

**Promises kept.** That doesn't just go for the financial side – sales and profit – but also for solutions, services and selling activities too: Wincor Nixdorf is right alongside its customers as they experience a process of change and growth. We're accompanying flows of goods and flows of cash, assisting at the point where goods become cash or information and cash movements become accounting entries. We've been doing it very successfully too. The project reports contained in this annual report show the detail behind these processes which are synonymous with Wincor Nixdorf the whole world over.

## WHAT COUNTS IN THE INTERNATIONAL BUSINESS OF A.S. WATSON: LOCAL KNOW-HOW AND SPEED.

**F**ew retailers understand international markets better than the A.S. Watson Group and few, arguably, are as hardnosed about profitability and simplicity as this global player.

In business for nearly 190 years, the group has evolved into one of the world's largest international retailers with operations in 34 markets.

Today, A.S. Watson has more than 6,800 stores, running the gamut from health and beauty, luxury perfumes and cosmetics to food, electronics, fine wines and a wide

variety of bottled beverages. A member of the Hong Kong-based conglomerate Hutchison Whampoa Ltd., it employs more than 88,000 people in retail chains throughout Asia and Europe.

What has made A.S. Watson stand out among its competitors is the company's ability to combine local knowledge with international expertise and deliver products and services that customers want and need at prices they can afford.





### **Lower costs, higher profits through modern IT.**

In a sector battling razor-thin margins, A.S. Watson views information technology as a means to help lower operating costs and increase profits. With an eye to both, the Group has chosen Wincor Nixdorf as a strategic IT partner to supply advanced ePOS (electronic point of sale) systems and services at competitive prices to its retail chains

In its Superdrug chain of health and beauty shops in the U.K., for instance, A.S. Watson has put Wincor Nixdorf in charge of managing a program to replace more than 4,000 ePOS systems in 450 stores. The IT vendor and service provider is collaborating with an Israeli software specialist, which supplies the POS software.

"We won the bid against some tough competition because we were able to provide exactly what the customer demanded," says Stuart Saunders, Sales Manager Retail at Wincor Nixdorf. "A.S. Watson wanted an ePOS platform provider that was able to deliver hardware on a global basis in order to maximize purchasing power and reduce complexity."

More recently, A.S. Watson has chosen Wincor Nixdorf in the U.K. to deploy new, state-of-the-art ePOS technology in the Savers Health & Beauty chain of shops in the U.K., which were acquired in 2000, and in Paris-based Marionnaud, Europe's largest perfumeries and cosmetics retailer. Marionnaud is the latest addition to the A.S. Watson family. The leading perfumery chain in France, with a market share of 30 percent, has meanwhile established a 1,226-store network that stretches to 13 other countries. The company is a market leader in 10 of them.





**The beginning of a success story: A pharmacy in**

**Guangzhou.** In Asia, A.S. Watson continues to grow, with Wincor Nixdorf by its side. The retailer now has more than 1,100 stores spread across the Asia-Pacific region, with the greatest concentration in its home base, Hong Kong. It meanwhile has an installed base in Hong Kong of more than 2,400 POS systems. Another 1,000 are in China, the birthplace of A.S. Watson, which began as a small dispensary in Guangzhou, China. The remaining POS systems are located in other markets, such as Taiwan, Malaysia, Singapore, Thailand, Korea and the Philippines.

Wincor Nixdorf's service in China includes deploying and maintaining not only its own hardware and software but also managing the equipment of other suppliers to the retail giant. "We provide a full service, handling all of A.S. Watson's IT retail-related services," says Steve Chan, Managing Director of Wincor Nixdorf Hong Kong and Regional Director of Retail Systems of Wincor Nixdorf Asia.

Indeed, whether it is Asia or Europe, the German IT company today offers A.S. Watson a singlepoint of contact, providing platform, implementation and maintenance services through its local subsidiaries and partners. And more: The vendor meets all the group's challenging demands for fast communication, attractive prices, flexibility and simplicity.

