

TEMENOS

Capital Markets Day

2021



| Disclaimer

Any remarks that we may make about future expectations, plans and prospects for the company constitute forward-looking statements. Actual results may differ materially from those indicated by these forward-looking statements as a result of various factors.

In particular, the forward-looking financial information provided by the company in the conference event (Capital Markets Day) represent the company's estimates as of 18 February 2021. We anticipate that subsequent events and developments will cause the company's estimates to change.

However, while the company may elect to update this forward-looking financial information at some point in the future, the company specifically disclaims any obligation to do so. This forward-looking information should not be relied upon as representing the company's estimates of its future financial performance as of any date subsequent to 18 February 2021.

| Non-IFRS Information

Readers are cautioned that the supplemental non-IFRS information presented in this presentation is subject to inherent limitations. It is not based on any comprehensive set of accounting rules or principles and should not be considered as a substitute for IFRS measurements. Also, the Company's supplemental non-IFRS financial information may not be comparable to similarly titled non-IFRS measures used by other companies.

In the tables accompanying this presentation the Company sets forth its supplemental non-IFRS figures for revenue, operating costs, EBIT, EBITDA, net earnings and earnings per share, which exclude the effect of adjusting the carrying value of acquired companies' deferred revenue, the amortization of acquired intangibles, discontinued activities, acquisition related charges, restructuring costs, share-based payments and the income tax effect of the non-IFRS adjustments. The tables also set forth the most comparable IFRS financial measure and reconciliations of this information with non-IFRS information.

When the Company believes it would be helpful for understanding trends in its business, the Company provides percentage increases or decreases in its revenue (in both IFRS as well as non-IFRS) to eliminate the effect of changes in currency values. When trend information is expressed herein "in constant currencies", the results of the "prior" period have first been recalculated using the average exchange rates of the comparable period in the current year, and then compared with the results of the comparable period in the current year.

Strategy & Vision

Max Chuard
CEO



| We exist to make Banking Better, Together

1.2 billion
individuals,
families, businesses
rely on Temenos

That's **30%** of the
world's banking
population

Banks that use
Temenos are
industry **leaders**

Achieving
return on equity
3X the industry
average

Our **3000** banks
include **41** of the
top **50** global
banks

They rely on the
World's **#1** cloud-
native intelligent
banking platform



Relentless Focus on Innovation



Cloud/SaaS



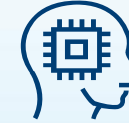
API/Microservices



DevOps



Big Data



AI/Machine
Learning



Blockchain/
Distributed DB

\$2.1 billion
cumulative R&D
investment 1990-2019

*Sustained Highest
Level of R&D
Investment*

*Outselling the
competition by 6x*

**Over \$1 billion
of R&D investment over
mid-term**

Consistent and Profitable Growth Trajectory in next 5 years

Achieving
more than
USD1bn
of bookings
by 2025

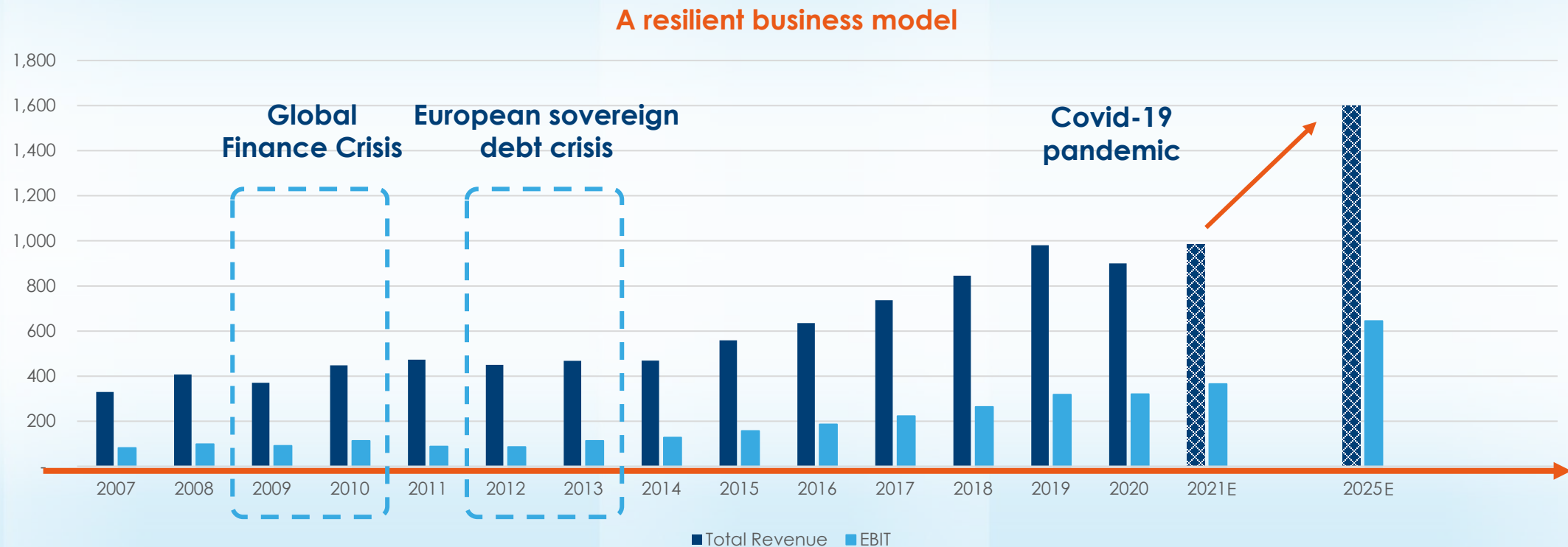
Expanding
EBIT margin to
**at least
41%**
by 2025

Generating
more than
USD600m
of Free Cash
Flow by 2025



***Our Vision ...from Category Killer to the Industry
Standard in Banking Software...***

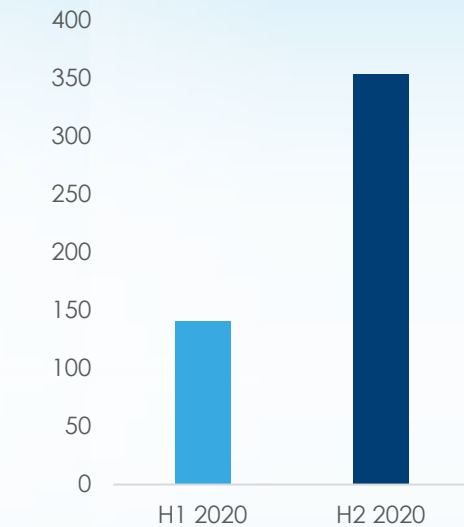
Temenos has successfully navigated global crises and come out stronger



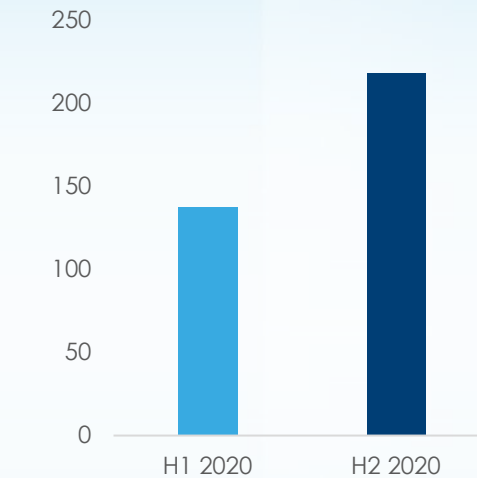
Resilient business model backed by consistent innovation-focused strategy

| 2020 – an unprecedented year driven by COVID-19

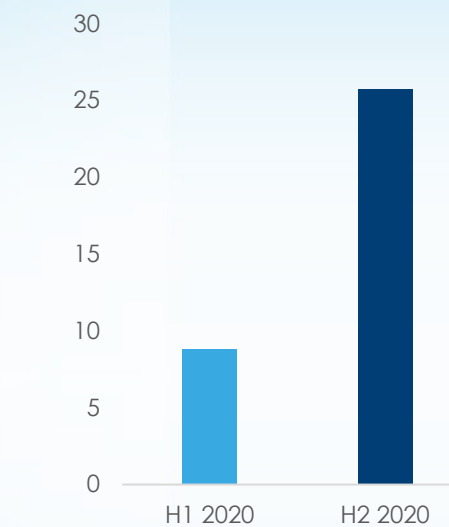
USDm **Total bookings**



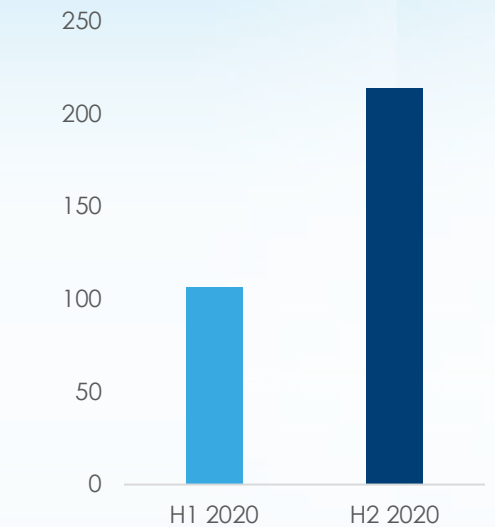
USDm **Total Software Licensing**



USDm **SaaS ACV**



USDm **EBIT**



| **Rapid scaling of remote working,
98% of workforce by April**

| **307 go-lives,
remote first as standard**

| **64 new client wins
across products**

Rebound in second half of year with deal execution and pipeline recovering strongly

COVID-19 has accelerated Digital Transformation of Banks

15%

Increase in **consumer digital adoption**
(2-3 years worth) in 3 months¹

30-40%

Reduction in **cash usage**¹

56%

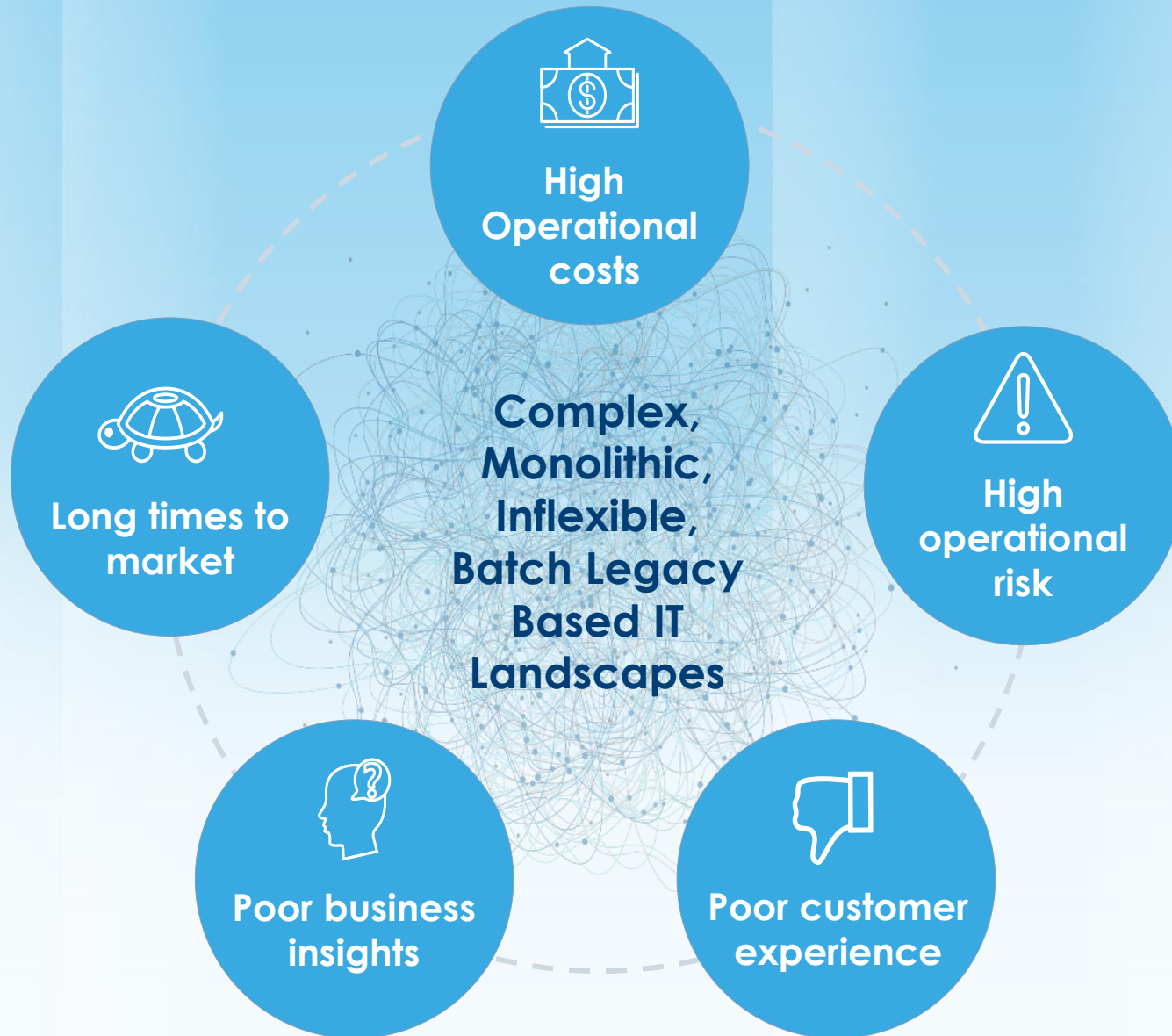
Consumers concerned about their **ability to pay back loans**



Banks need to **accelerate digital transformation** and **customer experience** across complex product and customer journeys

COVID-19 has changed consumer mindsets & circumstances forcing banks to speed up and scale digitization

Current Reality at Incumbent Banks



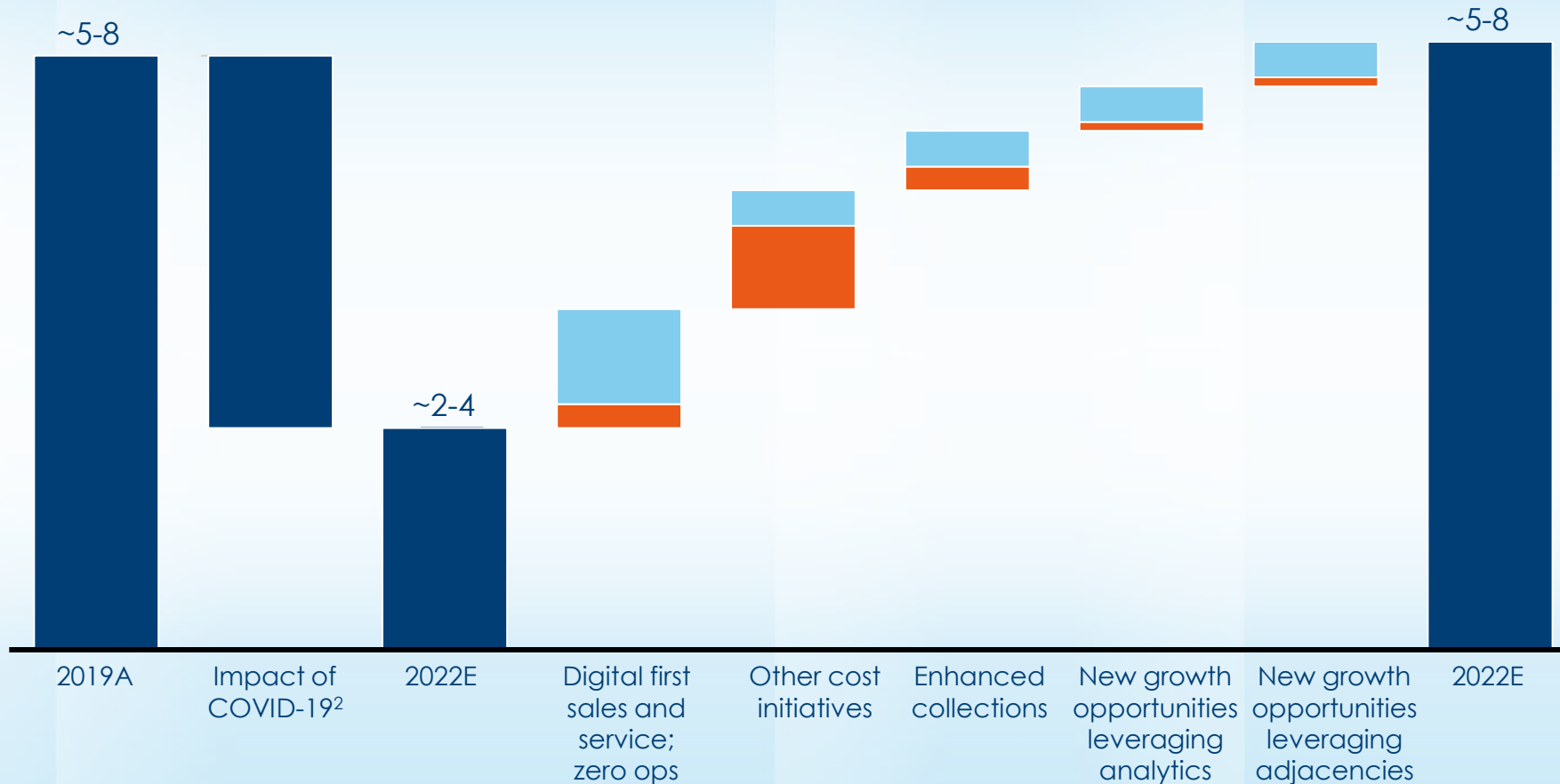
EUROPEAN CENTRAL BANK
BANKING SUPERVISION

- Dependencies on **end-of-life systems** major cause for concern
- Basel committee introduces new rules to standardize operational risk related to **IT system failures**

Digital Transformation Enabled by Technology Key for ROE Recovery post COVID-19

European Banking¹, ROE in %

Tech-enabled Non-tech enabled



COVID-19 presents us with a unique opportunity

1) Average Europe based on largest 5 countries (UK, Spain, Italy, France and Germany)
2) Specific McKinsey Scenario from "Safeguarding our lives and our livelihoods: The imperative of our time"
Source: MGI, McKinsey PFIC – Global Banking Pools, Central Banks, Annual Reports

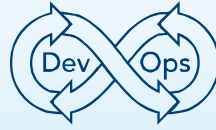
Disruptive Technologies key to the Future of Banking



Cloud/SaaS



API/Microservices



DevOps



Big Data



AI/Machine
Learning



Blockchain/
Distributed DB

The
Economist

INTELLIGENCE
UNIT

84% believe **cloud platforms** and the shift towards **DevOps** are **transformative**

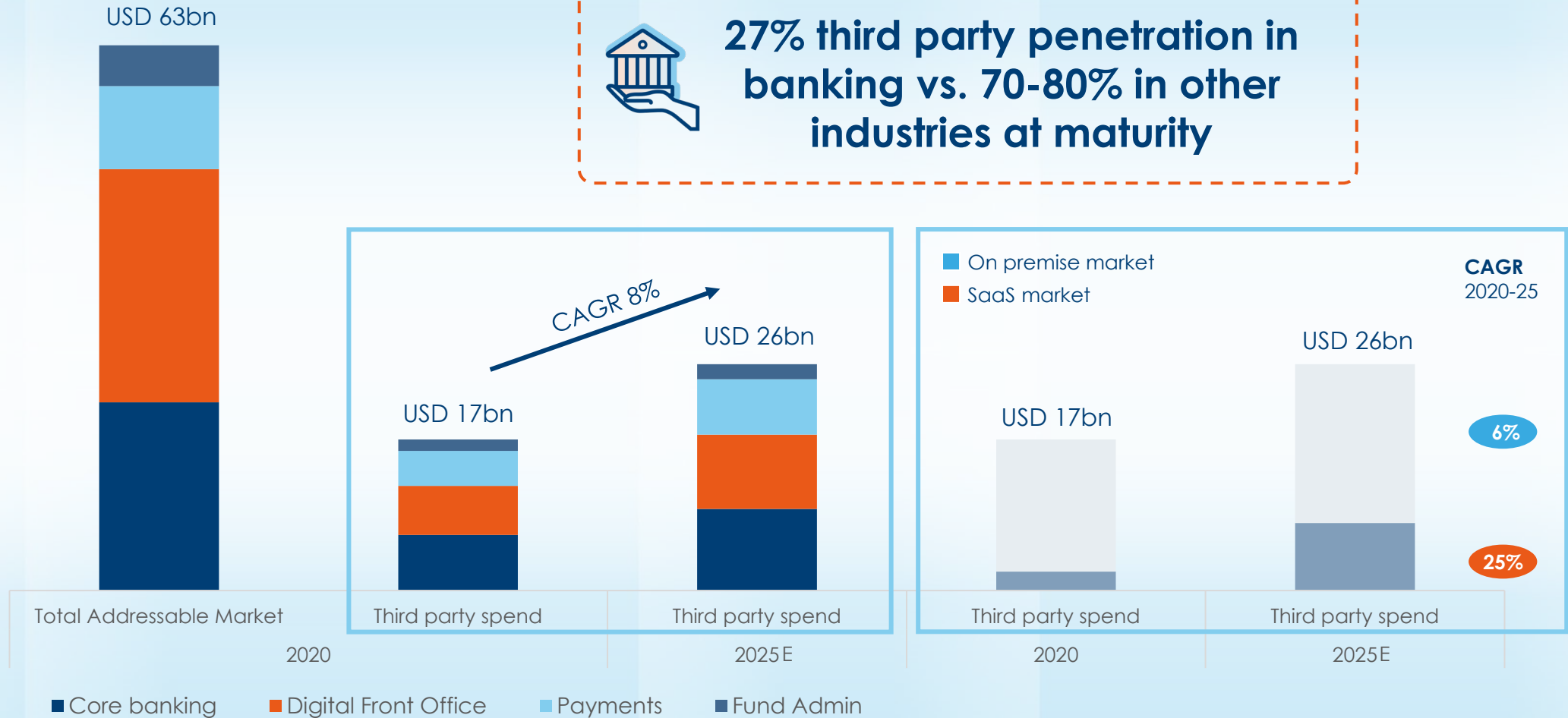
77% think **unlocking value from AI** will be the **differentiator between winning and losing** banks

66% think **new technologies** will have the biggest impact on banking in next 5 years over changing **customer demand** and **regulations**

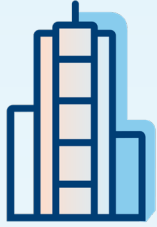
Structural trends driving market growth



27% third party penetration in banking vs. 70-80% in other industries at maturity



| Segmenting the market



Large banks

- Renovation on-premise by domain-specific microservices
- Selective use of cloud and SaaS
- Cost and complexity reduction, speed-to-market for new products
- AI for smarter, faster projects and digital insights



Mid to lower tier banks

- Largely on-premise renovation of lines of business
- Increasing use of cloud and SaaS
- Innovation, competitive positioning, maximising impact of limited IT budget



Challenger banks and fintechs

- SaaS for entire operation
- Rapid time to market and innovation with hyper-efficient cost model

| Why Temenos?



**Only focused
on banking**



**Leading functionality,
localization,
advanced technology**



**Packaged product,
single code base**



**Relentless focus on
innovation, highest
R&D over 27 years**



**Scaling through
ecosystem of technology
and implementation
partners**



**Leader in our market,
3,000+ clients**

**Leading
Functionality** **+** **Latest
Technology**

**= The Winning
Combination**

Outselling the competition

Traditional vendors

Cross-industry, not packaged or cloud & SaaS ready

Why we win

Highest R&D in the industry

Market leadership

Technology innovation

Leader in SaaS, cloud and AI



Neo vendors

New digital entrants, cloud-only offering, limited functional scope

Why we win

Cloud native, 27 years of Banking IP

Depth and breadth of functionality

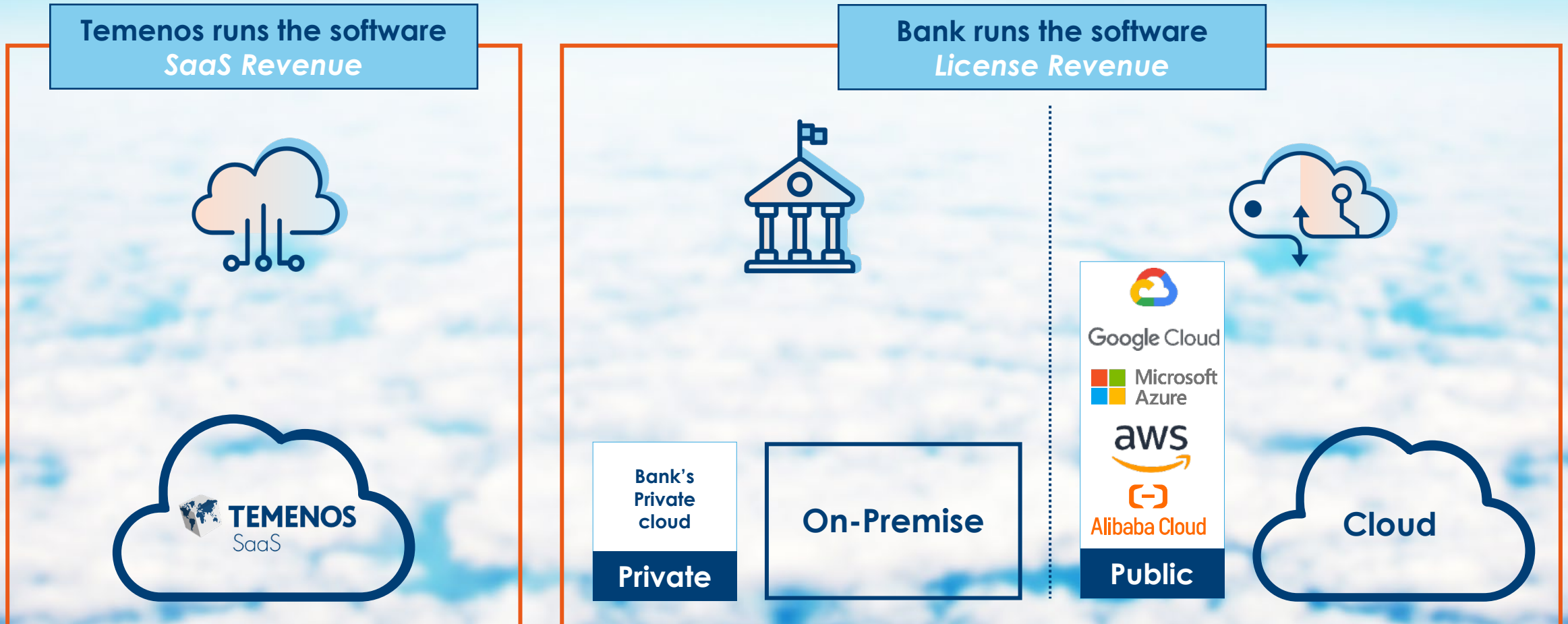
Massive scalability

Local presence i.e. Model Banks

Extensive AI capabilities

Market leader with size, scale and track record

Ready for SaaS Acceleration



Single code base, same product

Significant benefits from running Temenos on-premise and SaaS

From legacy to
Temenos SaaS

10%
of legacy cost

... more budget for
banks to innovate



Banks running Temenos on-premise already
benefit from modern architecture



Flexibility

1000s of Configuration, Migration and
Extension APIs



**Time To
Market**

Continuous integration and Online Migration
through automated DevOps and AI



Agility

Lowest risk independently deployable
and upgradeable **Microservices**



Scalability

Massive **scalability** and **elasticity**

70% of benefit derived from running modern technology on-premise

Proven at Banks of all Sizes, across all Geographies

Large Banks



41 of the **world's top 50** banks

Mid Tier banks



The de facto for **over 3000+** banks

Challenger Banks



A market-leading **60 Challenger banks**

Komerční Banka



Part of the
Societe
Generale
Group

1.6 million
Retail and
Corporate
customers

Temenos
Products



TEMENOS
Transact

Objectives

Simplify and consolidate
IT landscape.

Deliver leading edge,
innovative products
faster.

Streamline STP.

Achieve market-leading
cost-income ratio.



**Aims to be
Canada's first
full service
bank for
business
owners**

Temenos Products



TEMENOS
Transact



TEMENOS
Infinity



TEMENOS
Data Lake

Objectives

Replace its heavily
customized legacy
systems.

Launch new services
quickly and cost
effectively.

Differentiated
customer insights and
experience.

| Alpien

+alpien

**New Swiss
digital bank for
private banking
and wealth
management**

**CHF 660bn
market**

Temenos Products



TEMENOS
Transact



TEMENOS
Payments



TEMENOS
SaaS

Objectives

Short time-to-market
and hyper-efficient
cost.

Accessible, appealing
banking app.

Expand outside
Switzerland.

