2027 African & Middle Eastern Regional Meeting

20-22 JANUARY | DE CHATEAU PARADISE | ACCRA, GHANA



WEDNESDAY 20 JANUARY 2027

19.00 – 21.00



WELCOME TO GHANA! ARRIVAL DINNER

Imperial Peking
6 Mankata Close, Airport Residential Area, Accra.

The event will begin with a welcome dinner for ALFAI attorneys and companions, hosted at Imperial Peking. This evening will provide an opportunity to network and enjoy a delicious array of authentic Chinese and Asian cuisine. Connect with peers and set the stage for a productive and insightful series of sessions ahead.

Transportation: *Please be in the lobby at 18.15 to board the buses for the 45-minute drive to the restaurant.*

Attire: *Business or smart casual attire is recommended.*

THURSDAY 21 JANUARY 2027

7.00 – 8.45 BREAKFAST

De Chateau Paradise

Breakfast at your leisure is included in your hotel room rate.

9.00 – 12.00 PROGRAM SESSIONS

De Chateau Paradise

Annin Hall

Attire: Business casual attire, jacket or blazer is recommended.

9.00 – 9.10 WELCOME REMARKS



Paula Boast
Africa & Middle East Regional Group Chair
CHARLES RUSSELL SPEECHLYS LLP
Manama, Bahrain



Esine Okudzeto
Program Host
SAM OKUDZETO & ASSOCIATES
Accra, Ghana

9.10 – 9.40 GHANA AS AFRICA'S GATEWAY: INVESTMENT OPPORTUNITIES, POLICY PRIORITIES AND THE FUTURE OF CROSS-BORDER CAPITAL



Simon Madjie
Chief Executive Officer
GHANA INVESTMENT PROMOTION AUTHORITY
Accra, Ghana

9.40 – 10.25

NAVIGATING CONSTRUCTION CONTRACTUAL RISKS ACROSS AFRICA AND THE MIDDLE EAST: STRATEGIES FOR MANAGING COMPLEXITY, COMPLIANCE, AND DISPUTES

Construction projects across Africa and the Middle East present unique contractual challenges, from regulatory compliance and project financing to risk allocation and dispute resolution. This will explore key contractual risks impacting construction and infrastructure projects throughout the region. Drawing on experience in construction, engineering, project finance, and commercial disputes, the speakers will share practical strategies for identifying, mitigating, and managing contractual exposures before they escalate into costly conflicts. Attendees will gain valuable insights into evolving market trends, cross-border considerations, and best practices for protecting project interests in complex construction environments.



Paula Boast
Africa & Middle East Regional Group Chair
CHARLES RUSSELL SPEECHLYS LLP
Manama, Bahrain



Mu'awiya Yunusa
PRIMERA AFRICA LEGAL
Lagos, Nigeria



Isaac Aburam Lartey
SAM OKUDZETO & ASSOCIATES
Accra, Ghana

Our industry specialist speaker comes from an international civil engineering and sustainable construction company

10.25 – 10.50

BREAK

10.50 – 11.50

THE VENTURE LIFECYCLE: LEGAL PERSPECTIVES FROM GROWTH TO EXIT

This panel will explore the evolving venture capital landscape and the implications of current market trends for founders, investors, venture funds, general and limited partners and boards. Drawing on legal and governance considerations across the company lifecycle—from formation and fundraising to growth, strategic transactions, and exit—panelists will examine changing stakeholder expectations and strategies for navigating founder-investor relationships amid market uncertainty. Through insights from recent venture capital transactions, disputes, and exits, the discussion will highlight key lessons learned and practical approaches to managing legal and commercial risks. The panel will also consider how legal advisers can deliver strategic value beyond transaction execution, helping companies and investors make informed decisions and achieve long-term success.



Esine Okudzeto
Moderator
SAM OKUDZETO & ASSOCIATES
Accra, Ghana



Kadiatou Sow
FASKEN
Montreal, Canada



Yuvraj Juwaheer
YKJ LEGAL
Cybercity, Ebene, Mauritius



Aleksandra Burr Dixon
KNOWLES HUSAIN LINDSAY
Johannesburg, South Africa



Percival Ofori Ampomah
VENTURE CAPITAL TRUST FUND
Accra, Ghana

11.50 – 12.00

WHAT IS ALFA INTERNATIONAL AND HOW CAN IT BENEFIT MY COMPANY?

ALFA International is a global network of independent law firms that can assist clients with a variety of legal needs. ALFA International CEO, Jessica Zaroski Bauer, will provide a brief overview of the network and representatives from the various Africa & Middle East member firms will be in attendance to answer questions clients have regarding jurisdiction-specific concerns.



