

CANADA-AFRICA FORUM · PONT-BRIDGE CANADA

CAPBLEU BLUESHIFT 2026

Official Report

Canada-Africa Forum on the Port Industry and the Blue Economy

Montréal · Centre Mont-Royal
October 7, 8 and 9, 2026

OFFICIAL PRESENTER



OFFICIAL REPORT · OCTOBER 2026

01 Message from the President



Yaye Peukassa
President and Chief Executive
Officer
Canada-Africa Forum · Pont-Bridge
Canada

Ladies and Gentlemen,

From October 7 to 9, 2026, Montréal hosted the second edition of CAPBLEU | BLUESHIFT, under the theme "Diversify Now". Eight African port organizations travelled to meet Canadian institutions and companies in the sector, several of them represented by their Director General or Chairman of the Board. I would first like to thank them for their trust.

Our ambition is simple to state and demanding to deliver: to connect African port projects with Canadian expertise, capital and partners, and to turn discussions into measurable results. Over these days, port leaders presented concrete projects, Canadian companies showcased their solutions and institutions shared their support mechanisms.

Shared priorities clearly emerged: digitization, security and cybersecurity, multimodality, decarbonization and capacity building. They now guide our work.

What I take away from this edition is the quality of the discussions and a shared determination to move forward. I also take away our responsibility: a forum is only worth what it produces. The day after the closing session, our teams began following up with each delegation, port by port and project by project.

I warmly thank our partners, the Montreal Port Authority, the participating companies, the speakers and moderators, as well as the teams and volunteers who made this edition possible.

We look forward to welcoming you in Montréal from October 5 to 7, 2027 for CAPBLEU | BLUESHIFT 2027. We want it to be the edition of results: agreements signed, partnerships under way and structured projects.

Yaye Peukassa
President and Chief Executive Officer

02 Executive Summary

CAPBLEU | BLUESHIFT 2026 brought together in Montréal, from October 7 to 9, eight African port organizations, the main Canadian institutions of the sector and some twenty specialized companies. The forum identified, port by port, priorities and cooperation opportunities that we are now pursuing ahead of the 2027 edition.



Five key messages

Decision-makers around real projects. Several port authorities were represented at the highest level. They came with specific needs: dredging, digitization, port rail, security, decarbonization and training.

A format that links projects to solutions. Port Investment Spotlights, thematic panels and more than one hundred B2B meetings made it possible to move from stating a need to identifying Canadian counterparts able to meet it.

Committed Canadian institutions. The presence of the Montreal Port Authority, the Port of Québec, Export Development Canada and Investissement Québec strengthened the credibility of the initiative, without implying any financing commitment.

Cooperation already in motion. Memoranda of understanding are under discussion with the ports of Dakar and Pointe-Noire, and a dredging equipment acquisition project is being studied with the Port of Douala. The other opportunities are expressions of interest, to be qualified with each port.

Looking ahead to 2027. CAPBLEU | BLUESHIFT 2027 will take place in Montréal from October 5 to 7, 2027 and will be dedicated to presenting the results of the cooperation initiated in 2026.

03 The Forum at a Glance



CAPBLEU | BLUESHIFT is the Canada-Africa Forum on the Port Industry and the Blue Economy, presented by Pont-Bridge Canada. It is designed as a high-level platform where vision, investment projects, technical solutions and business meetings come together in a single journey.

Our promise: to connect African port projects with Canadian expertise, capital and partners, and to turn discussions into measurable results.

OUR GUIDING THREAD



Three key moments

WEDNESDAY, OCTOBER 7

Official welcome

Welcome of delegations, registration and networking reception at the Centre Mont-Royal.

THURSDAY, OCTOBER 8

Forum Day 1

Opening, plenaries, Port Investment Spotlights on Dakar and Douala, thematic panels.

FRIDAY, OCTOBER 9

Day 2 and visits

Leaders' round table, Spotlights, panels, closing, B2B meetings and visit of the Port of Montréal.

