

# Columbus®

Once you *know* how...

A wide-angle photograph of a vast, open field under a dramatic, cloudy sky. Three riders on horseback are silhouetted against the horizon, moving from left to right. The field is dry and grassy, and the sky is filled with soft, wispy clouds.

# Investor Presentation at S|E|B ENSKILDA, June 8<sup>th</sup> 2012

Thomas Honoré, CEO

# AGENDA

Columbus in brief

Columbus strategy and differentiation

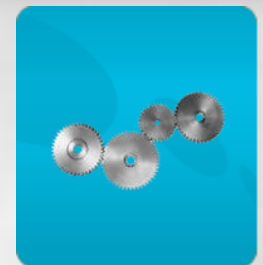
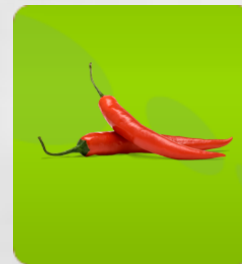
Columbus transformation

Earning potential

Summary and Q&A

# Columbus A/S in brief

- Founded in 1989 in Copenhagen
- IPO May 1998 on Copenhagen Stock Exchange
- Revenue in 2011 of DKK 820 million and EBITDA of DKK 27 million.
- More than 1.000 dedicated staff
- 35 offices in 17 countries



# Management of Columbus A/S



**Thomas Honoré**  
**CEO**

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



**Ib Kunø**  
**Chairman of the Board**

- Chairman since 2004
- Founder and owner of Consolidated Holdings
- Founder of Mecuri Urval Companies in Europe, 1974-2002



**Hans Henrik Thrane**  
**CFO**

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



**Steen Hybschmann**  
**VP of Service**


- VP of Service since April 2010
- VP of Service, Mondo, 2008-2010
- Nordic Operations Director, SAP Consulting, 2002-2008
- IT Director, JAI, 2000-2002



**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



A person wearing a yellow raincoat is standing on a dark, rocky outcrop, fishing with a long rod. A waterfall cascades down the rock face to the left. The background is a misty, mountainous landscape with a large body of water.

**Total market for business systems in 2011 was USD 37.9BN.**

**IDC predicts growth in 2012 of 6,3%.**

*Source: IDC Worldwide Semiannual Enterprise resource Management Application tracker, December 22<sup>nd</sup> 2011*



A high-contrast, black and white photograph of a mountain climber. The climber, wearing a blue jacket and a helmet, is positioned on a sharp, dark rock ridge that runs diagonally across the frame. The background is a vast, snow-covered mountain landscape with jagged peaks and deep crevasses. The sky is filled with heavy, dark clouds, creating a dramatic and somewhat ominous atmosphere. The overall composition emphasizes the scale and difficulty of the climb.

Columbus is an **intellectual asset** driven consultancy.

Industry  
Consultancy

Industry  
Software

## Business focus

Columbus *Food*®

Columbus *Retail*®

Columbus *Manufacturing*®



# ColumbusFood®

An end-to-end solution that is used by  
Food and Beverage companies worldwide.



# Columbus*Retail*®

An **end-to-end solution** that is used by retailers worldwide.





# Columbus*Manufacturing*<sup>®</sup>

Delivering **LEAN** manufacturing and  
operational optimization of processes.

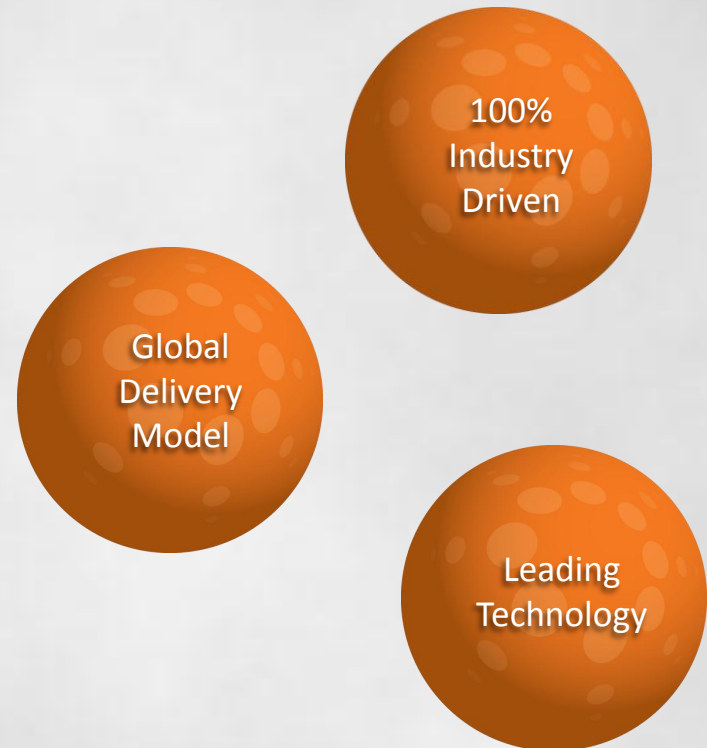






- International Microsoft reseller with technological focus
- Limited Vertical focus
- Wide spread geographicly
- Weak focus on selling own software

# Columbus®



Our differentiating attributes are  
**100% unique** in our space.