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, IL, USA

12.00 – 13.00

LUNCH

De Chateau Paradise

14.30 – 18.30

ACCRA TOUR



Osu Castle also known as Christiansborg Castle, is a historic 17th-century fortress located on the coast of the Atlantic Ocean in the Osu neighborhood of Accra, Ghana. It is a UNESCO World Heritage site serving in diverse roles —from a Danish trading post to a seat of government for independent Ghana—and stands as a powerful symbol of Ghana's colonial history, transatlantic trade legacy, and political development.

Black Star Square, also known as Independence Square, is one of Accra's most significant and symbolic landmarks. Commissioned by Ghana's first President, Dr. Kwame Nkrumah, in 1961, the square was constructed to commemorate Ghana's independence from British colonial rule



Arts Center is an open-air market and premier hub for traditional arts, crafts, and cultural performances. It promotes, sustains, and develops cultural and artistic excellence. They work in collaboration with industry, commerce, and political authority in order to promote and increase understanding of the cultural, social and financial importance of arts and culture.



The Kwame Nkrumah Memorial Park is a national monument in downtown Accra, Ghana, dedicated to the country's first president and Pan-Africanist leader, Dr. Kwame Nkrumah. The mausoleum is shaped like an upturned sword, an Akan symbol of peace, and is clad in Italian marble with a black star at its apex to represent unity. The park houses a museum with personal belongings, historical documents, photographs, and exhibits on Ghana's independence.

Transportation: *Please meet in the lobby at 14.20 to board the buses. The tour will be part bus and part walking.*

Attire*: Casual attire, comfortable loose clothing & shoes are recommended as it will be hot. Kindly note you will not have an opportunity to change before dinner. One bottled water per guest is provided.*

19.00 – 22.00

AN EVENING OF LOCAL GHANIAN & NIGERIAN CUISINE



Binkabi Restaurant & Grill
Labone, near Bosphorus Restaurant & Cafe

Join us for an evening that will offer attendees an opportunity to connect with colleagues while enjoying local cuisine. Situated in the vibrant neighborhood of Labone, Binkabi exudes a clean, contemporary aesthetic, enhanced by thoughtful tropical landscaping and warm, earthy tones. This sophisticated, yet grounded space allows attendees to share meaningful conversations, exchange ideas, and strengthen professional and personal connections. A buffet of local dishes will be offered along with some continental items.

Transportation: *The bus will take us directly from the tour and drop the group off at dinner. Another bus will bring attendees back at the end of the evening.*

FRIDAY 22 JANUARY 2027

7.00 – 8.15

BREAKFAST

De Chateau Paradise
Breakfast at your leisure is included in your hotel room rate.

9.00 – 12.00

ALFAI ATTORNEY MEETING

Offices of Sam Okudzeto & Associates
4 Otswe Close, Osu, Ako Adjei

This meeting is intended to be an open forum discussion, so please come ready to express your thoughts and collaborate. If you have particular topics to request, please email them to Paula Boast. An agenda will be circulated in advance.

Transportation: *Please join us in the lobby at 8.30 to board the bus. A bus will be available to transport attendees back to the hotel or you can stay and explore the area.*

Attire: *Business casual.*

12:00

ATTENDEES DEPART

GENERAL INFORMATION



MEETING LOCATION:

De Chateau Paradise
Shitor Ave,
Accra, Ghana,
Tel: +233 55 568 8741
Website

REGISTRATION:

ATTENDANCE IS OPEN ONLY TO REGISTERED MEMBERS OF ALFA INTERNATIONAL AND THEIR INVITED GUESTS AND IS LIMITED TO AGES 21+.

ATTIRE:

The attire for dinner on Wednesday and Thursday is business or smart casual. The meetings on Thursday and Friday are business casual attire; a jacket or blazer is recommended. The Thursday afternoon is the Accra Tour which will be outdoors and casual, so wear comfortable walking shoes and loose clothing or athleisure, as it will be hot. Kindly note you will not have an opportunity to change before dinner. Ghana is very liberal regarding clothing so attendees should feel comfortable wearing their usual business casual attire and evening attire.

SPECIAL ACCOMMODATION:

If you need any special accommodation, including a nursing room, special dietary meals, ADA access or other needs, please reach out to ALFA International staff in advance of the meeting. We will ensure that necessary accommodation is provided.