Temenos software delivers tangible value to banks

OUR HIGH-PERFORMING CLIENTS

Achieve
cost-income ratios

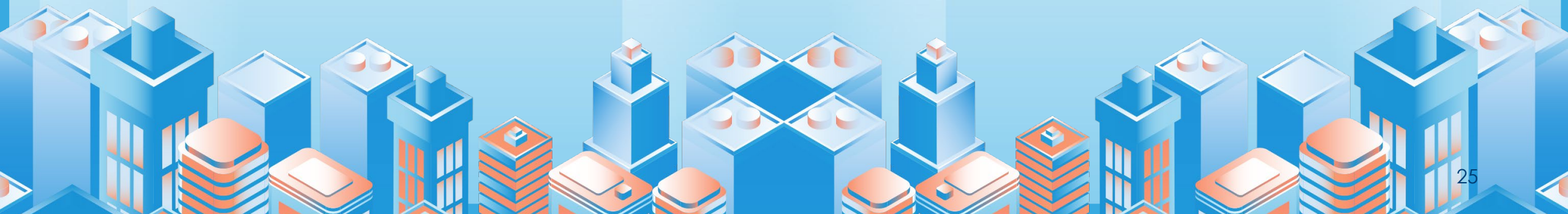
half the
industry average

Achieve
returns on equity

3x industry
average

Allocate IT spend

2x industry
average to growth
& innovation



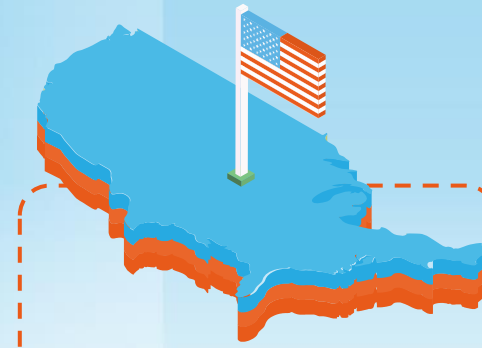
Key strategic initiatives to drive growth across SaaS and licence



Profitable SaaS
acceleration



Product
growth engines



North
America



Game-changing
strategic
partnerships

Profitable SaaS Acceleration



**Leveraging
cloud-native
and SaaS-ready
product**



**Leveraging the
sales organization
for customer
success**



**Hyper-scaling
operations**

**Profitable SaaS Growth with
Margin Expansion**

Achieving 41% Group EBIT margin by 2025

Continued market leadership across all our growth engines



TEMENOS
Infinity



Leader in Omdia Universe
for Digital Banking Platforms
2020-21

FORRESTER®

Leader
Forrester Wave for Digital
Banking Engagement Platforms



IBS intelligence

**#1 Digital banking and
channels** in IBS Sales League
Table 2020



TEMENOS
Transact

Gartner®

Leader in
Gartner Magic Quadrant

FORRESTER®

Leader in
Forrester Wave – Retail &
Corporate



IBS intelligence

#1 Core Banking System
in IBS Sales League Table
2020



TEMENOS
Payments



Leader in IDC MarketScape
for Integrated Payment
Platforms



IBS intelligence

**#1 Retail payments
system** in IBS Sales
League Table 2020



TEMENOS
Fund Administration



Best-In-Class
for **Aite Matrix**



Achieved
'Differentiated'
Status in Adox 8*8

Accelerating our North America growth

Investing in our people

- Expansion of Sales & Marketing headcount
- Investment in sales leadership across all key segment

Go-to-market strategy

- Refining approach to market segments
- New strategic partnerships to drive US growth

SaaS and cloud

- Significant US SaaS pipeline, largest contributor to global pipeline
- US-focused SaaS offering
- Scaling cloud operations

Customer success

- Proven localisation of software with US regulations
- Built successful references



Majors



Nationals



Regionals



Digital Banks



Funds & Wealth

TEMENOS
Transact



TEMENOS
Infinity



TEMENOS
SaaS



TEMENOS
Payments



TEMENOS
Fund Administration



| 2021 Partner Program

Global Alliances

Cognizant

syncordis

Capgemini

DXC.technology

Global Partners

Deloitte.

accenture

aspire
SYSTEMS

Tech Mahindra

Multiregional Partners

Techmill
All About FinTech

OneAston
Excellence in Wealth Solutions Delivery

MCB CONSULTING

IT solutions
services

tailwind

SoftwareGroup
doing it right

Regional Partners

MAINSYS
Banking IT Services

ACCOMPANY
CONSULTING

ndc
TECH

MBS
MASAREF BUSINESS & SYSTEMS CONSULTANCY

USA
ENTER-SYSTEM INTEGRATORS

IMS
INFORMATION MANAGEMENT SOLUTIONS
an YTO company

Banktech
Software Services

MAINT

STOICS-IT

MAVERIC

FNX
FOR ANX

FORTRESS
DATA SERVICES

NGB
NEXUS GLOBAL BANKING

INLAKE
own tomorrow

ClearSight
SOLUTIONS

woodridge
SOFTWARE

anabatic
TECHNOLOGIES

ULTIMATE
SOLUTIONS

premac
CONSULTING

ACCUTIVE

JETHRO

GlobalLogic

synpulse
solve-evolve

Strategic Technology Alliance

Microsoft

aws

Google Cloud

IBM
Business Partner

Strategic Technology Partner

ORACLE

salesforce partner

Red Hat

Alibaba Cloud

Technology Partner

MuleSoft

NuoDB

Technology Provider

blueprism

atoma
TECHNOLOGIES

Validata

| Game-changing Global Strategic Partnerships



DXC.technology

- Integration of Temenos Infinity and Salesforce CRM platforms to create NEW Digital Workspace
- Be #1 Digital Banking Platform for ALL banking clients

- Accelerate digital transformation of DXC's existing large bank customers
- Combines DXC's implementation and integration strengths with the power of Temenos industry leading banking software

And we will achieve this ethically and responsibly



Five pillars of our ESG strategy

- Achieving Business Excellence
- Operating Responsibly
- Investing in our People
- Investing in our Communities
- Enabling Access to Financial Services

Enhancing our ESG reporting

Existing

- **GRI** Reporting
- Mapping GRI with the **UN Global Compact**
- **External Assurance** of CSR report

Enhancements in 2021

- **SASB** Reporting and mapping **SASB** with **GRI** standards
- Incorporate **TCFD** recommendations
- Mapping our contribution (**product offering**) to the **UN SDGs**

TENACITY

VELOCITY

RESPONSIBILITY

AUTHENTICITY

COMMUNITY



Consistent and Profitable Growth Trajectory in next 5 years

Achieving
more than
USD1bn
of bookings
by 2025

Expanding
EBIT margin to
**at least
41%**
by 2025

Generating
more than
USD600m
of Free Cash
Flow by 2025



***Our Vision ...from Category Killer to the Industry
Standard in Banking Software...***

Customer success

Alexa Guenoun
COO



| Market Context

01 Customer Expectations Hit all Time High



80% of customers say the **experience a company provides** is as important as its **products** and services

02 Experience Impacts the Bottom Line, for Better or Worse



74% of customer say they'll **pay** more for a **great experience**

03 Commitment to Customer Success or Satisfaction Strengthens Loyalty



61% of customer say **commitment to success** or satisfaction **strengthens** their **loyalty**

| Customer Success – Market Best Practise

“Customer success is when our customers achieve their desired outcome through their interactions with Temenos”



A customer centric and customer obsessed dedicated organization delivers:

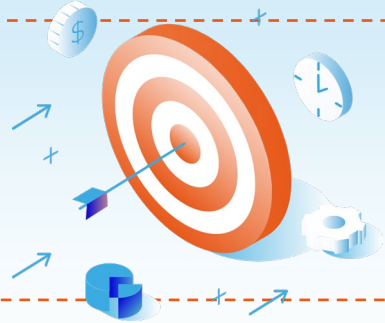
Proactive Customer Goal Achievement | Ensures Customer Value from our Products

Long-term Perspective | Cross-team Orchestration | Post-Sale Financial Growth Mindset

Customer Success Strategy at Temenos:

Reinforces culture & purpose

Goal



**“When our customers are successful we are successful.
Therefore ensuring our customers achieve their desired outcome
through their interactions with Temenos and our portfolio is key”**

Strategy

‘Delivering on Our Promise’

1

Customer Obsession

Accelerate the move to a model that drives customer value realisation at every touchpoint

Consolidate org; and standardise processes & analytics

Enforce best practice and set clear annual targets

‘Growth Engine’

2

Protect & Grow

Grow portfolio size by c.10%

Protect recurring Revenues & lower attrition

Grow a relevant and deep reference base

‘Future-Proofing’

3

SaaS / On-prem On-Prem & Multi-Product

Ensure our customers are:

Realising value from our products early

Guiding customers in adopting further XaaS

Providing a relevant VoC with the product team

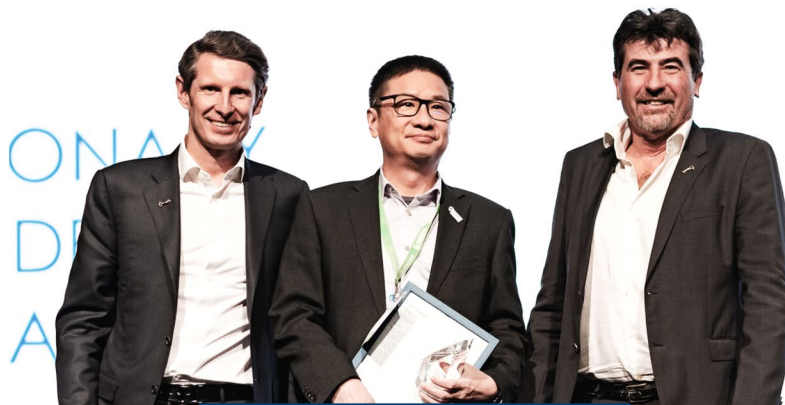
Aligned to consumption based services



567
customer references

834
active customer ambassadors

20% increase
in ambassadors in 2020



Bank Of Singapore

Bank of Singapore winning the
“Visionary Leadership Award”

Recognition for their outstanding contribution
to the industry and their attributes of a visionary leader

567 active Customer References

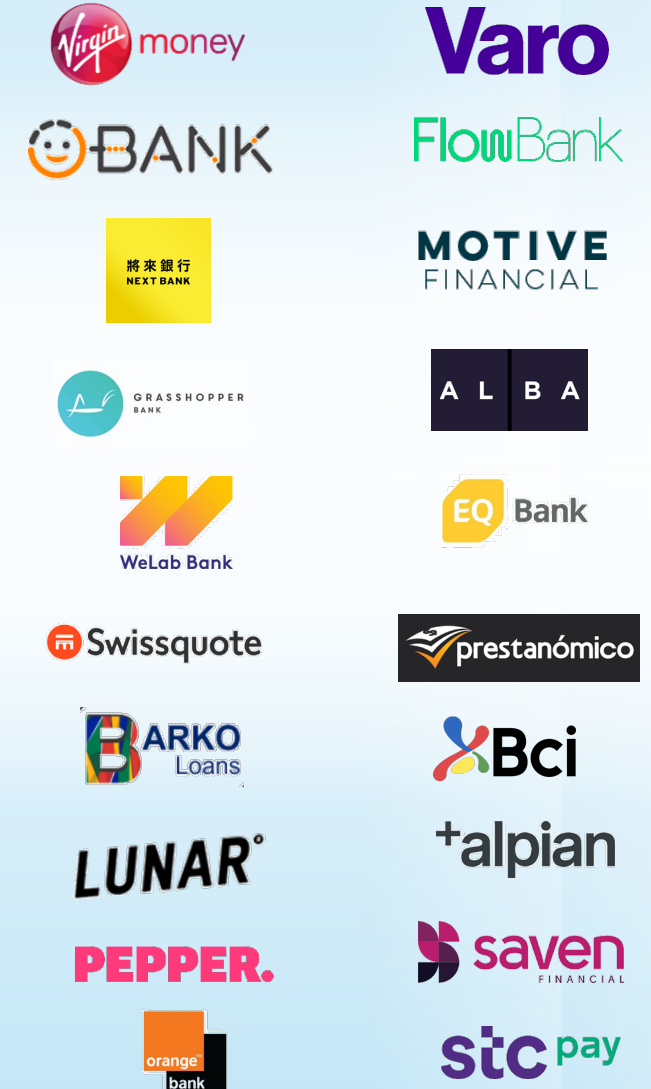
Large banks



Mid-tier banks



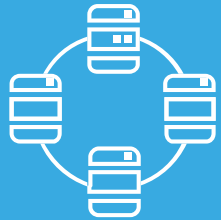
Challenger banks



Remote implementation is the new normal



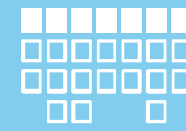
Remote first approach now available to clients in every region



All teams in delivery organization (incl. partners) with remote implementation experience



Guidance provision for banks to speedily become 'remote ready'



Implementation methodology fully remote compliant



Temenos Saas, technology and tools in place to collaborate and execute remotely



Projects, including go-lives, continue with everyone working from home



Success in 2020

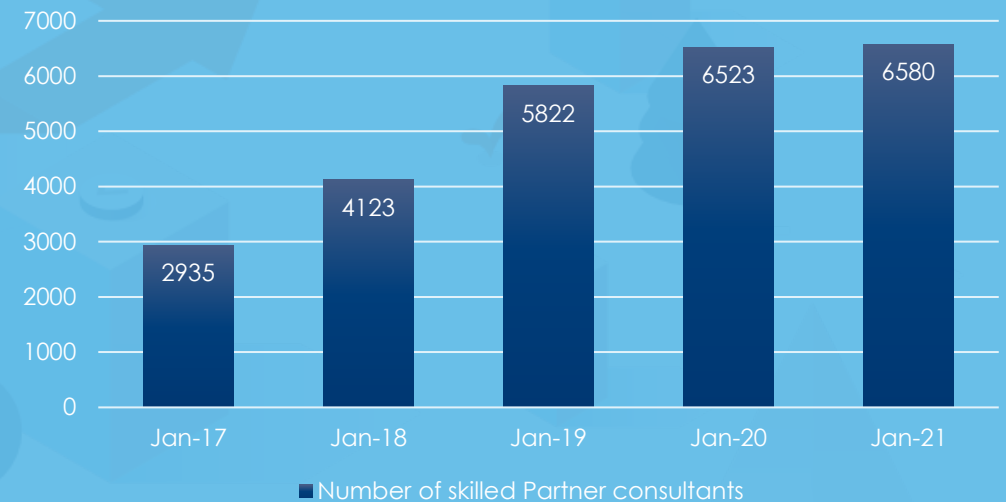
Go-lives across all products –
99 customers
using Temenos
for the first time

307 Go-lives
across all
customers

**Partners
involved**
in majority of
implementations

6,500+ skilled Temenos consultants

Temenos skilled consultants
ecosystem
(January 2017 - January 2021)



The new Partner Program Model

Services

Technology



2021 Services Partner Program

Global
Alliances

Cognizant

syncordis

Capgemini

DXC.technology

Global
Partners

Deloitte.

accenture

aspire
SYSTEMS

Tech
Mahindra

Multiregional
Partners

Techmill
All About FinTech

OneAston
Excellence in Wealth Solutions Delivery

MCB
CONSULTING

IT solutions
services

tailwind

SoftwareGroup
doing it right

Regional Partners

MAINSYS
Banking IT Services

ACCOMPANY
CONSULTING

ndc
TECH

MBS
MASAREF BUSINESS &
SYSTEMS CONSULTANCY

USA
ENTER-System
INTEGRATORS

IMS
INFORMATION
MANAGEMENT SOLUTIONS
an YPO company

Banktech Software Services

MAINT

STOICS-IT

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DATA SERVICES

NGB
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SOLUTIONS

premac
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ACCUTIVE

JETHRO

GlobalLogic

synpulse
solve-evolve

Strategic
Technology Alliance

Microsoft

aws

Google Cloud

IBM
Business
Partner

Strategic
Technology Partner

ORACLE

salesforce partner

Red Hat

Alibaba Cloud

Technology Partner

MuleSoft

NuoDB

Technology
Provider

blueprism

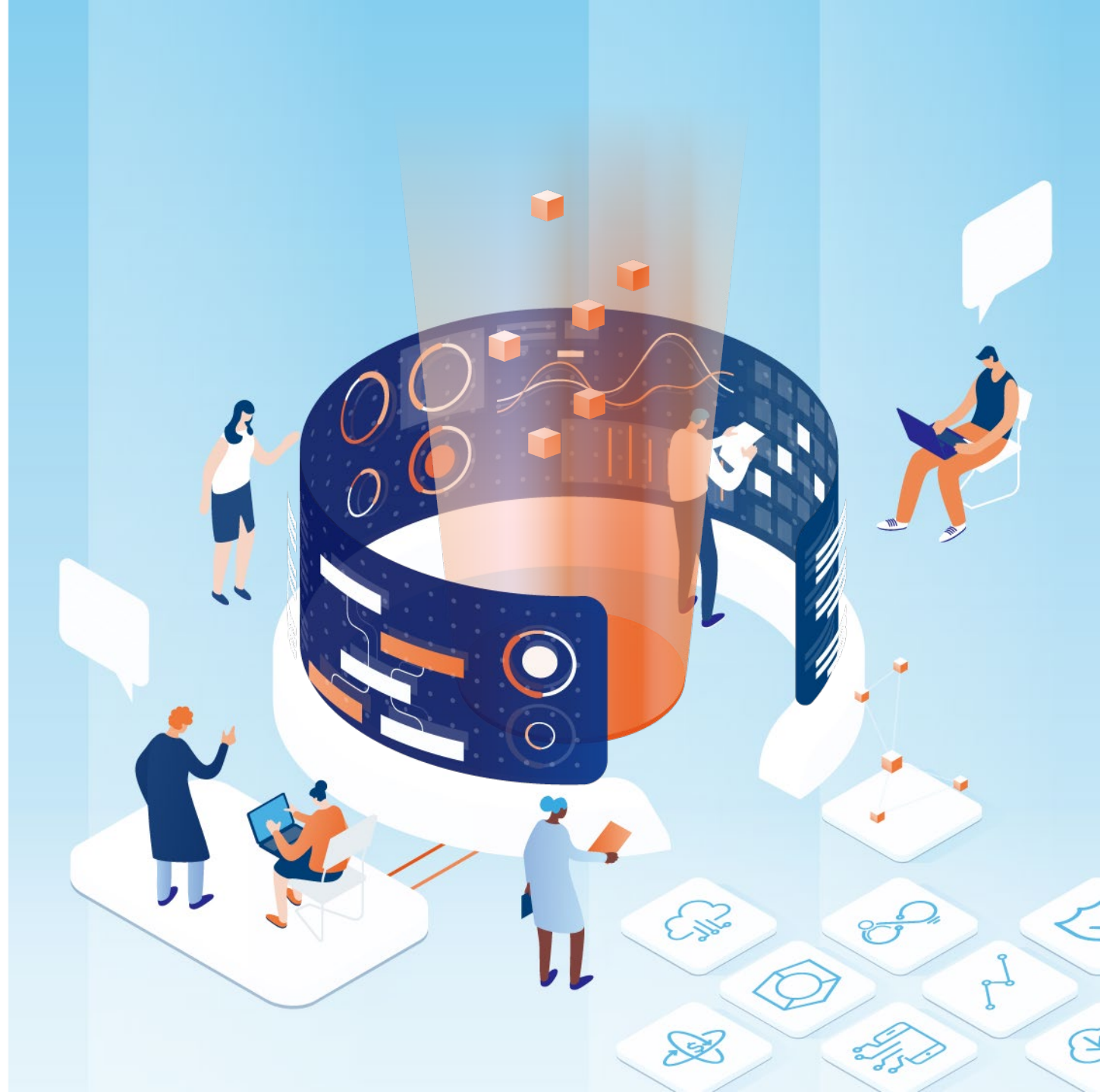
atoma
TECHNOLOGIES

Validata

Our Products and Technology

Mark Winterburn

Chief Product and Technology
Officer



WHY WE LEAD THE MARKET

\$2.1bn

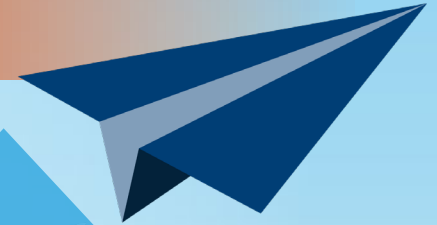
Invested in
our products
since 1990

> \$1bn

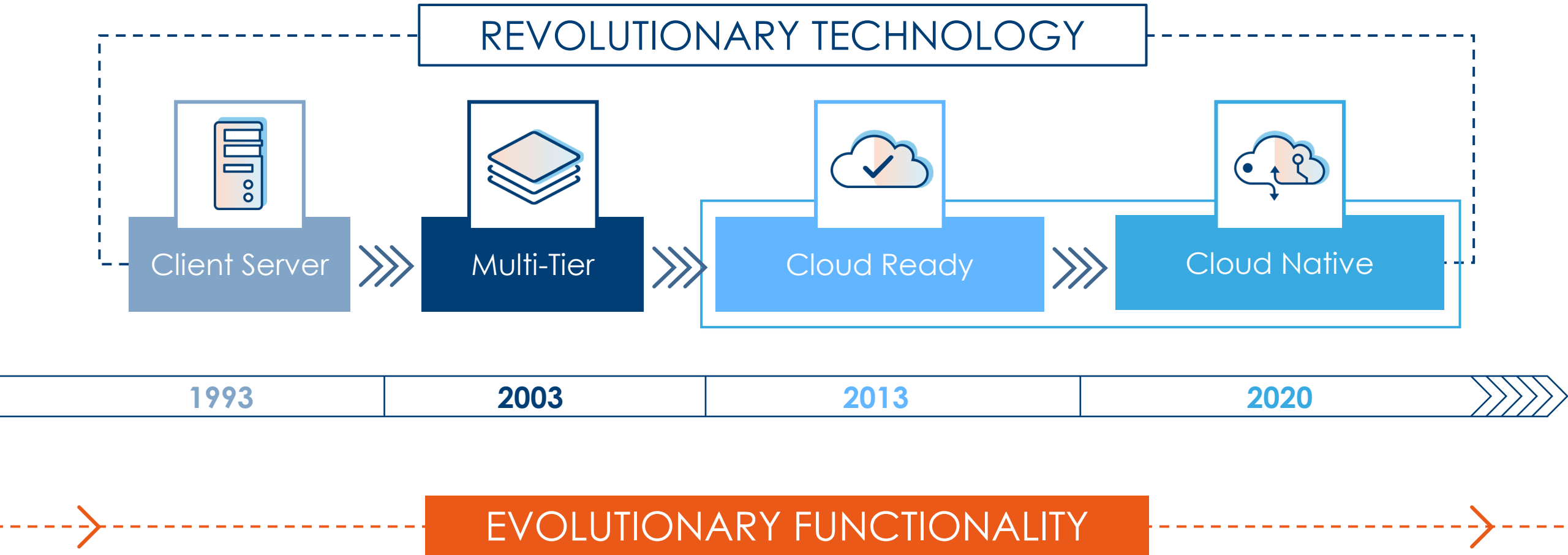
Planned to
be invested in the
medium term

513k

Person Days
invested
in 2020



Over 25 years of leadership in banking software



Product Investments

513k

Person Days invested in 2020

180

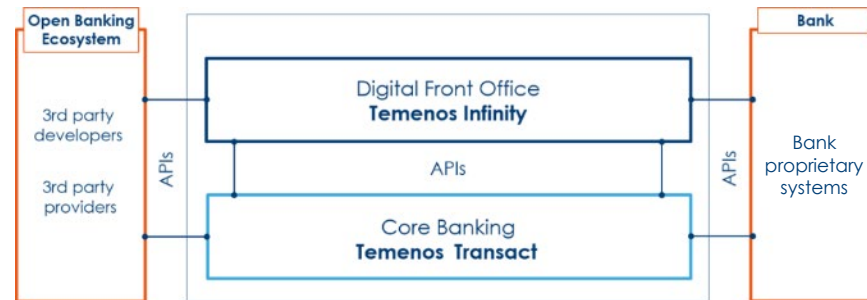
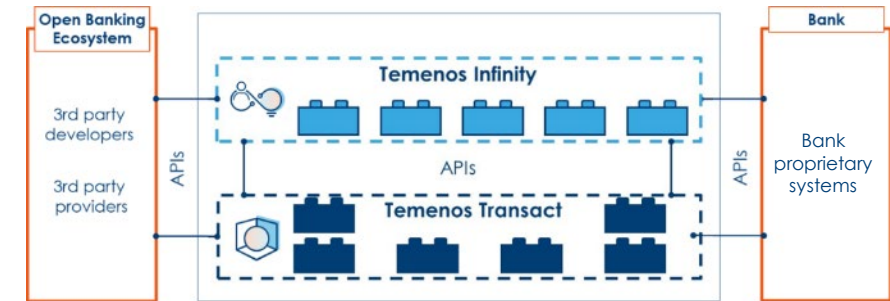
New Functional Enhancements

20

Platform Enhancements



Evolution of Microservices



2020 - 2021



Infinity
Distribution Services



Transact Enterprise
Microservices

Agility, flexibility and reusability

Temenos Technology – ready for the future



Cloud native, Cloud agnostic platform



Containers & **Micro services**



Distributed Database, immutable logging



API First



Explainable Artificial Intelligence as a service



Event streaming, embedded analytics



Continuous Integration and Deployment

Temenos Delivery & Sales Options

Temenos runs the software *SaaS Revenue*



Proven SaaS
technology



The SaaS contract & other 3rd parties is
owned/managed by Temenos

Bank runs the software *License Revenue*



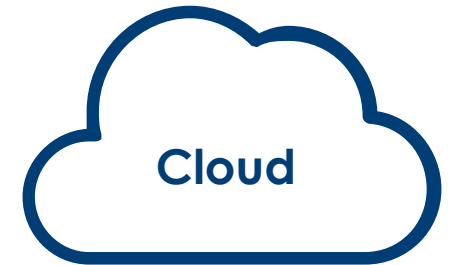
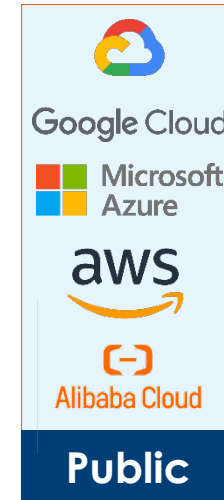
Classical installation
on-premise



On-premise



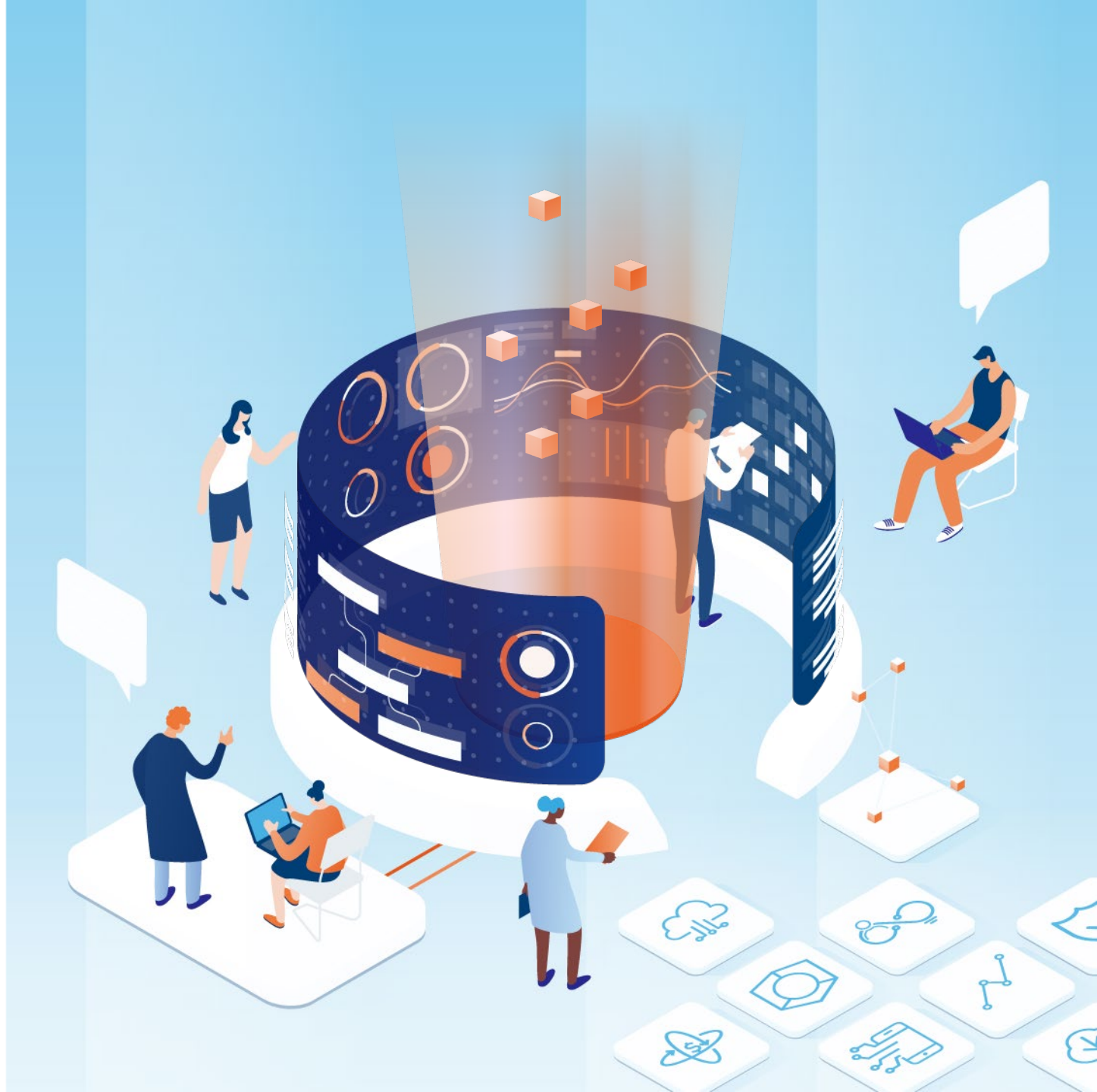
Installation on Bank's
public or private cloud



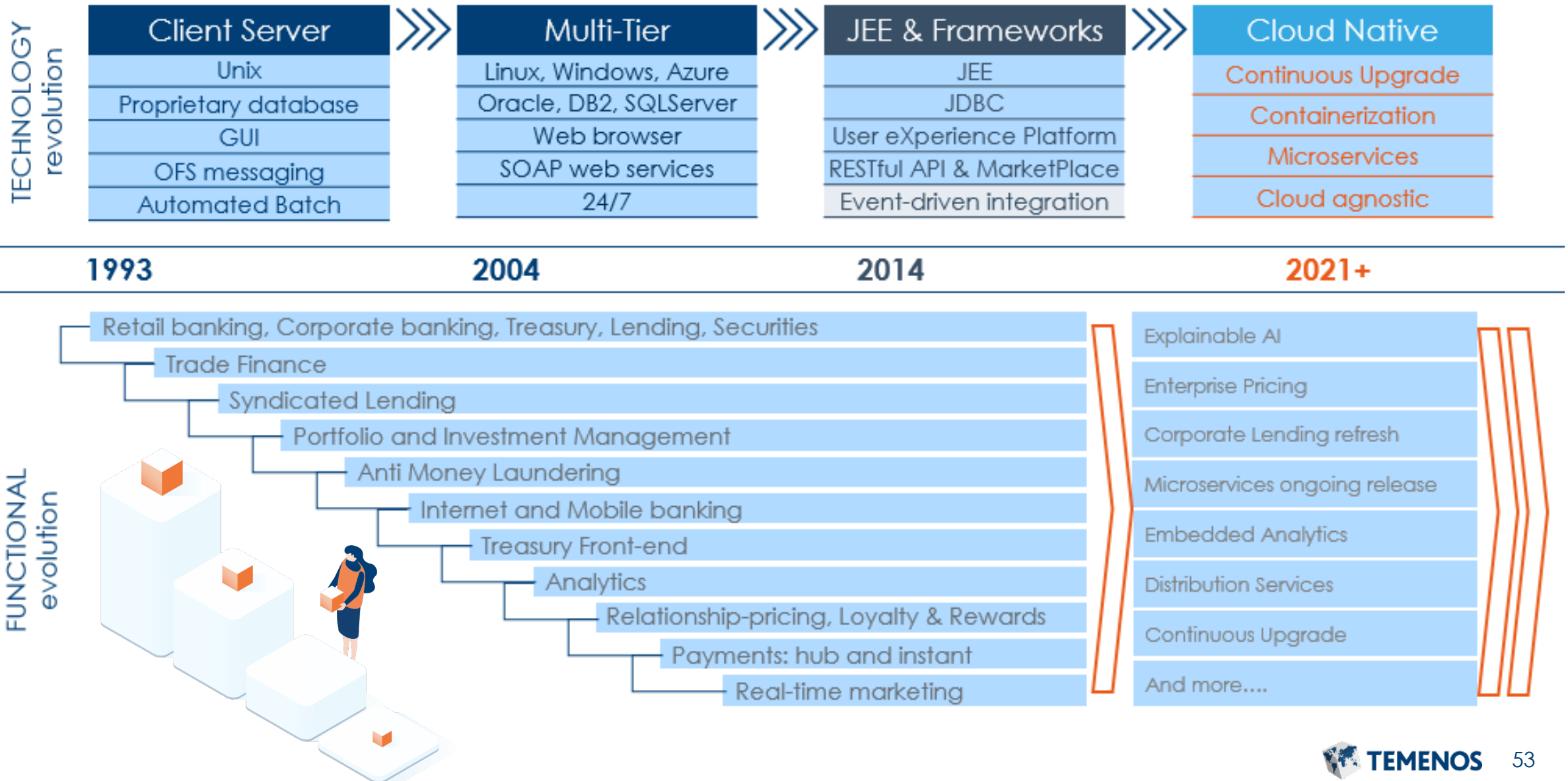
Same code and configuration base on SaaS and On-premise

Our Products and Technology

Prema Varadhan
Chief Product Architect



Revolutionary Technology, Evolutionary Functionality



Temenos Banking platform characteristics

Lower cost to run...