Four complementary formats

Strategic plenaries

Set the direction, compare visions and address the structural issues of the Canada-Africa relationship.

Port Investment Spotlights

Present qualified port projects: need, maturity, solutions sought, partners and financing.

Thematic panels

Explore solutions, business models and lessons learned in a focused format.

CAPBLEU Success Stories

Show how a meeting at the forum becomes a mandate, a project, and then a result.

04 Participation

Eight African port organizations, some forty port delegates and about 150 participants took part in the 2026 edition.

	Organization	Country	Representation
	Autonomous Port of Dakar	Senegal	Mr. Abdoul Hamid Sy, Chairman of the Board
	Autonomous Port of Douala	Cameroon	Mr. Cyrus Ngo'o, Director General
	Autonomous Port of Conakry	Guinea	Mr. Aly Koita, Director General
	Autonomous Port of Pointe-Noire	Congo	Ms. Virginie Lady Flore Itoua, Commercial Advisor, Foresight and Monitoring of Port Agreements
	Autonomous Port of Lomé	Togo	Mr. Emile Tahaga Fadimba, Director of Information Systems; Mr. Abdoul-Razak Derman, Commercial Director
	Autonomous Port of Cotonou	Benin	Mr. Elie Marcel Ahodomon, Technical Advisor to the Director General, Major Projects
	National Port Authority (APN)	Cameroon	Three-member delegation, including Mr. Serge Patrick Essomba, Director of Competitiveness Regulation and Port Activities
	Nigerian Ports Authority	Nigeria	Mr. Adebowale Lawal, Port Manager, Lagos Port Complex

The Republic of Guinea was also represented by Mr. Mamoudou Keïta, Advisor to the Minister of Transport, in charge of land and maritime transport. The delegation of the Sierra Leone Ports and Harbours Authority, a partner of the forum, was unable to travel to Montréal due to visa processing delays; its institutional participation is carried over to 2027.

Institutions and companies

Alongside the delegations, the forum brought together the Montreal Port Authority, the Port of Québec, Export Development Canada, Investissement Québec, RDÉE Canada, AIVP North America, Green Marine, SODES, PMAWCA (AGPAOC), the International Association of Francophone Customs Officers (AIDF), the World Customs Organization, Montreal Gateway Terminals and the SEFACIL Foundation.

Some twenty Canadian companies met with the delegations or contributed to the program, including AIRUDI, Beyond Sustainable Tech, BlueHome, Bradley & Rollins, Coginov, Crodax, Global Trade Logistics Canada, Latitude Maritime, Nexxo Technologies, Norda Stelo, Normrock Industries, Povectus, Progesys and Solution ISPS.

05 Opening and Vision



SESSION 01 Opening remarks

Mr. Yaye Peukassa, President and CEO, Pont-Bridge Canada · Mr. Mamoudou Keita, Advisor to the Minister of Transport, Republic of Guinea · Mr. Julien Baudry, Vice-President, Strategic Affairs and Communications, Montreal Port Authority

Three voices opened the proceedings: the organizer, an African government and the host port. Mr. Yaye Peukassa recalled the forum's promise, Mr. Mamoudou Keita conveyed, on behalf of the Minister of Transport, Guinea's commitment to concrete cooperation with Canada, and Mr. Julien Baudry welcomed the delegations on behalf of the Port of Montréal.

SESSION 02 Opening plenary: a direct Canada-Africa shipping line

Moderated by Dr. Yann Alix, Port Expert, Managing Director, SEFACIL Foundation

Despite the proximity between Canada's east coast and West Africa, much of the trade still transits through Europe. The plenary raised the central question: what volumes, ports, operators and business model would make a regular, reliable and competitive service possible?

A direct line cannot be decreed: it will be built with shipping lines, shippers, ports and governments, around sufficient flows and a sound business model.

SESSION 03 CAPBLEU Success Story: from the forum to a first project in Africa

Mr. Thierry Basque, CEO, BlueHome inc. · Mr. Gaëtan Thomas, Vice-President, BlueHome inc.

