<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 – 09:05</td>
<td>Welcome and Overview</td>
<td>Max Chuard – Director M&amp;A &amp; IR</td>
</tr>
<tr>
<td>09:05 – 09:50</td>
<td>Growing in an Uncertain World</td>
<td>Guy Dubois – CEO</td>
</tr>
<tr>
<td>09:50 – 10:20</td>
<td>Harnessing the Forces of Change: Has the Time for Global Core Banking Arrived?</td>
<td>Joao Caldeira – Deloitte</td>
</tr>
<tr>
<td>10:20 – 10:45</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:45 – 11:15</td>
<td>Customer Presentation: Swissquote</td>
<td>Lino Finini – Head of Back Office and Banking Applications, Swissquote</td>
</tr>
<tr>
<td>11:15 – 11:45</td>
<td>Market Leadership through Product Innovation</td>
<td>Andre Loustau – CTO</td>
</tr>
<tr>
<td>11:45 – 12:15</td>
<td>Customer Centricity drives our Growth</td>
<td>Mark Cullinane – COO</td>
</tr>
<tr>
<td>12:15 – 12:30</td>
<td>Mid-term Financial Goals</td>
<td>David Arnott – CFO</td>
</tr>
<tr>
<td>12:30 – 13:00</td>
<td>Q&amp;A</td>
<td>Team</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Buffet Lunch</td>
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Growing in an uncertain world

Guy Dubois, CEO
1. Our market supports sustainable, mid-term growth
2. Our value proposition answers the industry’s challenges
3. We have the strategy to extend our leadership
4. We are outlining mid-term financial goals and have the right team to deliver
The crisis has exposed the structural problems in the banking industry.

Market shocks keep coming

RoE Levels Pre- And Post-Crisis

<table>
<thead>
<tr>
<th>Pre-crisis</th>
<th>Global Financial Crisis</th>
<th>Sovereign Debt Crisis</th>
</tr>
</thead>
<tbody>
<tr>
<td>16%</td>
<td></td>
<td></td>
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</tbody>
</table>

Banking industry profitability has been rebased

(BCG, Thomson Reuters)
Core Banking Market Dynamics

1. Core banking market is big...
   - CB: $12.6bn
   - CRM: $10.5bn
   - BI: $7.8bn

Spend on Core Banking vs. Selected Software Markets (2010)

(Celent, IDC – represents internal and external spend on license & maintenance)

2. ...growing...
   - 2010: $2.1bn
   - 2014: $2.7bn

Third-Party Core Banking Spend (Licences & Maintenance)

(Celent, IDC, Temenos)

3. ...underpenetrated...
   - Penetration of 3rd party software:
     - Banking: 18%
     - Telecom: 18%
     - Insurance: 19%
     - Public Sector: 32%
     - Healthcare: 37%
     - Consumer: 42%
     - Energy: 78%
     - Industrial: 82%

(BCG, Forrester, Gartner)

4. ...and highly fragmented
   - New Name Wins (2010):
     - Temenos: 17%
     - Oracle: 12%
     - TCS: 6%
     - Infosys: 4%
     - SAP: 4%
     - Misys: 2%
     - Others: 55%

(ibs)
Core Banking Drivers

1. The need to overcome global challenges...
   - More demanding, less loyal customers
   - Higher capital requirements
   - Higher funding costs
   - Heightened competition

2. ...and address immediate priorities...
   - Cut costs
   - Improve customer profitability
   - Move into more profitable areas
   - Extract economies of scale

3. ...is making core renewal a much more important strategic priority...
   - Core banking market growth (licences and maintenance)
     - 2004: $1.3bn, CAGR 7.5%
     - 2010: $2.1bn, CAGR 7.0%
     - 2014e: $2.7bn

4. ...with clear pockets of faster growth
   - Split of core banking spend by geography and segments (2010)
     - Universal: 16%, CAGR 8.0%
     - Private: 10%, CAGR 6%
     - Corporate: 8%
     - Americas: 21%
     - MEA: 22%
     - Europe: 35%
     - APAC: 22%

(Celent, Gartner, Temenos)

(Gartner, Ovum, Temenos, *CAGR 2010-2014e)
Temenos’ Value Proposition

Our products are open, integrated, componentised and upgradable, supported by a dedicated professional services organisation & a strong partner ecosystem.

We deliver superior business value by productising the domain experience of more than 1,000 customers into best practice banking models, processes and innovative software products.

Benefits

- Low cost, highly automated, scalable system
- Rapid launch of personalised products, single view of customer and risk

Impact

- Sustainably lower costs
- Economies of scale
- Greater wallet share
- Lower asset provisions
- Market development

Temenos offers the market leading value proposition
### Temenos’ Value Proposition - Evidenced

<table>
<thead>
<tr>
<th>Category</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater wallet share</td>
<td>Techcombank has been growing profit per customer by an average of 25% since going live with T24</td>
</tr>
<tr>
<td>Lower asset provisions</td>
<td>Bank of Shanghai had NPLs of 1.12% in 2010 (70% below average*) despite an asset CAGR of 26% (7x average*)</td>
</tr>
<tr>
<td>Market development</td>
<td>Credit Agricole took €2.6bn in new deposits in 12m after opening a new online private bank using T24</td>
</tr>
<tr>
<td>Sustainably lower costs</td>
<td>Schroders Private Banking lowered cost to income by 10.7 points after centralising operations with T24</td>
</tr>
<tr>
<td>Economies of scale</td>
<td>EFG has integrated 24 acquisitions onto its IT platform yet spends less than one third of industry average on IT**</td>
</tr>
</tbody>
</table>

Temenos customers are leveraging the software to deliver superior profitability

*Average of top 1,000 banks – The Banker; ** industry average derived from BCG research
### Temenos’ Leading Position