# Columbus *15*<sup>®</sup>

Vertical acceleration

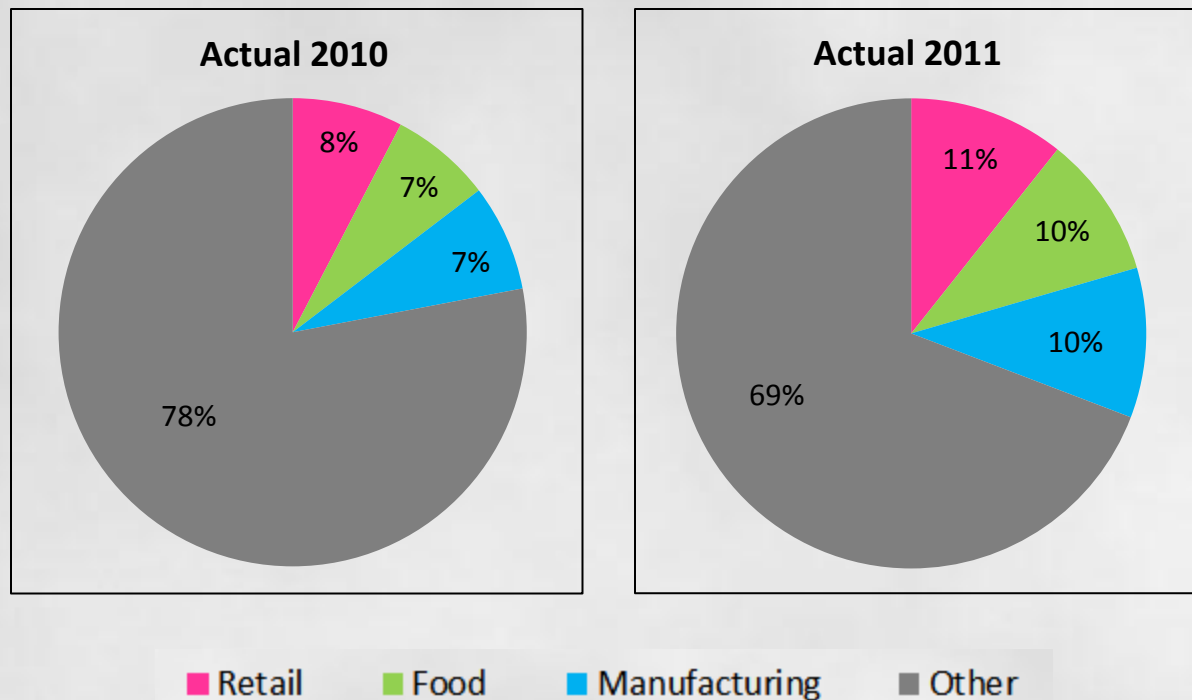
Improve Service Profit

Sell more own software

Mergers and acquisitions



# Vertical Acceleration – **Strong position** in key business focus areas

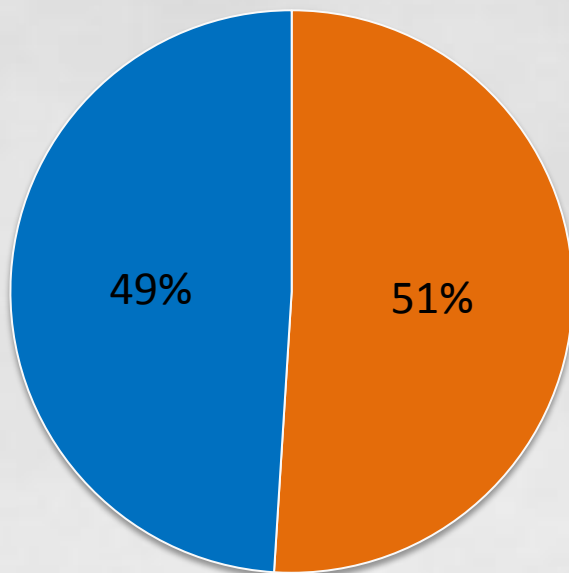


In 2012 we expect a significant increase in the proportional revenue from the key business focus areas; Food, Retail and Manufacturing

Note: Actual 2010 is estimated split.