"We chose and continue to work with Wincor Nixdorf as a partner as they are the Total Cost of Ownership (TCO) leader and they approached the relationship in an open and direct fashion," says Gert Vos, A.S. Watson Group IT Director. "We have very clear lines of communication established to deal with issues and opportunities, and Wincor Nixdorf has delivered on all these. The company has provided a winning mixture of centralized responsibility and local delivery teams." ■



**Customer:** A. S. Watson Group

**History:** Dating back to 1828

**Market position:** The largest health & beauty retailer in the world

**Business field:** Health & beauty, luxury perfumeries & cosmetics to food, electronics, fine wines and airport retail arms. Also an established player in the beverage industry

**Locations:** Over 6,800 retail stores in 34 countries

**Employees:** Over 88,000

## MANAGER IN FAST MARKETS.

**S**teve Chan is a fast-moving manager in a very fast-moving area of the world: Greater China, which includes the economic boom areas of China and Hong Kong. As the Hong Kong Country Manager and the Asia Pacific Regional Director for North Asia Retail Systems, Steve is on the front-line of Wincor Nixdorf's growing business operations in the region. "I wear many hats," he says. Since

2000, Chan has also been in charge of the Hong Kong-based A.S. Watson Group. As China continues to lure investors from Europe, Japan and North America, Steve has observed a change in the country's business mentality. "In the past, business was all about personal relationships," says Steve. "Now it's about processes, about being cost-effective and competitive. There has been accelerated reform in China in recent years, and it is far from over." ■



Steve Chan, Asia Pacific Regional Director for North Asia Retail Systems.



## FOCUS ON THE ESSENTIAL: THE CUSTOMER.



Ger Moffatt, Head of ATM Strategy at the Bank of Ireland.

In a world of choice, Bank of Ireland has decided to focus on what it does best—banking—and outsource non-core business activities to specialists such as Wincor Nixdorf.

For more than two years, the Irish financial giant has been using Wincor Nixdorf to install and manage its off-site network of ATMs in Ireland. And more recently, the bank has turned to the German IT manufacturer and service provider to supply, install and maintain ATM hardware and software in the U.K., and manage the off-site cash dispensing network as part of a huge financial self-service contract with the U.K. post office, the Royal Mail Group PLC.

The aim of both ATM projects is twofold: To increase transaction revenue and establish new customer relationships without having to dedicate huge financial and human resources to its cash dispensing operations. It is a winning business proposition not only for all the partners—Bank of Ireland, Royal Mail Group and Wincor Nixdorf—but also for their retail customers.

“ATMs increase ‘footfall,’ or customer frequency, which in turn increases revenue in stores,” says Alan Walsh, Managing Director at Wincor Nixdorf in Ireland. “When consumers come into stores to get cash, they typically use some of that money to buy goods. In small stores, ATMs can help boost sales by 10 percent and in larger stores by as much as 2 percent, which is significant considering the far larger number of shoppers in these outlets.”





**Provide cash withdrawals in rural retail scenarios.** With its Irish expansion, the 220-year old Bank of Ireland has become the largest ATM provider in the country. Under an agreement with the countrywide independent retail group Musgrave SuperValu-Centra, the bank is the preferred supplier of ATM services in 250 locations. A huge share of the installations is in rural areas, where terminals have been as far apart as 20 kilometers.

But unlike many banks that have chosen to keep as many operations in-house as possible, Bank of Ireland has handed over complete operation of its Irish Retail off-site ATM network consisting of nearly 600 terminals to the IT specialist, Wincor Nixdorf. In so doing, the bank has been able to control its costs for this business activity more flexibly and efficiently while keeping up with the major technological developments.

**Customer:** Bank of Ireland

**Founded:** 1783

**Market position:** One of the world's longest established banks, one of the top 500 businesses in the world

**Operations:** Retail financial services, wholesale financial services, U.K. financial services, asset management

**Locations:** Ireland, United Kingdom, Japan, Canada, United States, Germany, Australia

**Employees:** 16,900 employees worldwide

**Assets:** € 106 billion





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The network is based on Wincor Nixdorf ProCash 1500 "self-replenishing" ATMs, with cash stocks being topped up daily by the retailers. The slim, compact unit is designed specifically for installation within supermarkets, which typically require space-saving equipment.

**Key role for Wincor Nixdorf.** "The in-store ATM project has been a major success for Bank of Ireland with very positive feedback from retailers, customers and the broader community on this initiative. Wincor Nixdorf has been a very strong partner in this project and has delivered high-quality solutions and services to us and our customers," says Ger Moffatt, Head of ATM Strategy at Bank of Ireland.



With its outsourcing decision, Bank of Ireland became the first major client of Wincor Nixdorf's outsourcing business unit, which was launched more than two years ago. In addition to installing, operating and maintaining self-service systems, the unit can manage data centers and networks, and also provide support with cash and transaction operations, as well as back-office processes.

