

Columbus

Towards higher profitability

Hans Henrik Thrane, CFO



Agenda

- Highlights 2013
- Highlights Q1 2014
- About Columbus
- Columbus' transformation
- Columbus **15** strategy
- Earnings potential
- Development in share price
- Questions



Highlights 2013

BEST RESULT EVER

- 24% increase in EBITDA - DKK 72.1m
- Revenue of DKK 879.8m
- 56% increase in cash flow from operations - DKK 73m
- Columbus suggests 10% dividend to shareholders

MILESTONES

- Increased sale of Industry Solutions
- Increased earnings in consultancy business
- Increased earnings on Columbus Software
- Optimizing Global Delivery Model
- Closing of non-profitable companies in Poland and the Middle East



Summary Q1

Strategic execution and increase in earnings

- 69% increase in EBITDA - DKK 12.8m.
- 2% (6% local currency) revenue growth: DKK 207.5m – driven by increased Consultancy revenue and Columbus Software.
- 15% growth in Columbus Software – driven by recurring revenue.
- High efficiency in consulting business – driven by Western and Eastern Europe.

Highlights

- Successful acquisition of e-commerce and multi-channel retail company in UK.
- Growth in industry solution sales to 75% of total sales - growth in all industry segments.
- Growth in Global Delivery by 39%.
- Decline in US business unit due to low sales pipeline conversion.
- Expected decline in 3rd party low margin software sales in Eastern Europe



About Columbus

Columbus is an **international consultancy** supplying **business applications** to

Columbus*Manufacturing*[®]

Columbus*Food*[®]

Columbus*Retail*[®]

We help our customers doing business by delivering

- Solid Industry Know-How and Best Practices
- High Performance Industry Solutions
- Global Support 24/7

We are 900 employees with 25 years of experience and more than 6,000 successful business cases to customers in 42 countries.

[Columbus at a Glance](#)

Management of Columbus A/S



Thomas Honoré
CEO

- CEO since May 2011
- VP at Oracle EMEA, 2010-2011
- Managing Director, Oracle Denmark, 2005-2010
- Director, IBM, 1997-2005



Cornelis Bosch
CEO of To-Increase

- CEO since 2007
- VP Business Development, To-Increase, 2005-2007
- Manager Operations, Watermark Innovation, 2003-2005
- Partner, Focus, 1999-2003



Hans Henrik Thrane
CFO

- CFO since July 2010
- Manager Financial Shared Services, IC Company, 2008-2010
- Group Finance Manager, IC Company, 2007-2008
- State Authorized Public Accountant, Ernst & Young, 2000-2007



Keld Jersild Olsen
Senior VP of Services

- Senior Vice President of Services since May 2014
- Senior Vice President in Nets, 2013-2014
- CEO in NetDesign, 2011-2013
- Country Manager, HP, 2007-2011





- International Microsoft reseller with technological focus
- Limited Industry focus with 12 industries
- Wide geographic spread
- Weak focus on selling own software

Columbus®

- International Consultancy in business applications
- 100% Industry focused.
Columbus[®]Food[®]
Columbus[®]Retail[®]
Columbus[®]Manufacturing[®]
- Geographic focus
- Strong focus on selling own software