# Financial impact from **Service Profitability**

## Columbus A/S

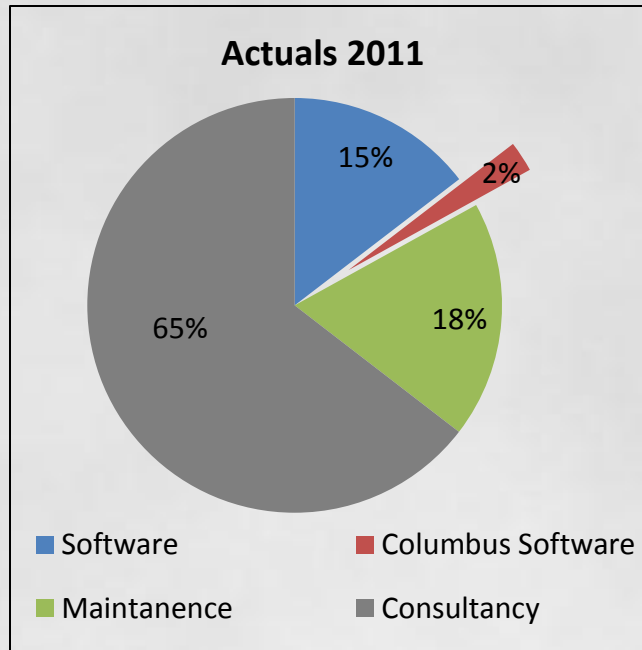


- Invoiceable hours
- Non-Invoiceable hours

- **Shifting 1% point to Invoiceable hours will increase EBITDA by DKK 10M**
- **Global delivery wil reduce cost of hours**

Note: Hour split 2011

# Financial impact by selling more of Columbus Software



- 1 % point increase in Columbus Software of total revenue has an overproportional impact on EBITDA by approx. DKK 6M
- Increase Revenue from Columbus Software will increase Columbus Maintenance





**RAPID VALUE**

**INDUSTRY PRACTICES**

100% Industry Driven

**INDUSTRY SOFTWARE**

**SURESTEP+**

Global Delivery Model

**GLOBAL DELIVERY**

**LARGE OPERATING UNITS**

**MICROSOFT PLATFORM**

Leading Technology

**COLUMBUS SOFTWARE**

# Coming news flow and guidance

## Guidance

Columbus restate the 2012 guidance of expected revenue of DKK 900M and earnings (EBITDA) in the level of DKK 50M

## Upcoming events

August 16<sup>th</sup> 2012: Interim report

October 31<sup>st</sup> 2012: Interim management statement Q3 2012

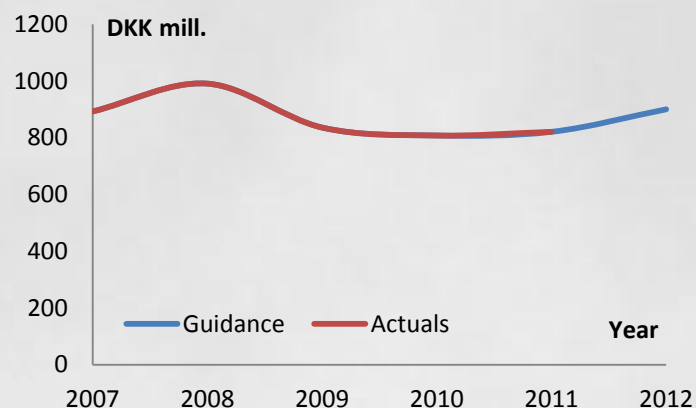
# Q&A

# Financial development

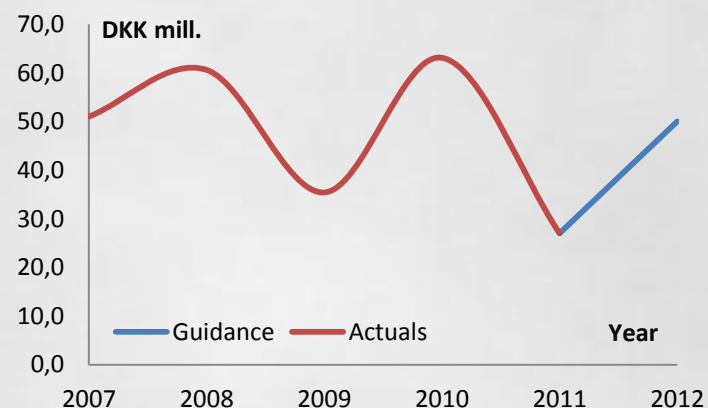
## Financial Overview Columbus

DKK mio	2007	2008	2009	2010	2011	2012 - Guidance
Revenue	892	991	836	808	821	900
EBITDA	51	61	35	63	27	50

