TEMENOS

Moderator: David Arnott
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Operator: Ladies and gentlemen, thank you for standing by, and welcome to the Temenos Q2 2014 results. At this time, all participants are in a listen-only mode. There will be a presentation, followed by a question-and-answer session, at which time, if you wish to ask a question, you will need to press star, one, on your telephone.

I must advise you that the conference is being recorded today on Monday, the 28th of July, 2014.

I'd now like to turn the conference over to your speaker today, David Arnott, CEO. Please go ahead, David.

David Arnott: Thank you, operator. Hello, everybody. Thank you for taking the time to join the call this evening in the start of the vacation period.

As usual, I'm going to start off with some comments on our second quarter performance and the market backdrop that underpinned the second quarter, and then I'm going to hand over to Max for the financial update, and then we'll come back to me to conclude before opening up the call for any questions you've got.

So, moving swiftly on, if you go to our website, you should, by now, have found our results presentation, and I'll start on slide four.

So, on slide four, the results for the second quarter are clearly strong across all

the key performance indicators we give. We saw double-digit software licensing growth in the quarter, and if you combine that with the strong first quarter, that drove the first half software licensing growth to above the full-year guidance.

We're continuing to execute strongly on the services strategy, and the non-IFRS margin is now, for the first time in a good two and a half, three years, positive on a last 12 month basis.

With a better revenue mix and operational leverage that's driving non-IFRS EBIT and margin expansion again, and we continue to be highly focused on cash, and we saw strong cash flows in the quarter, with good cash conversion and, once again, our DSOs are down.

So, the strength of the cash flows, together with our financial flexibility, and our ability to raise finance, if needed, allowed us to initiate a share buyback towards the end of the quarter, which we've started already.

Looking now to the remainder of the year, our strong pipeline continues to support the full-year guidance, and we're remaining on track to deliver another successful year.

If you turn now to slide five, a bit more detail on the sales and pipeline. We saw licensing growth of 10 percent in the second quarter, which takes the first half to 16 percent, which is above our full-year guidance range. The quarter saw particular good sales to new customers, accounting for around two-thirds of the license sales.

North America was strong with sales to new customers in Canada and Jamaica. Middle East and Africa is also picking up very strongly for us, both from the deal perspective and the pipeline perspective, and we signed a new partnership in Japan, with a couple of clients underlying that, as well, which should take us into the domestic market, leveraging our experience with clients such as SMBC, who work with us already in their international operations.

As we reported at the first quarter results, we're continuing to see encouraging levels of customer activity across all geographies now, as well as the positive trend of larger deals emerging.

Having a multi-product offering remains key for discussions, as it allows us to touch upon all of a bank's pain points and allow them to prioritize them in their own order, knowing they can end up with a full solution from Temenos.

We're making progress on a number of larger deals in all geographies, and, given the complexity of the sales cycles for such deals, we are anticipating higher growth in the final quarter of the year, compared to the traditionally quieter third quarter over the summer months.

Turning now to slide six, as we have always stressed, Temenos is a product company with the highest levels of R&D in the industry, and the quarter's seen further innovation to allow us to extend our product leadership.

At the Community Forum in May, we showcased many new product solutions for the digital age, including the launch of Temenos Connect Mobile Banking, the world's first mobile banking solution to be underpinned by a UXP, a user experience platform, that drives multi-device banking solutions. Temenos Connect Mobile Banking is the next generation what they call smart hybrid solution, combining the benefits of both native and web-based approaches.

We also launched four new apps built with Microsoft on Windows 8. In addition, in line with our enterprise strategy, we presented the Data Framework, which is part of our suite of Framework technology frameworks, and the Data Framework separates out the transactional database from the reporting database, enabling 1,000 times more queries, which is what you need for things like the high volumes coming through mobile channels, and for analyzing the huge volume of transactional data that banks have today.

Our SaaS strategy is also gaining momentum with a new Head of SaaS joining us from Monetize in early July to lead our SaaS business, and two new wins in

the quarter.

