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VENDOR BUSINESS RISK IN AFRICA

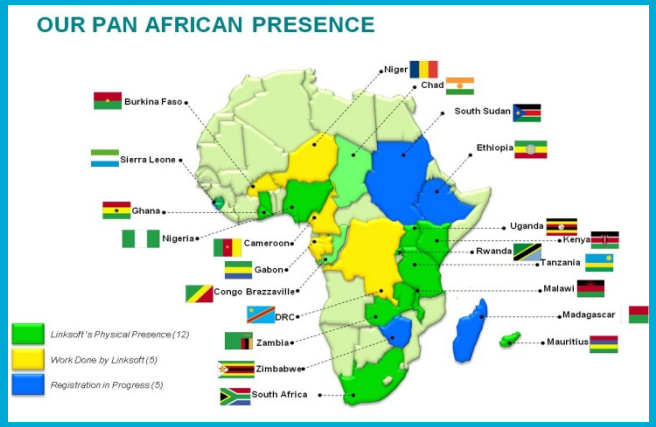
LINKSOFT COMMUNICATION SYSTEM LTD.

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LINKSOFT PORTFOLIO



OUR PAN AFRICAN PRESENCE



CENTRE OF EXCELLENCE (COE)



OUR CUSTOMERS

ERICSSON, airtel, MTN, Safaricom, etisalat, Nokia Siemens Networks, tigo, HUAWEI, vodacom