Columbus *15*®

Extend Industry Leadership

Sell more own software

Global Delivery Model

Improve Service Profit

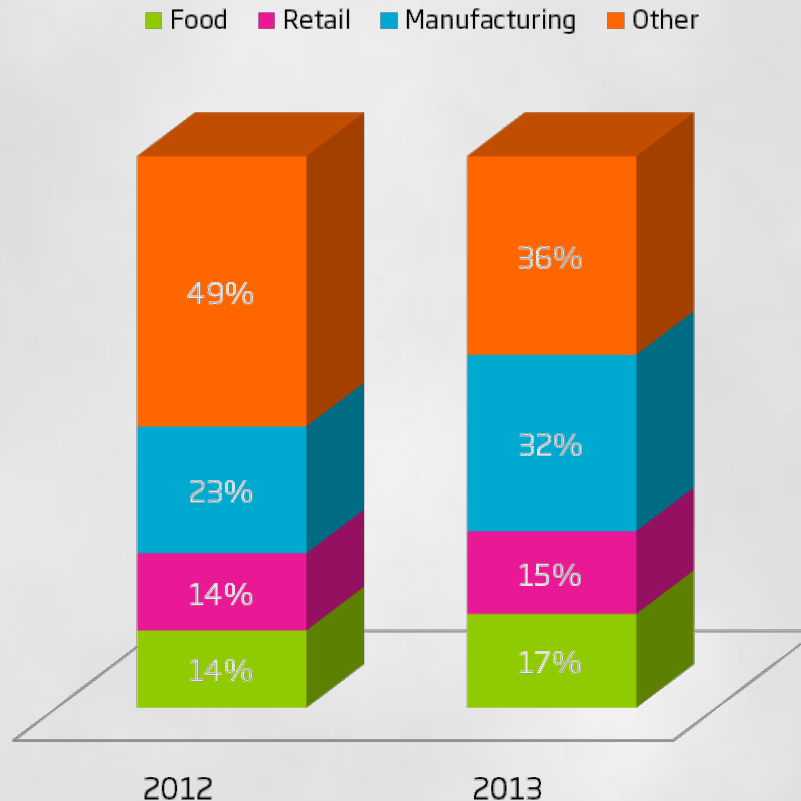
Geographic Focus



Extend Industry Leadership

Growth in sale of Industry Solutions

- 25% revenue growth within our three industries: food, retail and manufacturing
- Industry solutions constitute 64% of Columbus' total revenue
- Growth is primarily driven by the industry solution Manufacturing