For existing T24 customers currently running on premise, Temenos has also launched its upgrade to SaaS offering, which enables customers to migrate their T24 solution into the cloud. This will allow banks to benefit from the significant advantages of running T24 in the cloud, reducing cost, improving reliability, security, and enabling banks to focus on banking, whilst Temenos focuses on software power.

Q2 saw 9 implementations going live, taking the total to 28 in the first half of the year, with 30 go-lives, in total, in the quarter and 70 in the half. The record levels of success we are seeing in our customers go-live is validating the strategy of moving implementations towards partners, who are taking up the vast majority of the implementation efforts as we grow the business again.

Also in line with our services strategy, the increased sales of premium services has contributed to an improving non-IFRS services margin the quarter.

If you go now to slide seven, I think this is a great chart. The chart illustrates the progress we've made on our services strategy and how this translates into an improving services margin, which you can see has turned positive on the last 12 month basis for the first time since we transformed our services strategy from internal-led implementations to partner-led with Temenos taking a governance role. As we move to the end of that one-off shift, the margins are improving, and you can see this clearly on the slide.

We continue to expect to be around breakeven for the full calendar year 2014 on a fully loaded basis, and moving towards industry-standard margins over the medium term.

Turning now to slide eight, we're continuing to make significant progress on our US strategy. We've seen the fruition of the investments we've made in the US over the past years coming through in our pipeline, which has now grown significantly, and we're in discussions with a number of US financial

institutions about core banking replacement. We also remain on track for go-lives in 2014 of T24 on a SaaS, which is important to allow them to have reference clients to take to market in the region.

The non-T24 business in the US is also continuing to perform very strongly, increasing both our revenues from the US and our cross-sell opportunity. We signed 45 new customers in the quarter, including Raymond James, which is now our largest financial institution using SocialComply.

We also had several go-lives for compliance and business intelligence solutions on a SaaS basis.

So, with that, I'll hand you over to Max for an update on the financials.

Max Chuard: Thank you, David. Turning now to slide 10, I'd like to start by presenting the Q2 financial highlights, and I'm pleased to report another strong financial performance.

Like-for-like software licensing growth of 10 percent in the quarter took growth in H1 to 16 percent, a run rate above our guidance for the full year.

The successful execution of our service strategy has delivered a 9.3 percentage point improvement in the non-IFRS services margin, which is now positive on an LTM basis. A better revenue mix and operational leverage has driven the non-IFRS EBIT margin up 1.8 percentage points with a non-IFRS EBIT margin of 25.5 percent on a 12-month basis.

The growth in revenue and margin expansion drove non-IFRS EBIT up 12 percent, with sufficient below-the-line management driven non-IFRS EPS up 21 percent in the quarter.

Cash flow is strong with our Q2 operating cash inflow of $21.6 million, taking inflows on a 12-month basis to $184 million. Total cash inflow in the first half of the year was $41.9 million, up 56 percent from the first half of 2013.

Cash conversion in the past 12 months is now at 115 percent, with DSOs down 16 days versus Q2 2013, ahead of our 10 to 15 days annual target.

Turning to slide 11, this is the seventh quarter of software licensing growth, up 10 percent on a reported basis, with a particularly strong performance from the North America, and a good performance from Middle East and Africa.

Total revenues were up 2 percent in the quarter, despite the reduction in services revenues. Maintenance revenue grew at a nice 6 percent.

The lower services revenues, down 15 percent in the quarter, and 13 percent in the past 12 months, is in line with our strategy to reduce the contribution of our services to 25 percent of Group revenues. We will expect to see growth in services revenue, though, in the second half, as work commences on the recent licenses we've signed.

A better revenue mix and operational leverage contributed to growth in the non-IFRS EBIT, up 12 percent, with the non-IFRS margin expanding by 1.8 percentage points. This margin improvement is despite (having) to absorb the headwind of the increasing amortization of capital development cost, which also explains why the non-IFRS EBITDA margin has improved more than the EBIT margin, as we expected. The non-IFRS EBIT margin over the past 12 months is now 25.5 percent.