10%

of legacy cost

... more for banks to innovate



Flexibility

1000s of Configuration, Migration and Extension APIs



Time To Market

Continuous integration and Online Migration through automated DevOps and AI



Agility

Lowest risk independently deployable and upgradeable **Microservices**



Elasticity

Auto-elastic scalability and hyper-scaling **51200 TPS**



Partnership for future

Over \$1 bn R&D budget earmarked for Innovation in the platform in medium term



Security

Full security framework



Resilience

Active-active multi-cloud



Openness

1000+ Open APIs



Technology & Microservices architecture underpinning the Temenos platform offers tangible business benefits to banks

Platform Features



Cloud native, Cloud agnostic, Multi-Cloud platform



Containers & Micro services



Distributed Database, immutable logging



API First



Explainable Artificial Intelligence as a service



Event streaming, embedded analytics



Continuous Integration and Deployment

Technology Enablers

- Flexibility
- Reusability
- Elastic scaling
- High availability
- No need for planned downtime
- Shorter learning curve for developers
- Explainable business insights in real-time

Business Benefits

- Dramatically lower TCO
- Launch new products and digital features quickly and frequently
- 24x7 Digital operations
- Faster response to business & regulatory change
- Optimize existing IT skill-sets in bank; build new competencies

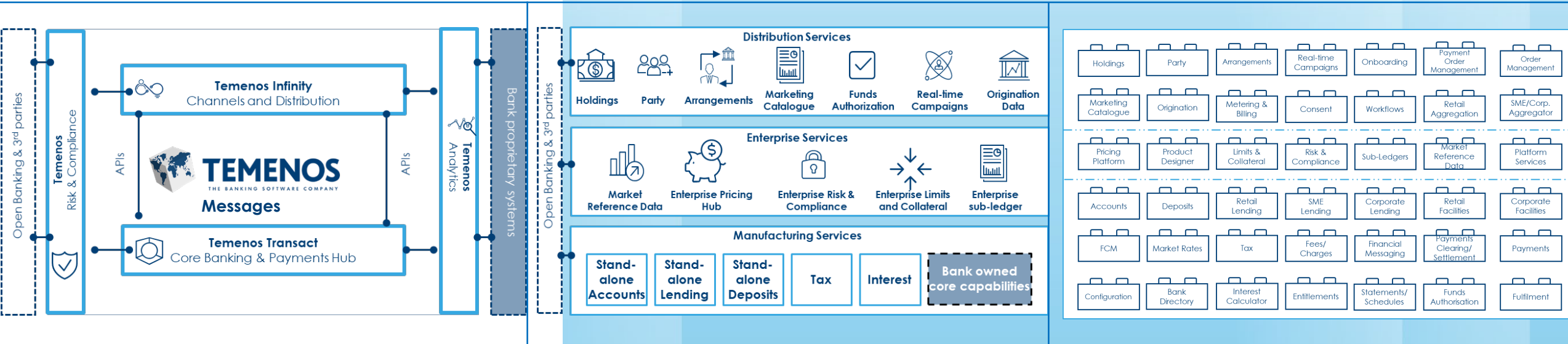
We are on a continuous microservices journey to serve all Tiers in all regions



Full Temenos stack with **embedded** banking capabilities (decoupled by Value-Chain)

Banking capabilities as **loosely coupled** services

Banking capabilities as **Microservices**



Banks can select a sub-set of banking capabilities in any sequence or combination they require from Temenos as per their strategy

Model Bank and with localization

Temenos Software

- Central core with more than **200 optional modules**
- Parameter-driven
- *Example: customizable parameters to create account products*

Temenos Model Bank

- **1000+** pre-defined processes
- **90%** pre-defined parameters
- 45+ role-based dashboards
- *Example: pre-configured savings account products*

Country Specifics

- **>280** country modules
- Compliance, regulation and tax calculations
- Local clearing and payments
- Specific processes and products
- *Example: Country-specific savings accounts with premiums and withholding tax calculations*

Bank Specific

- Bank branding
- Differentiated products and processes
- *Example: bank-specific rates*

Bank Specific Configuration

Country Specifics

 **TEMENOS** | Model Bank

 **TEMENOS** | Software

Banks with strongest¹
capability to enter new
markets quickly
have² a
**20% better Cost-
Income Ratio and
a 15% higher
customer growth**

¹ Maturity rating 3 or above (out of 5) on ability to enter new markets quickly with efficient adherence to local regulation and compliance

² Difference between banks with highest maturity rating on ability to enter a new market (3 or above, out of 5) and average

Harnessing disruptive technologies to “transform” transformation



**Next generation
data migration
technologies**



**Cloud-native domain
microservices/
architecture**



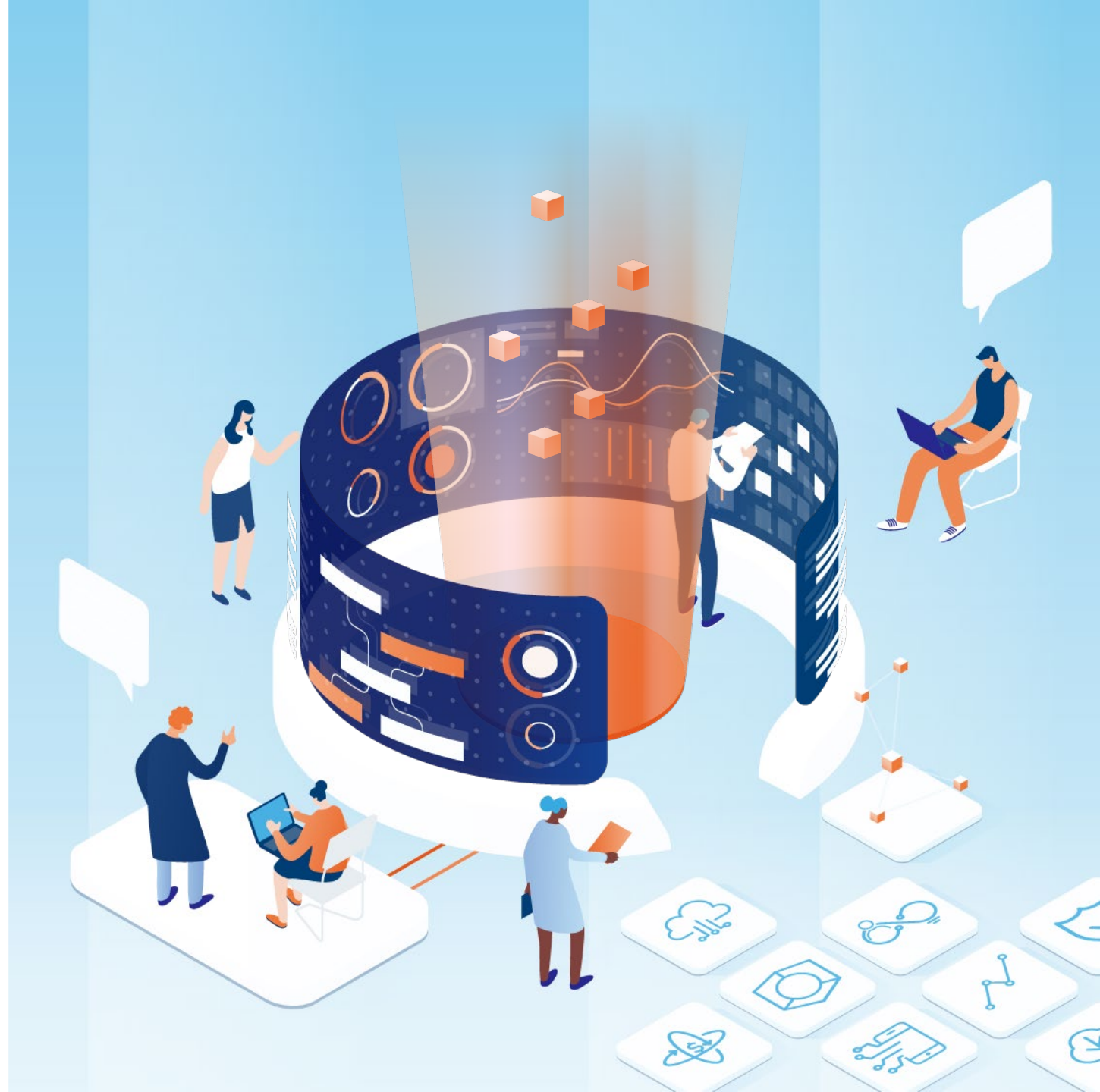
**Low code
differentiation
capability**

Temenos will help banks make transformation cheaper, faster and less risky

Our Products and Technology

Tony Coleman

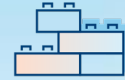
Product Director: Technology



| Temenos Technology – ready for the future



Cloud native, Cloud agnostic platform



Containers & **Microservices**



Distributed Database, immutable logging



API First



Explainable Artificial Intelligence
as a service

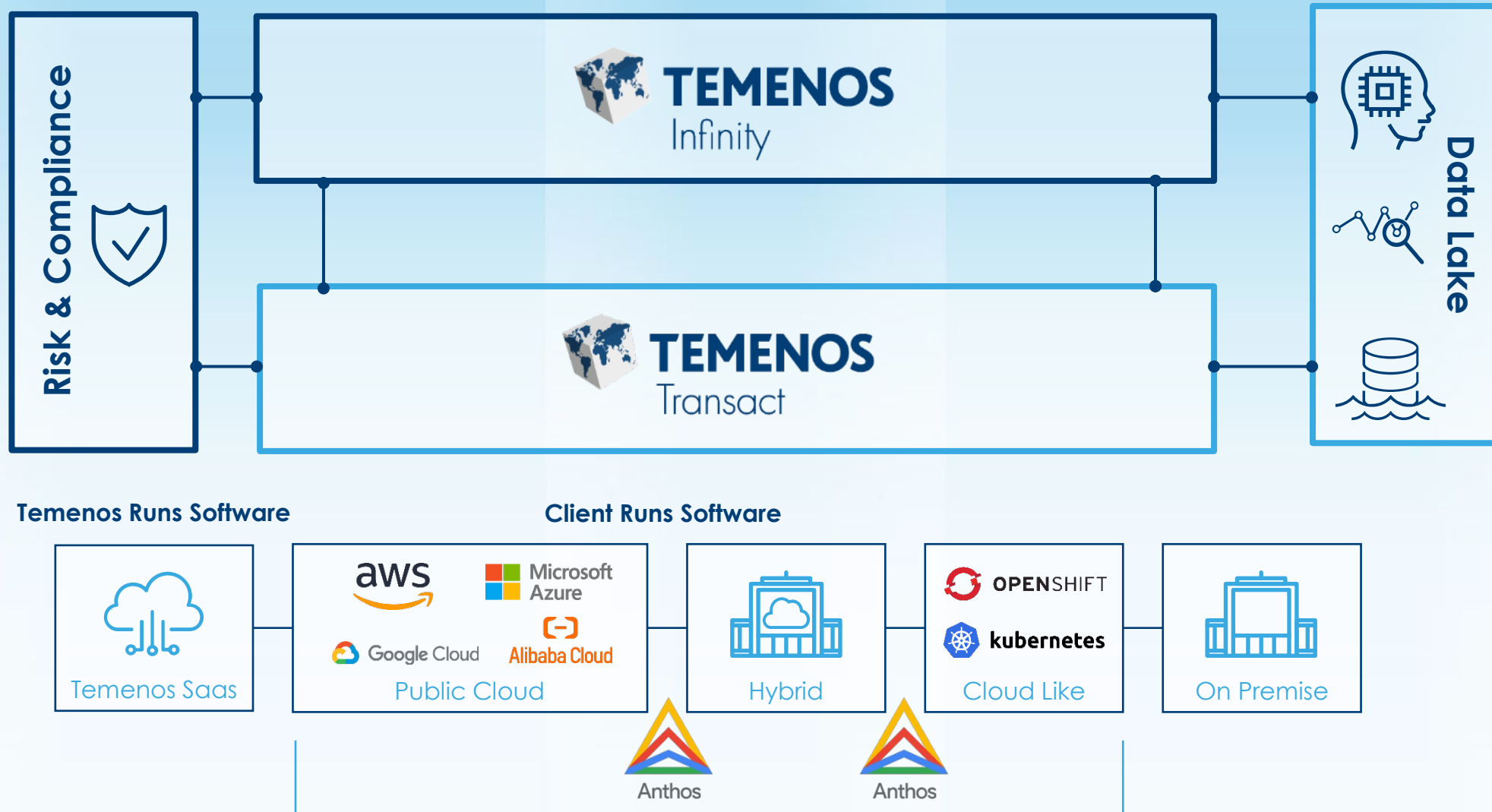


Event streaming, embedded analytics



Continuous Integration and Deployment

Temenos Software: Overview



Scalable, Resilient Operations a Top Priority: Confirmed By Our Clients

92%

Adaptive and resilient
operating model

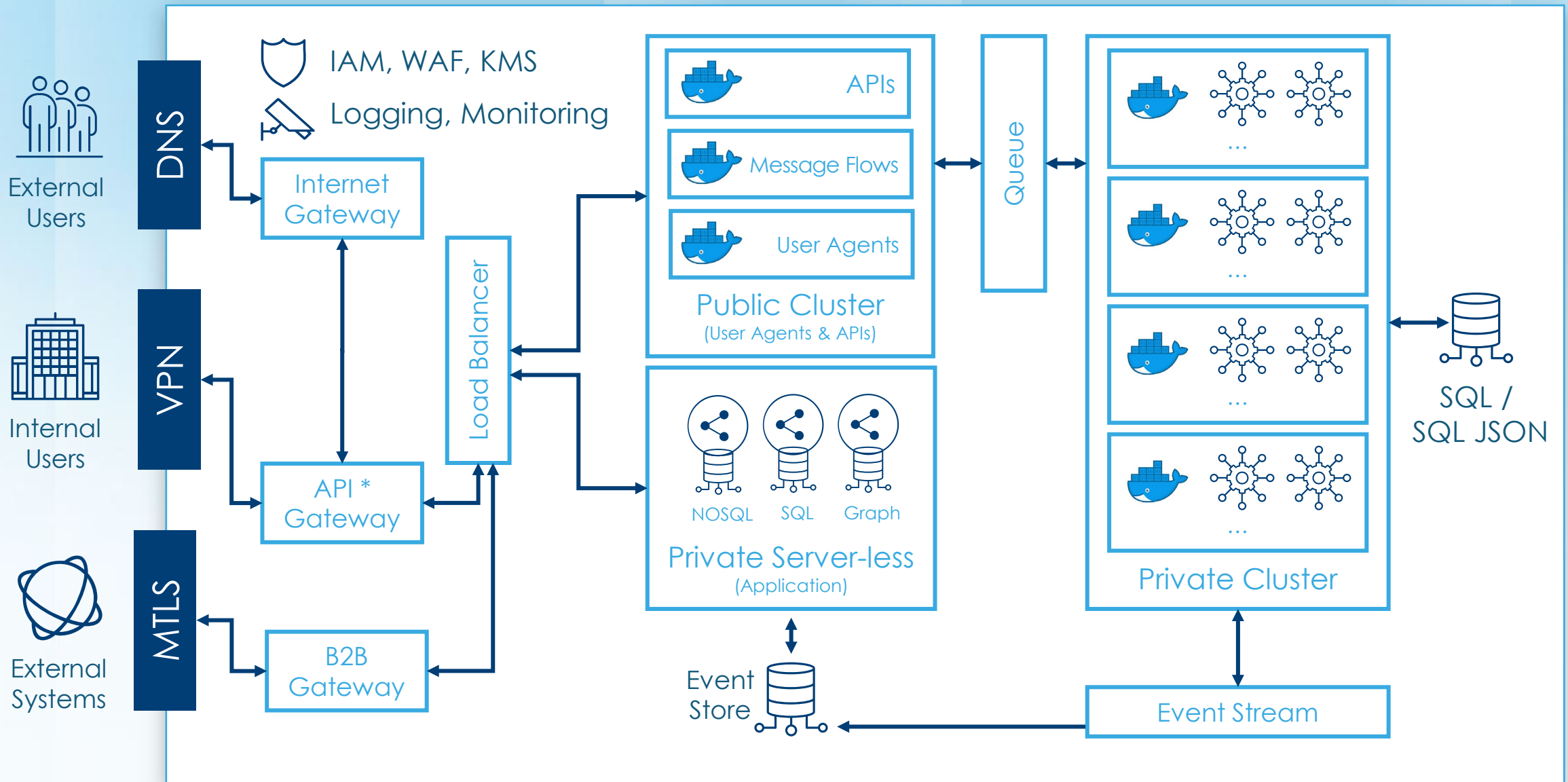
92%

Scalable, secure
infrastructure (Cloud)

X%

Proportion of Temenos Value Benchmark participants (retail divisions of 18 banks) rated the capability as top priority (importance of 4 or 5 out of 5)

Cloud Native, Cloud Agnostic



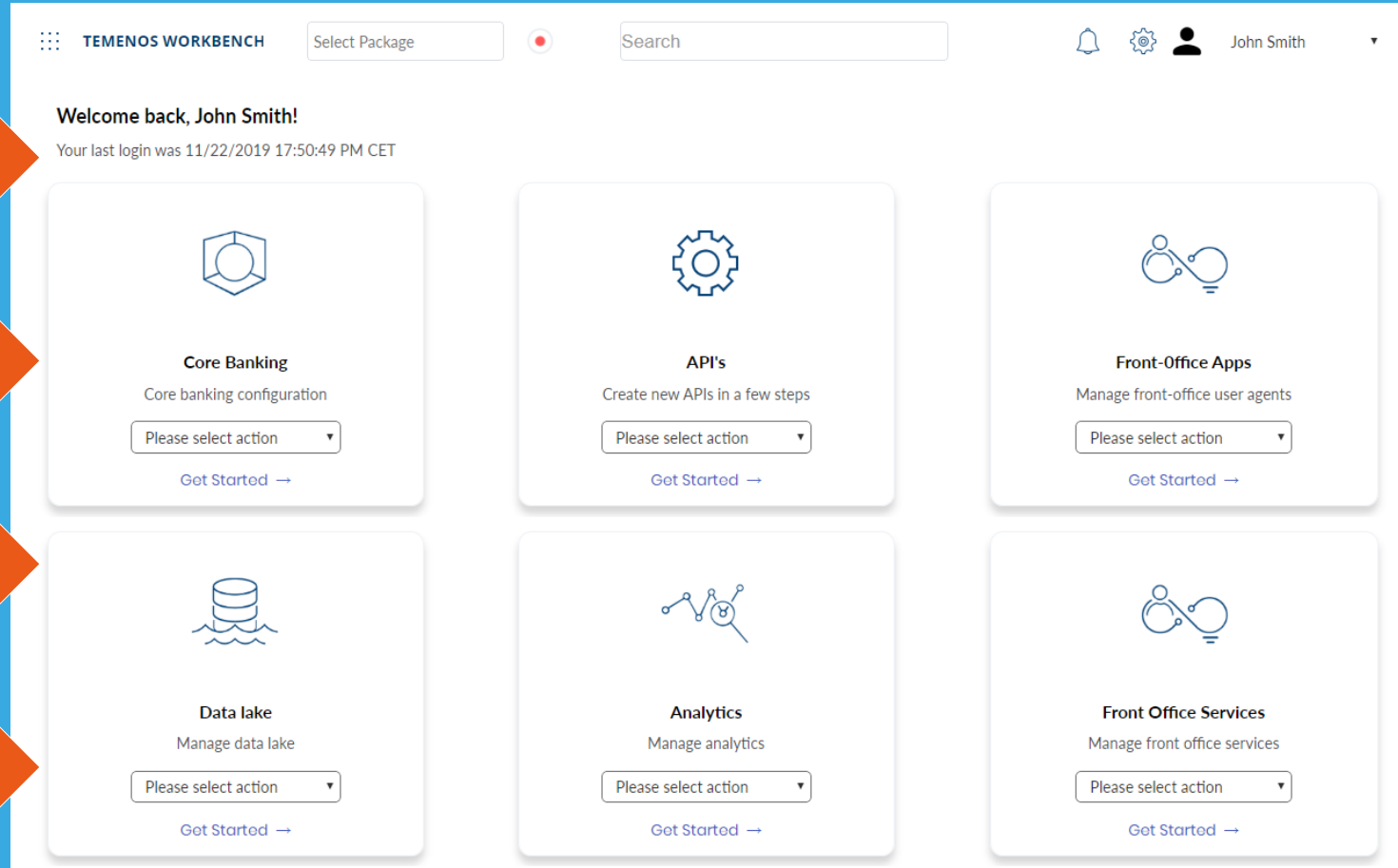
Tooling Accelerates Adoption of Continuous Operations

Single tool for all
Temenos products

End-to-end change
management

Web based

Cloud or
On Premise



Hyperscale SaaS Operations Through Automation

Investment in technology benefits SaaS Operations:

- Safe extensibility on packaged software with automated acceptance testing allows high-impact changes frequently and predictably
- Using cloud native managed services simplifies operations
- Infrastructure as code automates deployments
- Smart elastic scaling automatically responds to spikes in demand



| Temenos Offers Choice

Who Runs Software

- Temenos or Client

Architecture

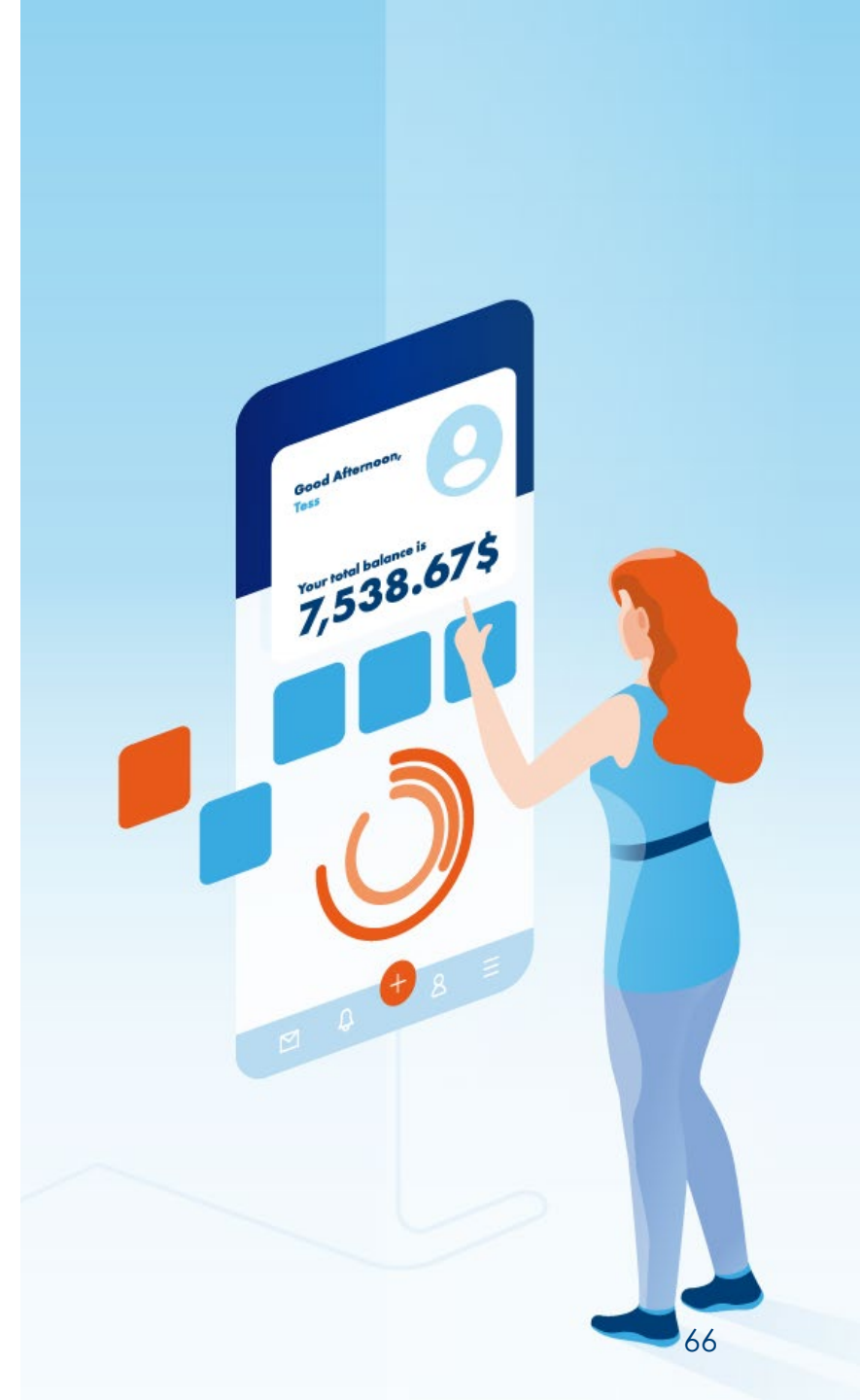
- Integrated
- Decoupled
- Hybrid

Deployment

- Public Cloud
- Private Cloud
- Hybrid
- Cloud Like

Package

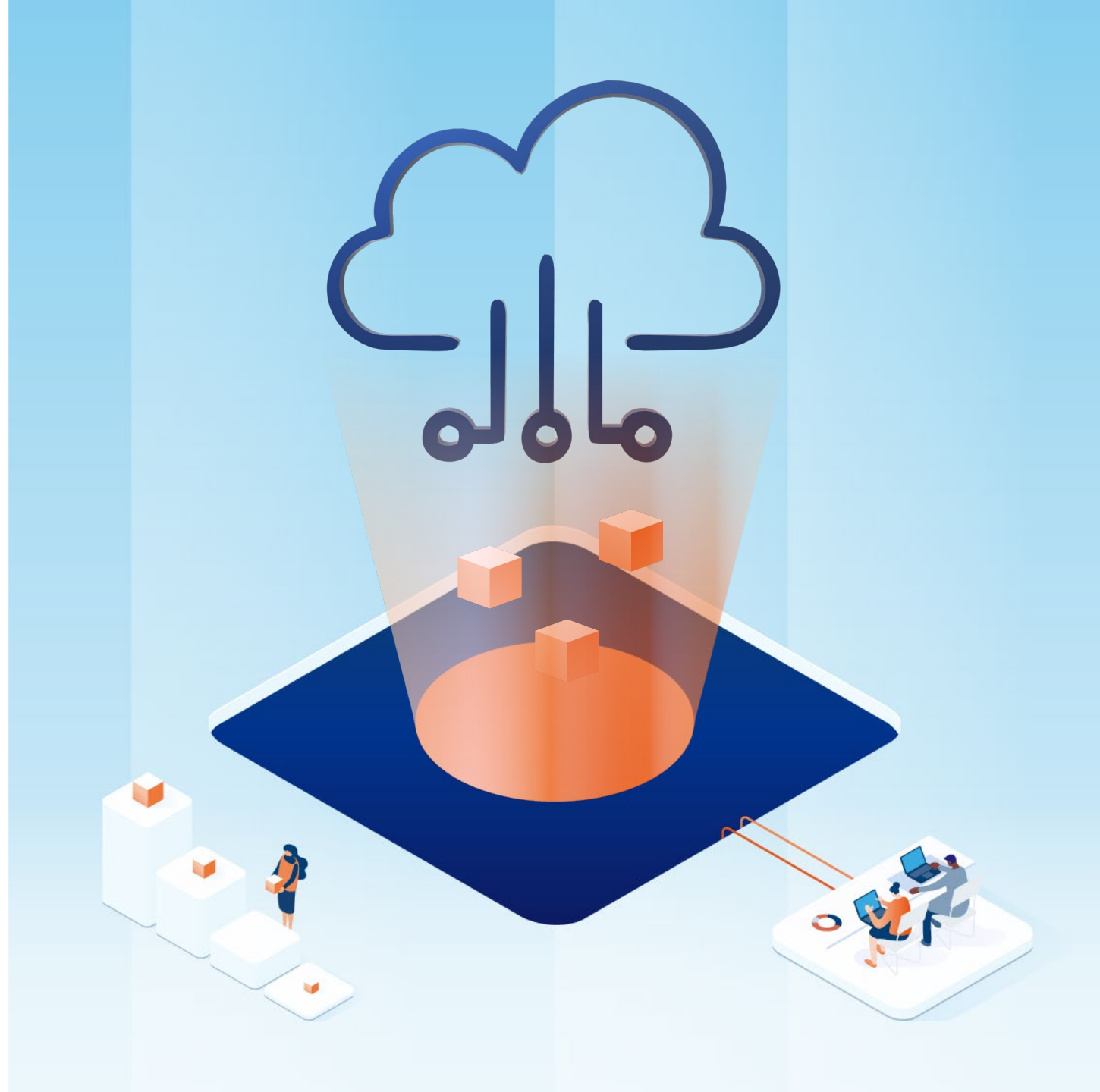
- Updatable
- Country Model Banks
- Extensions



Temenos SaaS

Ross Mallace

Business Line Director, Temenos SaaS



Accelerating SaaS Growth



70+ Core Banking clients



65% Annual Contract Value growth in 2020



Varo

2011

2012

2013

2014

2015

2016

2017

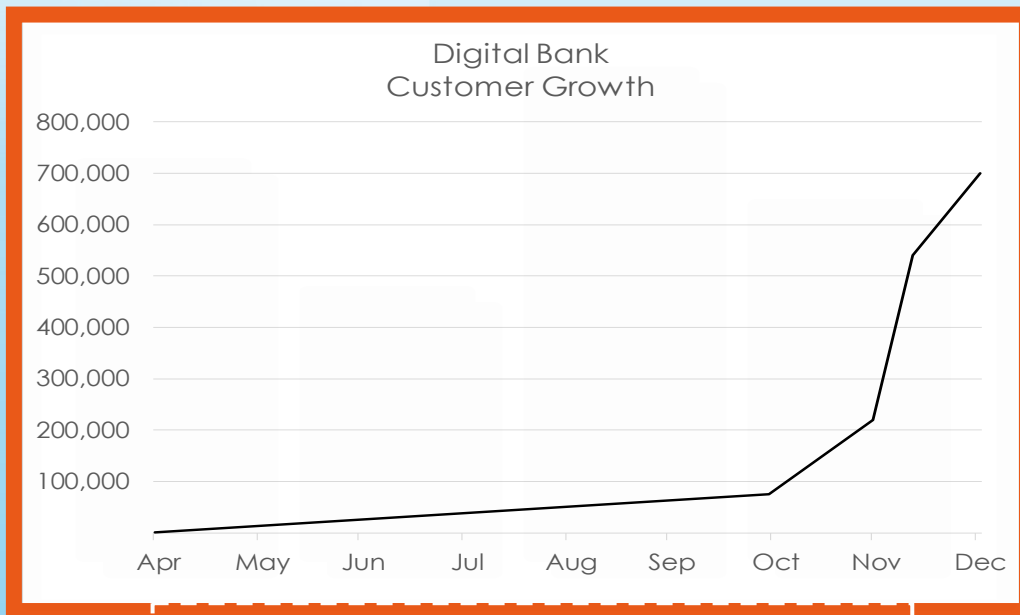
2018

2019

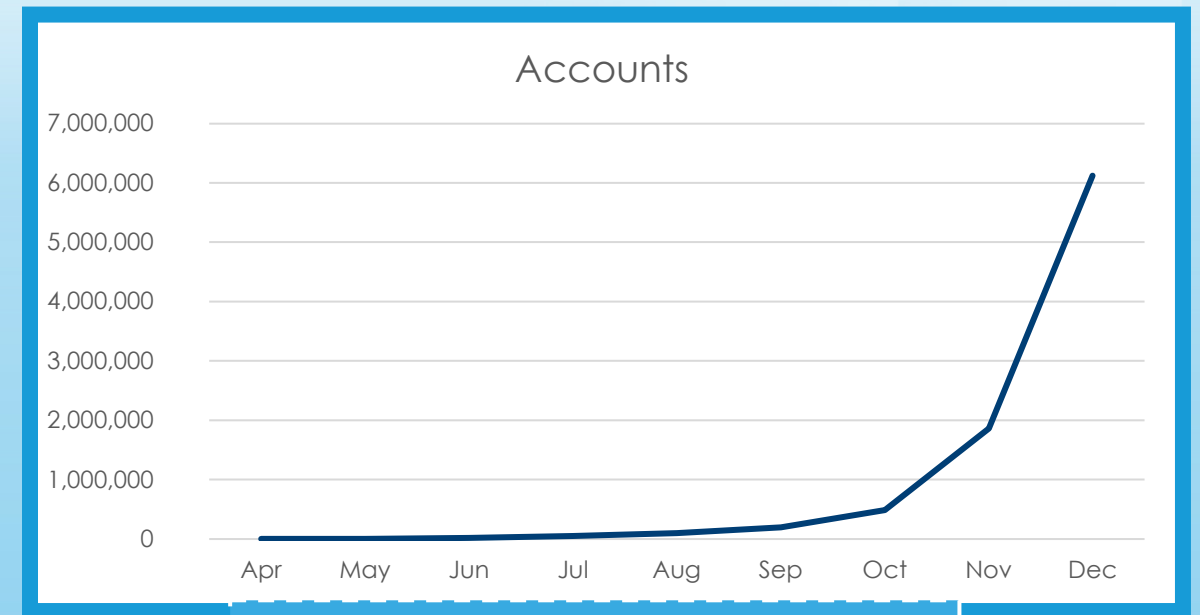
2020

Driven by client success

Exceeding client goals through customer growth



Single Country Client



Global Multi-Country Client

Strong tailwinds for the market adopting SaaS solutions

Market drivers



Speed and impact of regulatory changes



General cloud adoption for financial services



Growing ecosystem with new players (Non-banks, Neobanks, Fintechs)



Cost and margin pressure



Breadth, depth, and dynamic of customer expectations



Security – need for secure software and quick recovery in case of breaches

Temenos Delivery & Sales Options

Temenos runs the software *SaaS Revenue*



Proven SaaS
technology



The SaaS contract & other 3rd parties is
owned/managed by Temenos

Bank runs the software *License Revenue*



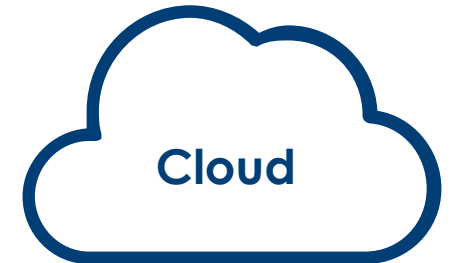
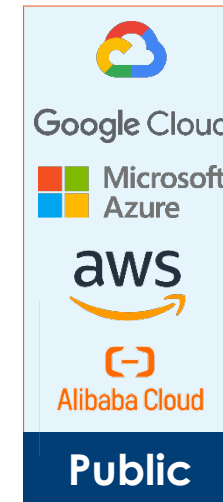
Classical installation
on-premise



On-premise



Installation on Bank's
public or private cloud



Same code and configuration base on SaaS and On-premise

| Why Temenos SaaS



Temenos SaaS is a Global Shared Service, proven and running banks around the world.