SEMINAR CONTACT:

WHITNEY LEBAMOFF
Practice Group & Events Coordinator
ALFA International
D: 312.642.5244 | E: wlebamoff@alfainternational.com

SPEAKER BIOGRAPHIES

ISAAC ABURAM LARTEY is a Senior Associate with ALFA International member firm Sam Okudzeto & Associates in Ghana. His practice focuses on commercial litigation, domestic and international arbitration, construction and engineering disputes, and real estate. He represents corporations, public institutions, developers, and private clients in complex disputes and transactions. His construction practice encompasses FIDIC contract advisory, adjudication and dispute boards, while he also regularly advises on the recognition and enforcement of arbitral awards. Notable highlights of his work include advising the architects of a multimillion-dollar central bank development project on a FIDIC White Book consultancy agreement and advising on the EPC contract for a proposed 100 MW solar power project in Ghana. Isaac has also undertaken a secondment at Mayer Brown International LLP in London, working with its International Arbitration and Construction & Engineering teams. He contributes to thought leadership in construction and engineering law, having published in the IBA's *Construction Law International* on the use of FIDIC contracts in Ghana and on risk allocation in utility-scale solar EPC contracts. He also speaks on construction disputes, professional liability, and legal risk management. In 2025, he facilitated a workshop on ethical governance in procurement and construction at the Ghana Infrastructure Conference.

PAULA BOAST is Head of Construction Engineering & Projects with ALFA International member firm Charles Russell Speechlys LLC in Bahrain. She has lived and worked in the Middle East region since 2006 and specializes in construction projects, with a focus on Bahrain, Qatar, UAE, Kuwait, Oman and Saudi Arabia. Her extensive experience includes real estate and development, regeneration, infrastructure and utilities, renewable energy, power and water, oil and gas, hotels, leisure and tourism, industrial and commercial, education and healthcare. She operates in both the private and public sectors acting on behalf of government and regulatory clients, including the Ministry of Works and Ministry of Finance, as well as project employers and developers, lenders and investors, contractors, subcontractors, consultants and specialized procurement and supply chain. Paula is a 360-degree projects lawyer who conducts both contentious and non-contentious work. She is an International FIDIC Contracts specialist. She assisted the Bahrain Ministry of Works in the drafting and publication to market of its first-ever Standard Suite of Construction Contracts (2009 Edition) based on FIDIC forms. Her work includes front-end project suite preparation and procurement for PPP and PFI projects, EPC, design and build as well as contract claims administration, advisory and dispute resolution. She is renowned for her work in the ADR arena, including being an accredited Mediator with the Bahrain Chamber for Dispute Resolution. She is extremely experienced in the Middle East local and multi-jurisdictional litigation and arbitrations, including UNCITRAL, ICC, DIFC, QFC, BCDR and LCIA.

ALEKSANDRA BURR DIXON Aleksandra Burr Dixon is an attorney with the ALFA International member firm, Knowles Husain Lindsay in Johannesburg, South Africa, specialising in corporate and commercial law. She regularly advises clients on both the practicalities and intricacies of company law and on clients' corporate structures. She has particular experience assisting foreign companies entering the South African market, guiding them through the legal and regulatory requirements associated with establishing, acquiring and operating businesses in South Africa. Aleksandra also advises clients on a broad range of commercial transactions, including mergers and acquisitions, financing and security arrangements, restructurings and general corporate transactions. She works closely with clients throughout the transaction lifecycle, from structuring and due diligence to negotiation, implementation and post-completion matters.

YUVRAJ JUWAHEER is the Managing Partner of YKJ Legal, ALFA International's member firm in Mauritius. He advises fund sponsors, investment managers, institutional investors and multinational businesses on investment funds, private equity and venture capital structures, mergers and acquisitions, banking and finance transactions, and cross-border investments into Africa. With more than 30 years of experience in Mauritius' international financial services sector, Yuvraj has held senior leadership roles in both legal practice and the

fiduciary industry. He was called to the Bar of England and Wales at the Middle Temple and admitted to practise before the Supreme Court of Mauritius in 2008.

