



Channel Banking Innovation



Doing Business in Africa Martin Dolan

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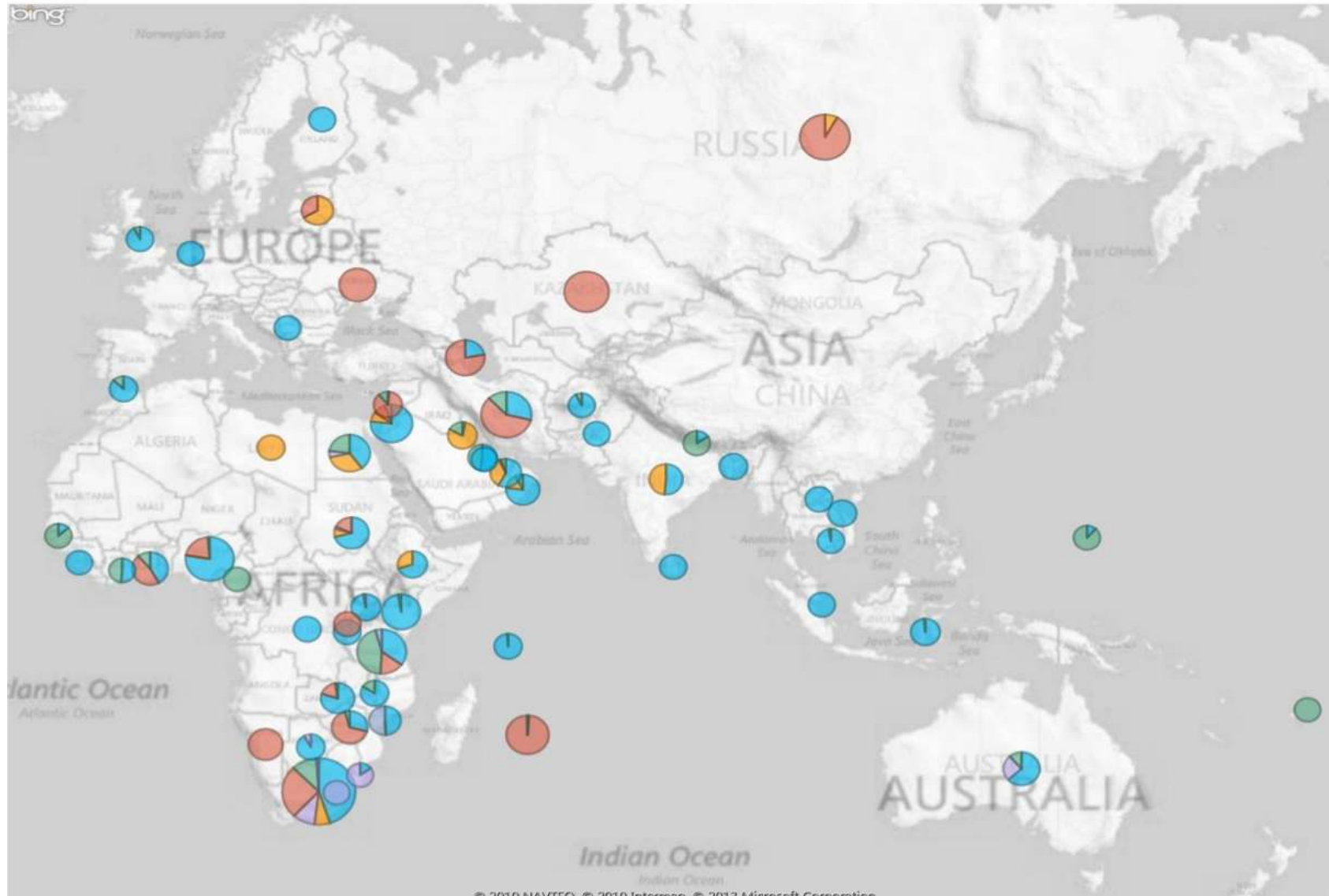
WWW.CR2.COM¹

- Self-Service Banking (ATM, Internet Banking, Mobile)
- 160 People
- Dublin, Dubai, Singapore, Perth Australia, Johannesburg, Jordan, Bangalore.
- Africa Serviced from Johannesburg and Dubai.