- One global team using pre-built standardised people, processes and tooling automation



- Client Data, Networks, Environments are dedicated, compliant and secure.



- Continuous R&D, constantly investing in and rapidly rolling out new services



Temenos SaaS

- Future Proof
 - Continuous Innovation
 - Never upgrade again.
- Accelerated Time to Value
 - Deploy in minutes, go live in days
- Trust & Compliance
 - Un-rivalled industry certifications
 - Un-matched pedigree running regulated banks

Temenos is outselling the competition with over 60 challenger banks signed



Vendor of choice for regulated banks globally

Competing against new SaaS vendors



UNRIVALLED CAPABILITIES

Huge functional capability
Leading cloud-native technology
Single Codebase
Evergreen



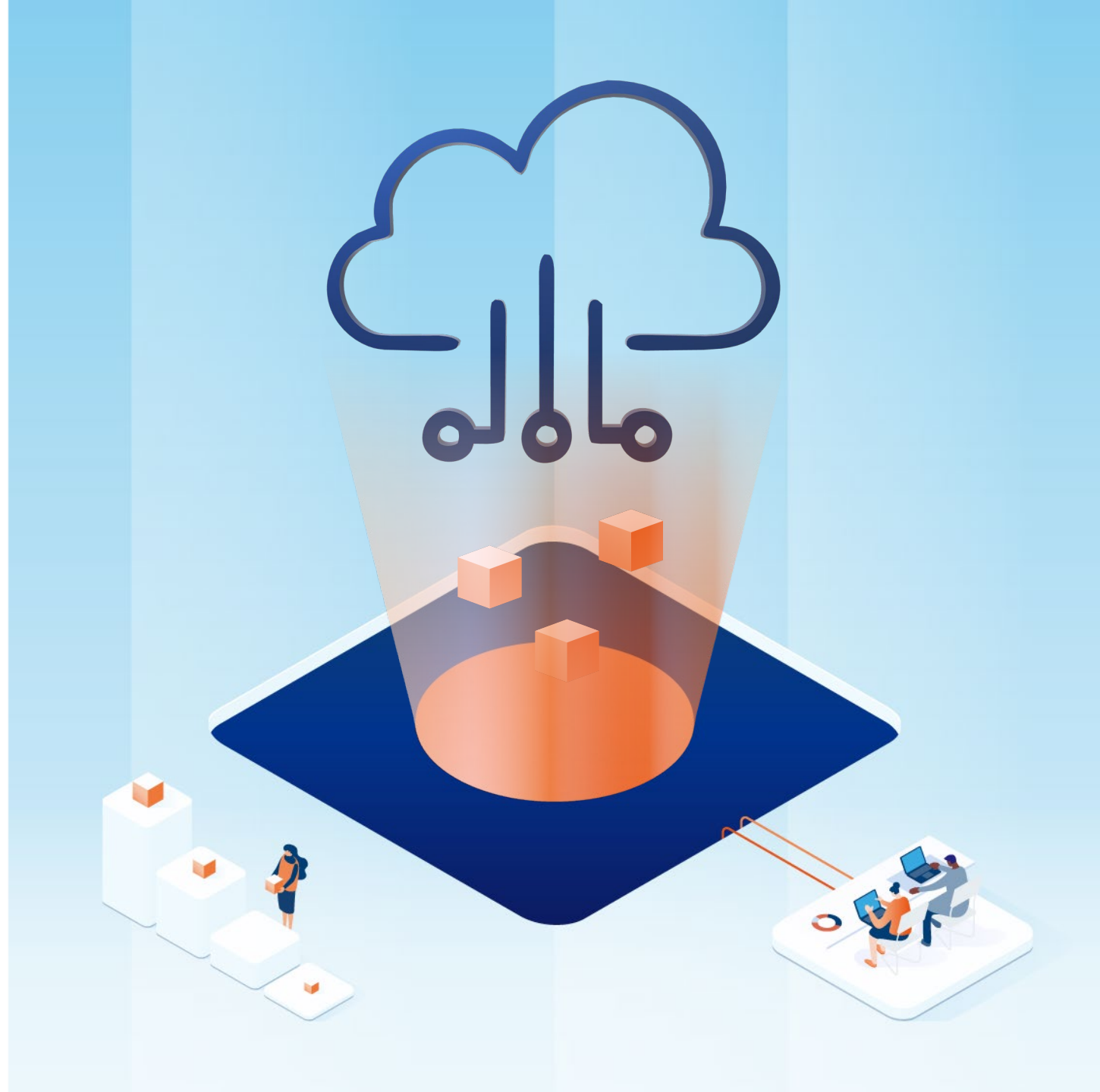
STRONG CREDENTIALS AND TRACK RECORD

Unmatched Certifications & Operation
Scale & Ability to deliver
Breadth and Depth
Regulation & Compliance

Temenos SaaS and Cloud Operations

Colin Jarrett

Chief Cloud Officer



| Global SaaS Operations

Our Global SaaS Operations are positioned to support significant global growth through our **Global Command Center** in India and our **Regional Cloud Centers (Americas, Europe and APAC)**.



| SaaS Operational Investments in 2020

We have invested significantly across our Product, Tools and Processes to deliver improved Operational Maturity (i.e. operational excellence, scalability and efficiency)



Product Engineering

- Automated End to End Release Management
- Improved Auto-Scaling
- Enhanced Upgrade Capability



Security

- Security event feed to client SOC
- Extension of ISO 27k and completion of PCI-DSS (where required)
- Implementation of privileged identity and access management tooling



Automation Tooling

- Proactive, AI driven monitoring, solutions (e.g. Dynatrace, PagerDuty)
- Deployment Automation
- Single Jira instance



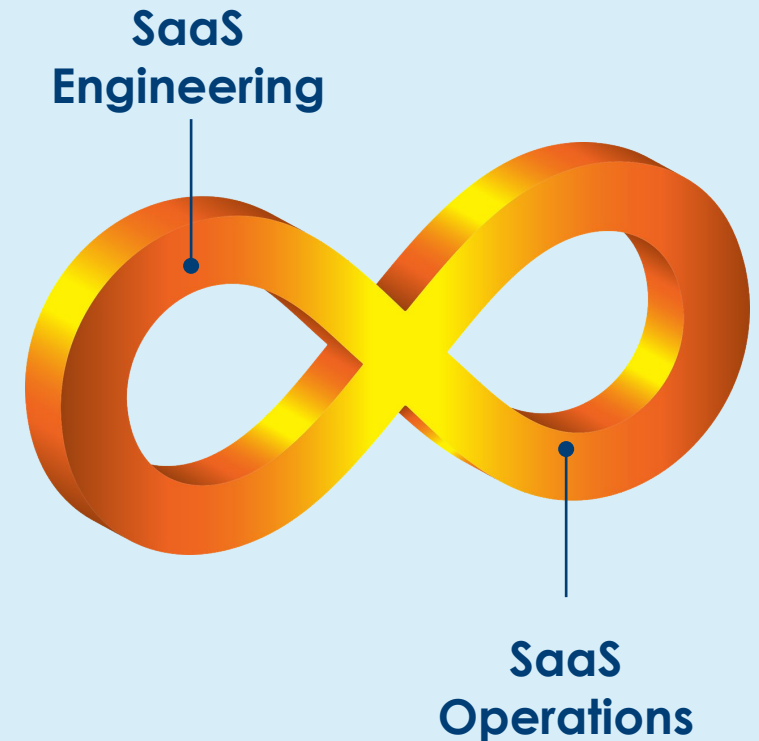
Operational Processes

- 24x7 Incident Management
- Service Delivery Management
- Operational Readiness
- Solution standardization and Simplification

| Integrating SaaS Operations and Engineering

- To deliver further scalability and efficiencies, we have established a **SaaS Engineering Team** within the overall SaaS Operations Organization
- **SaaS Engineering** designs, builds, runs and supports the Platform combining Cloud Engineering and Operations with the goal of improving the reliability

- ✓ Delivers Automation and continuous integration and delivery (CI/CD)
- ✓ Builds Zero Touch self-provisioning capabilities
- ✓ Drives Zero downtime
- ✓ Continuously drives measurable improvements in quality, security & resilience
- ✓ Supports the end to end SDLC with CI/CD pipelines



| Temenos Infinity

Joaquin de Valenzuela

SVP & Infinity Business Line Director



| Digital Banking Trends



**Digital as the
New Normal**



**Disruptive
Technologies**



**Rising Customers
Expectations**

| The Digital Customer Requires new Capabilities



Customer Success in Digital Banking



Infinity Success:
Helping **650 banks** to transform their businesses



Infinity Digital Platform



6 PARTNERS

callsign



UNIKEN
We make connecting safe



unblu

dPal



5 CHANNELS



4 DIGITAL BANKING SOLUTIONS



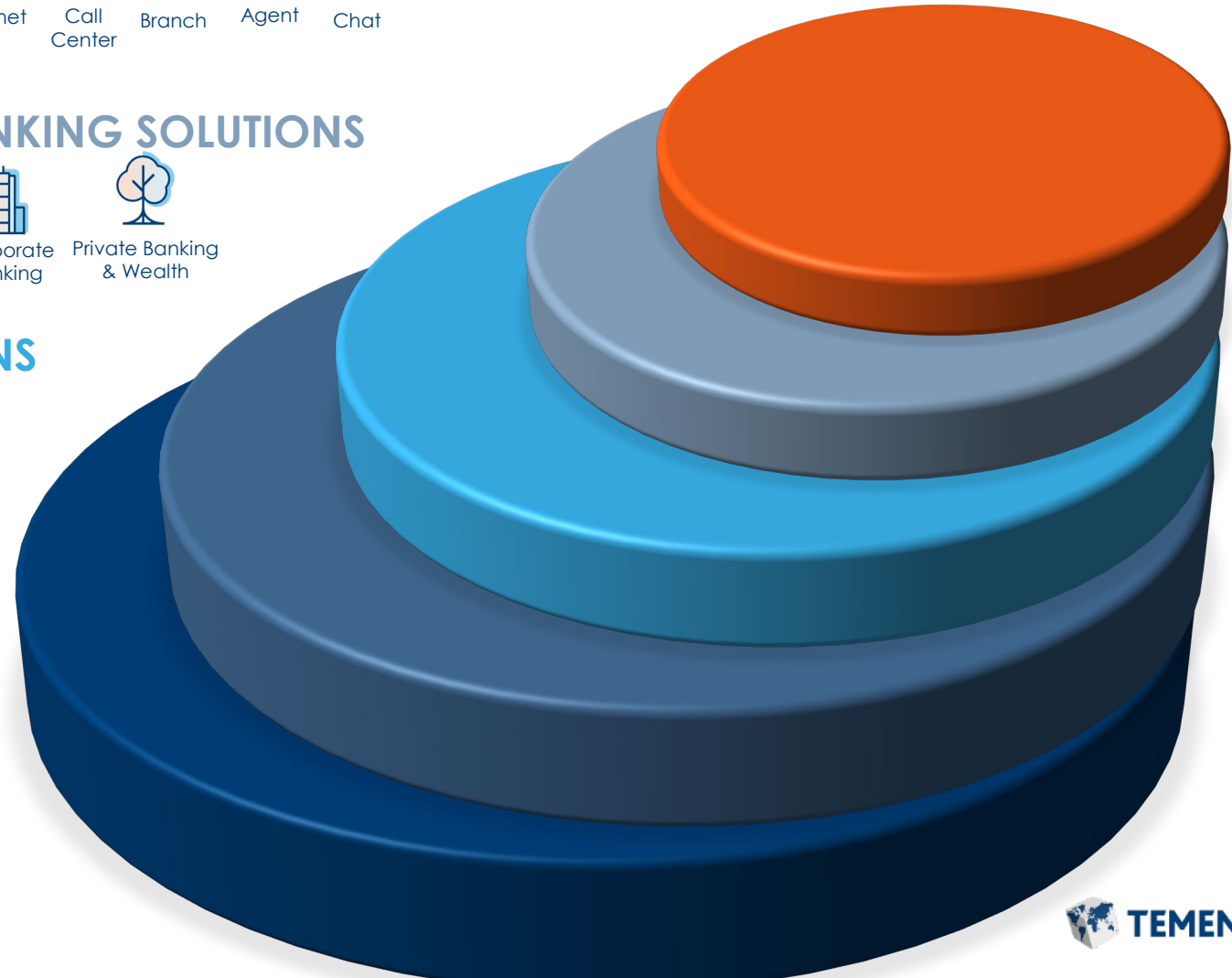
3 BUSINESS SOLUTIONS



2 INSIGHTS

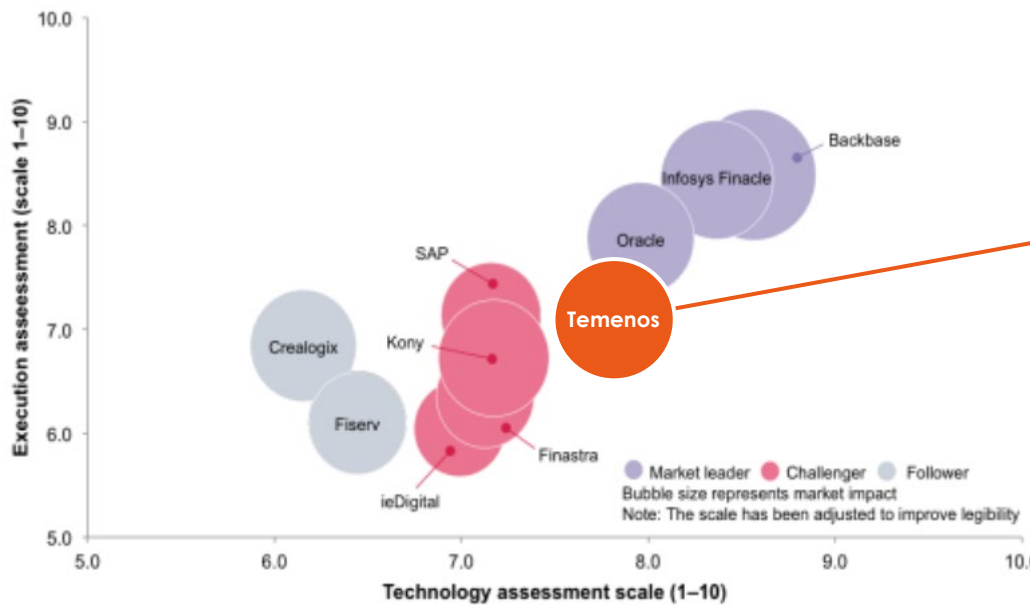


1 DATA

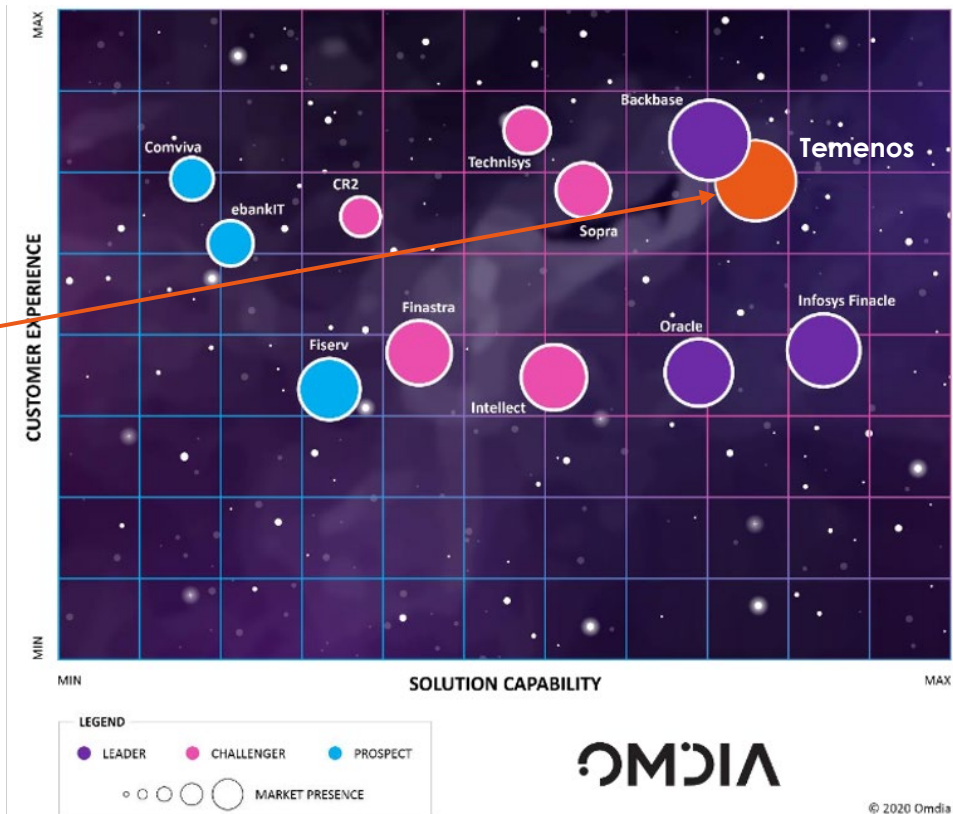


Market Analysts recognize our investments and the great job we are doing

OVUM DECISION MATRIX:
SELECTING A DIGITAL BANKING PLATFORM (2019)



OMDIA UNIVERSE:
SELECTING A DIGITAL BANKING PLATFORM (2020)



| How can Temenos Infinity help YOU?



**Digitalize the
Customer Journey**

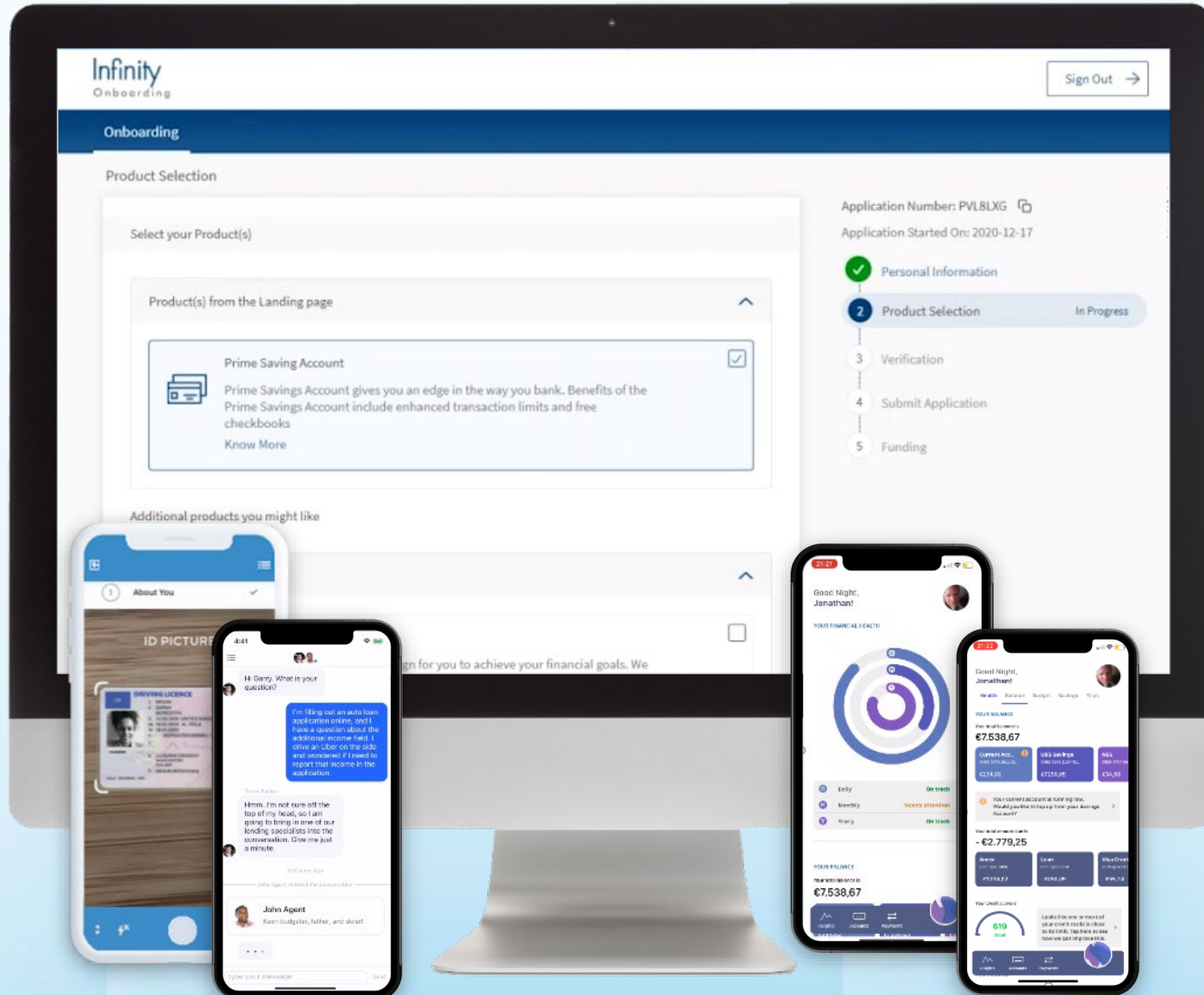


**Personalize the
Experience**



**Go Beyond
Banking**

Digitalize the Customer Journey



Welcome Customers with a Delightful Experience

- ✓ Onboard new customers frictionless and start to know them

Make it Easy Banking with you

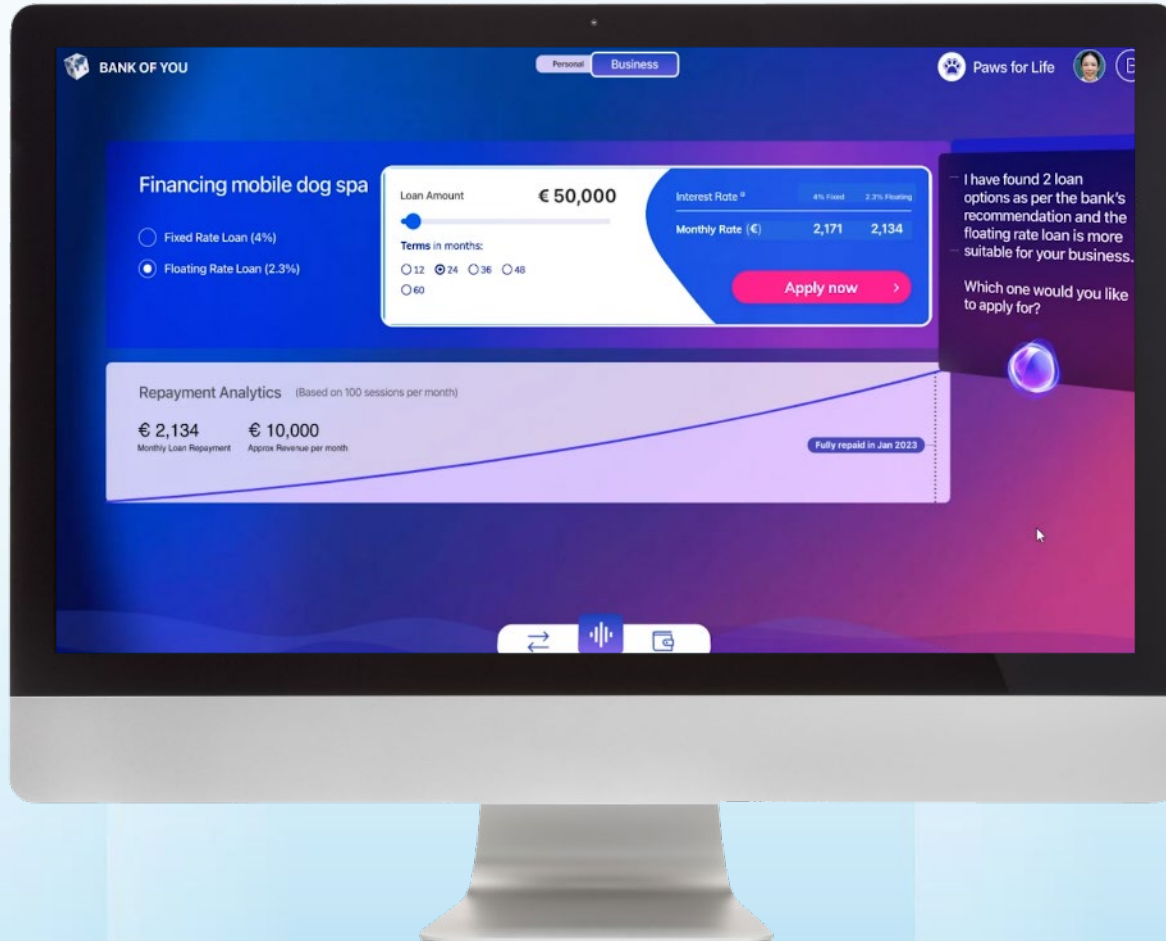
- ✓ Tailor your offers in real time to maximize the customer live-time value, sell and deliver instant fulfillment

Help Customers Help Themselves

- ✓ Provide them with digital self-service capabilities and the human touch when needed

Personalize the Experience across Channels

Make Banking Personal



Know Your Customers

- ✓ Have a comprehensive view of your customers' financial information and goals, and analyze their digital behavior

Discover New Insights

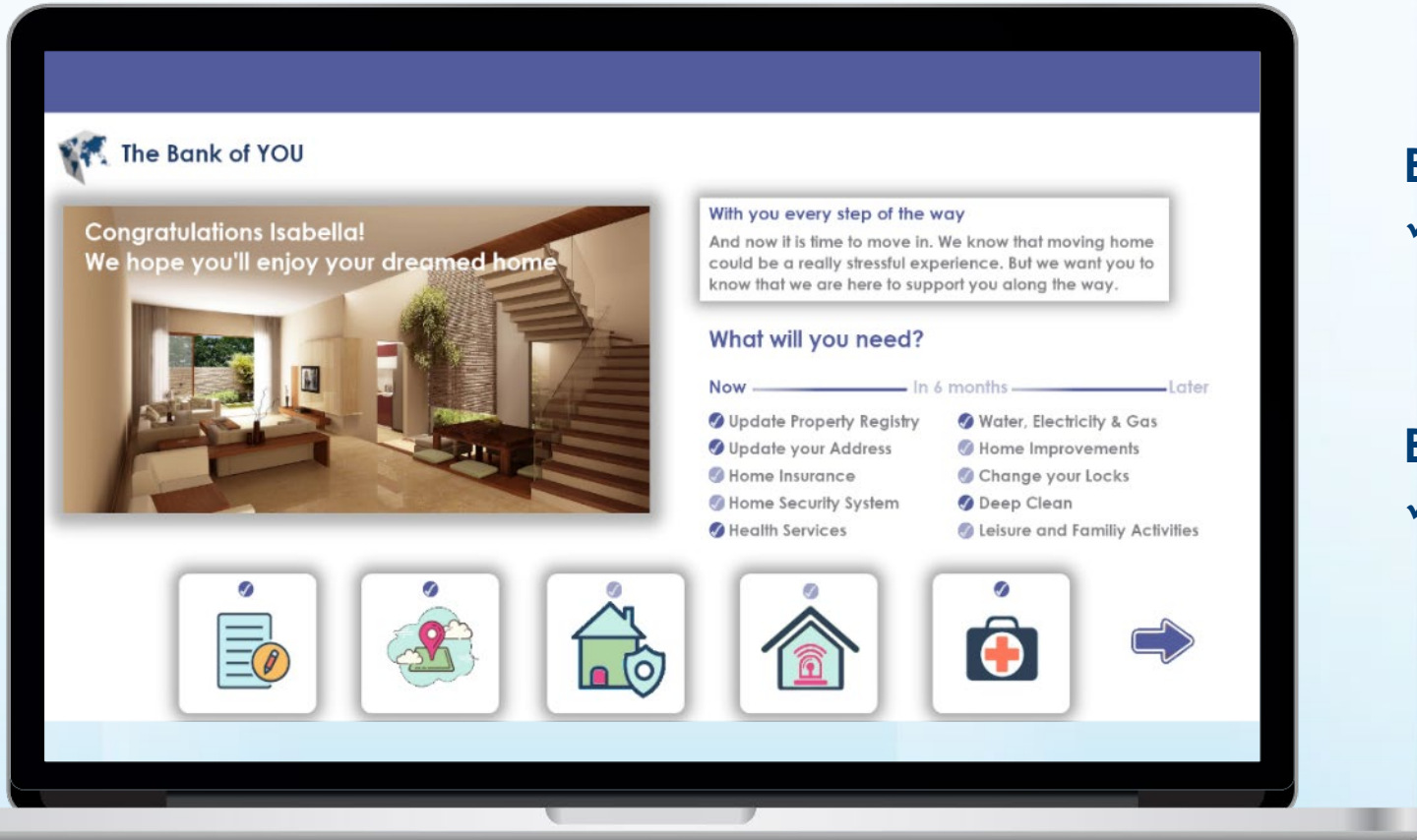
- ✓ Leverage AI to estimate LTV, churn risk, the next best product and identify customer insights and act upon them
- ✓ Empower customers and colleagues to make the best decisions with customizable XAI-led scenarios.