SIMON MADJIE is a seasoned investment facilitator and lawyer with over a decade of experience in enhancing investment and trade partnerships between Ghana, the United States, and Africa. Before his appointment, he served as Executive Secretary of the American Chamber of Commerce in Ghana (AmCham Ghana), playing a pivotal role in advancing the chamber's initiatives, including key contributions to AmCham's AfCFTA Resource Centre. Additionally, he consulted on the establishment of AmChams in Ethiopia, Angola, The Gambia, and Côte d'Ivoire. He also worked as a Key Account Business Developer at Equatorial Coca-Cola Bottling Company, focusing on business development and stakeholder engagement. Mr. Madjie is a certified Insolvency Practitioner in Ghana and an Abshire-Inamori International Leadership Fellow at the Centre for Strategic and International Studies (CSIS) in Washington, D.C. He holds a BSc in Business Administration (Management) and a Master's in Marketing from the University of Ghana, an LLB from the Ghana Institute of Management and Public Administration (GIMPA), a BL from the Ghana School of Law, and an LLM in International Trade Law from the University of Turin. He is also a member of the Institute of International Affairs – Ghana, the Ghana Bar Association, and the Ghana Association of Restructuring and Insolvency Affairs

PERCIVAL OFORI AMPOMAH is a multi-jurisdictional investment and legal professional with over 20 years of experience in private equity, venture capital, asset management and corporate law across Ghana, the United Kingdom and the United States. He currently serves as General Manager at the Venture Capital Trust Fund, where he leads strategic initiatives that strengthen Ghana's venture capital ecosystem and drive sustainable economic growth. His career spans senior leadership roles in asset management and private equity, directing complex transactions and high-impact portfolios. A Certified Valuation Analyst, Percival has advised corporate and mid-cap clients on valuations, investment structuring and strategic growth and has served on multiple boards, including as a former member of the Ghana Alternative Exchange. He holds an MSc in Finance from the University of Durham Business School, an Honours LLB from GIMPA Law School and executive education credentials from Harvard Business School and the Haas School of Business, UC Berkeley. Known for uniting legal precision with commercial insight, Percival is a trusted voice in boardrooms and a catalyst for transformative investment impact. Beyond the boardroom, he is an avid golfer and former Honorary Secretary of the Achimota Golf Club.

ESINE OKUDZETO is a corporate lawyer and strategic leader, currently serving as Deputy Managing Partner at the ALFA International member firm, Sam Okudzeto & Associates, where she heads the firm's corporate transactions team. With a career distinguished by operational stewardship, board-level advisory, and resource-rich legal education, she has built a reputation for excellence in guiding complex transactions and shaping governance frameworks across diverse industries. Her expertise spans mergers and acquisitions, joint ventures, corporate restructuring, and cross-border investments, with a particular focus on oil and gas, energy, venture capital, and financial services. She has successfully led teams in negotiating and closing high-value deals, ensuring compliance with regulatory regimes, and aligning transactional structures with clients' strategic objectives. Esine's ability to balance technical precision with commercial pragmatism makes her a trusted advisor to boards, executives, and investors navigating intricate corporate landscapes.

KADIATOU SOW is a Corporate and M&A Partner at Fasken, the ALFAI member firm in Montréal, advising founders, venture-backed companies, private equity investors and strategic acquirers on venture capital, private equity and M&A transactions. She has led complex cross-border transactions across many jurisdictions, spanning a broad range of industries, with a particular focus on technology, digital infrastructure and energy. Through her extensive network across North America, Africa and the Middle East, Kadiatou actively supports the development of investment, business and strategic partnership opportunities across these markets. She is

recognized by Lexpert and Best Lawyers in Canada.

MU'AWIYA YUNUSA is an attorney with the ALFA International member firm Primera Africa Legal in Nigeria. He is a Project finance, Islamic Finance and dispute resolution enthusiast, with specialties in Core Financing, Islamic Finance, Legal & Regulatory Compliance and Estate Planning. He has led various legal advisory projects advising top tier corporations on key transactions ranging from project finance, mergers and acquisitions. He possesses an uncommon knack for solving complex legal issues. Over the years, he has developed capacity in corporate transactions such as Issuance of Bonds, Capital raising, Project Financing, Due Diligence, Asset Tracing and Legal Advisory and Company Secretariat Services.

JESSICA ZAROSKI BAUER joined ALFA International (ALFAI) in 2004 as a Coordinator of Events & Member Services. She then worked for several years as a Marketing Manager, Chief Events Officer and Chief Operating Officer. After 17 years with the association, she accepted her current role as Chief Executive Officer. In this position she is the strategic thought leader of the organization, working closely with the Board of Directors and the various ALFAI committees. She manages headquarters staff and maintains constant communication with association members. Jessica oversees the member recruitment, development, and retention programs as well as the marketing and business development initiatives for the organization. Prior to joining ALFA International, she worked in the marketing department of the Chicago-based law firm of Gardner, Carton & Douglas, LLP (now Faegre Drinker Biddle & Reath). She is a graduate of the University of Iowa Tippie College of Business (Go Hawkeyes!) and is an avid college football fan. In her spare time Jessica can be found enjoying family time with her husband Harry and her two young daughters, Greta and Vivian.