BlueHome traced the path from a connection made at CAPBLEU | BLUESHIFT to a first concrete project in Africa: identifying the need, building the partnership, adapting to the local context and implementation.

The forum's purpose in one example: turning a meeting into a mandate, and then into a result.

05 African Ports Take the Stage

Four Port Investment Spotlights allowed port authorities to present their vision and priority projects, then engage directly with the audience: ten minutes of presentation, twenty-five minutes of dialogue.



SESSION 05 Autonomous Port of Dakar

Mr. Abdoul Hamid Sy, Chairman of the Board · Moderator: Ms. Genevieve Tardif, host and reporter, Radio-Canada

Mr. Abdoul Hamid Sy presented the port's modernization program: performance, security, digitization, logistics connectivity and energy transition, as well as its needs in technology, partnerships and financing. A memorandum of understanding between the port and Pont-Bridge Canada is under discussion.

SESSION 07 Autonomous Port of Douala · Luncheon talk

Mr. Cyrus Ngo'o, Director General · Moderator: Dr. Yann Alix, SEFACIL Foundation

The Director General outlined the ambitions of Cameroon's leading port: greater capacity, modernized infrastructure, smoother operations and stronger connections with regional corridors. The planned acquisition of dredging equipment, following an industrial visit to Normrock Industries, is a priority follow-up.



SESSION 12 Nigerian Ports Authority · Fireside chat

Mr. Adebawale Lawal, Port Manager, Lagos Port Complex · Moderator: Mr. Gaëtan Thomas, BlueHome, former CEO of NB Power

A direct conversation on the NPA's priorities: port community system, decarbonization, infrastructure modernization and security. The delegation then held targeted meetings with Canadian institutions and companies.

SESSION 14 Autonomous Port of Pointe-Noire

Ms. Virginie Lady Flore Itoua, Commercial Advisor, PAPN · With Dr. Yann Alix

Port community system, in-port rail link, decarbonization and HSEQ: the delegation presented the port's priorities and followed up with five targeted meetings, including one with Investissement Québec and EDC. A memorandum of understanding with Pont-Bridge Canada has been sent to the port.

05 The African Port of Tomorrow

TABLE RONDE

LE PORT AFRICAIN DE DEMAIN : INTELLIGENT, DURABLE, MULTIMODAL ET INCLUSIF



ABDOUL HAMID SY
Président du Conseil
d'Administration
PORT AUTONOME DE DAKAR



ALY KOÏTA
Directeur Général
PORT AUTONOME DE CONAKRY



CYRUS NGO'O
Director General
PORT DE DOUALA



SERGE PATRICK ESSOMBA
Directeur de la Régulation de la
Compétitivité et des Activités
Portuaires - APN

MODÉRATEUR



DR YANN ALIX
Expert Portuaire
Délégué général
Fondation SEFACIL

Smart, sustainable, multimodal and inclusive: the African port of tomorrow is being built today, together with its partners.

SESSION 11 Port leaders' round table

Mr. Abdoul Hamid Sy (Autonomous Port of Dakar) · Mr. Aly Koïta, Director General (Autonomous Port of Conakry) · Mr. Cyrus Ngo'o, Director General (Autonomous Port of Douala) · Mr. Serge Patrick Essomba, Director of Competitiveness Regulation and Port Activities (APN) · Moderator: Dr. Yann Alix

Smart, sustainable, multimodal and inclusive: the round table asked port leaders to compare their priorities and investment choices. Digital transformation, corridors, energy transition, climate resilience, human capital and territorial integration shaped the discussion.

Bringing together the perspectives of Dakar, Conakry, Douala and Cameroon's National Port Authority highlighted both the diversity of contexts and the convergence of priorities. Technical cooperation between the ports of Douala and Dakar and the Montreal Port Authority is now being explored.

The challenges are shared, and the answers are best built together.