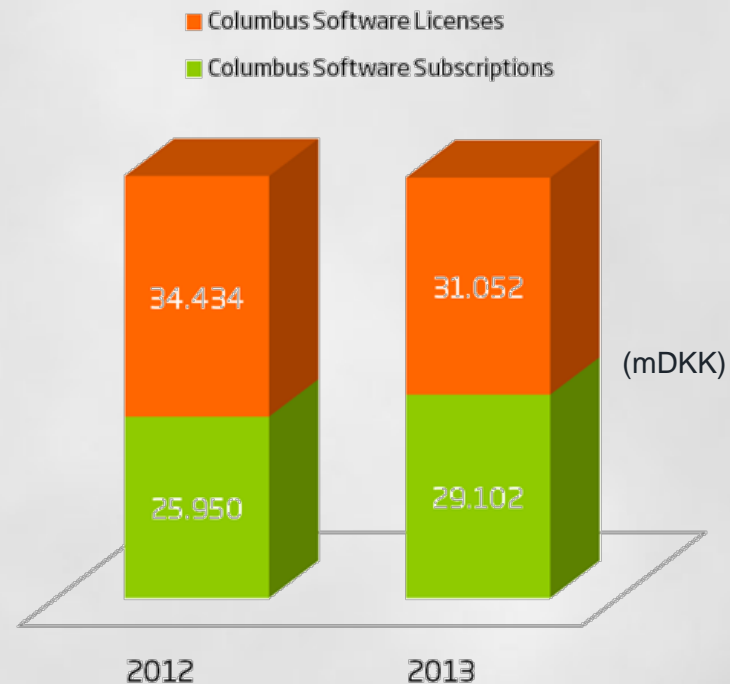


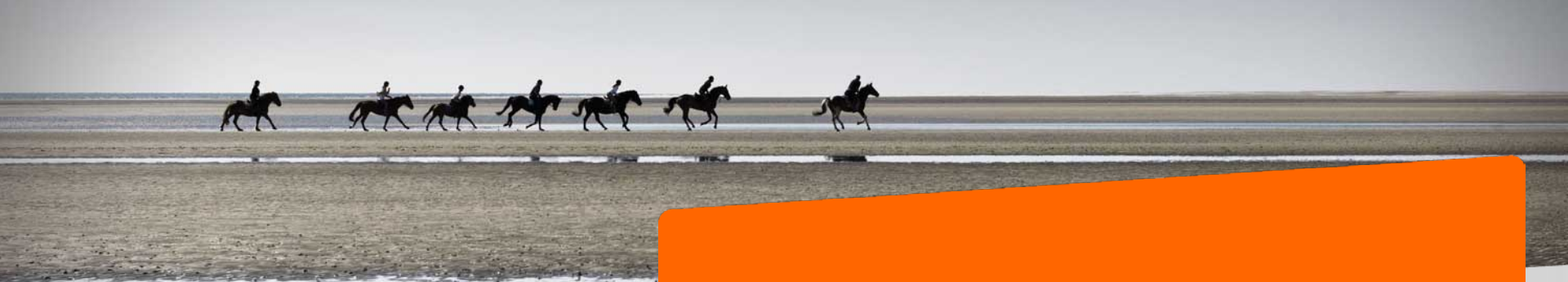
Columbus Software

Increased earnings on Columbus software

- Revenues in line with 2012
- Increased sale of Columbus Software through own companies
- 12% increase in software maintenance

Sale of Columbus Software



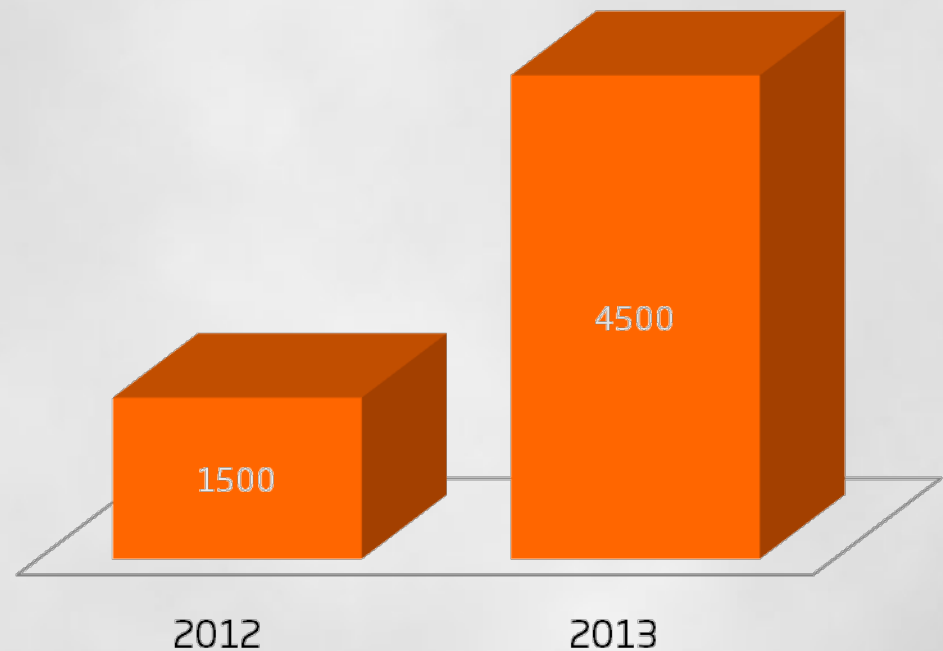


Global Delivery Center

Optimizing Global Delivery Model

- In 2012 we established Global Delivery Center in India
- In 2013 the center had 69 consultants supporting customers worldwide 24/7
- Support of 100 projects globally
- 4,500 days of customer work and implementations
- Introduction of new support concept ColumbusCare