CR2 Customer locations worldwide



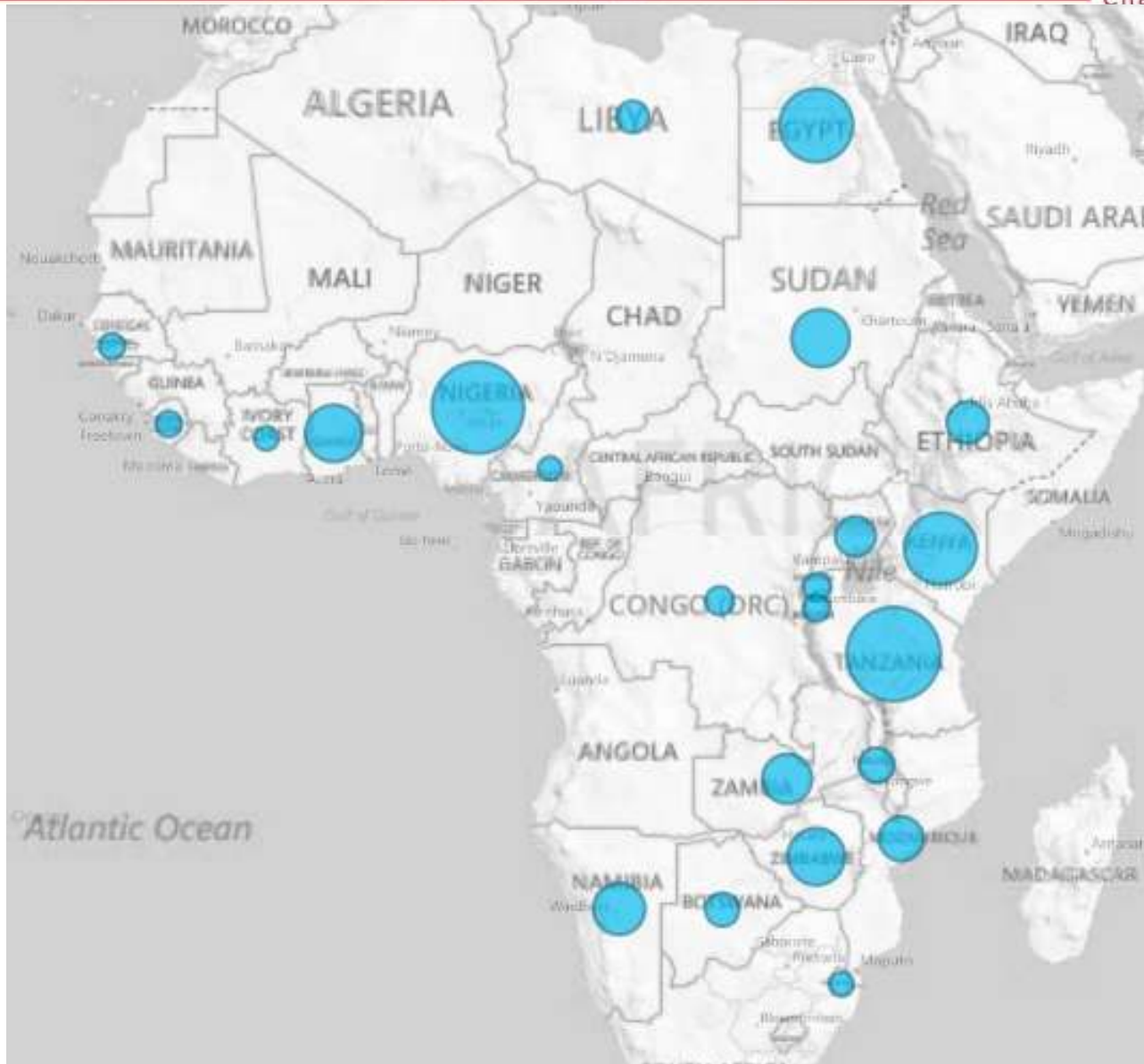
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CR2 Customers in Africa



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Opportunities and Challenges



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- Africa can be difficult and unpredictable but is full of opportunity
- I have been doing business in Africa for the last 16 years
- Nigeria – had to evacuate people from N Nigeria while people were being killed on the streets.
 - Had to evacuate people from Lagos.
- Cameroon – people took a tour to the tropical forest and were left there.

- You need
 - sensible people.
 - They need to be briefed.
 - A process to stay in touch
 - And a plan when things go wrong.
 - And an answer to the question
 - “ Why did you send them there” before a reporter asks that question as you arrive at the office.

- Safety concerns are not unique to west Africa but they are an issue there.
- Nigeria can present problems while at the traffic lights.
- Be very careful of Visa rules
 - Using a tourist visa for business
 - Letting your visa expire while there
 - Re-entering the country on a single entry visa because of aircraft problems.

Airport pick up and general transportation needs care.

Health & other issues



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- Medication – Prescription
- Make Sure They Stamp Your Passport.
- Malaria
- Yellow Fever
- Credit Cards Compromised
- Things Move Slower,
- Meetings Delayed
- Give Away's
- Corporate Gifts

- Pickup at airport
 - (Taking board details and going up front)
- Off quick to get through emigration, it can take a long time.
- Number of days stay -add a few days on

Getting paid



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- Its not worth doing business unless you get paid.
- We deal with banks – their international reputation is important so payment is not usually an issue.
- Use typical trade finance tools.
- Notap in Nigeria

Winning business



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- Having a local presence is best as with any market
- We have Europeans doing business in Africa
- Africans do better – sometimes – see next slide
- Choosing a local partner is an art rather than a science.

But Africans do better in Africa – Sometimes



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- Africans are very well educated so make sure you recognize that.
- Culture differs across the continent.
 - Obviously it not one country
 - Religion varies
 - Aggressive (Not Personal) vs. Laid Back.
 - Some African Countries want to see the European boss
 - Some hate the Europeans preaching to them
 - Some dislike other African countries and will not deal with them
 - Most believe an African understands them better, others think an African wont deliver

AFRICA IS A GOOD PLACE TO DO BUSINESS

It is normally full of opportunity irrespective of the world economy

Africans have a good sense of humor and get on well with the Irish, since we had no colonies.