#### Market Share

**Temenos Market Share 2004 vs. 2010 (Licence & Maintenance)**

- **2004:** Temenos 8%, Rest of the market ⃝
- **2010:** Temenos 18%, Rest of the market ⃝

(Company accounts, IBS, Temenos)

#### Customer Profitability

**Return on Assets % (2010)**

- Temenos customers: 1.4
- Core banking customers: 1.2
- Legacy customers: 0.8

(The Banker, IBS, Temenos)

#### Revenues

**LTM Core Banking Revenues ($M) to Sept 2011**

- Temenos
- Oracle FSS (BaNCS)
- TCS (Finacle)
- Infosys (Finacle)
- Misys

(Company accounts)

#### Installed Base

**Vendor Installed Base Expressed As % of Total (2010)**

- Temenos 21%
- Misys 17%
- Others 38%
- SAP 3%
- Oracle 6%
- Fidelity 8%
- TCS 7%

(Capgemini, IBS)
Temenos has delivered >30% compound growth in profits in the last 5 years.
# Temenos’ Recent Business Performance

<table>
<thead>
<tr>
<th>Year to Date 2011</th>
<th>vs. 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>34 Number of new banks signed</td>
<td>+10%</td>
</tr>
<tr>
<td>36 Number of customer go-lives</td>
<td>+24%</td>
</tr>
<tr>
<td>18.5% Estimated market share</td>
<td>+150bps</td>
</tr>
<tr>
<td>&gt;97% Maintenance renewal rate</td>
<td>unchanged</td>
</tr>
<tr>
<td>#1 On the IBS Sales League Table</td>
<td>unchanged</td>
</tr>
<tr>
<td>1,700 Number of partners consultants</td>
<td>+350</td>
</tr>
</tbody>
</table>

Temenos is still in the ascendancy – extending its lead
Temenos’ Strategic Priorities

1. Extend leadership with innovative apps built on superior architecture
2. Place a relentless focus on sales to drive growth
3. Create a profitable, knowledge led, expert services organisation
4. Continue to strengthen our partner ecosystem
5. Exploit growth opportunities with bolt-on acquisitions
6. Deliver strong results with continued focus on margin and cash

We will strengthen execution and competitive advantage to deliver growth
## Progress To Date

<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Year to date Progress</th>
<th>Status</th>
</tr>
</thead>
</table>
| **1** Product Leadership | • Completed largest ever benchmark with Microsoft  
• Creation of Product Business Group (PBG)                                     | ✔️     |
| **2** Sales            | • Increased penetration of Asia market - 17% to 27%*  
• Completed re-tooling of the sales organisation                                 | ✔️     |
| **3** Services         | • Appointed head of Customer Loyalty & Maint. business  
• Appointed new head of CSG                                                      | ✔️     |
| **4** Partners          | • New partnerships (Wipro, IBM)  
• Over 1,700 trained partner consultants                                         | ✔️     |
| **5** M&A               | • 10 cross sales of Odyssey products to existing customers  
• Closed Primisyn acquisition in BI market                                        | ✔️     |
| **6** Financials        | • Launched cost efficiency programme to take out $25m  
• Continued growth of maintenance stream to ~$200m                               | ✔️     |

*license sales Q311 v Q111
## Mid-term Strategic Goals

<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Targeted Directions</th>
<th>Key Metrics</th>
</tr>
</thead>
</table>
| **1. Product Leadership** | • Leader in chosen sectors eg Retail, WM  
• Exploit market leading architecture | Top 2  
# 1 |
| **2. Sales** | • Grow share of sales to customer base  
• Focus on key geos - Asia & Americas  
• Focus on tier 1/2 | 46% to >55%*  
35% to >40%*  
19% to >25%* |
| **3. Services** | • Return services to profitability  
• Drive services as a business  
• Continue focus on customer satisfaction | double digit  
c. 25% revenues  
Best in class |
| **4. Partners** | • Grow certified consultants  
• Increase partner-sourced licences | 1,700 to >3,000  
10% to >15-20% |
| **5. M&A** | • Continue to deliver significant IRR  
• Earnings accretive transactions | >13%  
Within 12 months |

*% of total license sales
### Mid-term Financial Goals

1. Return to 10-15% annual licence growth
2. Restore Services to double-digit margins
3. Keep Services Contribution to c. 25% of total revenues
4. Increase Adj. EBIT margins by 100-150bps on average p.a.
5. Maintain 100% conversion of EBITDA into Cash from Ops

We aim for consistent and sustainable growth
# Temenos’ Competitive Advantages

<table>
<thead>
<tr>
<th>Temenos’ 10 Sustainable Competitive Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flexible, configurable system built on open architecture</td>
</tr>
<tr>
<td>2. Packaged front to back integrated suite with best of breed components</td>
</tr>
<tr>
<td>3. Greatest functional breadth</td>
</tr>
<tr>
<td>4. Platform independence</td>
</tr>
<tr>
<td>5. Country-specific configurations out of box</td>
</tr>
<tr>
<td>6. Over 500 documented banking processes built in</td>
</tr>
<tr>
<td>7. Highest R&amp;D</td>
</tr>
<tr>
<td>8. Market leader</td>
</tr>
<tr>
<td>9. Extensive partner network</td>
</tr>
<tr>
<td>10. Lowest TCO</td>
</tr>
</tbody>
</table>
1. Our market supports sustainable, mid-term growth
2. Our value proposition answers the industry’s challenges
3. We have the strategy to extend our leadership
4. We are outlining mid-term financial goals and have the right team to deliver
Leadership Team

Guy Dubois
CEO

Andre Loustau
CTO

David Arnott
CFO

Mark Winterburn
PBG

Mark Cullinane
COO

Bernd-Michael Rumpf
CSG