL ADVANTAGE

Technology, value chains, and innovation are reshaping this sector for global markets.



Agriculture has long been a pillar of Tunisia's economy, but the sector is increasingly moving beyond primary production. Companies are investing in processing, research, technology, and stronger links between farmers and markets, creating value closer to the source and strengthening Tunisia's position in regional and international food supply chains.

This shift is reflected in the growth of integrated agri-food businesses connecting agriculture with industry. ROSE BLANCHE Group's evolution from a milling company into a broader food producer reflects this approach. "Our first strategic vision covered a twenty-year period and aimed at achieving complete control over the entire value chain, from farm to fork," says Mohamed Rekik, General Director of ROSE BLANCHE Group. That strategy has taken the group beyond grain processing into seeds, pasta, couscous, animal feed, and poultry, creating a model built around greater efficiency and value creation.

Processing capacity is also helping Tunisia capture more value from its agricultural sector. SICAM has developed an integrated tomato supply network, working with farmers while investing in industrial capacity, sustainability, and export markets. Processing more than 400,000 tons of fresh tomatoes per season and supporting more than 2,000 farmers through its agricultural subsidiary, the company illustrates how Tunisian agriculture is combining scale with stronger connections between producers and markets. "Our ambition is to evolve from a national leader into a regional and international agri-food player recognized for innovation, sustainability, and industrial excellence," says Mohamed Fadhel Kraiem, General Manager of SICAM.

Technology is becoming increasingly important as agriculture adapts to climate pressures. Groupe Mabrouka is using biotechnology and climate-adapted varieties to support more resilient farming, producing up to 12 million plants annually. "We want to bring in AI with agriculture," says Sabri Ben Guirat, Managing Director of Groupe Mabrouka, highlighting how digital tools are becoming part of the sector's next stage of development. Together, these developments show a sector combining Tunisia's agricultural knowledge with scientific expertise, industrial capability, and sustainable practices, creating opportunities for stronger exports, investment, and long-term economic growth.



WHY INVEST IN TUNISIA: BUILDING A BRIDGE BETWEEN TALENT, INDUSTRY, AND GLOBAL MARKETS

With its skilled workforce, diversified industrial base, strategic location, and growing innovation ecosystem, Tunisia is reinforcing its position as a competitive platform for investors seeking access to regional and international opportunities.



Marouane Ben Jemaa,
President, AmCham Tunisia

"Tunisia's attractiveness lies in its ability to engage with multiple investment ecosystems while creating value for all partners. A central part of our mission is making the country more readable for investors by clarifying opportunities, strengthening advisory services, promoting sectoral clusters, and reducing information gaps. Tunisia has the ambition and potential to position itself as a regional investment hub by connecting businesses, encouraging partnerships, and integrating further into global value chains. Credibility is built over time through consistency, reliability, and execution. Promoting international trade means enabling companies to scale globally while positioning Tunisia as a credible, innovative, and reliable partner on the international stage."



Mourad Ben Hassine,
President and CEO, CEPEX

"Over the years, Tunisia has built a solid industrial foundation, with products in key sectors such as mechanical, electrical, and electronic industries that meet European and international standards. The country also has a strong agricultural heritage and has successfully developed a modern agri-food transformation industry that is very well perceived internationally. Tunisian products are exported, appreciated, and recognized for their quality. The challenge today is to maintain these standards while helping companies increase their visibility, expand into new markets, and strengthen their international presence."



Hichem Elloumi,
General Director, Sfax Chamber of Commerce and Industry

"Our regions represent an important source of economic strength. Sfax, for example, is a multidimensional region with highly developed industry, commerce, agriculture, and services. Historically, the people of Sfax are known as builders; it is part of our culture and identity. Our role is to highlight and create value from all the assets we have, whether in the industrial sector, services, or agriculture. Through economic diplomacy and international networks, Tunisian companies can improve their visibility abroad and build stronger international partnerships."



Mehdi Mahjoub,
CEO, Hyundai Tunisia

"Human capital is one of Tunisia's biggest strengths. Through difficult moments, I understood how important people are. We can lose money, cars, or buildings, but human capital is what allows companies to overcome complicated situations and rebuild. Tunisia has talented and committed people who know how to adapt and move forward despite challenges. I believe work always ends up being rewarded. You should never work only while waiting for something in return; you must focus on doing things well, and the return will come naturally."



Mehdi Houas,
President and Co-Founder, Talan Group

"Human capital is one of the greatest opportunities Tunisia offers. When engineers leave for Europe or North America, it is not necessarily because of money or comfort; very often, it is because they want to participate in leading-edge projects and work with advanced technologies. The idea was simple: instead of watching our skills cross the Mediterranean to find those opportunities, why not bring those projects here? Today, the country has high-level engineers capable of working with international clients and contributing to major transformations in fields such as technology, artificial intelligence, and innovation."



Ahlem Bel Hadj Ammar,
President, Tunisian-Swiss Chamber of Commerce and Industry (CCITNCH)

"There are opportunities across a wide range of sectors, and international companies already established in Tunisia contribute significantly to the economy. Through Swiss investment alone, we see companies active in pharmaceuticals, maritime transport, manufacturing, textiles, and industry, creating thousands of direct jobs. We really have everything: from the textile sector to pharmaceuticals, maritime activities, and industrial expertise. Tunisia is sometimes still not known enough internationally, especially among smaller investors, but our objective is to showcase the country's capabilities, talent, and opportunities."



Matthieu Galais,
General Manager, Roche Tunisia and Libya

"Companies investing here can build for the long term. We are not here only for the next financial results or the next quarter; we are here to develop sustainable solutions together with the ecosystem. The country also has the ability to serve as a regional platform. Our hub for Libya is based in Tunisia, with colleagues working across both countries. I think this is great because some companies manage their Libya operations from Dubai, Lebanon, or Europe, while we believe Tunisia provides the right environment and capabilities to play that role."



Aziza Mzoughi,
Hub and HR Manager, Mantu Group

"One of Tunisia's greatest advantages is the quality of its human resources. Young people understand the importance of languages, openness, and connecting with international markets. They are curious, adaptable, and interested in everything new, from innovation and technology to artificial intelligence. In Tunisia, knowledge and continuous learning have real value. This ability to master different subjects, develop new skills, and constantly improve represents a major strength for the country."

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COMING SOON

ZAMBIA 2026

UNLOCKING A NEW ERA OF GROWTH

Penresa presents a defining report on Zambia's economic evolution, as the nation harnesses its natural resources, reform momentum, and emerging industries to create new opportunities for investment. From critical minerals and agriculture to energy, infrastructure, and innovation, Zambia is positioning itself as a key force in Africa's next chapter of growth.

Discover the leaders, industries, and opportunities shaping Zambia's future.

ZIMBABWE 2026

A NATION RENEWING ITS POTENTIAL

Penresa presents an in-depth exploration of Zimbabwe's transformation journey, where abundant resources, strategic advantages, and ambitious reforms are creating pathways for sustainable growth. From mining and agriculture to energy, infrastructure, manufacturing, and tourism, Zimbabwe is building a more competitive economy and attracting new investment.

Discover the policies, people, and projects driving Zimbabwe's next chapter.



CONNECTING NATIONS CREATING PROSPERITY