In the U.K., Bank of Ireland has turned to Wincor Nixdorf to install 1,000 ATMs for the Royal Mail Group over the next four years. Of these new installations, 700 will be "through the wall", or facing the street, and the remaining 300 inside.

"This is a very exciting opportunity for Bank of Ireland and we look forward to successfully transporting our winning business model to the U.K. Once again Wincor Nixdorf will be key partner in this venture," says Moffatt.

The ATM network will be fully installed, managed and maintained by Wincor Nixdorf. The German IT specialist will also provide a hotline and daily network monitoring services. All terminals are connected dually, one link is to the bank server for authorizing transactions and another is to Wincor Nixdorf for monitoring purposes.

"Bank of Ireland wants to focus on its business goals and customer relationships while trusting Wincor Nixdorf with the operational activities," says Walsh.

The project, which is already in six pilot locations, less than six months after the business was secured, is one of several steps Bank of Ireland is taking in expanding its business scope and footprint together with Wincor Nixdorf. ■



## ATM-TECHNOLOGY FROM GERMANY FOR THE TAIWANESE POSTAL AND FINANCIAL SERVICES GIANT.

**T**he advantage is often the result of history. To meet its universal mail service obligation, the Chunghwa Post Co., Ltd. built a delivery network that spans all of Taiwan, and it is this network that the group is using today to deliver financial services. The company is relying increasingly on technology from Wincor Nixdorf.

Presence is a key success factor for all service providers. The Chunghwa Post offers that with more than 1,300 branches nationwide, ensuring 100 percent coverage. In these outlets, customers are not only able to send or fetch their mail but also manage their banking business; ATMs are now available in all branches.

But it has been a long journey from the days when the Chunghwa Post started delivering mail to the group's move to introduce financial services. The post office was

established in 1896 to provide a mail delivery service. But in the 1930s, it began to expand into financial services, including insurance in 1935 (the company is celebrating its 109th anniversary this year).

**ATMs with German engineering for the largest bank of Taiwan.** The Chunghwa Post continues to expand its financial service activities. Each one of its 1,320 branches is now equipped with at least two ATMs for a total of 3,160 systems. Wincor Nixdorf's share of that business is growing continuously.

As part of a two-phase contract, the Chunghwa Post ordered 532 ProCash 2000xe terminals in May 2004, followed by an additional 116. The systems were customized to meet the individual requirements of the local branches, and can be quickly and easily modified to include new functions. The rollout has been successfully completed.



Yeh Shun-Min,  
Vice President at  
Chunghwa Post.



This contract is significant, given the fact it was won as part of a fiercely competitive public tender process. A key requirement of the Chunghwa Post public tender was for competing systems to pass a user acceptance test. Within eight hours, all systems had to prove their ability to fully meet all user requirements. Wincor Nixdorf's technology not only passed the test in every single category but also satisfied the special requirement to read chip cards.

**Customer:** Chunghwa Post Co., Ltd.

**Founded:** 1896

**Market position:** The largest network of retail outlets in Taiwan, the second largest ATM network operator in Taiwan

**Business field:** Postal service, stamp mail, hybrid mail, EMS enquiry, stamp collecting, zip code, postage rates, address writing, postage rates enquiry, post office locations; banking services: Postal savings, postal simple life insurance, postal giro, government bonds; postal museum

**Locations:** More than 1,300 post offices

**Employees:** 25,000

**Turnover in 2004:** TWD 304,745,461,000  
(around € 7.62 billion)





**Tested for excellence in the field.** Today, the Chunghwa Post is totally satisfied with the performance of Wincor Nixdorf's ATM systems, the first ever to come from the German vendor. The group praises Wincor Nixdorf's high software stability, hardware design and service. For banking service director Chou Wuu-Shyong, the deployment of ATM technology using German engineering offers key advantages. The open system architecture enables not only higher vendor independence but also problem-free implementation into the existing network. "With Wincor Nixdorf products, we have been able to upgrade our operations to a high quality



level, meeting all our expectations," says Wuu-Shyong. Adds vice president Yeh Shun-Min, who is responsible for IT operations, banking and insurance service of the Chunghwa Post: "We look forward to collaborating with Wincor Nixdorf in implementing additional projects in the future."

New business software deployments are currently being discussed, as well as the implementation of additional functions in the ATMs, which currently provide cash-dispensing and money transfer services.