Days of customer work

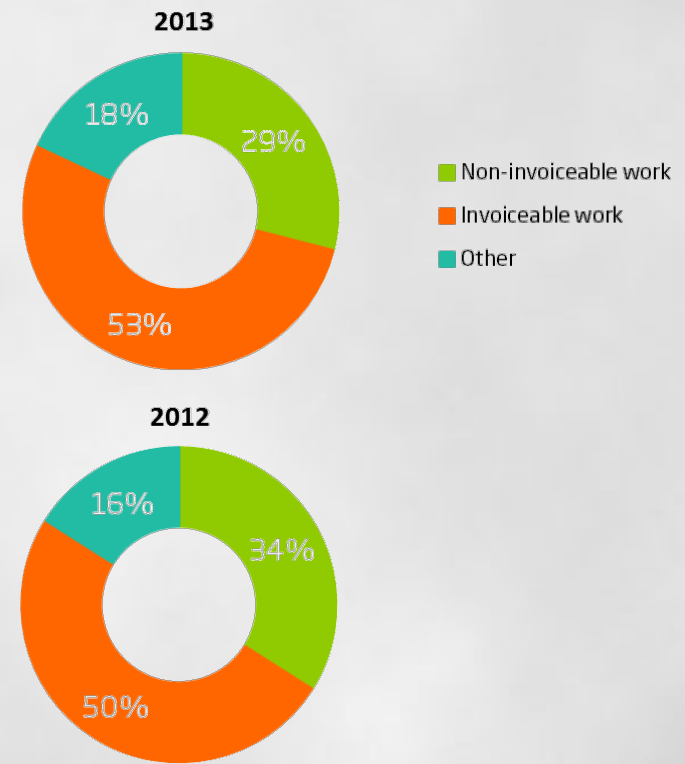


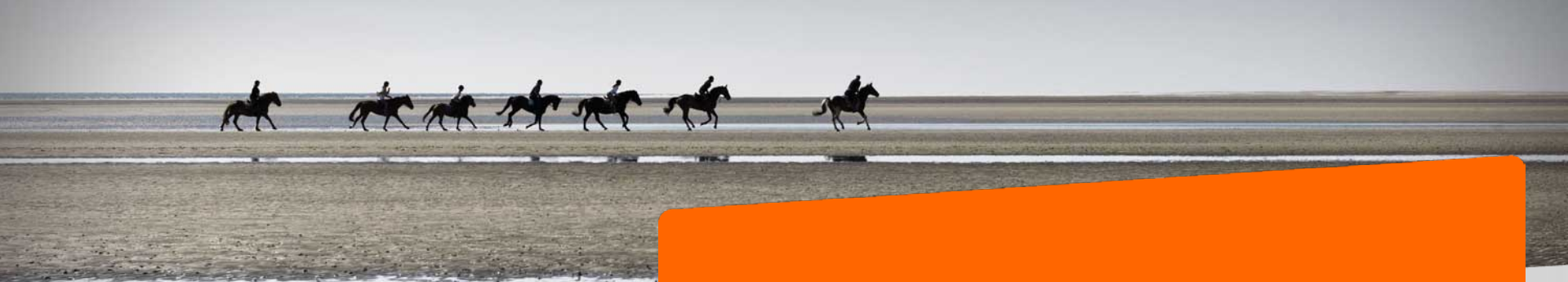


Improve Services Profit

Increased earnings in consultancy

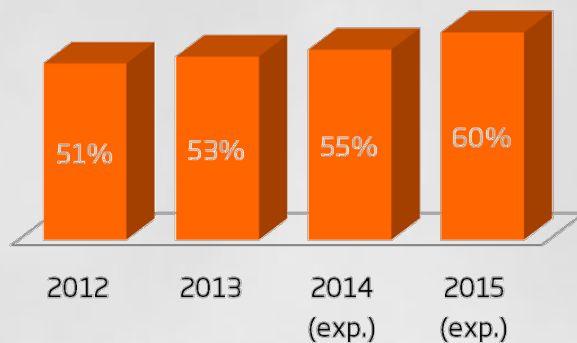
- 7% revenue growth in consultancy business
- Invoiceable work increased from 50% to 53%
- Improved risk & project management, efficiency and resource allocation