The non-IFRS services margin was up 9.3 percentage points in the quarter due to an increase in premium services, acceleration in our partner strategy, and a lower cost base. The non-IFRS service margin over the last 12 months is now positive, which is a key milestone, and validates the strategy we put in place two years ago.

Turning to slide 12, we show the revenue and cost on a like-for-like basis. As we've not made any acquisitions in the past year, the only variances are due to foreign exchange movement, with the main change being a stronger euro against the dollar.

In the quarter, both like-for-like and reported revenue lines were broadly similar, whilst non-IFRS costs were down 2 percent in the like-for-like.

Our cost base in the first half has been lower than the run rate for the year, due to good management of the cost base, as well as the timing of investment in the business. Having delivered a strong H1, we've made further investments in the business, which will flow through in the second half of the year.

Looking at slide 13, non-IFRS EBIT growth of 12 percent has been augmented by efficient below-the-line management, with non-IFRS EPS growth of 21 percent.

We restate our guidance for 2014 at 17 percent to 18 percent of earnings before tax.

On slide 14 now, we show strong cash inflow in the quarter of $21.6 million, which is reflected in 115 percent cash conversions for the last 12 months ended March 2014, ahead of our annual target of at least 100 percent of EBITDA into cash.

Operating cash inflows were at $184 million for the last 12 months, up 21 percent on the prior year.

I remain confident in achieving our DSO target reduction of 10 to 15 days this year.

Looking at slide 15, we can see that our net debt position at the end of June was at $121 million, representing a leverage of 0.8 times EBITDA. Taking into account treasury shares, our leverage is down to 0.4 times EBITDA.

We made some progress on our share buyback plan announced in June with 7.6 million returned so far, and we expect to make further progress over the coming months. We anticipate our leverage to remain below 1 times EBITDA at the end of the year, after returning the full $120 million under the buyback, and having paid $26 million of dividends.

Finally, my last slide, slide 16. We set out our guidance for 2014, which is reaffirmed today with no change to our currency assumptions.

Software licensing growth of 10 percent to 15 percent, implying software licensing revenue of $152 million to $158 million.

Non-IFRS revenue growth of 5 percent to 10 percent, implying revenue of $491 million to $516 million, non-IFRS EBIT margin of 25.1 percent, which is consistent with our target of improving non-IFRS EBIT margin by 100 to 150 basis points, which implies non-IFRS EBIT of $123 million to $129 million, 100 percent conversion of EBITDA into cash flow, and, finally, tax rate of 17 percent to 18 percent.

As David mentioned, we are making progress on a number of larger deals, and this is reflected in the mix of our pipeline. We expect higher growth in the final quarter of the year, compared to the traditionally quieter third quarter over the summer months.

Given the high level of customer activity in all regions, and the strength of our pipeline, I remain highly confident in our ability to achieve our full-year guidance.

With that, I'll pass it back to David.

David Arnott: Thank you, Max. So, to wrap up then, if you turn to slide 18, I'd say the first half of the year has been delivered, certainly, within our expectations. It's been a great start to the year, both financially, as you can see, and also, some of the more operational statistics around the sales organization, the product organization, and so forth.

And we've delivered a good second quarter across all the KPIs we've set here formally, as well.

We're continuing to see encouraging levels of customer activity in all regions now, and we're making progress, real progress, in discussions with a number

of larger financial institutions that we expect to result in deals in the second half of the year. These are the type of deals that we've not seen in our market due to their size and the nature and the time-to-value from the investment for a number of years.

So, overall, with the first strong half -- strong first half behind us, and the strength of our pipeline today, that leaves us on track, and it definitely underpins our confidence in achieving our reconfirmed full-year guidance on the back of our Q2 results.

So, with that, operator, I'd like to open up the call for any questions, please.