Become an Emphatic Bank

- ✓ Approach proactively customers with prescriptive solutions and automatize action on behalf of the customer

Go Beyond Banking

The Banking Ecosystem



Banking as a Service

- ✓ Let your customers integrate your services and sell your product through third party ecosystems

Banking as a Platform

- ✓ Provide your customers with end-to-end solution blending financial and non-financial products and orchestrating third-party services

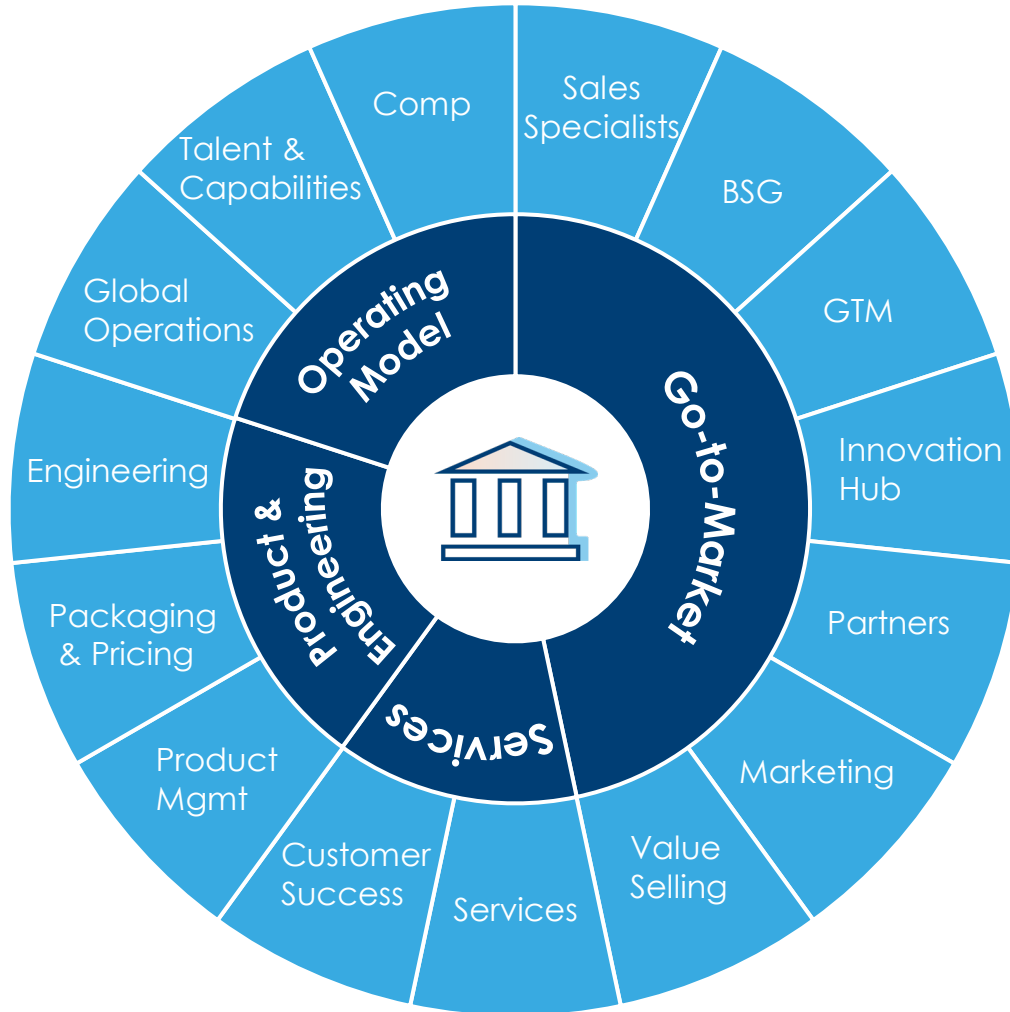
Infinity GTM Model – 3 Dimensions, #OneTeam

1 Growth and Customer Success Obsessed Organization



2 Scale GTM Operations

3 Focus Accounts and Geographies



Sales Plays

Drive our strategy and alignment across the region

Partners

Identity and enable key players

Scale through Channels

Scale the business through multiple channels

Focus Countries

Grow the business in dedicated GEOs

Growth Accounts

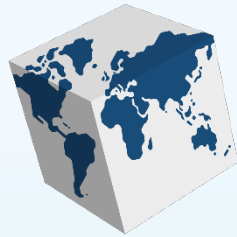
Incubate strategic accounts

Global

Team Impact

Measure and optimize team impact on selling cycle

Temenos and Salesforce, Strategic Partnership Agreement



TEMENOS

#1 Digital Banking



#1 CRM Platform

Customer Centricity – New capabilities are needed

Compete on Experience, supercharge the RM, differentiate in a more and more digital world



TEMENOS

- ✓ Actionable Insights leveraging every piece of data
- ✓ Truly Omnichannel (Digital and Physical Channels Integration)
- ✓ End to End Conversion Funnel
- ✓ Streamlined Business Process
- ✓ Integrated Onboarding & origination Platform
- ✓ Relationship pricing and Enterprise Product catalog
- ✓ World class servicing
- ✓ Open banking & Ecosystem Ready

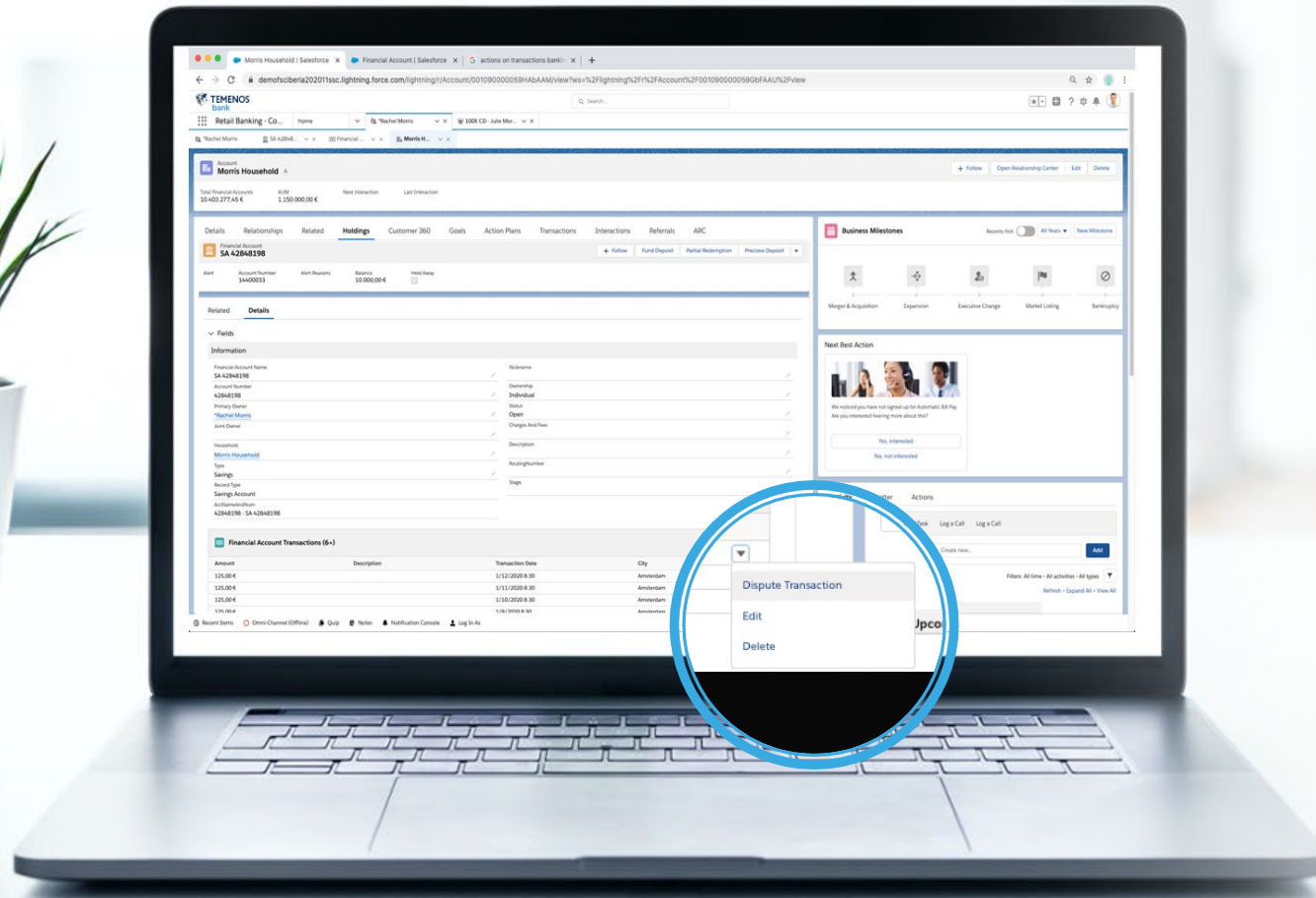


**Hyperpersonalized •
Mobile First
Omnichannel • Truly
Digital
Meaningful • Advised**



- ✓ Customer 360 View
- ✓ Lead Management
- ✓ Laser Focus Sales Methodologies
- ✓ Activity Management
- ✓ Case Management
- ✓ Opportunity Management
- ✓ CRM actionable insights

Temenos Infinity for Salesforce



NEW Digital Workspace to enable business transformation in Physical channels, engage with customers and employees in a whole new way, and deliver an amazing End to End Experience

- ✓ Improved 360 customer View
- ✓ Supercharged employees
- ✓ Truly Phygital engagement
- ✓ Streamlined Business Processes
- ✓ End To End Funnel
- ✓ One Platform, all capabilities at your fingertips

What is in?

- ✓ Salesforce Financial Services Cloud
- ✓ Temenos Infinity

Scope



Physical Channels Only

- ✓ Branches (Mass affluent & Premier)
- ✓ Virtual branches
- ✓ Advisory Centers
- ✓ Contact Centers
- ✓ Wealth Management Offices

Personas:

- ✓ **Front Office:** Relationship Manager, Teller, Mortgage Specialist, Branch Manager, Customer Sales representative, Premier Banking Advisor, Wealth Advisor
- ✓ **Middle Office & back Office:** Credit officer, onboarding team, lending backoffice



Partnership Goal:




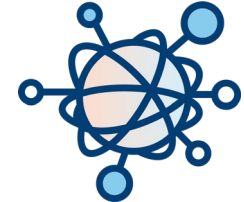
Infinity to be the preferred

Banking Solution for ALL

Customers



| Why Customers Choose Temenos Infinity

Lower Risk	Greater Speed	Reduced Cost	Full Flexibility
			
Banking is all we do! 25 years of banking domain knowledge and expertise	Built for Banking Retail, Business, Corporate and Wealth specific functionality pre-built as part of the core product	Cost to Change Low code platform that empower the business and reduces time to value	Any Deployment Model Could be deployed on premise, hosted or in the cloud as a SaaS solution
Market Leader Leader in the banking software industry with more than 3000 institution using Temenos software in more than 150 countries	Continuous Innovation Temenos invests 20% of its revenues in R&D to provide continuous innovations to our customer	Standardized and Fully Customizable Out of the box standardized omni-channel servicing, onboarding and origination which could be fully customized	Easy Integration Pluggable API-led architecture to digitalize any core banking solution

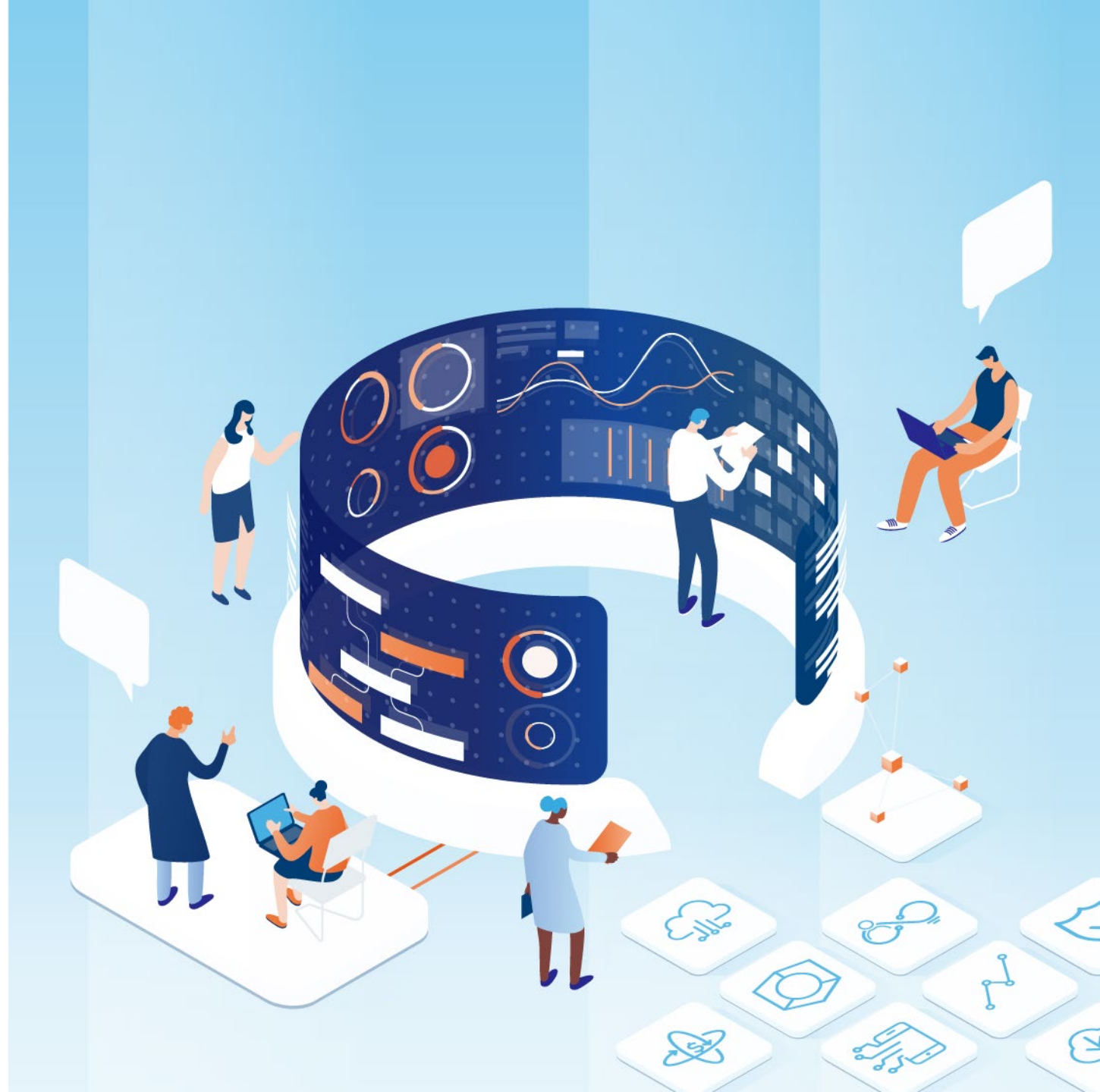
Infinity competitive landscape

	 TEMENOS	Backbase	Q2	EdgeVerve	Crealogix
Digital Front to Back	✓	✗	✗	✓	✗
Distribution based Architecture	✓	✗	✗	✗	✗
Crosses all Banking Verticals	✓	✓	✓	✓	✓
Proven Digital Onboarding with Journey Analytics	✓	✗	✓	✗	✓
Extensive partner ecosystem	✓	✓	✓	✓	✗

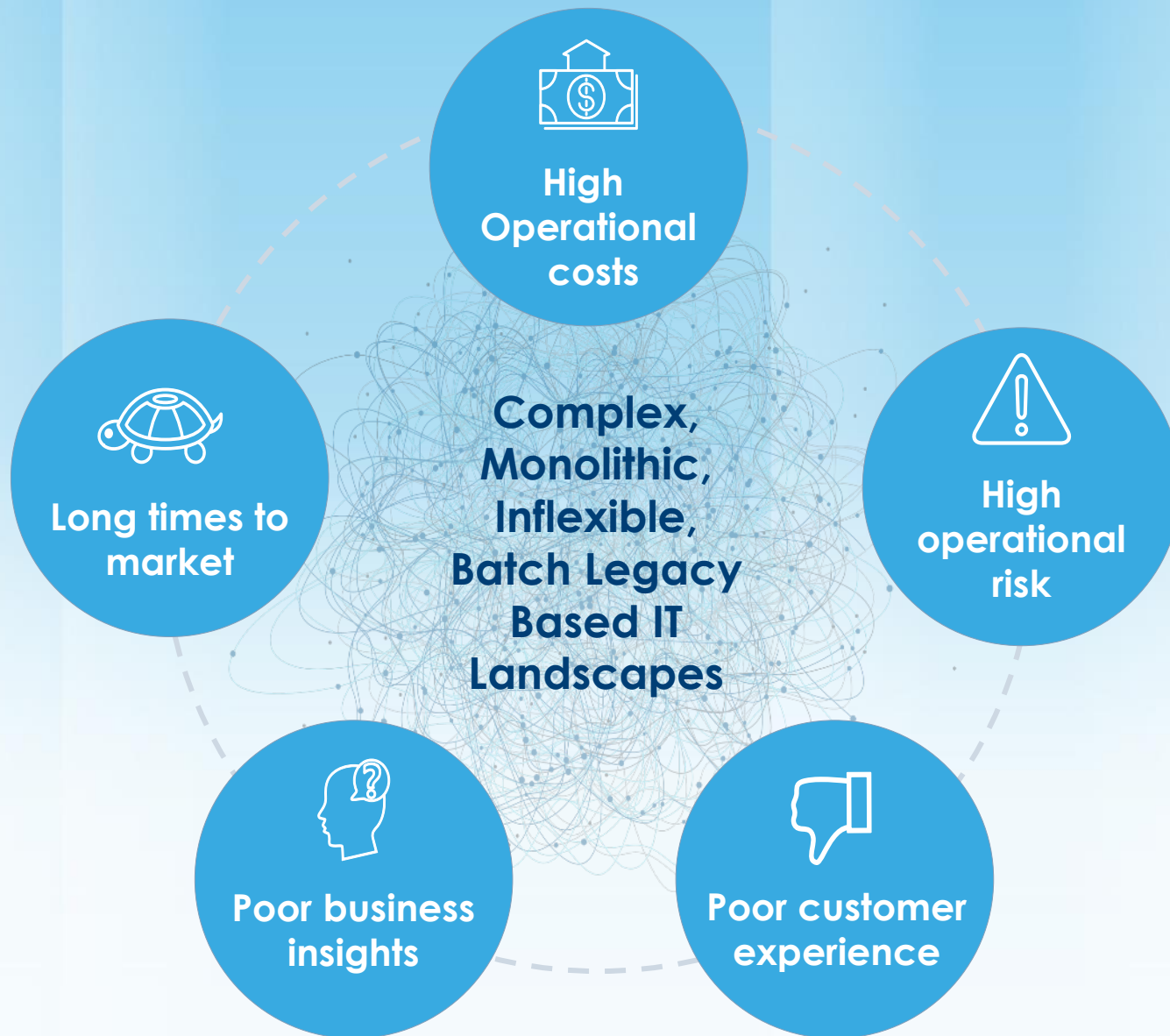
Meeting the needs of Large Banks

Philip Barnett

President of Strategic Growth



| Current Reality at Incumbent Banks



EUROPEAN CENTRAL BANK
BANKING SUPERVISION

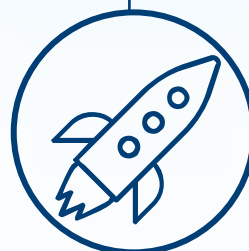
- Dependencies on **end-of-life systems** major cause for concern
- Basel committee introduces new rules to standardize operational risk related to **IT system failures**

Today, banks are following a combination of three strategies to respond to industry pressures



Collaborate with fintechs

Source capabilities from fintechs to augment /complement own creating new revenue streams or reducing cost of funding



Build greenfield

Launch a **greenfield challenger bank** (new brand/market)



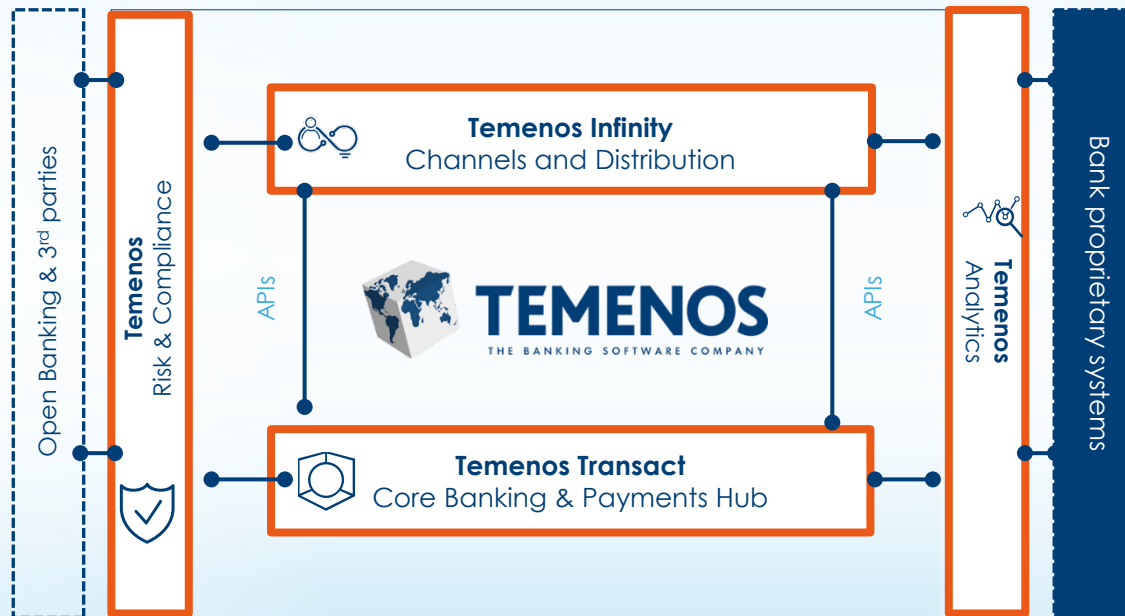
Renovate existing business

Adopt cloud, microservices and API technologies to **renovate existing IT architecture**

Temenos supports two ways of renovating large banks

Build and renovate

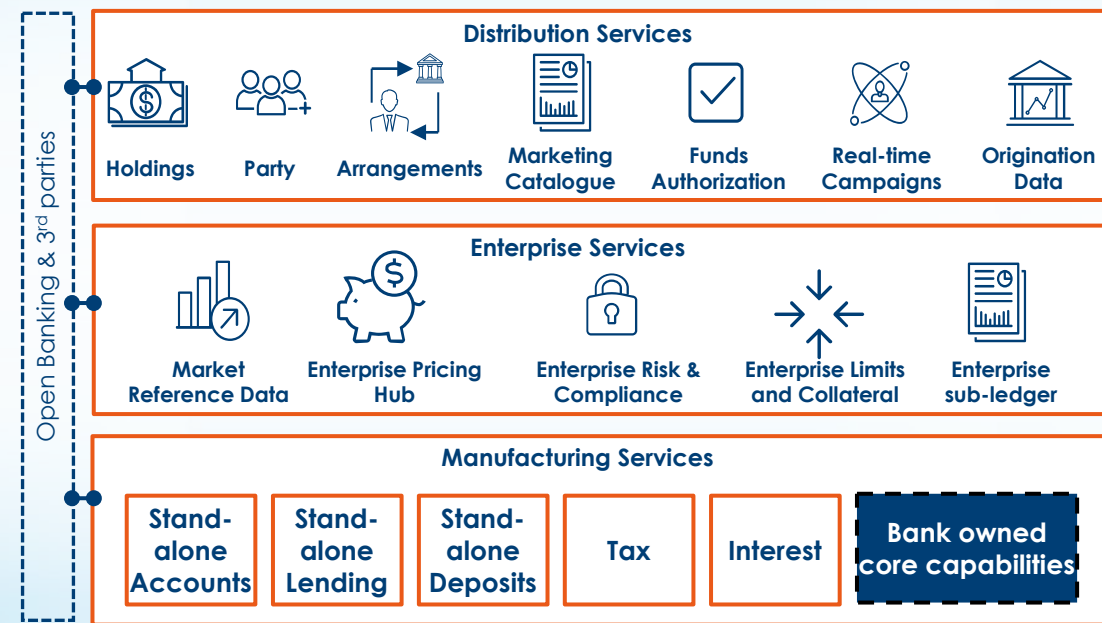
Integrated Temenos stack



Or

Continuous renovation

Selected banking capabilities as loosely coupled **microservices**



Banks can select a sub-set of banking capabilities in any sequence or combination they require from Temenos as per their strategy

Open APIs and MarketPlace

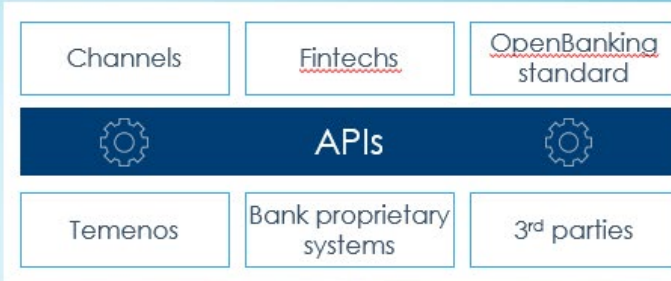
API First – everything is an API

479 published APIs*

Tooling to modify and extend

100+ financial software products from
50+ trusted fintech partners

Differentiation via innovative and
complementary fintech solutions



Fastest integration with lowest maintenance

*479 RESTful APIs available on developer.temenos.com

Banks with strong API capabilities¹ have
47% higher³
customer growth

Banks with strong access
to well populated and
curated digital
marketplaces² have
13% lower³
customer attrition

¹ Fully API-enabled architecture (maturity rating from 1 to 5)

² Capability to access well populated and curated digital marketplaces to enhance and extend their functional capabilities with innovative third party solutions where appropriate (maturity rating from 1 to 5)

³ Difference between best performers and average

Leveraging Global Strategic Partnerships



DXC.technology

- Integration of Temenos Infinity and Salesforce CRM platforms to create NEW Digital Workspace
- Be #1 Digital Banking Platform for ALL banking clients

- Accelerate Core Banking transformation of DXC's global banking customers
- Enable ~40 of the world's largest banks, incl. 15 of the top US banks to embark on digital transformation

| Why we win



Temenos Value Benchmark

Kanika Hope

Chief Strategy Officer



What is the Temenos Value Benchmark program?

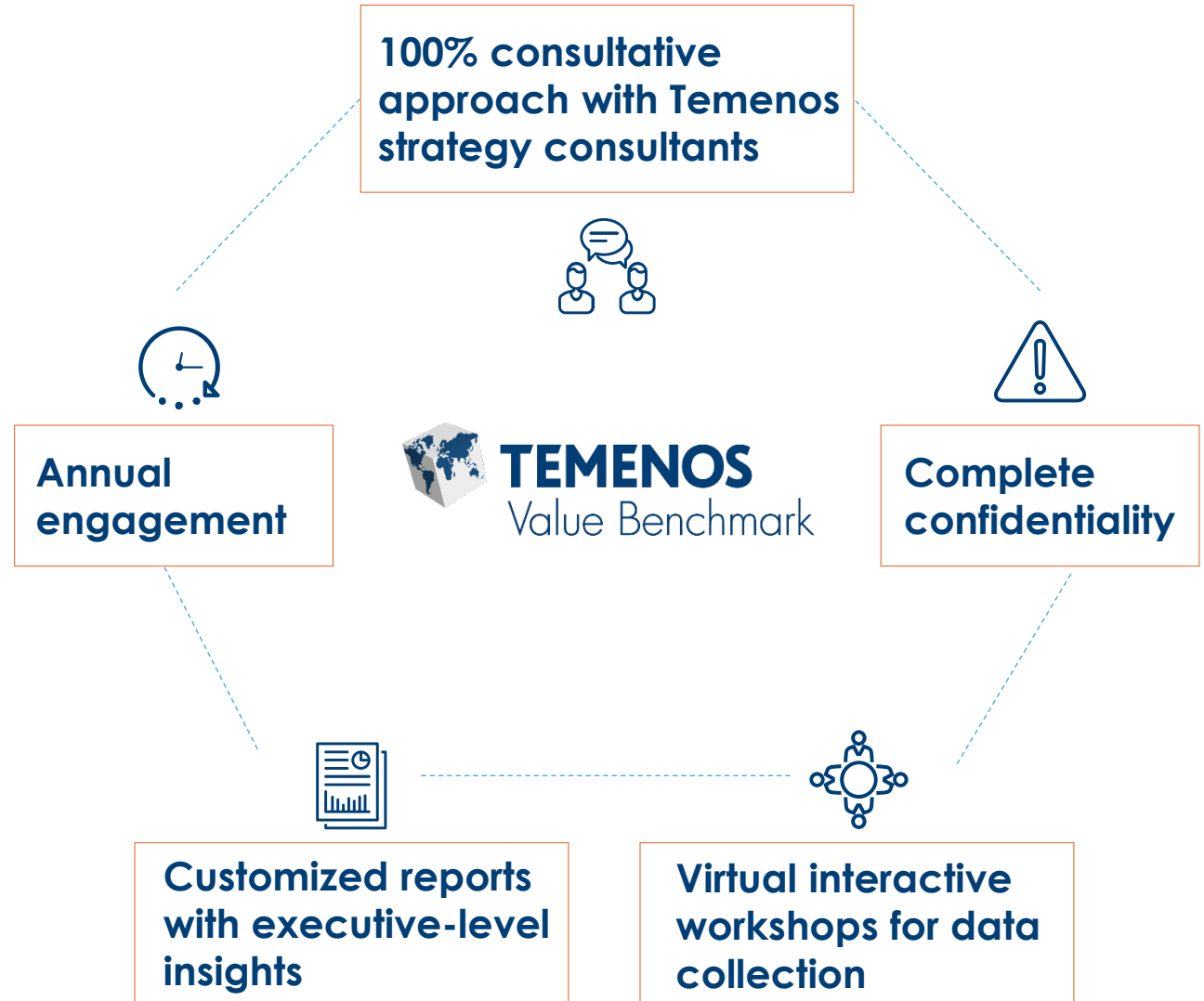


TEMENOS
Capital Markets Day

What is the Temenos Value Benchmark?