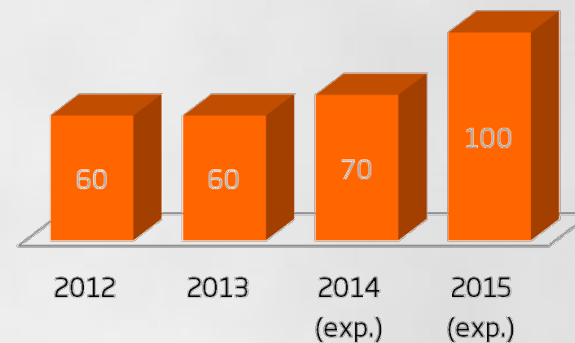


Earnings potential 2014/2015

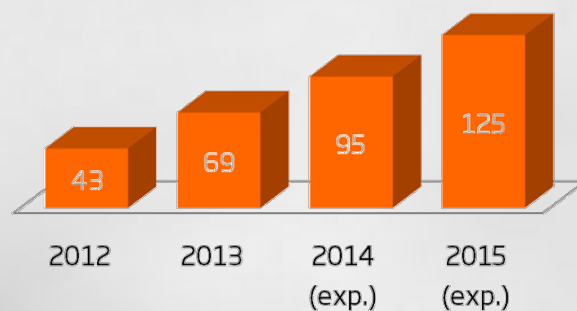
Improve Service Profit



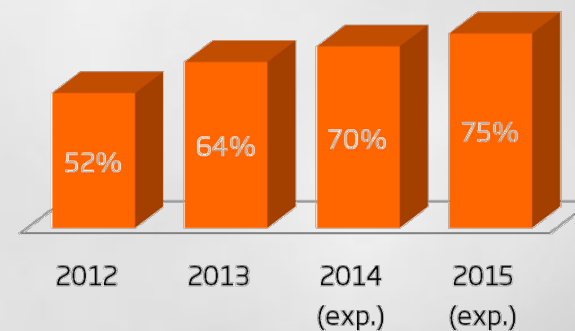
Columbus Software (mDKK)