Operator: Thank you. As a reminder, if you wish to ask a question, please press star one on your telephone and wait for your name to be announced. If you wish to cancel your request, please press the hash key.

Your first question comes from the line of Michael Briest from UBS. Please ask your question.

Michael Briest: Good afternoon. Thanks. David, if I can come back to the issue around seasonality, I mean, it's been a few years since you've, perhaps, had normal patterns, but if I look at the model, we haven't had a sequential decline in licenses in Q3, apart from once, in the last five years. Could you talk a little bit about the shape of the year in H2?

And then, in terms of the Q2 performance, obviously there was a very good performance with new-name customers. Was the slippage amongst larger deals, or was it the way the sales activity was focused in the quarter?

Thank you.

David Arnott: OK, thanks, Michael. Let me start with Q2.

So, certainly, there was no slippage, to be clear, and we're very pleased with Q1 the way it turned out. We met the external requirements, and certainly pleased with that.

So, no underlying trend in Q2. I've heard some people talking about a slower Europe. Frankly, it didn't affect us in the second quarter.

And looking into the third and fourth quarter, the flavor is Q3 in Europe has a – and it’s June – got July and August in, so, you never really know what's going to happen in Q3. And I say this, if you look back every -- at the end of every second quarter results.

(We’ve seen) the cutoff between Q3 and Q4, I certainly don't want to overplay it, I'm just saying that the larger deals that we're working on, which would give us a very good growth, are really looking like they're more likely to finish in Q4. It doesn't mean to say that Q3 certainly won't decline, based on your earlier comment, I'm just really signaling that I don't see the momentum in any of the big deals today that we would need to really blow Q3 away. I think it will be just a good, solid quarter.

The real excitement comes with the big deals that are coming around the end of the year, early '15.

Michael Briest: And I guess at the half-year stage you're at 16 percent growth. So, I mean do you feel comfortable saying that you think you should do the high end of the guidance? Because the low end of the guidance on licenses would be quite a slowdown in H2.

David Arnott: I think at this stage all we can say is that we would not -- certainly not expect to be at the bottom. Let's put it that way.

Michael Briest: All right. Thank you, David.

Operator: Your next question comes from the line of Chandra Sriraman from MainFirst. Please go ahead.

Chandra Sriraman: Good afternoon, gentlemen, just a couple of questions from my side.

Firstly, on the guidance, I was just wondering, given that you have focused quite well on your costs and services has definitely improved, last 12 months has been profitable, do you say you're confidence level on the guidance is more on the margin trend than licenses? Is that reasonable to assume that? That's number one.

And number two is, I was just wondering if your guidance is actually dependent on these large deals, or you should be able to achieve the guidance even without these large deals, because timing these large deals is going to be pretty difficult? I just was wondering what your thoughts are on that?

Thanks.

David Arnott: OK. Let me take this, and maybe Max would like to add something.

So, let's be very clear. We are very confident on our license guidance. We're not confident that we can protect the margin if licensing doesn't come. In its own rights, we have a good pipeline. We have larger deals of a nature that we've not seen for a number of years. We have real momentum. We have good, strong underlying momentum, beyond the revenue in the second quarter. The business is flowing extremely well.

The challenge comes when you come back to some of these larger deals. It is -- the growth rate, when you're growing at 5 percent, 10 percent, is very predictable. When the growth rates start to accelerate it comes because larger banks, with larger deals, are coming to market. And, therefore, when you've got 4 or 5 very significant deals in the mix, reading the outcome of those is impossible.

So, we're not worried about the license guidance. We're very clear on the license guidance, and I wanted to make a point that it's not about protecting the profit.

Max Chuard: Yes, Chandra, maybe -- as David said, we're highly confident on achieving the license guidance, and, as well, we at least expect to be at 25 percent on the

EBIT margin.

David Arnott: And also related to your margin question, we're also continuing to invest. We do believe that the structural drivers are starting to be addressed. We do see -- the beauty of having a 12 to 18 month sales cycle is we -- we can see a lot further out than many other industries, where they don't see new RFPs coming to market, they don't see complex, very expensive, intensive workshops being run by banks. They don't see those workshops being finished. They don't see reference visits. They don't see the closing mechanics around escrows and renting offices and visas for people who will work on project.