A strategic survey-based program to discuss business performance and value creation enabled by the bank's **investment in IT**, structured around **business and IT metrics and qualitative best practices**



| Temenos Value Benchmark – Why is it relevant



Proven methodology

- A structured approach to provide insights into our clients' business and IT performance
- Aligns with the value lifecycle for business-led technology transformation



Banking is all we do!

- 27 years of banking domain knowledge and experience



Market leader

- Leader in the banking software industry
- Unrivalled database of 700+ banks running core banking packaged software



Data as an asset

- For banks, data is the biggest asset. We help banks make sense of their data!

Temenos Value Benchmark framework



Example of quantitative metrics Example of qualitative best practices

1	Product Mgt	• Time to market for new products (weeks)	• Capability to run what-if analysis on product profitability
2	Marketing	• Digital campaign conversion rate (%)	• Capability to launch targeted marketing campaigns
3	Sales & Rel. Mgt	• Customer growth (%)	• 360° view on customers
4	Ops & Execution	• Operations and Execution STP rate (%)	• Embedded workflow capabilities for all business processes
5	Payments & Settlement	• Payments error rate (%)	• Single universal solution for end-to-end payments processing
6	Risk & Compliance	• False positive rate (% of alerts)	• Commercially consolidated watchlists for exhaustiveness
7	Reporting & Analytics	• Self-service users (% total FTE)	• Managerial decisions supported by facts and data
8	IT	• IT application spend on Front Office (% IT spend)	• Capability to support increasing business volumes

- Structured to cover the end-to-end banking value chain covering 8 business domains
- Key business process and diagnostic metrics linked to best practice maturity

70+ participants in the Temenos Value Benchmark program today and counting...

A light blue world map is centered in the background of the slide, showing the outlines of continents and major landmasses.

72 banks participated

5 regions,
47 countries covered

3 banking verticals–
Retail, Corporate, Wealth

1117 hours of consulting workshops

122 C-level and **657** senior executives met

15,931 quantitative,
16,237 qualitative data points

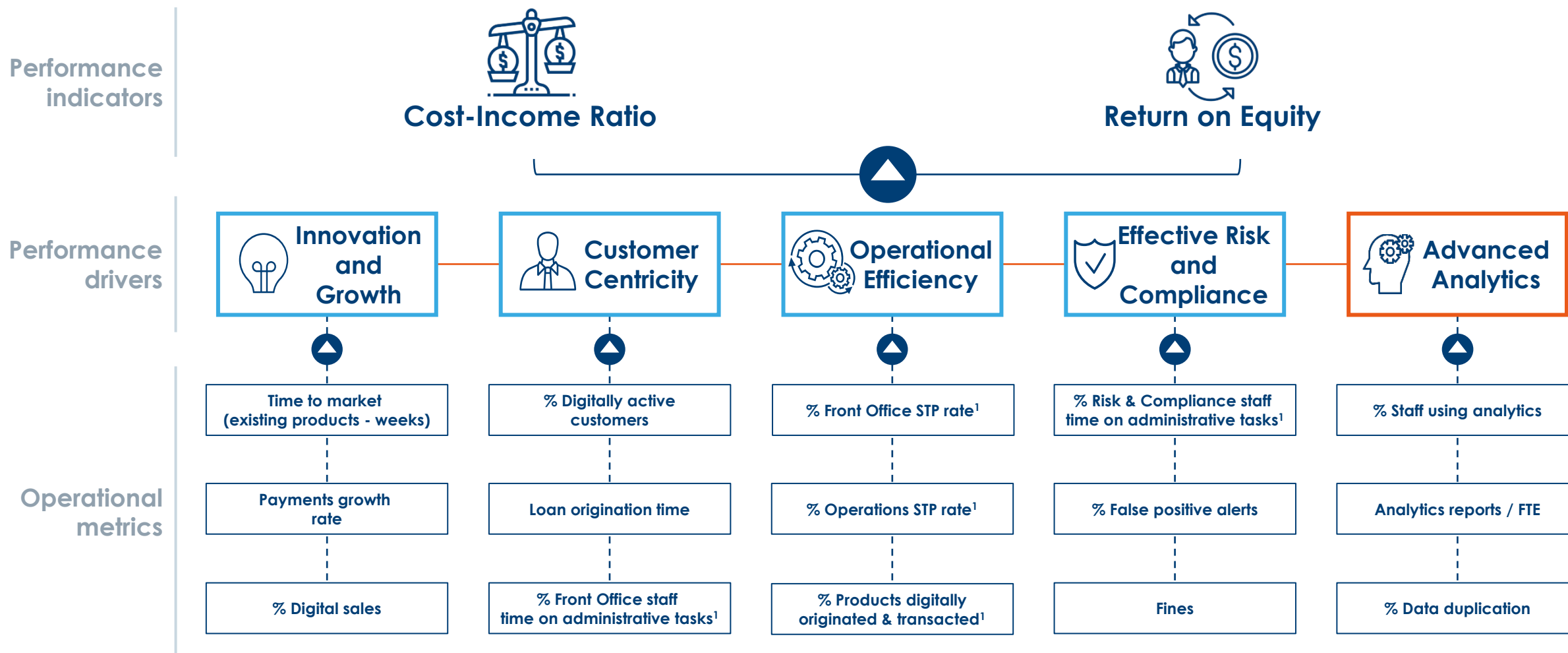
| What clients get?



TEMENOS
Capital Markets Day

Drivers of banking performance

Client example

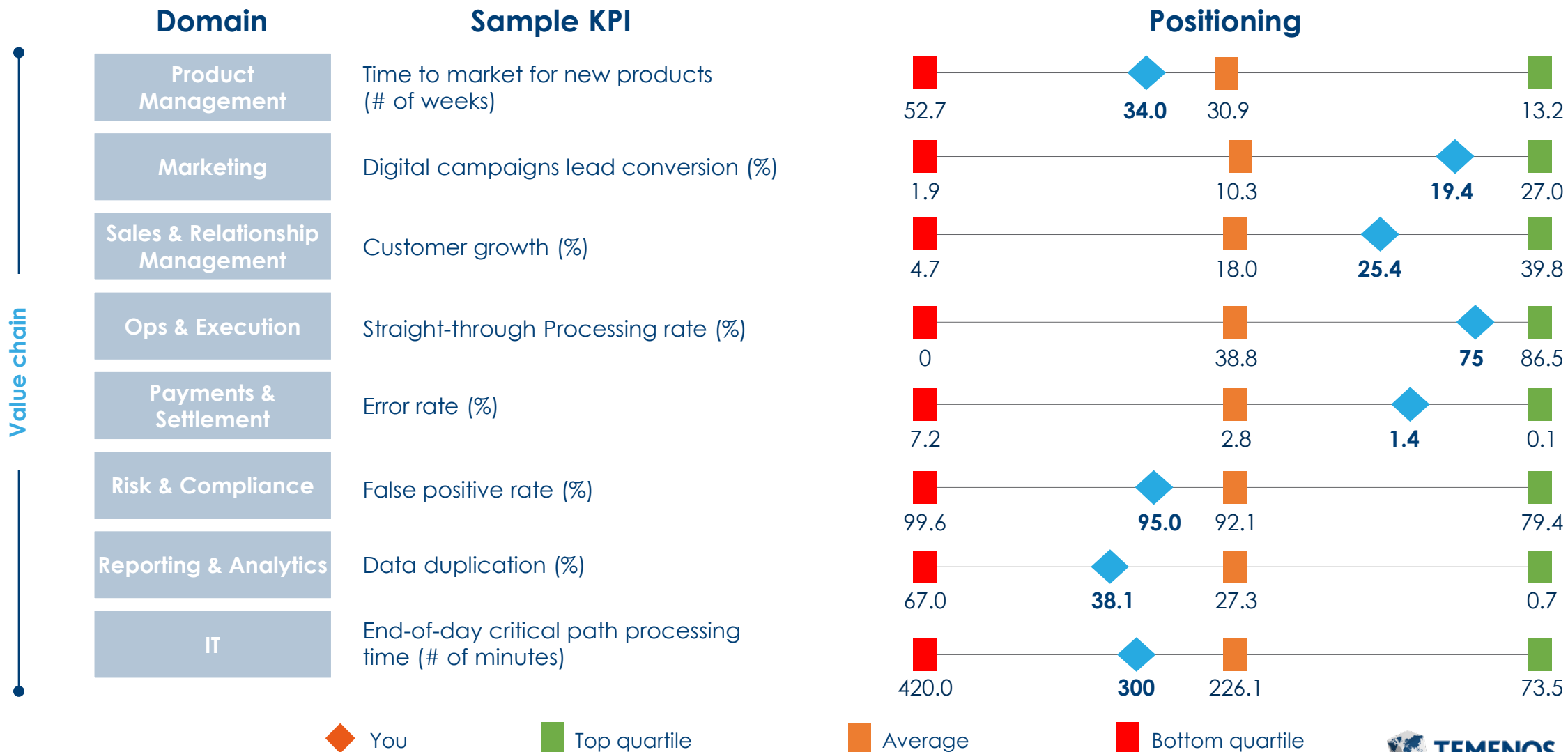


Note: All listed operational metrics correlate with one or more performance indicators

1. Correlation with relative financial data from the country average performance indicators normalized for local market

KPI comparison across banking value chain

Client example



Importance and maturity of best practices

Client example

Best Practice

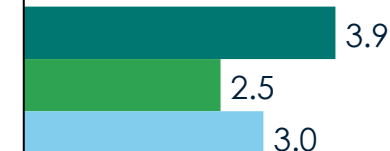
Importance

Maturity

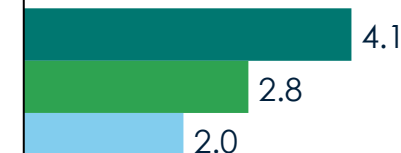
- 1 We offer great **quality support to clients**. Requests are solved efficiently, with high ownership, and feedback is collected to continuously improve the quality of service.



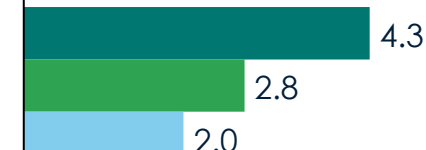
- 2 We are able to offer a **seamless onboarding** and origination experience for every product, providing full transparency to customers at every step of the process.



- 3 **Customer feedback** is collected, centralized, and qualified for further analysis. We manage **end-to-end customer journeys** and continuously update identification pain points and moments of truth, tracking customer experience metrics such as NPS.



- 4 We provide our relationship managers / advisors with a **360° view of their clients**, so that they have all the information required to make the best sales and service decisions.



- 5 Customers can register **feedback and complaints** regarding customer service through **digital and assisted channels**. Complaints are followed up on any channel of communication with the customer.



Importance: ■ Average ■ You

Maturity: ■ Top Quartile ■ Average ■ You

Note: Best practices sorted by average importance for the entire benchmark sample

What clients say?



TEMENOS
Capital Markets Day

The C-level endorse the Temenos Value Benchmark



Gregory N. Hill
Managing Director

“ Using the technology we have now and with the Temenos Value Benchmark, we are able to pull data we did not have access to in a meaningful way; to customize our products and services, to grow market share, and to deliver a reliable and stable level of performance. ”



Azfar Karimuddin
SVP, Information Services

“ The benchmark helped answer questions about our areas of investment that are really relevant to us as leaders of the organization, as well as our Executive Committee and Board members. ”



Dan Dickinson
Chief Information Officer

“ A great example of the value I got from the Temenos Value Benchmark and why I would encourage my banking counterparts to participate in this program, is the metric I received on Page 1 of the report: IT cost as a % revenue. This benchmark metric paid off immediately as it revealed to me the true cost of my IT and how I must continue to optimize and automate as I grow my customer base as Canada's first digital challenger. ”

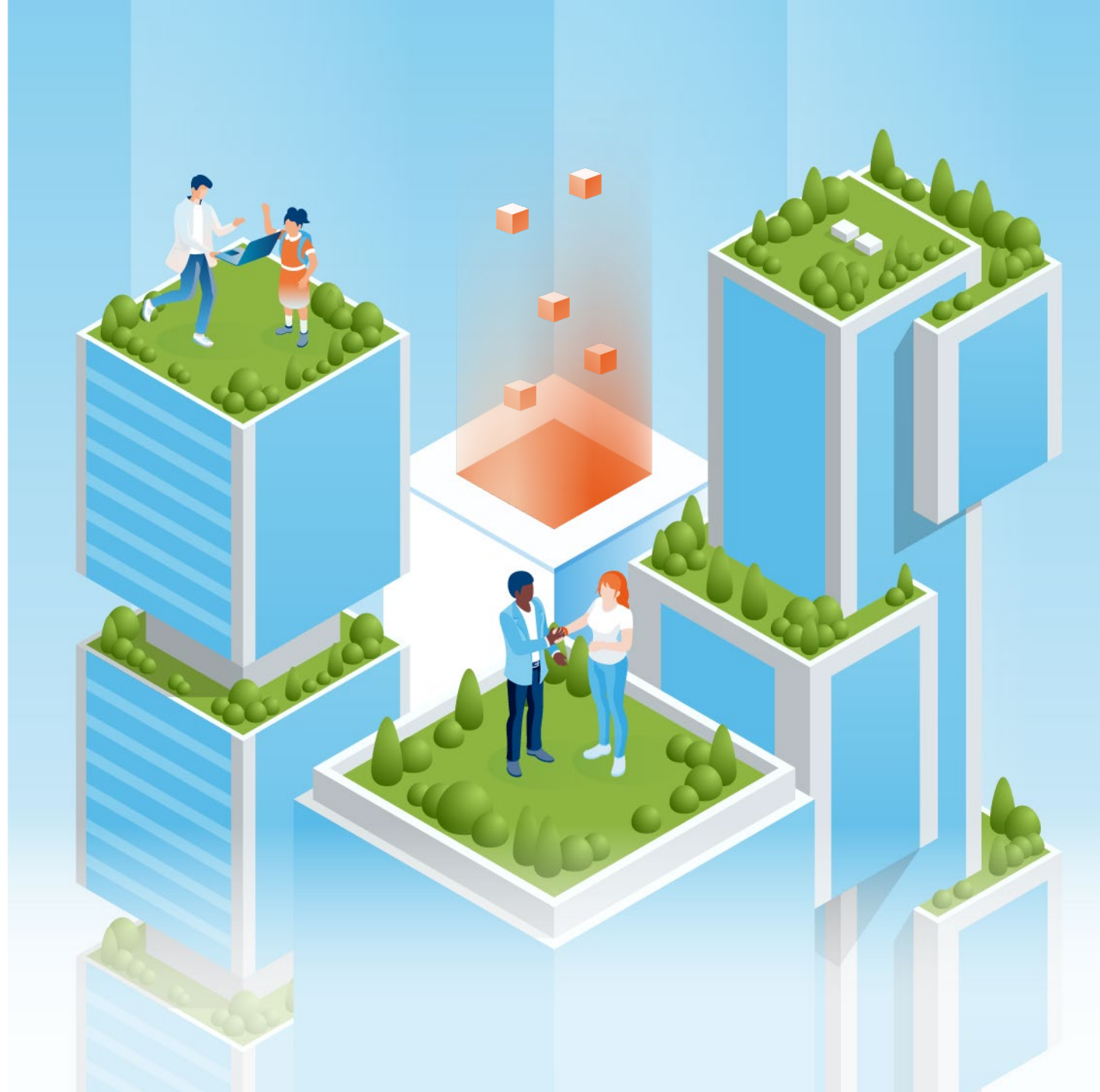
Our approach to ESG

Kalliopi Chioti

Sustainability & Social Responsibility
Director



TEMENOS
THE BANKING SOFTWARE COMPANY





Our GOAL

To grow our business in a way that takes care of the world around us,
delivering value to anyone associated with us



Committed to our stakeholders



Build long-term, sustainable **relationships** with our stakeholders



Manage our **operations** in a responsible, secure and sustainable way



Help our **clients** transform into smart, sustainable organizations



Achieve both financial and non-financial **value** for our stakeholders



Generating financial & non-financial value

For 27 years, these commitments have guided the way we operate internally, innovate and deliver on our business mission towards 5 directions:

- Achieving Business Excellence
- Operating Responsibly
- Investing in our People
- Investing in our Communities
- Enabling Access to Financial Services



Engaging with our stakeholders to define our focus areas

ENVIRONMENT

- Environmental Management & Awareness
- Climate Change & Carbon Neutrality

SOCIAL

- Poverty Alleviation & Financial Inclusion
- Digital Inclusion & Innovation
- Diversity, Equity & Inclusion
- Employee Volunteering & Community Service

GOVERNANCE

- Ethical Business Conduct & Governance
- Responsible & Inclusive Procurement
- Information Security, Data Privacy & Business Continuity



integrated ESG into our corporate strategy



documenting our non-financial performance along with our financial performance



| Innovating with purpose

Financial technology & digital finance can advance sustainable development and accelerate the achievement of global environment & social goals



| Ensuring effective transparency

Sustainability Reporting

- **GRI** Reporting, the most globally adopted standards
- Mapping our contribution (**operations**) to the **UN SDGs**
- Mapping GRI with the **UN Global Compact**
- **External Assurance** of CSR report



2021

- **SASB** Reporting and mapping **SASB with GRI** standards
- Incorporate **TCFD** recommendations into our reporting
- Mapping our contribution (**product offering**) to the **UN SDGs**

Our Journey: Key learnings & recognitions

**SXI
Switzerland
Sustainability
25® Index**

**Dow Jones
Sustainability
Index World
& Europe**

**Sustainability Award
Bronze Class 2021**

S&P Global

**Sustainability Award
Industry Mover 2021**

S&P Global

**FTSE4GOOD
Index**

**MSCI A
Rating**

**ISS ESG
PRIME
Rating**

**ISS E&S
Rating**

**Ecovadis
Platinum**

Financial growth plan

Takis Spiliopoulos
CFO



Consistent and Profitable Growth Trajectory in next 5 years

Achieving
more than
USD1bn
of bookings
by 2025

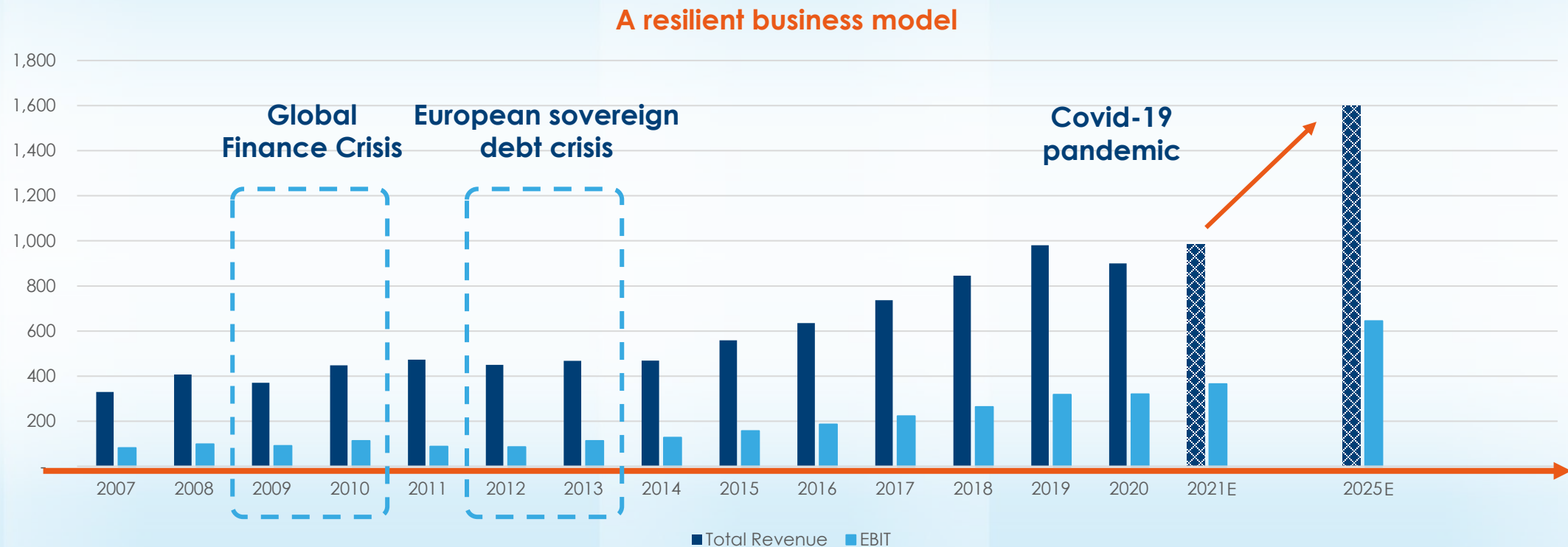
Expanding
EBIT margin to
**at least
c.41%**
by 2025

Generating
more than
USD600m
of Free Cash
Flow by 2025



***Our Vision ...from Category Killer to the Industry
Standard in Banking Software...***

Temenos has successfully navigated global crises and come out stronger



Resilient business model backed by consistent innovation-focused strategy

| Why Temenos?



**Only focused
on banking**



**Leading functionality,
localization,
advanced technology**



**Packaged product,
single code base**



**Relentless focus on
innovation, highest
R&D over 27 years**



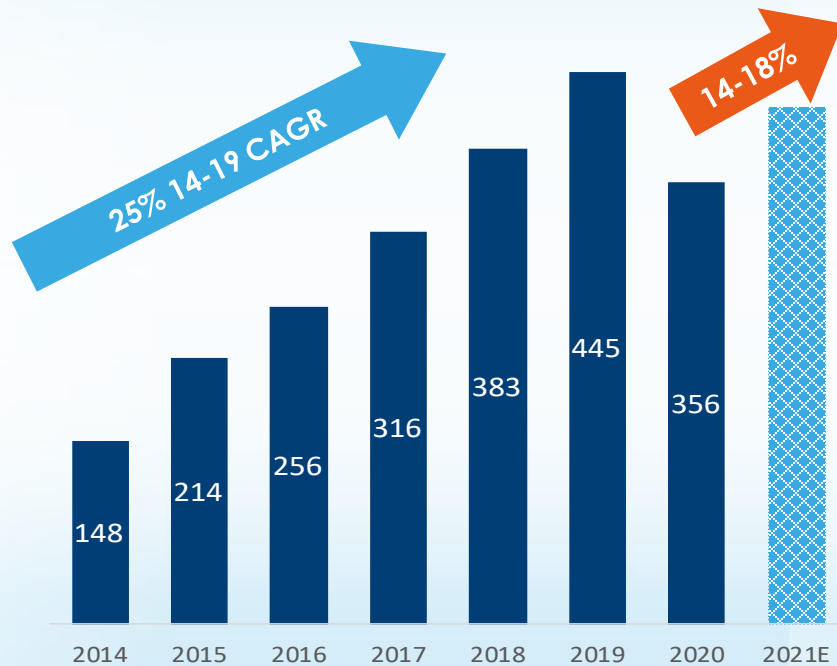
**Scaling through
ecosystem of technology
and implementation
partners**



**Leader in our market,
3,000+ clients**

Sustained strong growth across revenue KPIs...

Total Software Licensing



c.15 % CAGR 2014-19 LFL basis since 2014

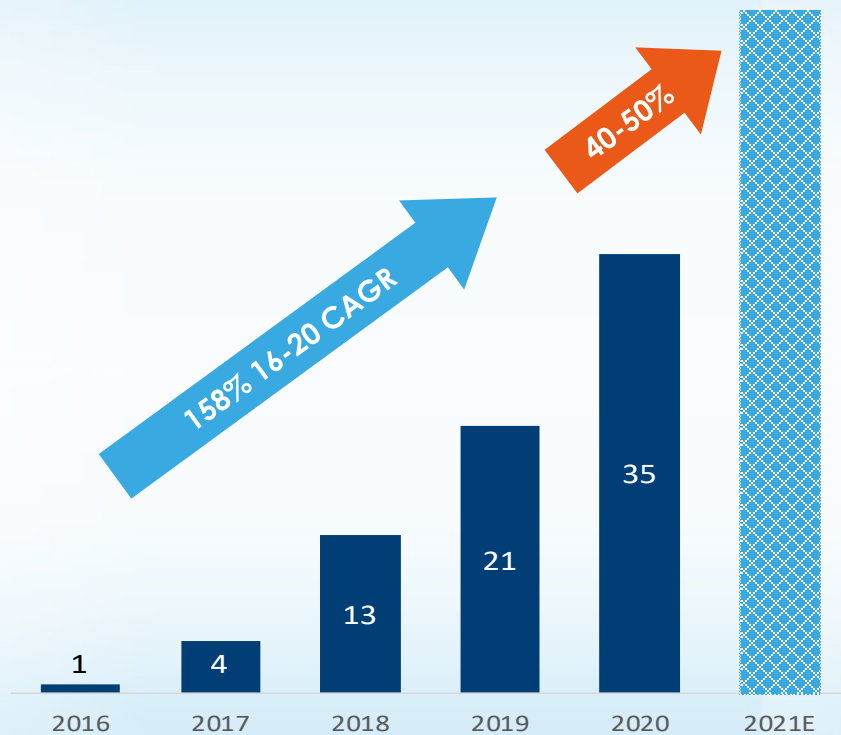
Total Revenues



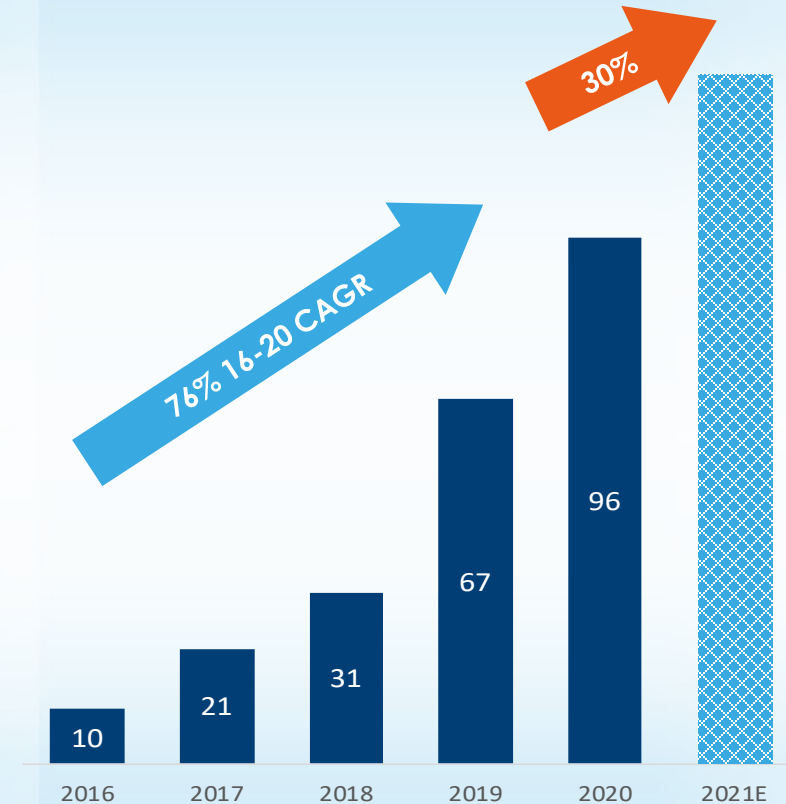
c.10% CAGR 2014-19 LFL basis since 2014

Sustained strong growth across revenue KPIs...