### Revenue



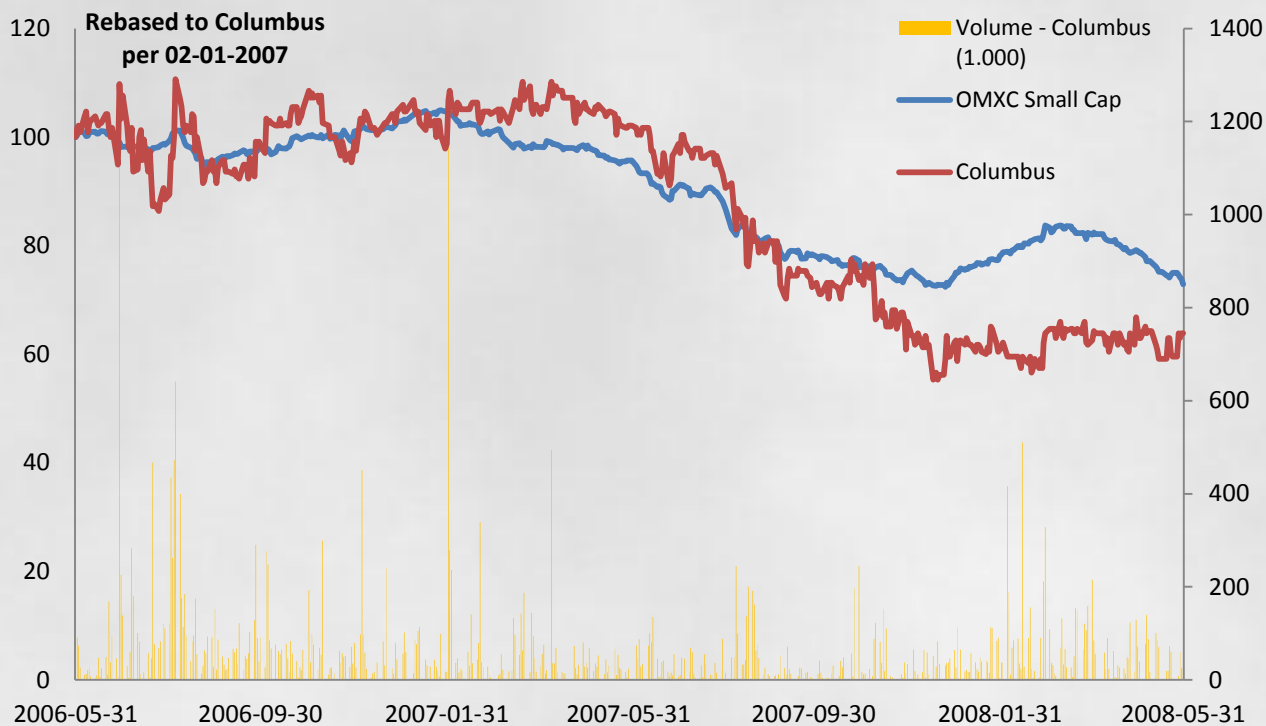
### EBITDA





# The Columbus Share

## Development in share price



- Stock Price January 2nd 2007: 8.35 DKK per Share
- Stock Price June 1st 2012: 1.5 DKK per Share
- OMXC Small Cap decreased 69 % points and Columbus decreased 82 % points in the period January 2nd 2007 to June 1st 2012

# Columbus' five types of business system services

## Turnkey Projects

- Columbus takes overall responsibility for well-defined and comprehensive project deliveries. Deliveries will typically comprise a variety of services, software, templates and support.

## Hourly-based services

- These range from consulting and project management, to configuration and setup, development and testing. The services are often industry-based, where Columbus' consultants help clients to set up the business system so that it meets individual needs and wishes.

## Support & Hosting

- When the client requires assistance with operating and optimising the business system following implementation.

## Software

- Columbus primarily delivers projects based on Microsoft Dynamics AX and NAV. In addition, we develop industry-specific standard software and integration software.

## Industry best-practice templates

- These are predefined workflows that are typically used in manufacturing, food or retail companies. Columbus documents and "packages" the workflows so that they can easily be used in other projects.
- Clients purchase these templates to ensure better and quicker implementations and see this service as a guarantee of industry expertise.

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