Global Delivery Center consultants



Extend Industry Leadership

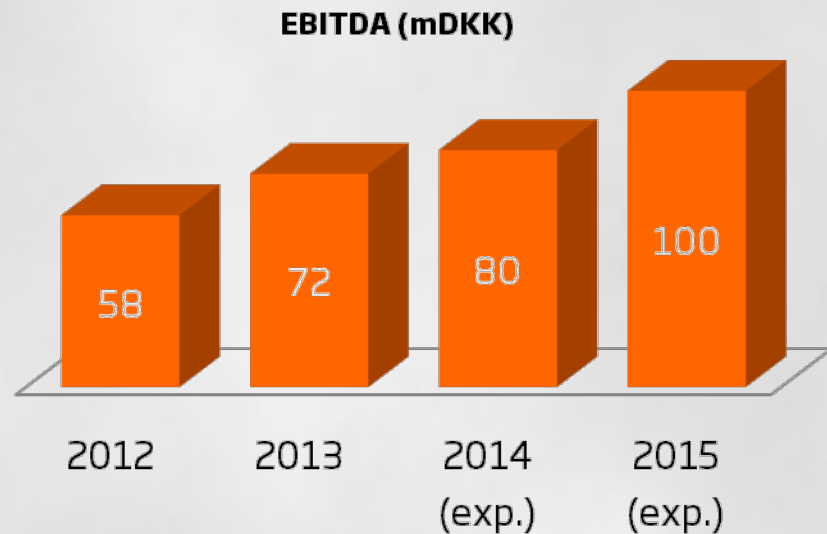




Earnings potential 2014/2015

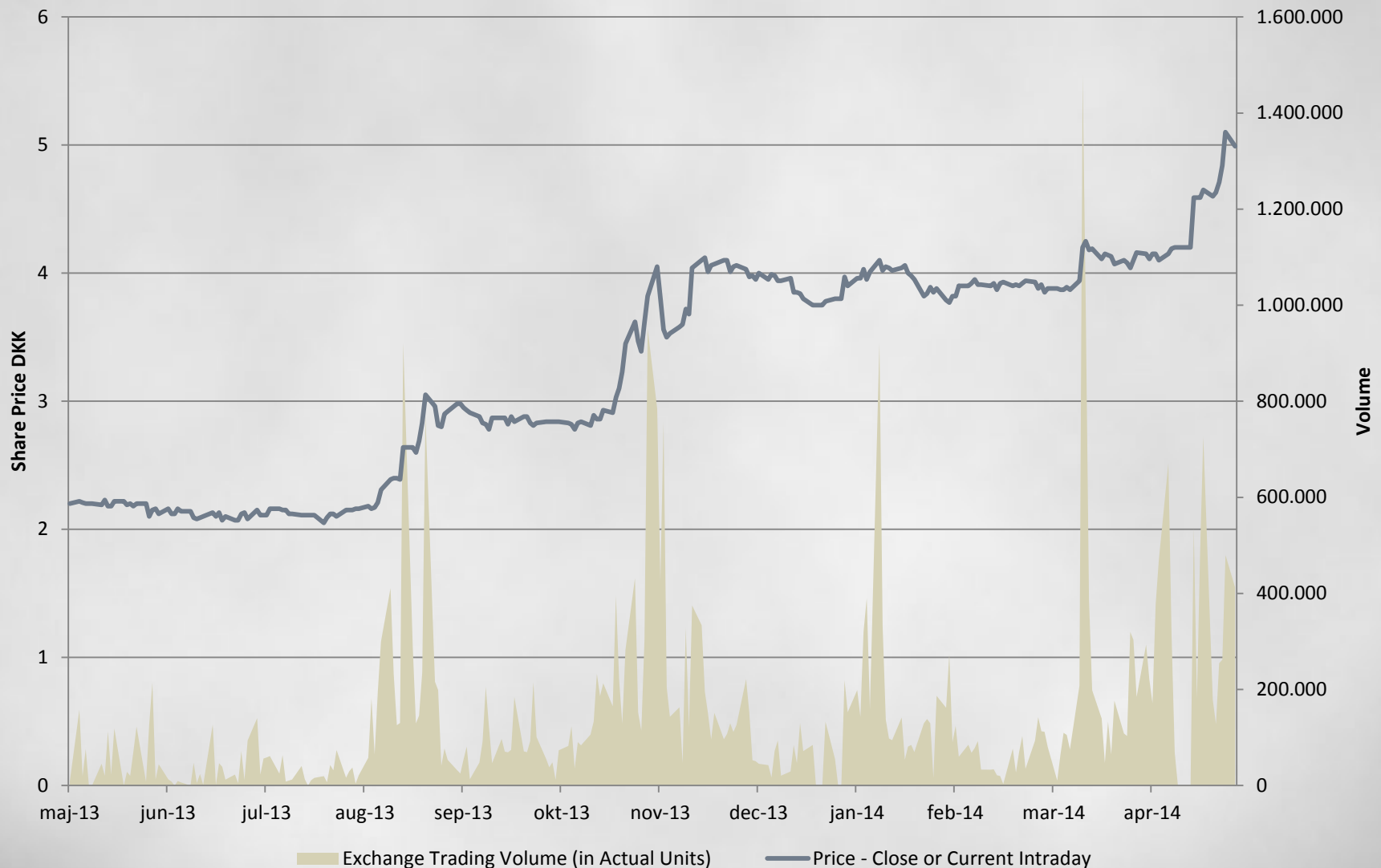
Maniacal focus drives profitability

- Positive expectations to future growth
- The best consultants in the industry
- Strong Industry Solutions
- Continue strong execution of Columbus¹⁵