We have a lot of data points in our pipeline that give us very good visibility, and based on that pipeline, and the different stage gates, if you like, in that pipeline, we continue to invest. We're investing significant in sales to take advantage of our leadership position, and we're investing very tactically, as you saw at the TCF, in certain project initiatives and market initiatives, specifically the US, but can be really transformational.

So, we would not be making that level of investment that has been ongoing now since probably late spring if we didn't feel comfortable with the top line, as well.

Chandra Sriraman: Great, thank you.

Operator: The next question comes from the line of Gerardus Vos from Barclays. Please go ahead.

Gerardus Vos: Hi. Thanks for taking my questions. Just a few. I just wanted to come back to the third quarter, what you said regarding the kind of seasonality of the license. Would it still come within your kind of full-year guidance of the 10 percent to 15 percent?

And then secondly, on the revenue guidance for the full year, the 5 percent to 10 percent, we're running quite a bit lower in the kind of first half, so, if you look in the kind of second half, where should we expect that acceleration to

come? Is it mainly kind of maintenance and service?

And then thirdly, on the announcement of a new head of the cloud business, could you just talk us a bit through why have you kind of changed that? How is that business tracking?

Thanks.

Max Chuard: Hi, Gerard, this is Max.

Gerardus Vos: Hi, Max.

Max Chuard: I'll take the first two ones. On the third quarter, as you know, we don't guide on a quarterly basis. The only statement we tried to make was our Q4 looks like to be -- will be strong than Q3. That's it, but highly confident to deliver the guidance on the license.

On the revenue side, I think that the acceleration is going to come mainly from maintenance, but still more on the services side. As I said, on the second half of the year we expect the services to start to grow a little bit, but compare to a decline that we had of 15 percent in the first half.

And I'll leave David with the third one.

David Arnott: OK, Gerardus, let me be crisp on this one. So, we've not changed the Head of SaaS. We just didn't have one before. We had various assets dotted around the Group. We have TriNovus in the US. We have a lot of Microsoft experience working with them and taking banks into the Azure public cloud.

We have significant packaging experience in terms of country platforms, and things that work very, very well in a (cloud) environment, bank-in-a-box, if you like, and we wanted building a team to bring all that together under one organization, and we found -- we found somebody externally, again from Monetize, who had got a rich pedigree in cloud-based deployment.

This individual will build a team. At the right time, I'll get him in front of you, probably at the next analyst day, to lay out a very clear vision how he expects that to go.

So, this is the start of an investment in a new SaaS business, building a management team that blends the skills we have within Temenos, plus the new skills that you need, frankly, if you're starting a very, very different business model to what we do. So, very exciting. I'll update you towards the end of the year.

The one comment I would make is that we do not expect SaaS to cannibalize our business. It'll be extra growth on top, and I'll quantify it, probably, around the end of the year.

Gerardus Vos: OK, thank you.

Operator: Your next question comes from the line of Adam Wood from Morgan Stanley. Please go ahead.

Adam Wood: Hi. Afternoon, everybody, and thanks for taking the question.

Just maybe wanted to come back to that question around the large deals that was asked earlier on. I think, David, in the past you've been very clear that the long-term or mid-term guidance has been excluding any large deals that might come in, and it's been based on kind of normal, run-of-the-mill business that you deliver.

I take it that's the still case, and the deals that you're seeing coming through, that we might hope to get some in Q4 would be upside to the kind of guidance range that you've talked about?

And is it possible to give us a feel for the scale of those transactions? Are we talking Banesco-type deals? Are they smaller than that? Bigger? Just any kind of feel for where that might come in?

And then secondly, just on the US, you've talked more positively about that over the last couple of quarters. Again, very good momentum there. Is that primarily still within SaaS deployments? Are we also seeing some more mid-size banks that need to look at T24 on an on-premise basis, as well?