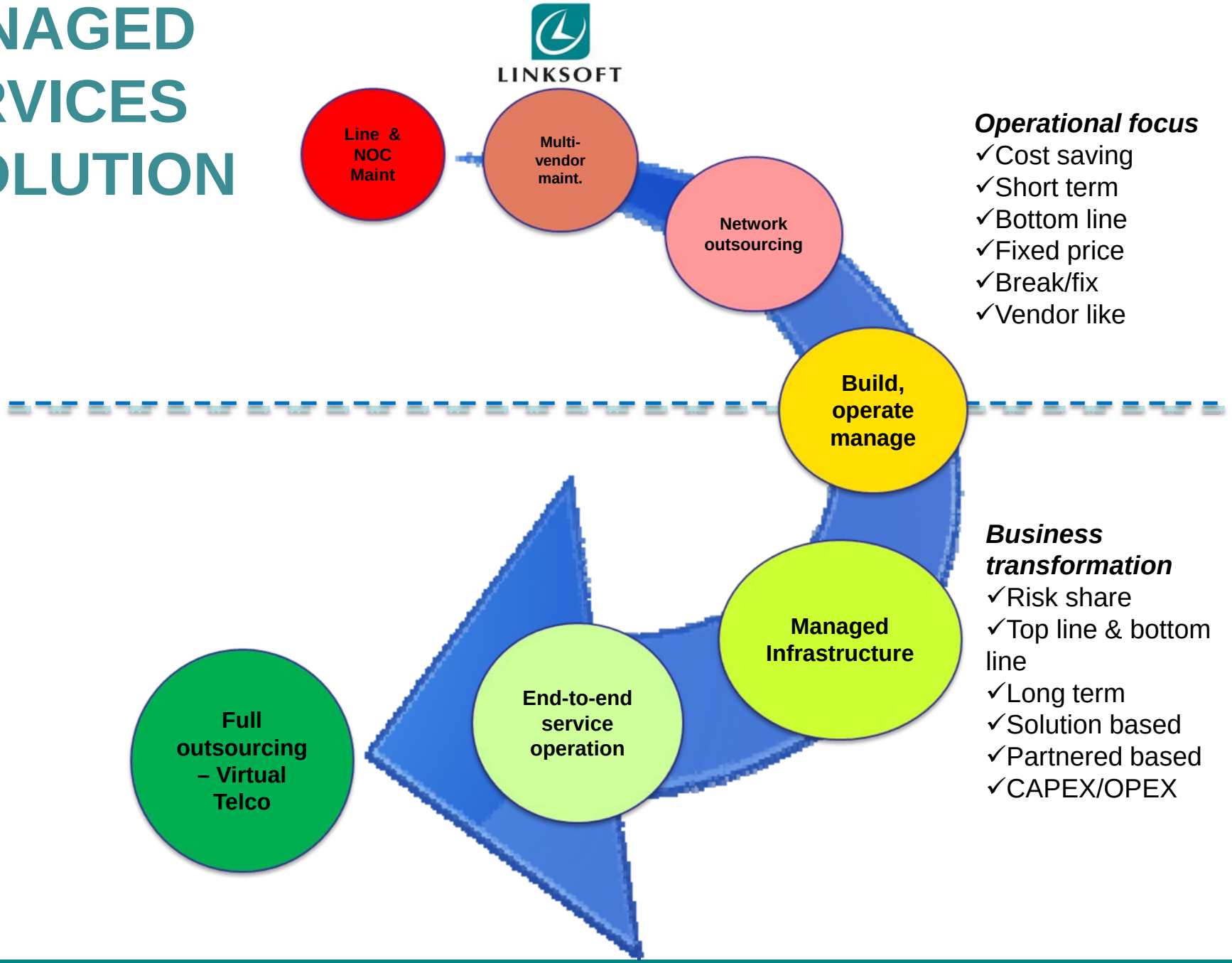
RESOURCE CAPABILITY STATEMENT

Resource Category	Number of Staff
Project Management	30
RF Engineers	35
BTS Implementation Engineers	80
BTS Implementation Technicians	140
Transmission Engineers	20
Power Engineers	15
NOC Executives	40
Civil Engineers	10

We are ISO 9001-2008 certified throughout Africa

ISO 9001:2008
BUREAU VERITAS Certification

MANAGED SERVICES EVOLUTION



Operational focus

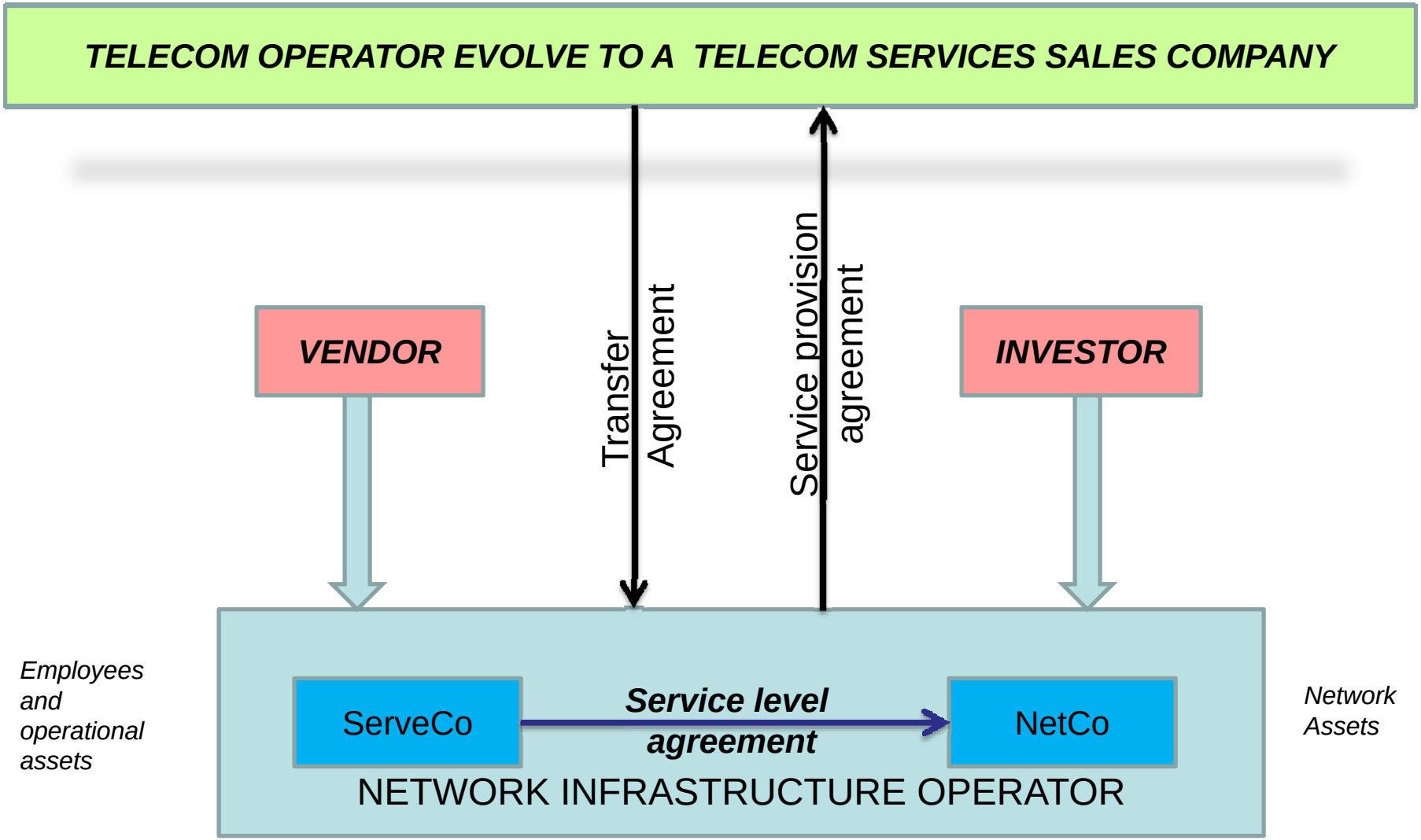
- ✓Cost saving
- ✓Short term
- ✓Bottom line
- ✓Fixed price
- ✓Break/fix
- ✓Vendor like