SESSION 19 Closing plenary: from Montréal to action

Mr. Yaye Peukassa, President and CEO, Pont-Bridge Canada

The closing session ended the proceedings with a clear message: turn discussions into commitments, projects and next steps. Follow-up with each delegation began the very next day, with a meeting set in Montréal for October 5 to 7, 2027.

Five shared priorities emerged: digitization, security and cybersecurity, multimodality, decarbonization and training. They now structure the work under way with each delegation and the program of the 2027 edition.

05 Corridors, Logistics and Trade



SESSION 04 Multimodality: port-rail-road

Mr. Frédéric Nadeau, Vice-President of Operations, Montreal Gateway Terminals · Mr. Mamoudou Keita, Republic of Guinea · Mr. André Henry, Director General, Progesys · Moderator: Dr. Yann Alix

Better integrating ports, rail and road to speed up the movement of goods and strengthen corridor competitiveness. A port's performance is also measured by the fluidity of its hinterland connections, a priority for Conakry, Pointe-Noire, Lomé and the NPA.

SESSION 15 Supply chains & export potential

Mr. Abdoul-Razak Derman, Commercial Director, Autonomous Port of Lomé · Mr. Ousmanou Ngam, President, Global Trade Logistics Canada · Mr. Julien Baudry, Montreal Port Authority · Moderator: Dr. Yann Alix

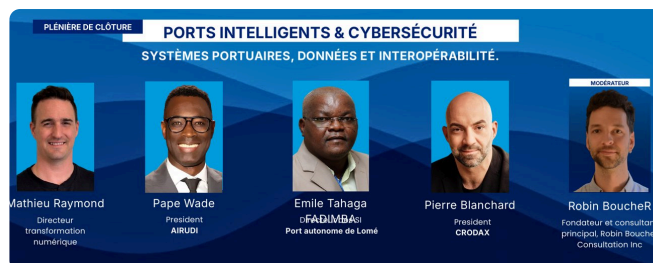
Which products, which markets, which conditions for success? The panel reviewed Canada-Africa trade flows and their logistical, regulatory, financial and customs constraints, then outlined the conditions for more direct and resilient corridors.

SESSION 13 Customs and ports, AfCFTA: between security, trade facilitation and collaboration

With the AIDF · Ms. Maud Chassériau, Customs Expert, World Customs Organization · Mr. Youssouf Sidibé, Customs Inspector · Dr. Abel Pli, Political Scientist, University Researcher

Data sharing, risk analysis, the fight against illicit trafficking and harmonized procedures: securing borders and facilitating trade rest on the same condition, close cooperation between customs and ports. A training session for customs administrations is being considered for 2027.

05 Smart, Secure and Sustainable Ports



SESSION 06 Safety, protection and security of port facilities

Mr. Daniel Leclerc, President and CEO, Solution ISPS inc. · Ms. Céline Milot, Client Success Director, Bradley & Rollins

ISPS Code, risk assessment, access control, converging physical and digital threats: compliance is the foundation, business continuity is the goal.

SESSION 10 Smart ports & cybersecurity

Mr. Mathieu Raymond, Director of Digital Transformation, Nexxo Technologies · Mr. Pape Wade, President, AIRUDI · Mr. Emile Tahaga Fadimba, Director of IS, Autonomous Port of Lomé · Mr. Pierre Blanchard, President, Crodax · Moderator: Mr. Robin Boucher, Robin Boucher Consultation Inc.

Port community systems, data, interoperability and artificial intelligence are transforming ports. Key message of the plenary: digitization and security now go hand in hand.

SESSION 17 City and port: building a sustainable relationship for local communities

With AIVP · Ms. Caya Hien, North America Lead, AIVP · Ms. Véronique Trudeau, Program Director, Green Marine · Mr. Elie Marcel Ahodomon, Autonomous Port of Cotonou

Governance, land use, social acceptability and local economic development: a port's growth is built together with its city.