Thank you.

David Arnott: OK, Adam. I'll try and be as crisp as I can, knowing me.

So, first of all, you're actually right to point out -- and we probably should have been clearer. The large deals that I'm talking about are largely not in our guidance. If they were to come, that would take us, certainly, to the top end of the guidance.

We will continue to execute along better pricing, better territory coverage, better sales productivity, better account management, and that should drive the growth to the range we have. You may need a little bit of one of them, because ultimately you're wrapping growing comparatives, but by far the majority of the deals that we see would be upside.

The large deals themselves, in terms of their nature, they're certainly Banesco-sized. They're the type of deals that we used to see, pre-crisis, in Europe where a bank is really spending double-digit million dollars license fee, and then, obviously, the same again on maintenance and services that go around it. So, for each of the banks involved, they're probably north of $100 million process, by the time you take the internal cost, the integration cost, which, because of the size of them, they're very high profile in the board, and difficult to predict the timing of.

But it's good that we're winning them. It's good that, in many cases, we're the selected vendor, and we're going through the various stages.

There will be, inevitably, some amount of delay, maybe a couple that don't finally make a decision, but there's definitely more momentum on these bigger deals than we've seen for a number of years. But, clearly, the majority will be

upside.

In terms of the US, the majority so far is SaaS-based. So, it'll take a while to come through the revenues, but at the same time, there are a couple of on-premise prospects that we're working through at the moment, banks that are large enough to be able to control their own IT, invest in their own IT, rather than share the data center with thousands of other small banks. And I would hope to conclude one of those within the rest of 2014.

Adam Wood: That's great. Thank you very much, David.

David Arnott: Thank you.

Operator: The last question comes from the line of from Takis Spiliopoulos from Bank Vontobel. Please go ahead.

Takis Spiliopoulos: Thanks. Hi, David. Hi, Max. Two small ones.

At the TCF there was a lot of positive statements from the various partners you had invited there to present, and also, to talk to, so, can you give us an update on what has happened on the partner strategy, at what stage of development you are, and in terms of sales for Temenos products at partners, and the like?

And then the second one will be, where do we stand in terms of TPS. Has this been launched already, or we're in the final stages of testing? Where do we stand there?

Thanks.

David Arnott: Hi, Takis. Let me take those briefly.

So, partners -- no change. It's not something -- we're certainly not changing strategy, and the momentum is building. I've had -- two things have happened that are probably noteworthy beyond just the general statement that we're

working better with better.

Each region in Temenos is now running proper quarterly workshops with all the strategic partners where they look two to three years out at the opportunities coming to the market and identifying how, with our key strategic partners, we can get in much earlier than we have done in the past into that sales process, and that's really been industrialized at a regional level.

Secondly, at the corporate level, myself and the rest of the management team have been having some very, very strong forward-looking, well-prepared meetings with the key systems integrators, people like Accenture, Capgemini, Deloitte's. And you can feel two things.

First of all, you can feel that there's real momentum building in the market. They have a much better C-level connection, frankly, than we do, and much better foresight of banking trends, and they're really quite excited by the momentum building.

And the second thing you can clearly see is that they see Temenos as the leader. They see us as leaving most money on the table for them in terms of the services part of it, and our business model as being more disruptive, both to smaller banks through different deployments like cloud, or larger banks as we accelerate things like the componentization, so you can go to a large tier-one, tier-two bank with a piecemeal, line of business approach.

So, they like Temenos. They're continuing to invest. Capgemini, for example, have now got to 375 dedicated consultants, and they're adding about 25 a quarter, and the other big ones are moving the same way. So, a couple of smaller data points to give you a bit more flavor, but, in general, I would say partner is working very well.

On TPS, the product is available as a demo version. Most clients -- we've started to sell it. We've invested in dedicated sales. We have -- now each region has a dedicated payments specialist sales and pre-sales team who have come from payments backgrounds.