Business transformation

- ✓Risk share
- ✓Top line & bottom line
- ✓Long term
- ✓Solution based
- ✓Partnered based
- ✓CAPEX/OPEX

FULL OUTSOURCED MODEL

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WHAT DOES THIS MEAN TO VENDORS?

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Business Transformation	✓Ability to cooperate with customers to bring business transformation. ✓ Performance based pricing & SLA Management
Competencies	✓Ability to innovate and constant value engineering . ✓Multi-vendor capabilities supported by specialised on ground presence
Operation	✓Market fit operational model. ✓End to end network infrastructure management
Risk	✓Credible and sustainable economics. ✓Ability to share and manage business risk

OUT- IN AFRICA BUSINESS FOR CEO

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Positioning	✓Most Global CEO want to be in Africa. ✓93% perceive the top 3 markets as Nigeria, South Africa & Kenya ✓ Lock-step growth in markets where investment carried out.
Strategic Choice	✓Interested in Merger/Acquisition/JV/Strategic Alliances that grow the business. ✓Partnership focused towards experience and knowledge that improve competitive advantage. ✓Partner with companies that will increase their foot print and scale of business.
Business approach	✓84% see that cost saving is a major strategic drive. ✓Investment towards cost saving is No. 1 priority. ✓ Higher focus on Marketing and sales. ✓Need confidence boast as confidence and strategy go hand in hand.

BUSINESS RISK
1. BUSINESS FINANCING

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Requirements	✓Access to affordable capital to sustain long term financing. ✓Stability in FOREX Exchange. ✓Conductive business model
FOREX Dynamics	✓High level of fluctuations in core markets (2009-10 in Nigeria) . ✓Low level of collaboration from banks on Hedging . ✓Dynamics involved in international financing challenges.
Taxation & Levies	✓Different countries having different taxation regime. ✓Income tax, Corporate tax, PAYE, WHT, Transfer pricing, excise & customer duty, etc.
Cost of funds	✓Fluctuating interest rate turning +NPV to –NPV. ✓Inability by SME to raise funds. ✓Inability to finance growth is a potential threat to growth
Models	✓Finance lease model challenge ✓Asset lease models

BUSINESS RISK
2. HR CHALLENGES

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Requirements	✓Skilled, integrity, availability ✓Good support from government and agencies. ✓Retention.
Skills	✓High skill gap and learning curve for newness. ✓High skilled labours are volatile specially at vendor end. ✓Skilled staffs have high and multiple demands.
Capacity building	✓68% of CEO say that competitors recruit some of their best people . ✓Losing key people to competition is very costly. ✓Good companies are training ground for other companies.
Approach	✓Plant tree than buy woods and stop going the easy way. ✓Increase of female & young staff intake. ✓Focus on local resources & pay on time.

BUSINESS RISK
1. INFRASTRUCTURE & ENVIRONMENT

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Requirements	✓Understanding government/regulator priorities and blending. ✓PPP partnership ✓Good accessibility ✓Understanding the environment
Accessibility & SCM	✓It cost 12K USD to take a container to N'djamena from Cameroon. ✓Roads, road taxes and transportation risk. ✓High SCM challenges
PPP partnership	✓Green power top priorities. ✓Need to tap on the conductive environment created by the regulator.
Understanding the Environment	✓Community issue & Management ✓Thief. ✓Security Management

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CORE COMPETENCIES

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Presence	✓In 12 countries and in 22 countries in 2012 ✓We are in all markets that have big potentials.
Capability	✓We have a COE that can help you build your capacity. ✓We are coming up shortly with a centralised NOC. ✓We have the required competencies to support you in all markets

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Contact us for the ServeCo side of your business

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Thank You