Annual Contract Value



SaaS Revenues

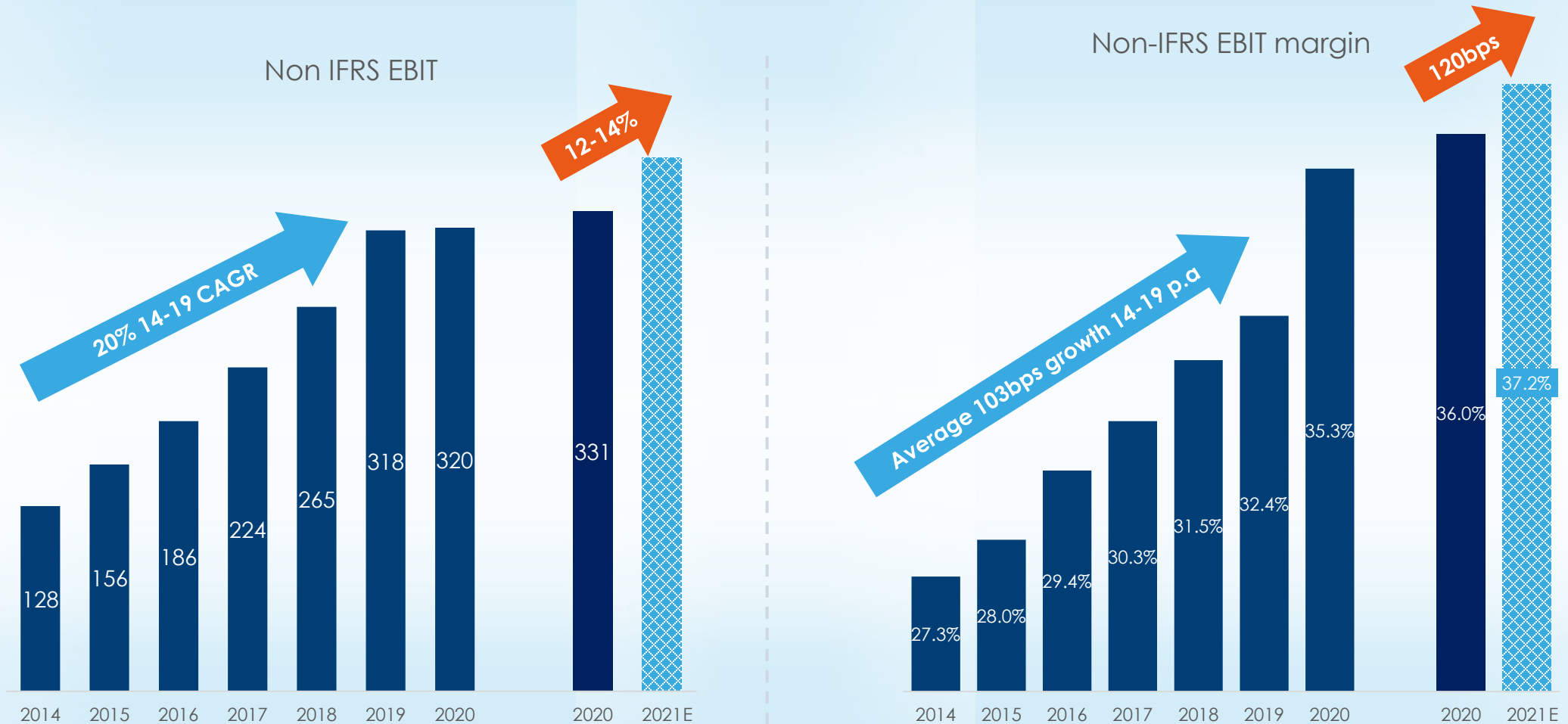


Note: KPIs are non-IFRS

* Historical SaaS revenues adjusted for estimated IFRS15 impact

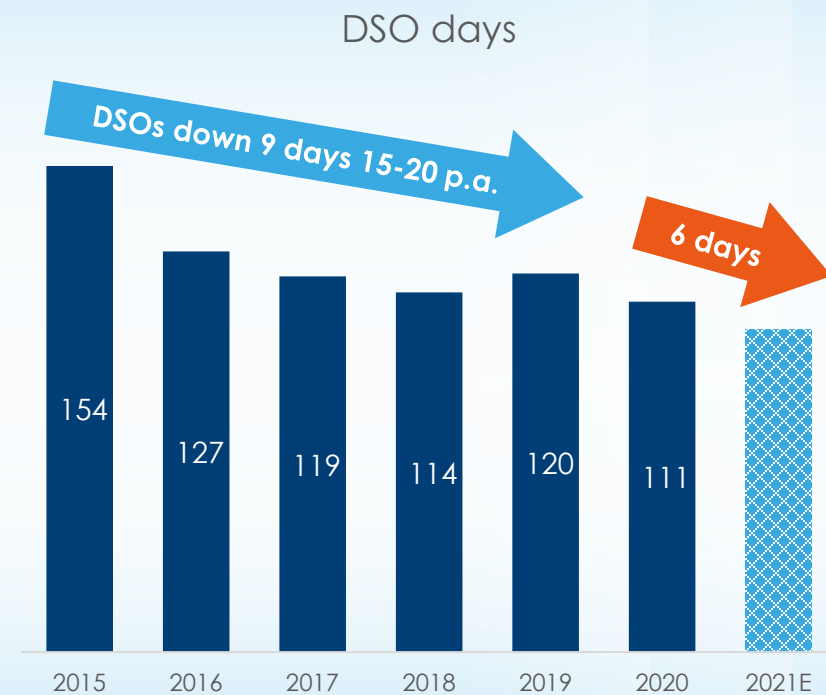
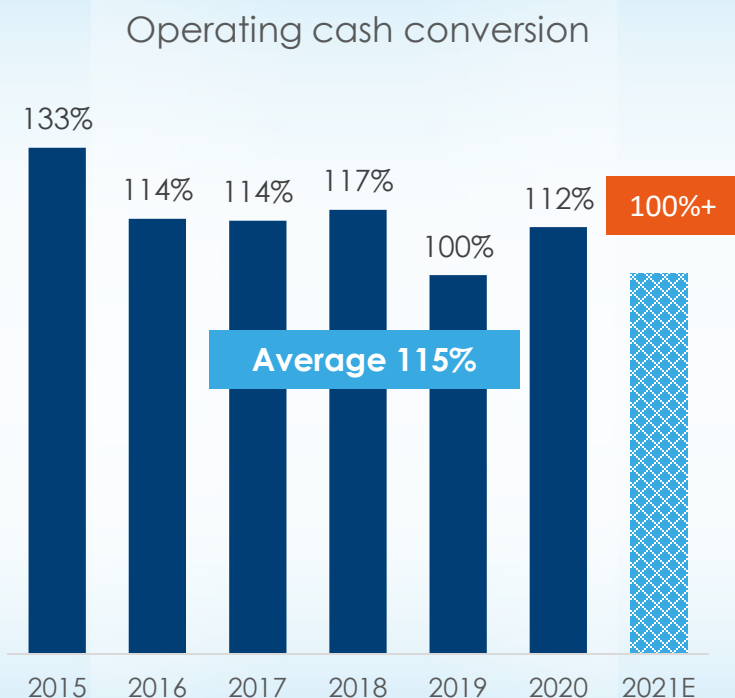
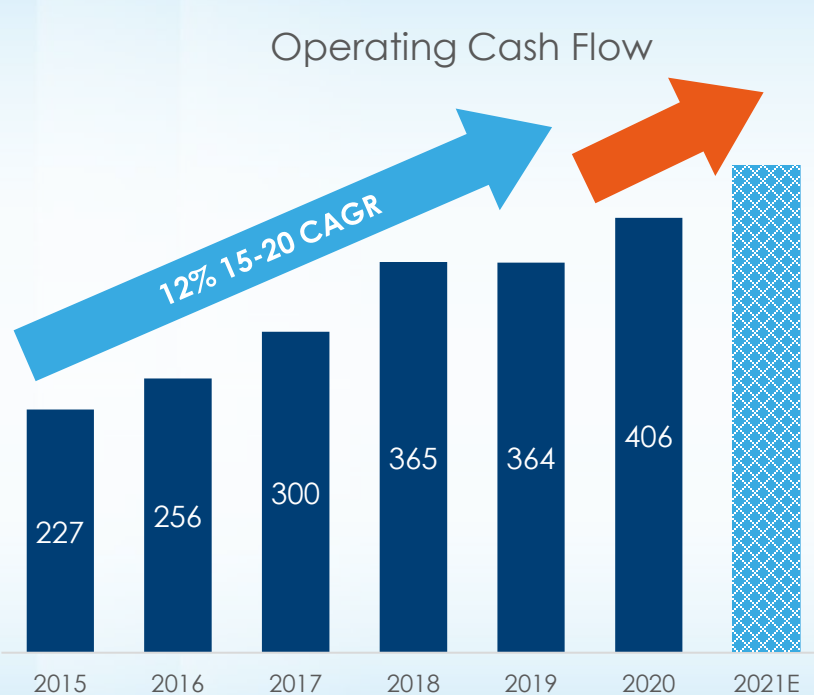
Note: 2021E based on mid-point of guidance

| ... and delivering very robust profit growth



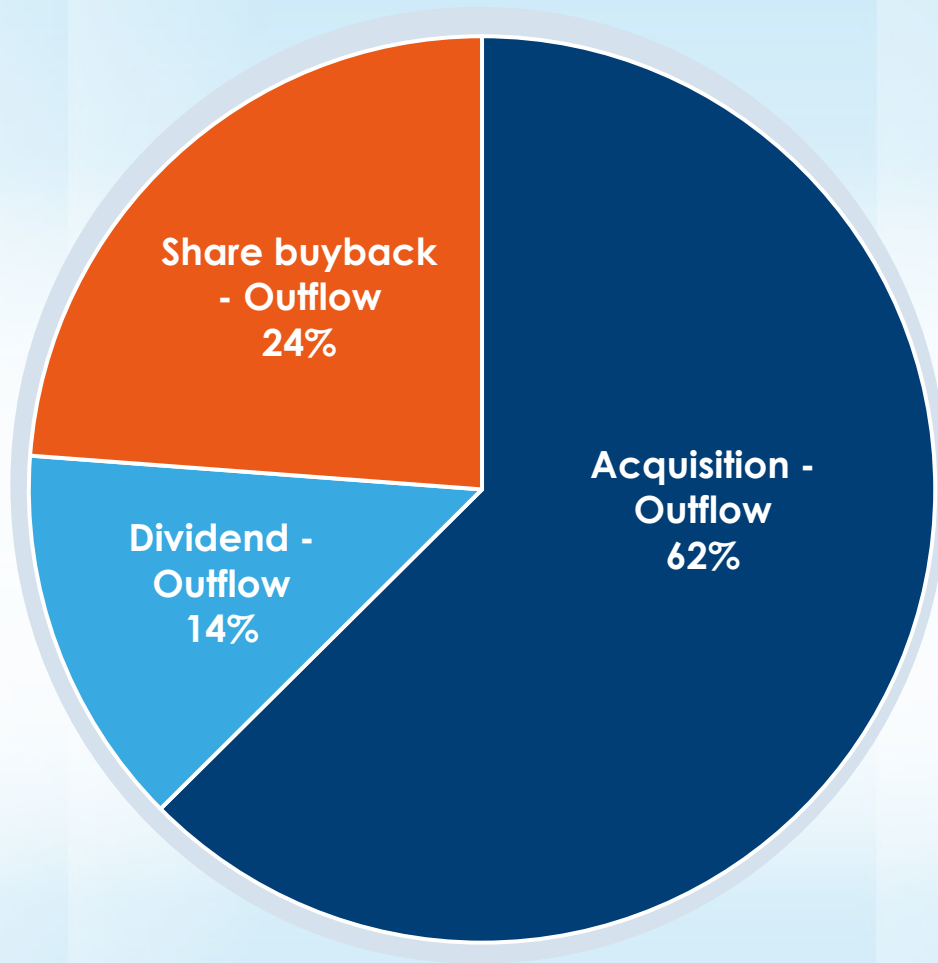
Note: Historical Non IFRS EBIT and EBIT margin shown above is based on the old definition of Non IFRS EBIT – refer to Appendix for further details

Business model generates strong cash-flow profile



Note: 2021E based on mid-point of guidance








Disciplined capital allocation (2015-2020)



	Balance sheet (31-Dec-20)
Weighted average interest rate	2.1%
Weighted average debt maturity	3 years
Leverage ratio	2.1x

Targeted acquisitions for USD1.2bn+ and returned USD700m+ to shareholders

Using M&A to accelerate organic growth

Date		Price (m)	Capabilities
Sep 19		\$560	US scale, digital banking and low code development, cloud operations excellence
Jul 19		£12	Explainable AI expertise across all products
Feb 19		N.D.	Data lake capabilities
Dec 18		\$245	Digital front office, cloud operations excellence
Feb 17		\$50	Core banking, wealth management, scale in Australia
Mar 15		\$260	Fund and securities
Feb 15		\$55	Core banking, analytics, US credit union expertise

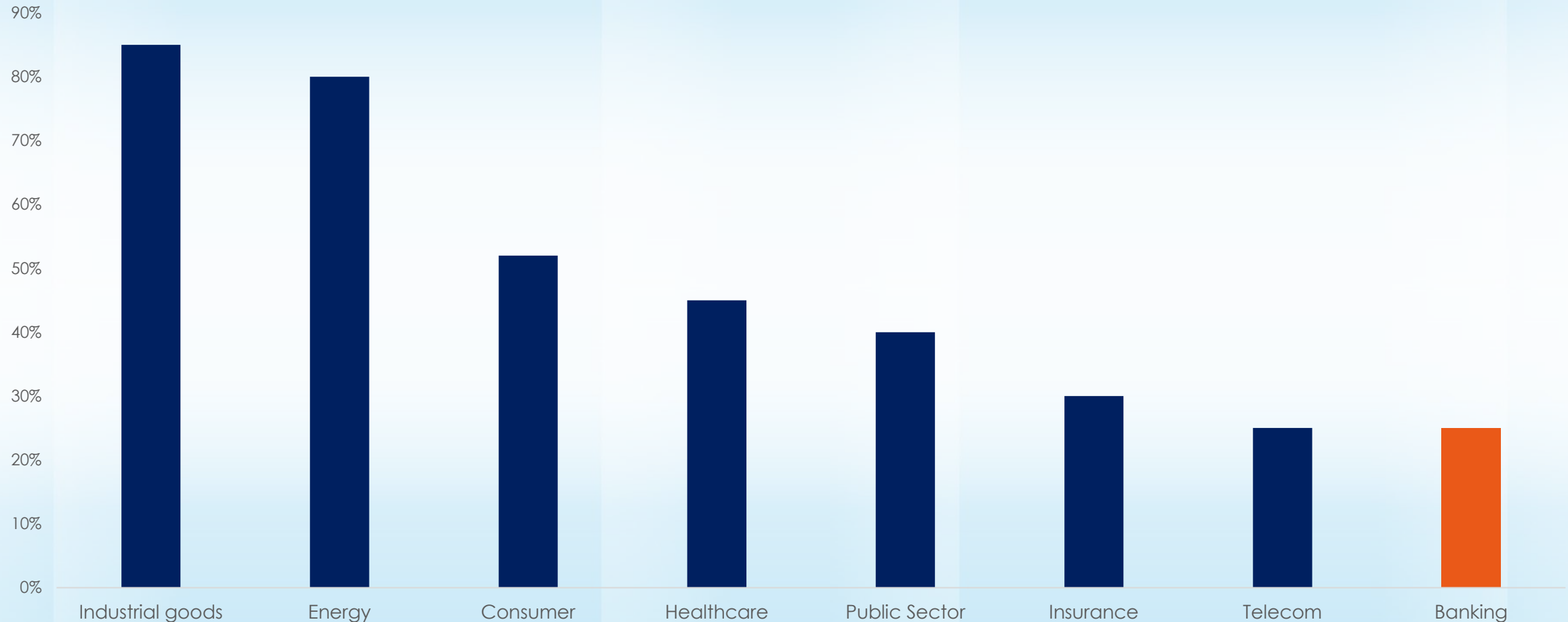
15-20% EBIT contribution over 6 years from USD1.2bn of M&A

Drivers of growth

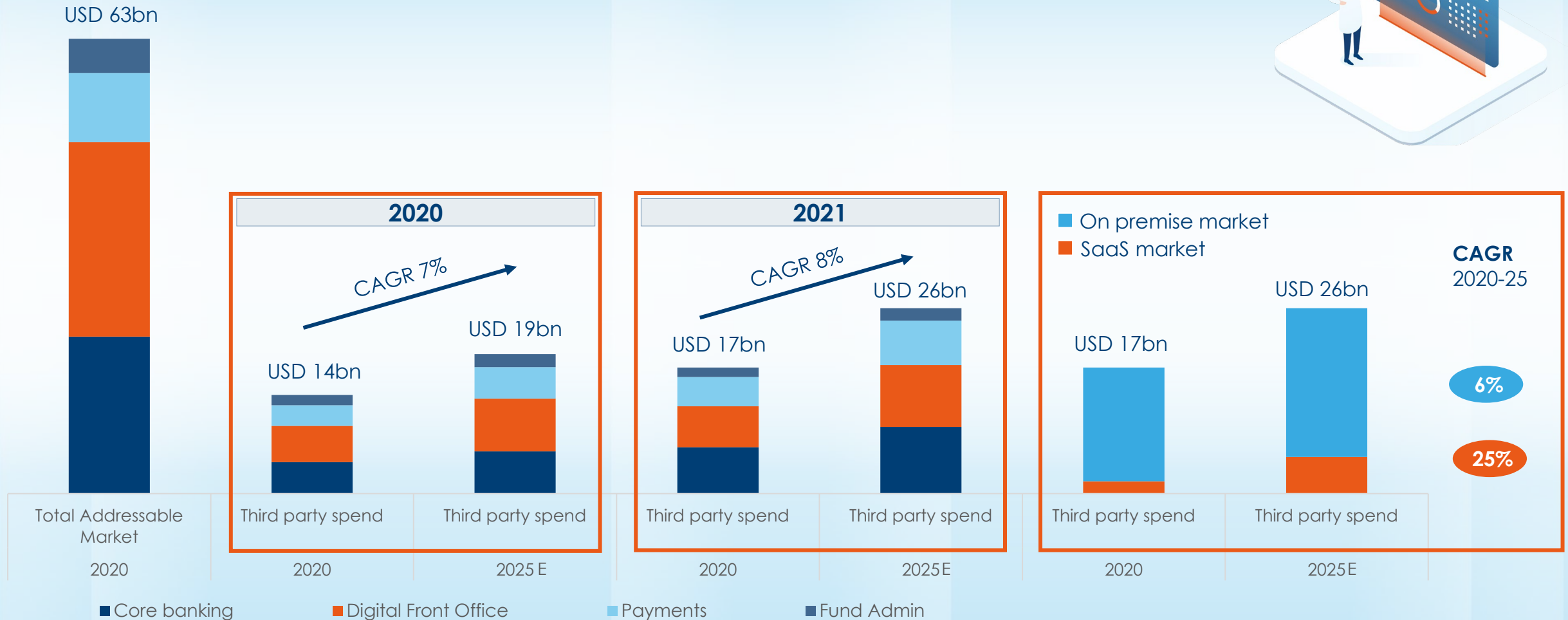
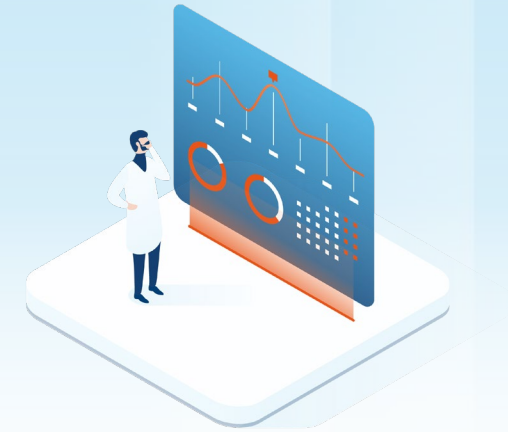


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Application software is significantly underpenetrated in banks



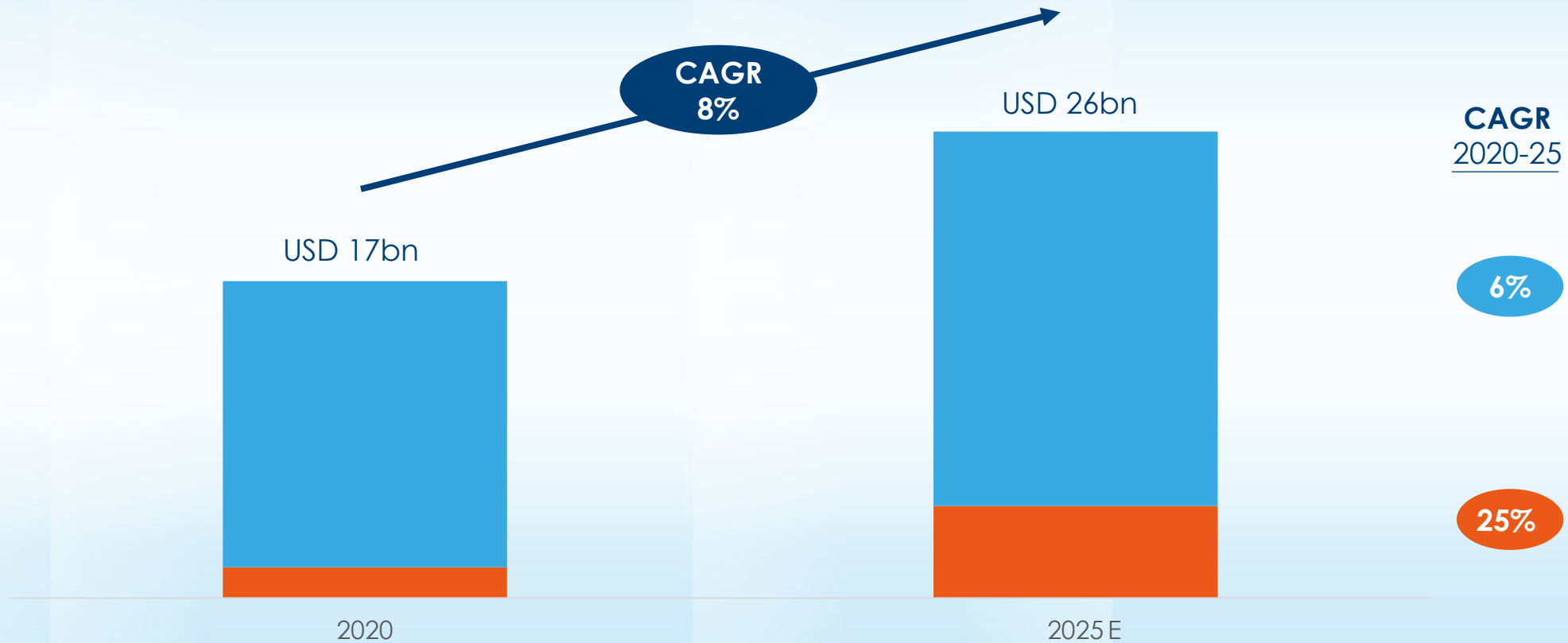
An attractive and continuously growing market



| SaaS on the rise globally

Overall serviceable market

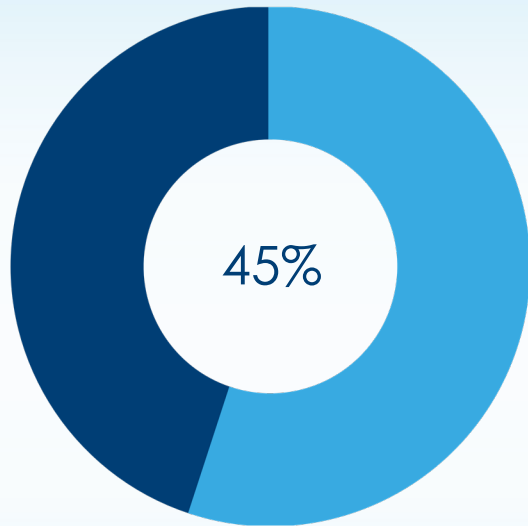
■ On premise market ■ SaaS market



Building momentum with tier 1 and 2 clients

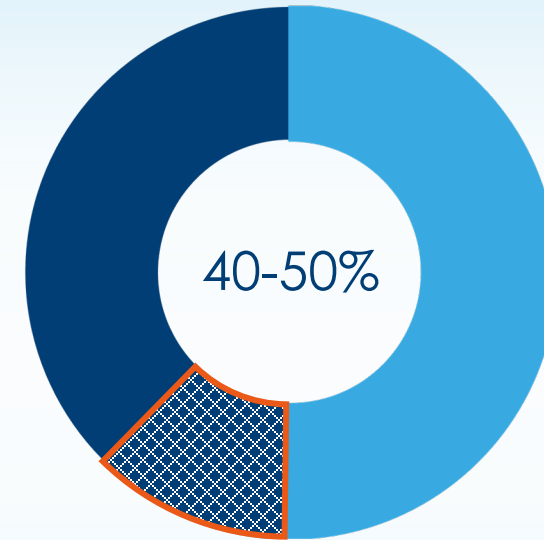
Non-IFRS total software licensing revenues by client tier

Average 2014-20



■ Tier 1/2 ■ Others

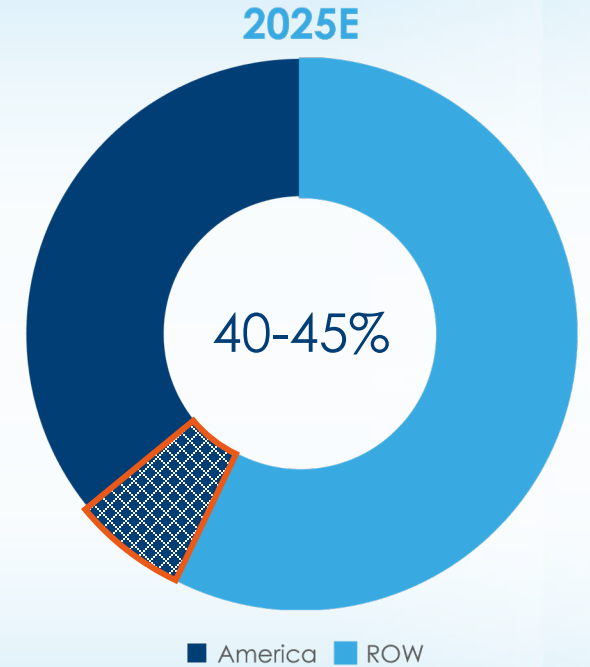
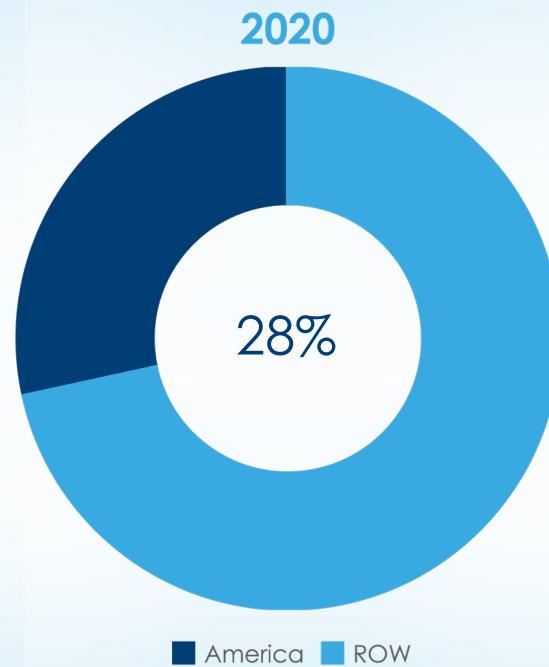
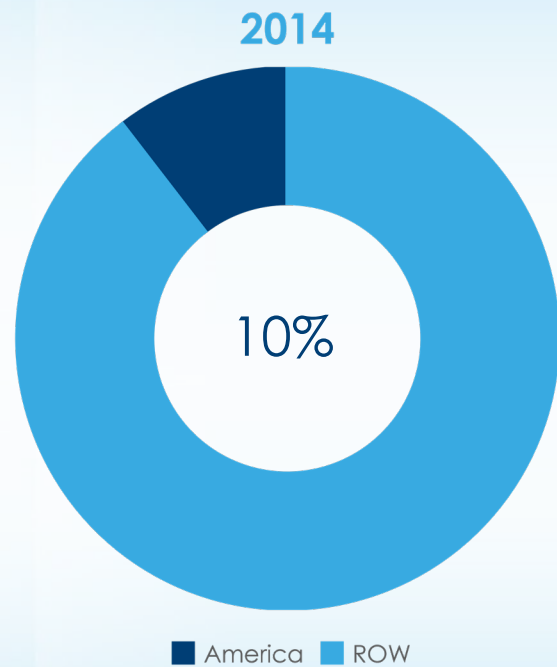
2025E



■ Tier 1/2 ■ Others

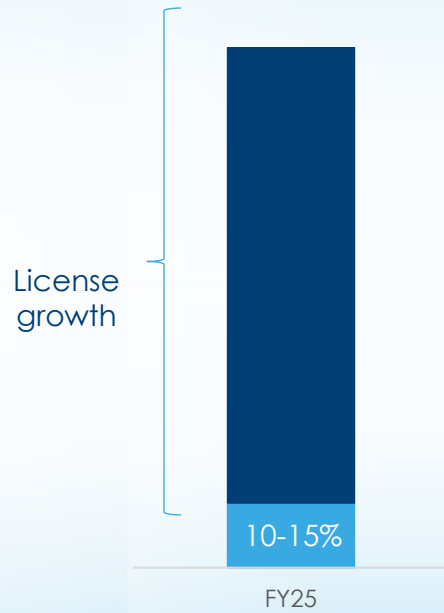
Building momentum in North America

Non-IFRS total software licensing, North America vs. Rest of World

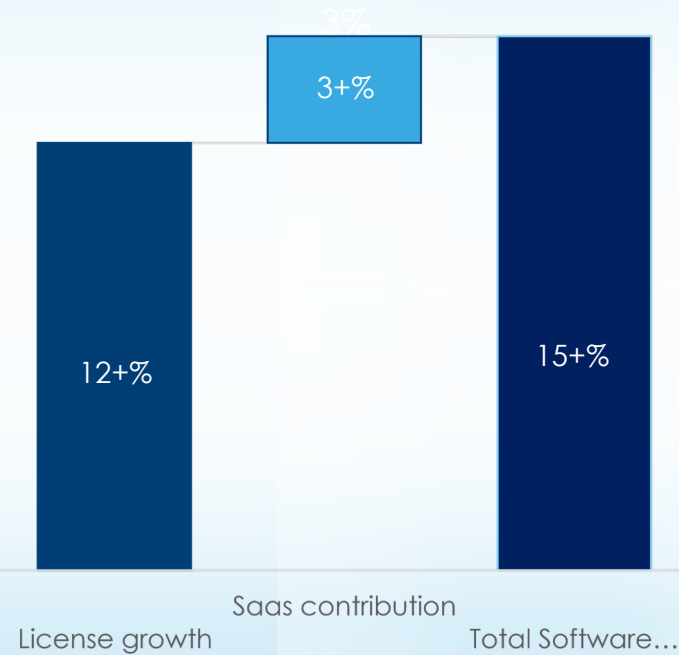


SaaS growth is largely incremental

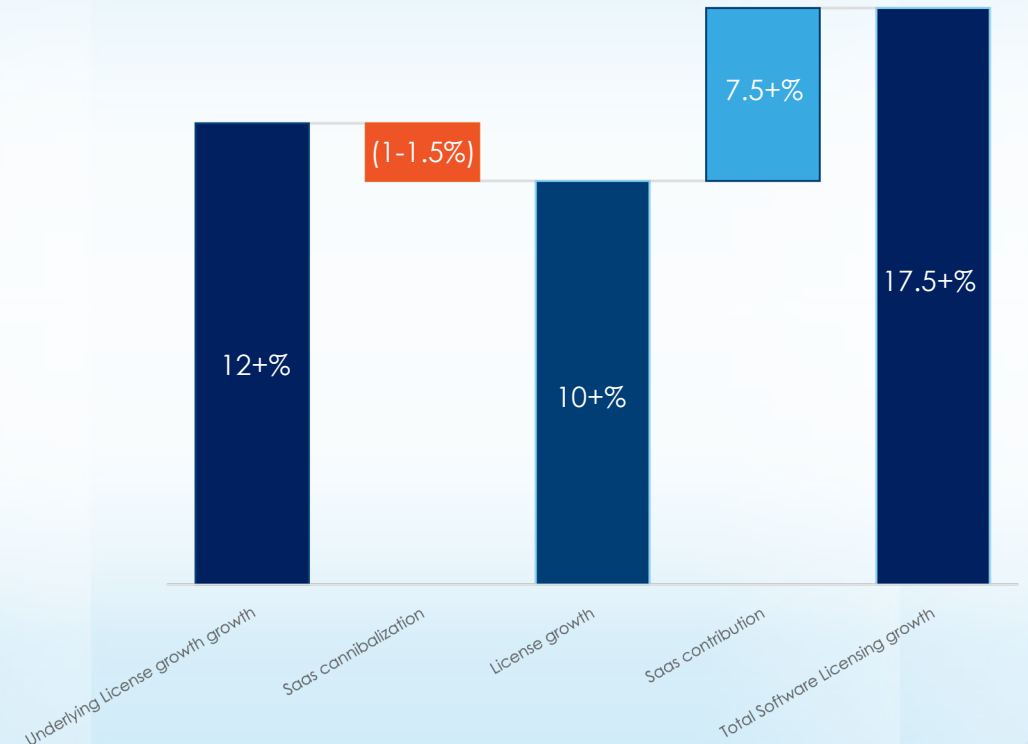
License growth to SaaS cannibalization FY21-25



Prior total software licensing guidance at 15%+

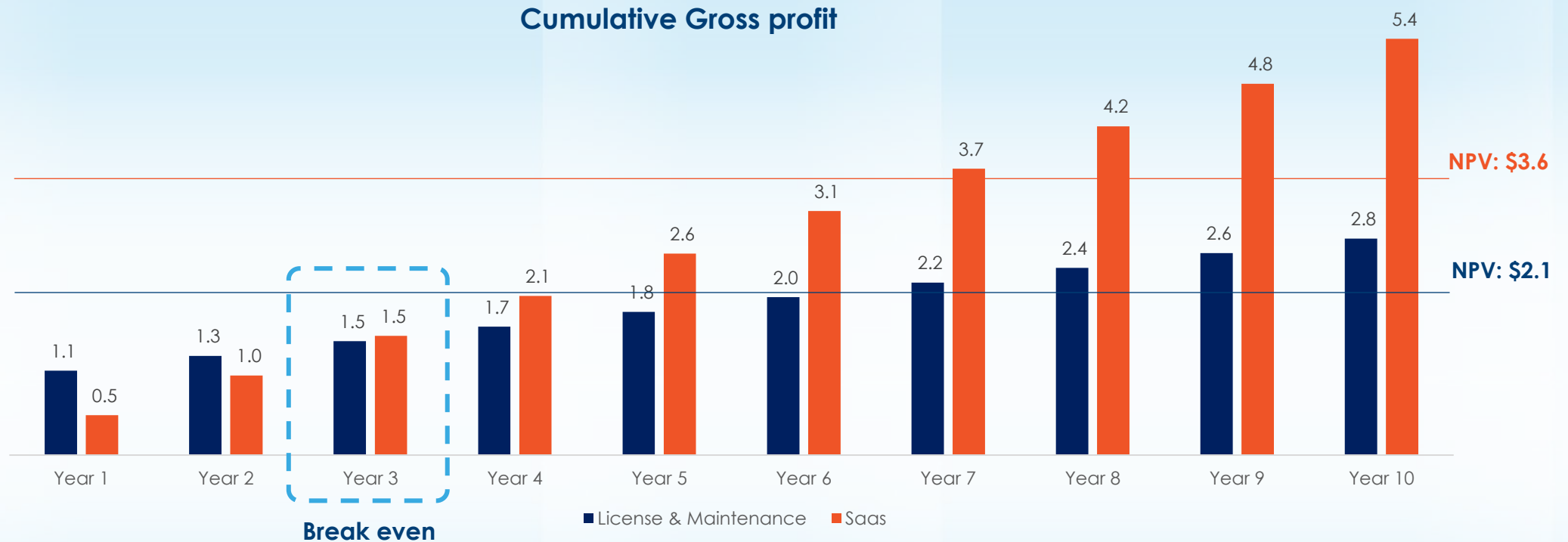


New total software licensing guidance at 15-20%



Note: Non-IFRS.