But I think the reality is, we will not make real progress until ABN is live and referenceable, which will be around the end of the year.

Nothing suggests that our approach of a new player with a modern payments hub will be extremely attractive in the market against what is relatively old competition today in a market that's got real pain.

So, probably more something I can update you on around the end of the year. But so far, so good, on both, I would say, partners and TPS.

Takis Spiliopoulos: Thanks for that.

David Arnott: You bet.

Operator: Your final question today comes from Milan Radia from Jefferies. Please go ahead.

Milan Radia: Thanks very much. A couple of questions, if I may, actually.

Thinking about the larger deals, and the fact that you mentioned that you're a selected vendor on a number of those, I just wondered if you'd give a little bit, perhaps, detail around that, how many might be partner-led or partner-originated. And are you applying a greater probability of completion, say within the current fiscal year, to those that are direct, or those that are partner-led?

And also, I don't know whether you can, perhaps, comment on the competitive landscape, given the kind of greater flow of new name customers? Have you seen any kind of fading in the competitive kind of intensity?

And then lastly, are you able to quantify what the total license value of those larger deals might be, just to give us an indication of how that kind of fits versus the overall complexion of the group?

Thank you.

David Arnott: OK. Milan, let me try and take those.

So, these larger deals, it's difficult to say something constructive without either saying too much or sounding vague and bland. They're a mix. Some of them are with partners. I would say the trend will be that certainly, I would say, half of them are deals where without the strategic SI we probably would not have been as successful as we've been.

In terms of the cadence and the process, the sales process, it's very difficult to say. I really shouldn't say any more.

And I also don't want to over-hype it. All I'm really saying is that big deals are back in the market. Banks, at least ostensibly, are prepared to make multi-year payback decisions, and they're investing real money in real long-run workshops across the globe. It's not just Europe. It's also the Americas, and Asia, and Middle East and Africa.

And how many of these turn into deals this year versus Q1, Q2, frankly, externally, I'm not that interested as long as they sign and the market starts to grow. What I'm really trying to highlight is there a sustained momentum now.

These are progressive renovation stories where a bank will start with either the front or the bank. Some of them are in private wealth, and seeing a structural issue -- a structural shift towards onshore private wealth needing to deal with its issues and move offshore. At the other end, you've got the recipient of that, the fast-growing private banks in the emerging markets who now need to capture the opportunity as the money moves around, and they've got growth pains, whereas the people losing the money have got cost-based pains.

And then within that, you've got retail banks who are suffering from new entrants, digital players coming in, value chain being broken up by people just taking deposits or offering loans and needing to replace their solutions over time, and dipping a toe in the water.

So, it's a real mix. That's probably -- as we sign each one and are allowed to say more, I'll probably try and give more flavor at the time.

In terms of competitors, I wouldn't say much has happened. The competitive landscape today is relatively benign. We don't see yet Oracle in the market in a big way with their OBP platform. SAP really focus on a very small number of opportunities and it's really a very different business model to us, and we don't see them coming deeper down or packaging up the product.

And then we compete against a number of offshore development shops, really, where we really differentiate ourselves on the packaging and the reusability, and the country platforms, and the short time to value, and in the majority of cases, that's successful, and our win rate has actually improved in the last 12, 18 months.

So, nothing significant to flag on the state of competition.

Milan Radia: Great. Very helpful. Thank you very much.

Operator: Thank you, and I'd like to turn the conference back over to David. Please continue.

David Arnott: OK. Thank you very much. I missed the last part of that, one of those questions, which was around the total license value. I won't comment on that, obviously, but some -- a number of banks going through large processes can add up to a big number.

Thank you for your comments on Q2. We look forward to speaking to you at the end of the third quarter, and looking forward, hopefully, into the fourth quarter, with some better visibility we can talk to you about.

So, thank you very much. You know where to find us if you have any follow-up questions. Good day.

Max Chuard: Goodbye.

Operator: Thank you. That does conclude the conference for today. Thank you all for participating. You may now disconnect.

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