**Advancing to a technology leader with quality from Germany.** Even if the future of the Chunghwa Post has yet to be decided, one thing is already certain: The launch of new self-service technologies will continue to meet the demands of both the group and its customers. For sure, only those companies with cutting-edge technologies will be successful in the growing and competitive Taiwanese banking market. ■

## OVERCOMING HURDLES TOGETHER.

**E**lvis Wang, director of applications software at Wincor Nixdorf Taiwan, and sales director Giles Chang Hang have successfully convinced Chunghwa Post of Wincor Nixdorf's winning solutions. One of the largest hurdles to overcome in replacing the solutions provided by a rival vendor was the user acceptance test.

"We had just seven hours to enable our software to provide all functions required by Chunghwa Post," says Wang. None of the top three suppliers passed this test in the past 10 years. "The fact that we passed this test is largely the result of the excellent teamwork of the five members in our powerful software team," says Wang proudly. ■



Elvis Wang and Giles Chang at Wincor Nixdorf in Taiwan.



## ATM USERS WANT ACCESSIBILITY, SIMPLICITY AND SECURITY.



Jean-François Mérette,  
Manager ATM and  
Point-of-Sale Access  
at Desjardins.

Canadian financial institutions have built one of the most extensive and sophisticated customer service networks in the world. The cooperative Desjardins Group, the largest financial cooperative group and the sixth largest financial institution in Canada, has been at the forefront of this development.

In a country where people clearly view the benefits of electronic banking, Desjardins today offers its 5.2 million customers convenient online services and, in its home base of Quebec, one of the densest ATM networks in the world with 3,000 ATMs at their disposal—24 hours a day, seven days a week.

After launching the first ATM at the city of Trois-Rivières-Quebec in 1981, Desjardins has seen interest in self-service banking soar not only in Quebec but across the country. Canadians are the highest per capita users of ATMs in the world. In 2003, they logged 43 ATM transactions per person, compared with 40 in the U.K. and 37 in the U.S., according to the Bank for International Settlements. Canada also has the highest penetration of ATMs of any country in the world with 1,394 per million inhabitants, compared with 1,275 in the U.S. and 895 in Japan.

"Our ATM users want accessibility, simplicity and security, and they receive all that and more from IBM and Wincor Nixdorf," says Jean-François Mérette, Manager ATM and Point-of-Sale Access at Desjardins. "The ATM channel is critical to maintain our leadership position with respect to the distribution of financial products and services online. This is seen in the fact that our members carried out more than 1.34 billion transactions using ATMs, point-of-sale terminals, Internet and telephone services in 2004, an increase of 16.3 % compared to 2003."

**Partnership with IBM.** IBM and Wincor Nixdorf have been collaborating together in Canada since 1999, a partnership that has since broadened to more than 30 countries, including the United States, Mexico and most of Latin America. The companies have aligned in these strategically important markets to provide industry leading self-service products, solutions and services, based on open architectures.

**Customer:** Desjardins Group

**Founded:** 1900

**Market position:** The largest cooperative financial group in Canada

**Operations:** Desjardins is the most accessible financial institution in Quebec. The bank's activities in the rest of Canada include its efforts to promote the cooperative movement through the caisse federations of Acadia, Manitoba and Desjardins Credit Union. Its operations extend to the United States as well with the Desjardins Bank in Florida and globally, Desjardins demonstrates a strong commitment to international cooperation and 2.5 million people in approximately twenty countries

**Locations:** Québec, Ontario, Manitoba and New Brunswick

**Employees:** 39,000

**Assets:** CAD 103.6 billion

In 2004, Desjardins placed its first order with IBM for 600 ATMs from Wincor Nixdorf in a move to modernize its automated teller network and reinforce its strategic position outside the province of Quebec. This new generation of ATMs includes support for the illiterate and the visually impaired, and offers several additional functions including passbook processing and envelope deposit. In 2005, the financial institution, which developed its own multi-vendor ATM application software, decided to order an additional 800 terminals.

IBM and Wincor Nixdorf are delivering ATMs, mainly the ProCash 2100, which are equipped with the company's anti-skimming device for protection against ATM fraud.