SESSION 18 Port decarbonization & port environment

Mr. Alain Bélanger, Co-founder and CEO, Beyond Sustainable Tech · Mr. Zack Habdi, President and CEO, Povectus · Mr. Elie Marcel Ahodomon, Autonomous Port of Cotonou · Mr. François Laplante · Founder and CEO of Crodax

Shore power and equipment electrification, clean fuels, green corridors and waste recovery: the energy transition of ports will rely on well-funded pilot projects and lasting partnerships.

05 Inclusion and Networks



SESSION 08 Women and leadership: accelerating representation in the port and maritime sector

H.E. Ms. Fatima Braoulé Méité, Ambassador of Mali to Canada (2020-2024) · Ms. Marie-Andrée Blanchet, Director of International Development, Port of Québec · Ms. Virginie Lady Flore Itoua, PAPN · Moderator: Ms. Geneviève Tardif, Radio-Canada

Recruitment, mentoring, training and inclusive workplaces: the speakers shared their journeys and the practices that help women access technical and decision-making roles. Diverse teams are a driver of performance and modernization for ports.

SESSION 09 Economic Francophonie: connecting businesses, markets and territories

With RDÉE Canada · H.E. Ms. Fatima Braoulé Méité · Mr. Thierry Basque, CEO, BlueHome inc. · Mr. Miloud Dahmani, RDÉE Canada · Moderator: Mr. Paul Muamba, Deputy Director, National Consultation and Partnerships, RDÉE Canada

A shared language saves time, limits misunderstandings and builds trust faster: the economic Francophonie emerged as a concrete asset for business between Canada and Africa.

SESSION 16 SODES-PMAWCA luncheon talk

Mr. Mathieu St-Pierre, President and CEO, SODES · Mr. Jean-Marie Koffi, Secretary General, PMAWCA (AGPAOC) · Moderator: Dr. Yann Alix

A dialogue between the port communities of the St. Lawrence and those of West and Central Africa, paving the way for lasting cooperation between port associations. PMAWCA's support will be key to broadening the participation of African ports in 2027.

06 Meetings and Cooperation Priorities

More than one hundred B2B meetings and some twenty institutional meetings linked port needs with Canadian expertise.

The business meetings, scheduled mainly through the B2B2GO platform, focused on project management and maturation, infrastructure and decarbonization, artificial intelligence applied to port operations, and security. Export Development Canada and Investissement Québec met with the delegations of the Autonomous Port of Pointe-Noire and the Nigerian Ports Authority. The Autonomous Port of Douala held a bilateral meeting with the Montreal Port Authority.

On the afternoon of October 9, the delegations visited the facilities of the Port of Montréal. The Director General of the Autonomous Port of Douala also made an industrial visit to Normrock Industries, designer of the Amphibex, an amphibious machine used notably for dredging.

Priorities expressed by each port

Five shared priorities stand out: digitization, security and cybersecurity, multimodality, decarbonization and training. The table distinguishes commitments under way from expressions of interest, to be qualified with each port.

Port	Priorities expressed	Status
Autonomous Port of Douala	Acquisition of dredging equipment; technical cooperation with Montréal; digitization and cybersecurity; decarbonization; training	Interest expressed (dredging)
Autonomous Port of Dakar	Memorandum of understanding; digital modernization; security and cybersecurity; decarbonization	Commitment under way
Autonomous Port of Conakry	Three priority projects: dredging; rail and multimodality; security and ISPS compliance	Interest expressed
Autonomous Port of Pointe-Noire	Memorandum of understanding; port community system; in-port rail; decarbonization and HSEQ	Commitment under way
Autonomous Port of Lomé	Port community system and cybersecurity; Canada-Africa corridors; waste recovery	Interest expressed
Autonomous Port of Cotonou	City-port relations; decarbonization and environment; major projects	Interest expressed
National Port Authority (APN)	National port skills training program; governance; process harmonization	Interest expressed
Nigerian Ports Authority	Port community system; decarbonization; infrastructure modernization; security	Interest expressed

The Canadian partners identified for each opportunity are listed in the debriefing notes sent to each port. Their mention does not imply any commitment on their part, particularly in the case of financial institutions.