License vs SaaS Profitability



- Net present value of SaaS gross margin over 10 years is c70% higher than License & Maintenance gross margin

| Future reporting KPIs

Sales	P&L	Cash
Total bookings*	Total software licensing	Operating cash conversion
SaaS ACV	EBIT margin	Free cash flow
Total ARR*	EPS	DSOs

**New KPIs*

Total bookings – include fair value of licence contract value, committed maintenance contract value on licence, and SaaS committed contract value. All must be committed and evidenced by duly signed agreements.

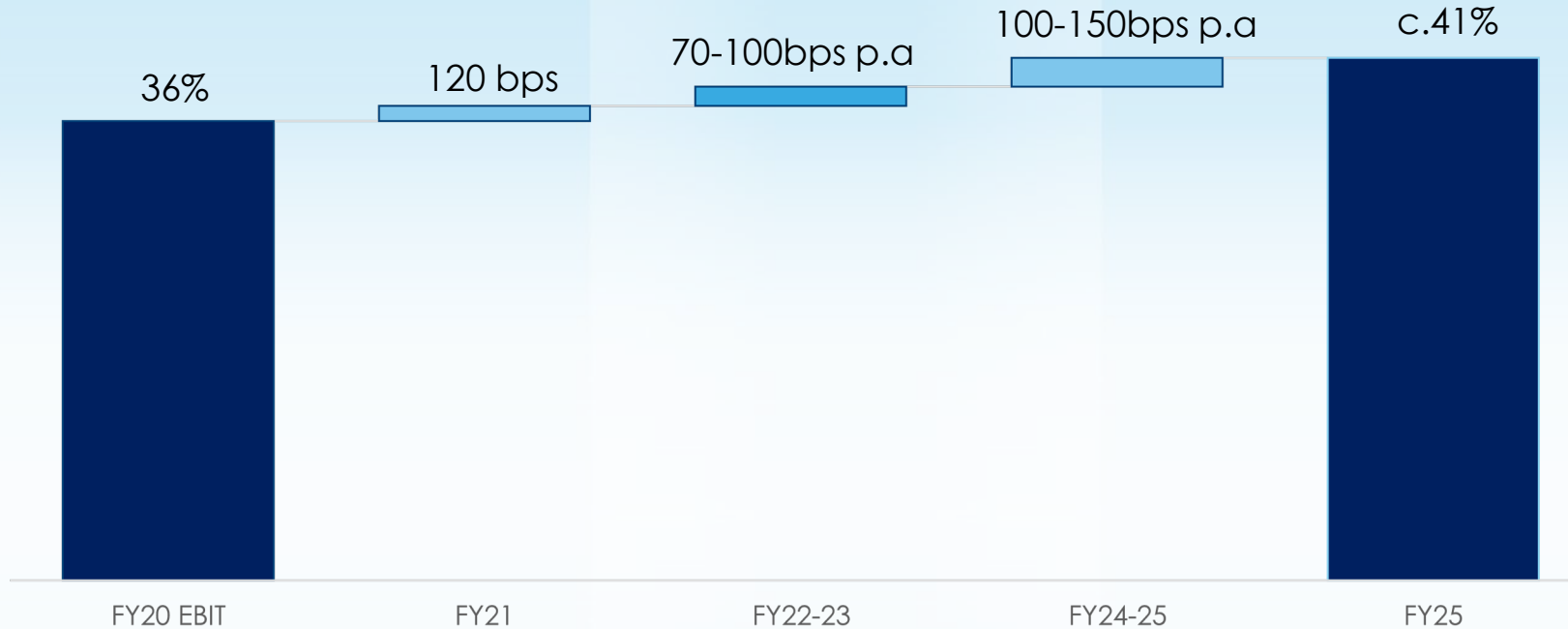
Total ARR – Annual recurring revenue committed at the end of the period for both SaaS and Maintenance. Includes New Customers, up-sell/cross-sell, and attrition. Only includes the recurring element of the contract and exclude variable elements.



2025 Targets

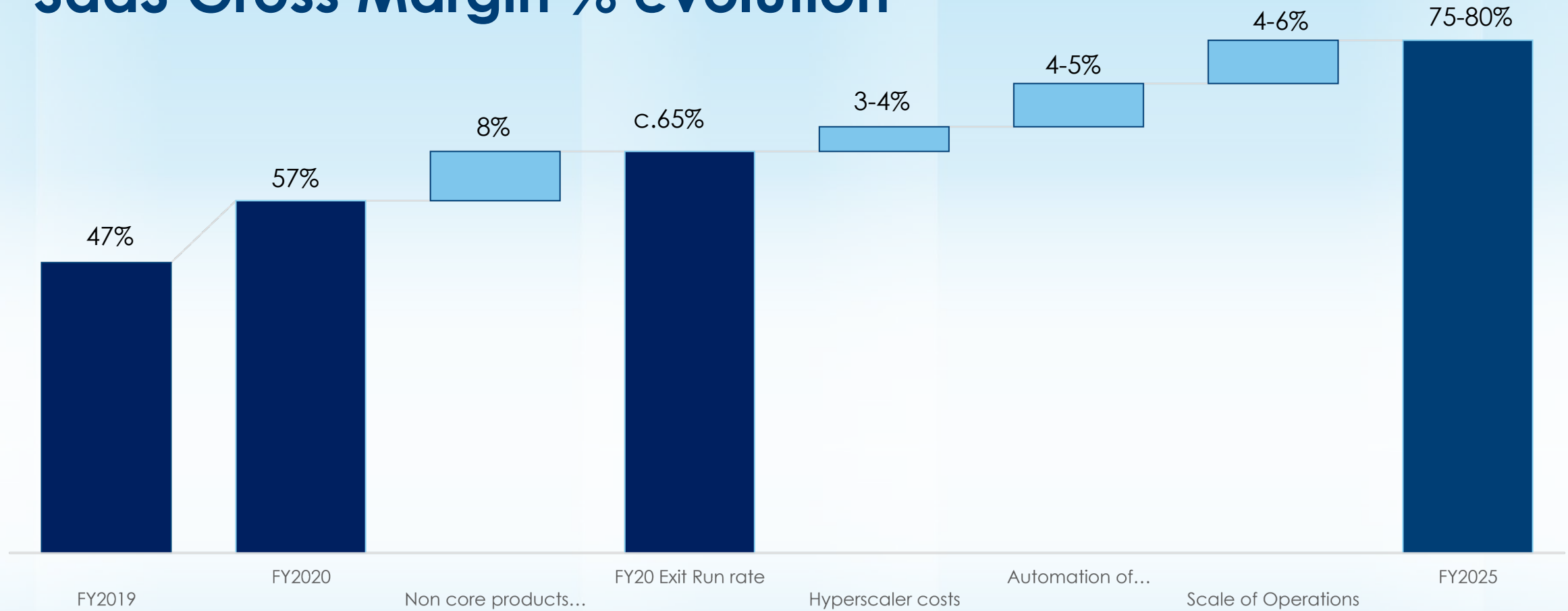
Mid-term Guidance	2020 base (CCY)	2025 Targets	Previous guidance
Total Software Licensing	359.3	15-20% CAGR 2020-25	>=15% CAGR
Total revenue	905.5	10-15% CAGR 2020-25	10-15% CAGR
EBIT margin	36.0%	c.41% by 2025	36%+ (39%+ equivalent excluding IFRS2 costs)
Total Bookings	491.5	17-22% CAGR 2020-25	-
ARR	494	>=15% CAGR 2020-25	-
FCF	297	>=15% CAGR 2020-25 to reach >USD600m	-
Tax rate*	13.9%	18-20%	18-20%
DSO	111	c.85 days	90 days

| EBIT Margin % expansion



- FY2021 Guidance represents 120bps Non IFRS EBIT margin expansion from 36% in FY20
- FY22-23 margins at 70-100bps per annum increase from FY21
- FY24-25 margins at c.41% representing a further acceleration of margin expansion at 100-150bps per annum from FY2023

| SaaS Gross Margin % evolution

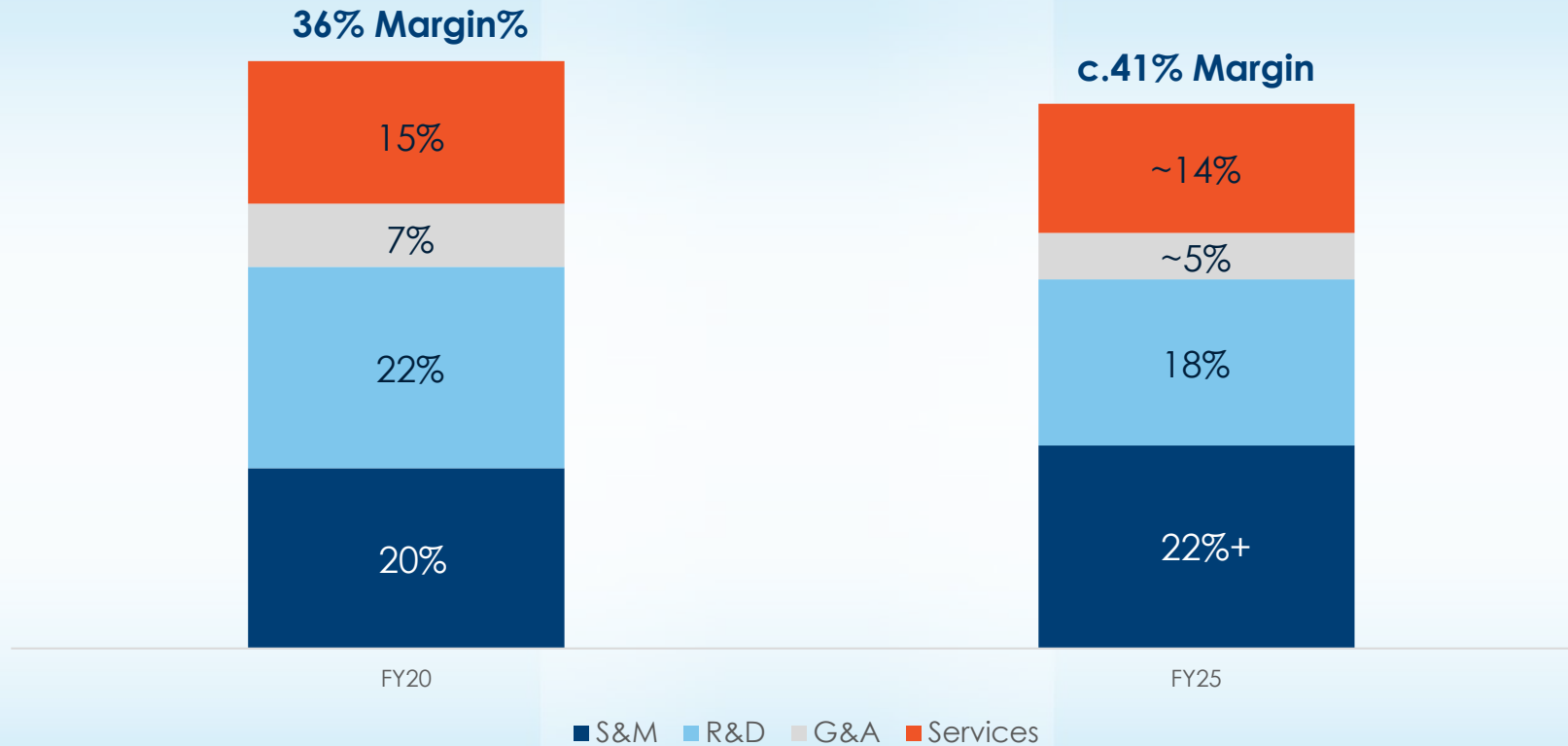


- Hyper-scalers: unit costs to reduce by 25-35% as volumes increase
- Automation to drive significant efficiencies in operation centres
- Operations optimized into centralized offshore function with local hubs to provide “follow the sun” service and drive economies of scale

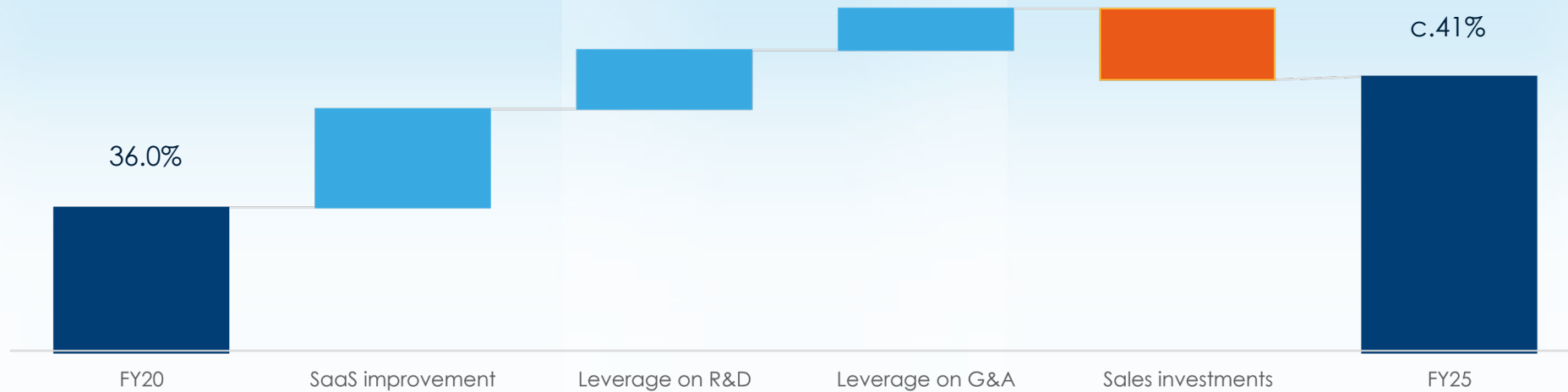
Gross margin includes: All costs relating to datacentres costs, cloud infrastructure such MS Azure, risk management and security tooling, all people costs and related expenses dedicated to providing SaaS operations.

FY20 run rate adjusted for Kony non- banking and efficiencies from sunseting of products not sold actively

| Key cost lines as a percentage of revenue



Drivers of non-IFRS EBIT margin evolution



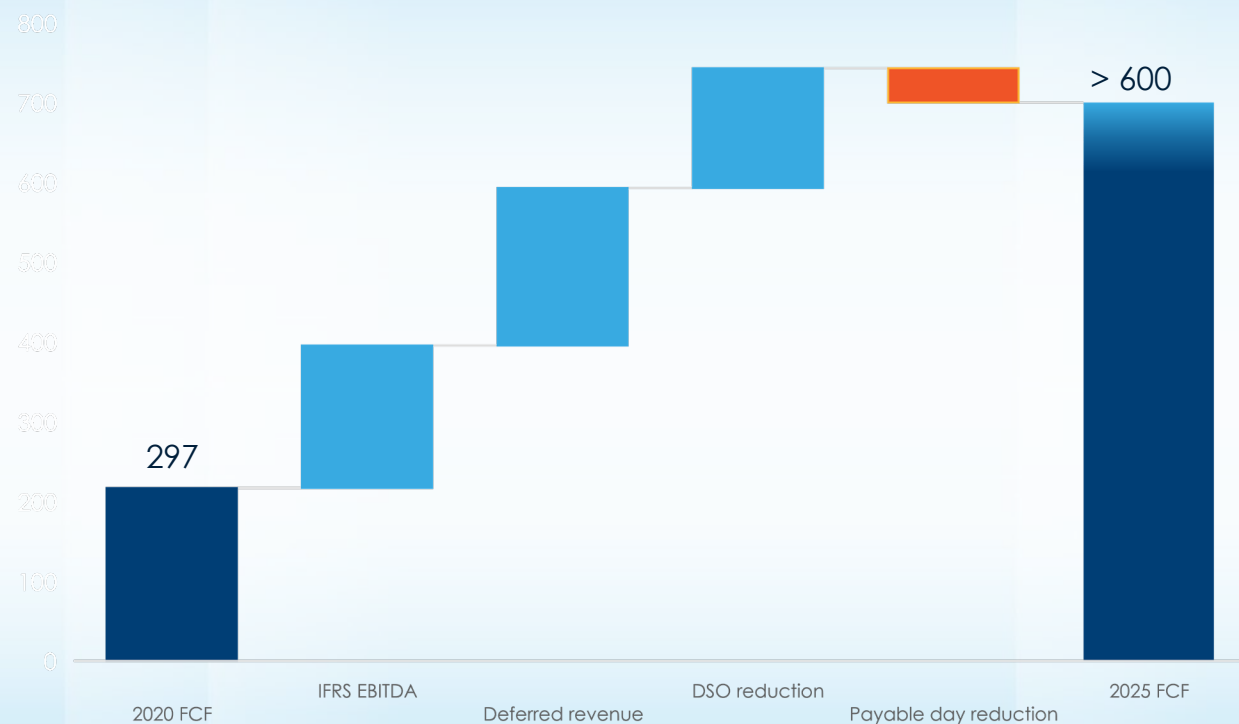
- On-Premise and services gross margin to remain constant
- SaaS Margin to expand to c.75-80%
- Continued leverage of R&D and G&A infrastructure
- Sustained investments in Sales & Marketing

Note: Non-IFRS.

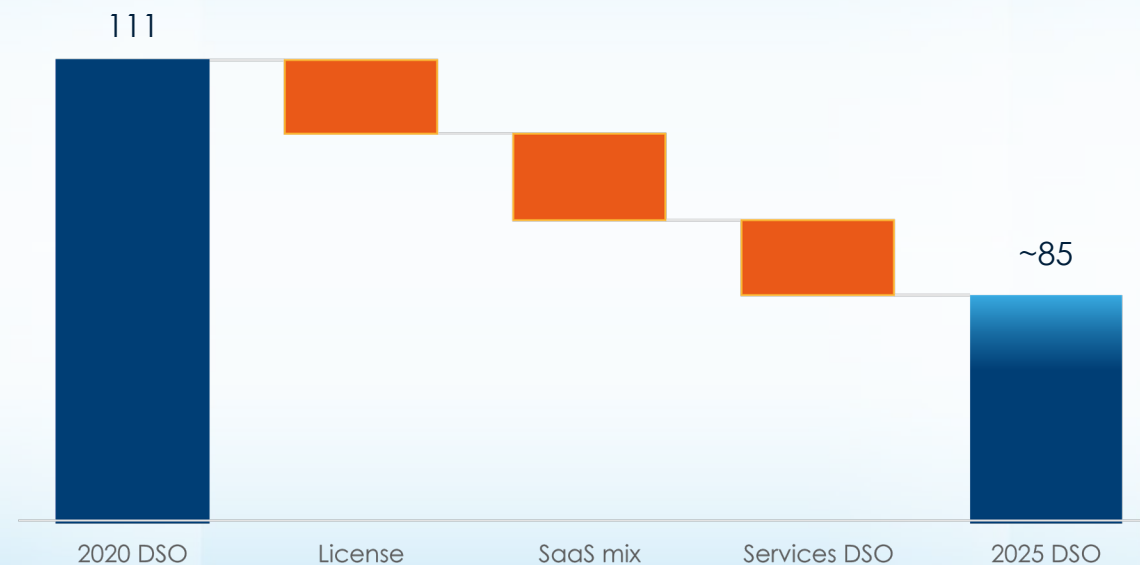


Drivers of FCF evolution and DSO reduction

Free cash flow growth of at least 15% CAGR

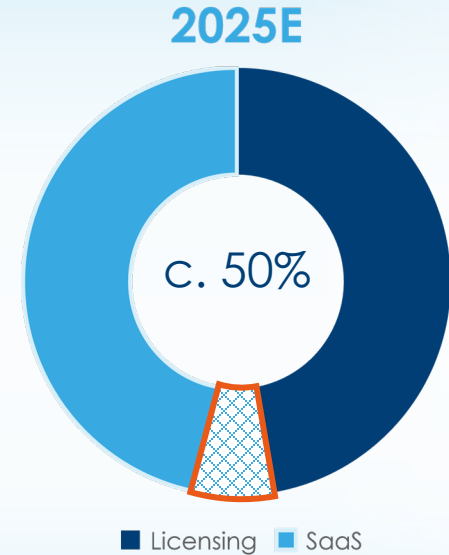
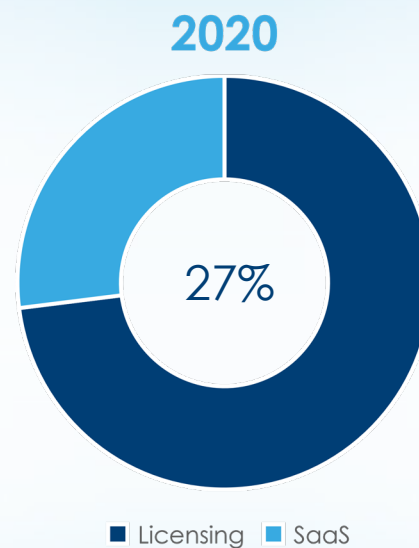
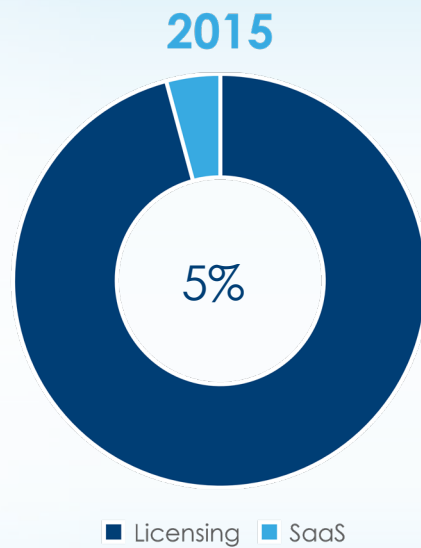


DSO Reduction from 111 to < 85 by 2025



Growth contribution from SaaS is growing rapidly

Non-IFRS Software licensing vs. SaaS revenues



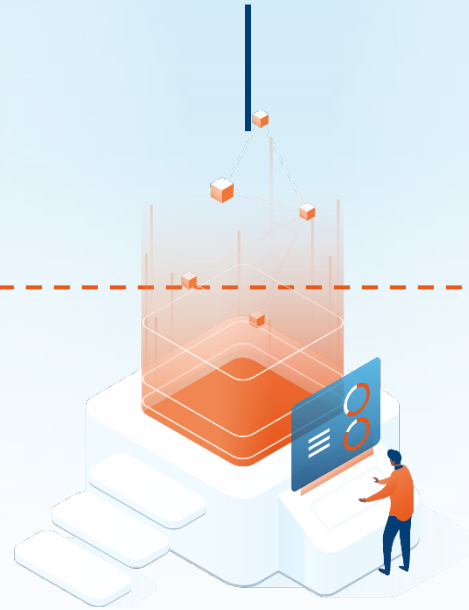
2025 non-IFRS EBIT margin relatively insensitive to revenue mix

	Medium term guidance	Lower License growth scenario	Higher License growth scenario
License growth	10%+ CAGR	7% CAGR	13% CAGR
SaaS growth	30%+ CAGR	35%+ CAGR	25%+ CAGR
Total Software Licensing growth	15-20% CAGR	15-20% CAGR	15-20% CAGR
EBIT Margin	c.41% by FY25	c.40.7%	c.41.5%
FCF	>=15% CAGR	>=15% CAGR	>=15% CAGR

A three-pronged approach to M&A to accelerate organic growth



**Accelerated R&D
roadmap in key
markets and
segments**



**Increased
scale**



**Adjacent markets
and
complementary
products**

| Appendix



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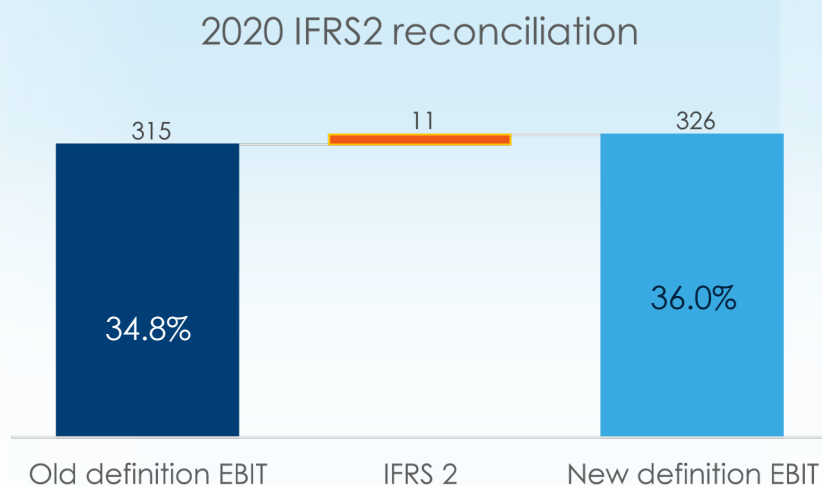
EBIT reconciliation

Changes of Non-IFRS definitions

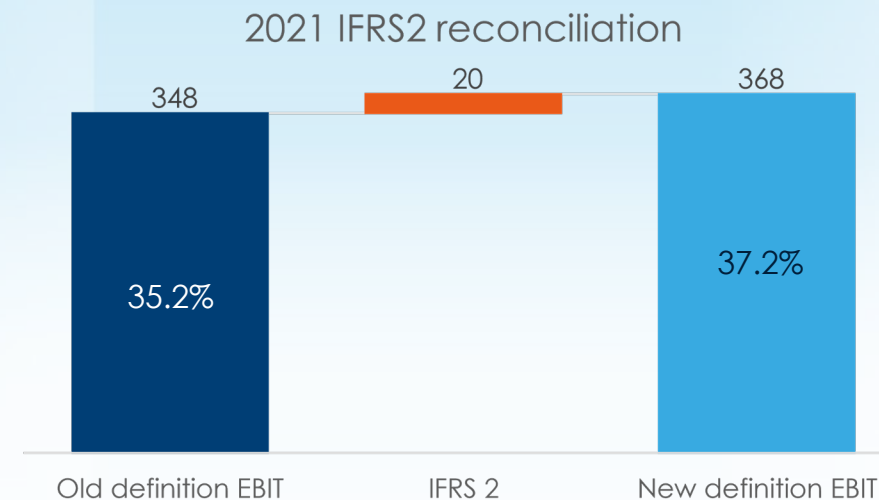
- From FY-21, we will be excluding the costs of share based payments (IFRS2) and related social charges from our Non-IFRS presented financials. The change of methodology is supported by the fact that this expense is a primarily non-cash item. Our current Non-IFRS adjustments already exclude all other non-cash related expenses (such as Amortisation of acquired intangibles, and deferred revenue write-downs resulting of acquisitions).
- This approach is common practice in a large number of listed companies. As such, **more than 60% of companies in our peer group adjust** their earnings for the cost of share-based payments



Non-IFRS EBIT reconciliation



FY20 restated on a constant currency basis



FY21 represents mid point of guidance

- Last 10 year average IFRS 2 cost as a % of revenues was c.4%
- FY22-25 estimated IFRS 2 costs of 3-3.5% on total revenues
- Total IFRS2 charges for companies in peer group is 4.5%

Note: Non-IFRS

| Temenos R&D overview

- R&D cash cost in FY 20 was USD 232m
- Total R&D headcount was 3,758 at year end FY 20
- This is split between 83% based in India and 17% based globally outside of India
- R&D costs also include all other associated costs to run the R&D operations including travel, contractors, rent, insurance, software, tooling and hyperscaler costs

R&D cash cost FY20	USDm
Software development and maintenance	(274.9)
Capitalised development costs	(76.3)
Amortised development costs	53.8
Amortisation of acquired intangibles	65.6
Cash R&D cost	(231.8)

R&D headcount	No. of employees
Total R&D headcount	3,758
% based in India	83%
% based globally	17%

| Non-IFRS Definitions

Non-IFRS adjustments

IFRS2 charges

Adjustment made for IFRS2 expenses and social charges linked to long term incentive plans

Deferred revenue write-down

Adjustments made resulting from acquisitions

Discontinued activities

Discontinued operations at Temenos that do not qualify as such under IFRS

Acquisition related charges

Relates mainly to advisory fees, integration costs and earn outs

Amortisation of acquired intangibles

Amortisation charges as a result of acquired intangible assets

Restructuring

Costs incurred in connection with a restructuring plan implemented and controlled by management

Severance charges, for example, would only qualify under this expense category if incurred as part of a company-wide restructuring plan

Taxation

Adjustments made to reflect the associated tax charge relating to the above items

Other

Revenue visibility

Visibility on revenue includes a combination of revenue that is contractually committed and revenue that is in our pipeline and that is likely to be booked, but is not contractually committed and therefore may not occur.

Constant currencies

Prior year results adjusted for currency movement

Like-for-like (LFL)

Adjusted prior year for acquisitions and movements in currencies

SaaS and subscription

Revenues generated from Software-as-a-Service and subscription licenses

Total bookings

Include fair value of licence contract value, committed maintenance contract value on licence, and SaaS committed contract value. All must be committed and evidenced by duly signed agreements.

Annual Recurring Revenues (ARR)

Annual recurring revenue committed at the end of the period for both SaaS and Maintenance. Includes New Customers, up-sell/cross-sell, and attrition. Only includes the recurring element of the contract and exclude variable elements

SaaS Financial metrics definitions and reporting

Annual Contract Value (ACV)

Annual value of incremental business taken in-year. Includes New Customers, up-sell/cross-sell. Only includes the recurring element of the contract and exclude variable elements.

Disclosure: quarterly reporting, annual guidance

Total Contract Value (TCV)

Total value of incremental business taken in-year (Bookings). Includes New Customers, up-sell/cross-sell. Only includes the recurring element of the contract and exclude variable elements.

Disclosure: annual reporting

Annual Recurring Revenue (ARR)

Annual recurring revenue committed at the end of the period for both SaaS. Includes New Customers, up-sell/cross-sell, and attrition. Only includes the recurring element of the contract and exclude variable elements

Disclosure: quarterly reporting, annual reporting

Software-as-a-Service Revenue (SaaS)

Software-as-a-Service revenues booked in a period

Disclosure: quarterly reporting, annual reporting

Thank You

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