Desjardins is the first financial institution in Canada to use the Wincor Nixdorf anti-skimming feature. "Skimming attacks have gathered pace in recent years in Canada and ATMs are being manipulated more often through the use of devices attached to their card slots, capturing—in effect stealing—important personal data," says Lindsay Hunt, Self-Service Business Unit Executive at IBM Canada. "The anti-skimming module provides effective protection against fraudulent manipulation of ATMs."

**Initiative for automating check processing.** The ATMs at Desjardins can be tailored to meet the needs of the financial institution's individual branches, called "Caisses Desjardins." Moreover, their flexible design allows for new services to be easily added, such as cheque image capturing and chip card technology.

Every business day in Canada, approximately five million cheques are transported from one financial institution to another. The system is based on legislation that has been in place for more than one hundred years. Under the authority of the Canadian payment association (CPA), Desjardins has teamed up with the other Canadian financial institutions in a cheque imaging initiative to substantially reduce, if not totally eliminate, the need for physical cheque trans-

portation. "The shift to image-based processing of cheques is one of Desjardins key initiatives under review and will not only improve efficiency but also allow introduction of new services that provide faster and more convenient access to cheque images for our customers and thus end the common practice of enclosing check images with customer statements," says Mérette.

With its unique and intelligent bundle cash and cheque deposit module (CCDM), Wincor Nixdorf allows financial institutions and their customers to move away from envelope cheque deposits to full, "straight-through" electronic check processing. "For financial institutions, cost savings and customer satisfaction are likely to be the major driver of deposit automation in Canada," says Jürgen Kisters, Sales Director North America at Wincor Nixdorf. "Projects in other countries have shown that customers are embracing the new technology and appreciate the advantages over envelope deposit. One such advantage would be immediate credit to their accounts."

In the future, Desjardins can upgrade any of the existing full-function Wincor Nixdorf ATMs by exchanging the current envelope deposit module with the CCDM. But new cheque image capture technology is only one of several new services in the pipeline at Desjardins. The bank's primary goal is to provide customers with the most convenient and secure service possible. "Using advanced and innovative ATM technology," says Mérette, "is one good way to achieve this goal." ■





## SATISFYING DETAILED REQUIREMENTS FULLY.

International success has many faces, and Udo Thiel is one of them. As Product Manager of ATM's at Wincor Nixdorf, Thiel was determined from the very beginning to ensure that the many detailed requirements of hardware and software developments involved in the ATM project with Desjardins and IBM Canada were fully satisfied. One

area of focus was the integration of security solutions, preventing bank card data to be skimmed at ATMs. "The requirements and our correspondence fill files," says Thiel. "But it's definitely worthwhile to satisfy our customers. Initially, Desjardins ordered 600 ATMs, but the bank ordered an additional 800 in spring." ■



Udo Thiel,  
Product Manager  
of ATMs at  
Wincor Nixdorf.



Mentor for Self-Service Banking in Canada. A company that has been instrumental in building up the huge self-service infrastructure in Canada for more than 25 years is IBM. The IT giant is a key supplier of ATM solutions to the country's leading financial institutions, including Desjardins. IBM offers solutions that include consulting, software, hardware, integration, research and services. The terminals are manufactured by Wincor Nixdorf.



## AS TOTAL AND WINCOR NIXDORF SEE IT, ROADS AND PETROL GO HAND IN HAND.



Jean-Pierre Basbayon,  
Head of Price, Control  
and Systems at Total.

**I**ndividual mobility. No means of transport has come to symbolize this aspect of personal freedom more than the automobile, provided of course the right fuel is at hand. French oil company Total handles this task—not just with a dense network of service stations, but also with new IT solutions created in partnership with Wincor Nixdorf.

Outdoor Payment Terminal (OPT) is the magic phrase giving Total customers access to diesel and gasoline 24 hours a day quickly and easily using credit or debit cards. Mind you, the interactive terminal—which is well able to offer greater functionality and user benefits—is but a stop along the way on the long, successful journey Total has enjoyed so far with Wincor Nixdorf.

**For the big goals of big companies: Know-how from Wincor Nixdorf.** The supply of fuels, in all its aspects, is one of the core business activities of the Total Group, which, following the mergers with Elf and Fina, is





now tenth-largest company in the world and, the world's fourth-largest oil company. Based in Paris, France, the Group has around 111,000 employees and makes net sales revenue of approximately € 122,700 million euros from oil extraction, production and refining as well as trading of oil and gas products. The company has a presence in over 100 countries and plays a key role in the chemicals industry. The group markets its fuels under the well-known Total, Elf and Fina brands and

runs nearly 16,000 service stations worldwide, chiefly in Europe and Africa. In 2004, Total refined 2.5 million barrels of oil each day and also sold 3.8 million barrels of petroleum products a day.