07 Lessons Learned and Roadmap

Five lessons for 2027

- 1. Real projects give the forum its value.** We will extend Port Investment Spotlights to more port authorities and prepare the qualification of the projects presented further in advance.
- 2. Preparation starts before the forum.** The program will be published earlier and the participant journey presented at the welcome reception, with a demonstration of the B2B2GO platform.
- 3. Better-equipped business meetings.** 30-minute slots, dedicated rooms and volunteers holding each delegation's schedule will make every meeting more productive.
- 4. Earlier support for delegations.** Visa applications will be supported earlier, and all delegations will be accommodated in a single hotel.
- 5. Dedicated spaces for leaders.** A private luncheon will bring together port Directors General and ministers, and a training session for customs and port administrations is being considered.

Roadmap to CAPBLEU | BLUESHIFT 2027

Our goal: to present in Montréal tangible results stemming from the 2026 discussions, whether agreements signed, mandates, industrial partnerships, studies launched or financing secured.

- 1** **October 2026.** Institutional recognition: letters, debriefing notes and 2027 invitations.
- 2** **October 19 to 30, 2026.** Bilateral working meetings with each port.
- 3** **November 2 to 20, 2026.** Collaboration proposals tailored to each institution.
- 4** **November 2026 to January 2027.** Technical and financial structuring of selected projects.
- 5** **January and February 2027.** Engagement with financial institutions and industrial partners.
- 6** **October 5 to 7, 2027.** CAPBLEU | BLUESHIFT 2027 in Montréal: presentation of results.

12 +

African port authorities targeted
for 2027

6

follow-up steps before the forum

2027

the edition of results

Invitations to the 2027 edition will be sent from November 2026 to new port authorities, with the goal of bringing together at least twelve African ports, in cooperation with PMAWCA.

08 Conclusion

CAPBLEU | BLUESHIFT 2026 achieved its first objective: bringing together, around real projects, African port decision-makers and the Canadian port industry ecosystem. The second, turning these discussions into measurable results, is now under way.

What the 2026 edition demonstrated

The demand is real. Eight African port authorities, several represented at the highest level, came to Montréal with specific needs, often already included in their modernization programs: dredging, digitization, port rail, security, decarbonization and training.

Canadian supply meets it. Some twenty Canadian companies, the sector's main institutions and more than one hundred B2B meetings linked each need to identified expertise.

The format works. The sequence of Port Investment Spotlights, thematic panels, targeted meetings and technical visits makes it possible to move, within a few days, from presenting a project to identifying partners able to carry it forward.

What success will depend on

Three conditions will determine the real value of this edition: rigorous project qualification with each port; sound technical and financial structuring before approaching financial institutions; and methodical follow-up, port by port, with clear owners and deadlines.

Our commitments

Each port authority receives a personalized debriefing note. By the end of October 2026, we will hold a working meeting with each of them; by November 20, we will send them tailored collaboration proposals. We will report on the progress of this work at the 2027 edition.

Our call to action

We ask port authorities to confirm their priorities and appoint a focal point for each selected project. We invite Canadian companies and institutions to take part in project qualification now. And we invite all our partners to join us in Montréal to measure together the progress achieved.

SEE YOU IN 2027

CAPBLEU | BLUESHIFT 2027

October 5, 6 and 7, 2027 · Montréal · The edition of results

09 Our partners and acknowledgements

The Organizing Committee warmly thanks the partners who made CAPBLEU | BLUESHIFT 2026 possible.

OFFICIAL PRESENTER



PLATINUM PARTNERS



GOLD PARTNERS



SILVER PARTNERS



STRATEGIC PARTNERS



We thank the Ministry of Transport of the Republic of Guinea; the Montreal Port Authority, our host port, for its outstanding commitment; Export Development Canada; Green Marine and the SEFACIL Foundation; the Canadian companies, speakers and moderators, in particular Dr. Yann Alix, who guided many sessions; as well as our teams, volunteers and service providers.

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