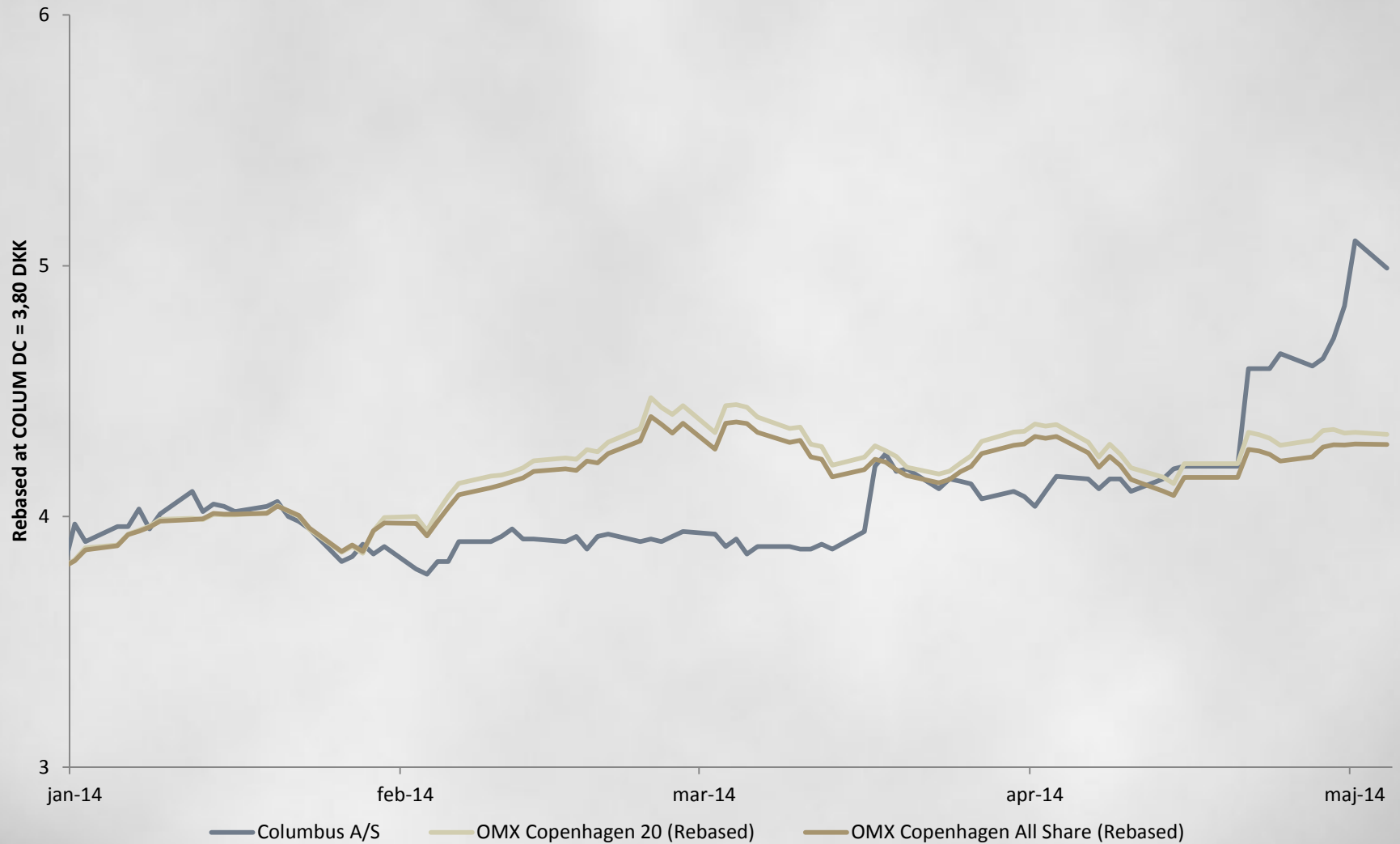
Development in Columbus' share price

share price & volume



Development in Columbus' share price

2014 YTD



Questions



This presentation and related comments contain forward-looking statements. Such statements are subject to many uncertainties and risks, as various factors of which several are beyond Columbus A/S' control, may cause that the actual development and results differ materially from the expectations

Columbus®
Once you *know* how...