The partnership between Total and Wincor Nixdorf goes back to 1998 when the French oil giant commenced project studies aimed at equipping its European service stations with uniform front-office solutions. The goal of the studies was to pull together the quite different—and in places obsolete—ePOS systems and install EFT (electronic funds transfer) systems in compliance with the EMV standard. The key implementation criterion was “an open architecture freeing us from dependence on individual manufacturers and at the same time allowing implementation across national boundaries”, says Jean-Pierre Basbayon, the man responsible at Total for Retail Network, Pricing, Control and Systems.

**The self-service solution that can offer more—and 24 hours a day.** The Wincor Nixdorf software solution “NAMOS compact” meets these requirements. With its open architecture, the system removes dependence on pump suppliers and service providers, and it meets the requirements of a global solution by integrating all the EFT applications. The modular, component-based architecture also supports “plug & play”, allowing business processes and customer functions to be built in without great development effort.

And when it comes to service stations, there are more than just one or two of them: Tank contents have to be metered, pumps addressed, carwashes operated, fuel pumps switched on and off and the whole sales process run in the shop. At the end of 2005 in France alone, over 2,500 Total service stations and almost 3,800 ePOS systems will be running the Wincor Nixdorf solution, with around 500 fitted out in the U.K., and nearly 60 in Portugal.



**Customer:** Total S.A.

**History:** Dating back to the 1920s

**Market position:** World's fourth largest oil and gas company

**Business areas:** Total operates across the entire oil industry chain, from oil and gas exploration and production to the gas downstream and refining, trading and shipping. Total is also a world-class chemicals player

**Locations:** Headquarters in Paris with around 17,000 service stations mostly in Europe and Africa and operations in more than 130 countries

**Employees:** Approximately 111,000

**Sales:** Around € 122 billion in 2004

In 2004, Total refined around 2.59 million barrels of oil per day

With NAMOS compact, Total has also opened up the ability to integrate further innovations across the breadth of its service station network. The Outdoor Payment Terminal (OPT) is one of these. Developed at Total's initiative and implemented with the help of the "Service Stations International" business unit within Wincor Nixdorf's Retail Division, the OPT—first piloted in June 2004—brings together a whole range of benefits. The 12-inch touchscreen is not just easy to operate, it also offers the opportunity to run promotional advertisements. In addition, the unit is suitable for multiple use, for instance also for

car washes. The combination of the two procedures makes this solution, which is based on standard banking and retail equipment, such an innovation. "This gives us a unique model and, at the same time, one we can deploy globally," says Basbayon.

**No chance for burglars or vandals.** Almost more importantly, the jointly designed and developed OPT has been given its approvals by the French "Antiskimming-Antifrauds" association (ASAS). This organization looks at best practice for equipment designed to be as secure as possible against destruction and fraud. Forty percent of all service station fraud takes place at unmanned stations. Pooling the experience of Total in the service station business and Wincor Nixdorf in banking has enabled a real step forward to be made in this respect. The first 200 OPTs are to be up and running in France by the end of 2005.

Also up and running is the next stage of the partnership between the two companies. Future projects will be dealing with mobile ePOS systems for indoor and outdoor applications, environmental control and cash management. Total's and Wincor Nixdorf's vision is a central ePOS system on which each and every aspect of a service station can be managed. At Wincor Nixdorf, this vision has a name: i-SERVICE-STATION. i for integrative, innovative and international. ■

PATCH ISO/IEC 11801 & EN 50173 VERIFIED



A software solution for everything: NAMOS compact supports all business processes at a filling station, from measuring tank levels to controlling the car wash.



## FROM THE ELBE TO THE SEINE.

**W**incor Nixdorf's Rainer Brockmann, leader of the Total project, has relocated from his office on the Elbe River to the Seine River in Paris. Initially, four weeks were planned for his stay in Paris, but in the end they numbered 18. It was a time of great learning for the 47-year-old Brockmann, including the fact

that much business in the country is done late at night over a meal. Today, Brockmann is managing the project from Hamburg but remains close to customers. "Even here today, I can call staff in the evening and manage things under four eyes," he says. ■



Rainer Brockmann,  
project director at  
Wincor Nixdorf.