

February 9<sup>th</sup>, 2026

H.E. Erkki Keldo  
Minister  
Ministry of Economic Affairs and Communications  
Estonia.

**Subject: Invitation to Speak at the Ministerial Roundtable at the World FZO World Congress 2026**

Your Excellency,

We are honored to extend this invitation to attend our upcoming **12th World Congress**, under the theme of "**Free Zones in the new global operating model: Challenges and Opportunities**," co-hosted by the World Free Zones Organization (World FZO) and Ministerio de Comercio e Industria, República de Panamá, and to be held from **May 12th to 14th, 2026** at the Panama Convention Center in **Panama City**.

The Congress will feature a **Global Ministerial Conference on May 12th, 2026**, designed to examine the strategic role of governments in developing and enhancing free zones operations while maintaining regulatory pertinence amidst rising geopolitical uncertainty. Your presence here will allow you and your peers to identify emerging opportunities in digitalized zone management, greener and more efficient production models, and strategies to attract investment in line with evolving global trade networks.

More broadly, **our annual congress is a premier gathering for senior policymakers like yourself**, global business leaders, senior government officials, multilateral organization representatives, and leading academics from around the world. **CEOs from leading Free Zones of every continent** will also attend. The event offers **a platform to discuss and explore critical topics** that impact trade, employment, logistics, sustainability, and the wider economy. **Networking sessions provide access to key international decision-makers** who shape business, trade, and investment policies. We anticipate hosting over **1,500 delegates from more than 100 countries** for a truly global and inclusive event with a range of rich perspectives.

We would be delighted if you could mark your attendance at this esteemed meeting of Ministers in your calendar. Your presence would greatly enrich discussions and would contribute to the success of the congress while enabling you to connect with a wide range of peers and potential partners. Should you wish to suggest other people from your own network that we might invite, please let us know so we may reach out to them as well on your behalf. Please find the program and concept note attached.





MINISTERIO DE  
COMERCIO E INDUSTRIAS

Yours respectfully,



Dr Mohammed Al Zarooni  
Chairman  
World Free Zones Organization

1464

Julio A. Moltó A.  
Minister  
Ministry of Commerce and Industry (MICI)  
Panama