

Columbus® | Once you  
know how...



# COLUMBUS

## Company Introduction

13 December 2023



# AGENDA

**01** Columbus at a glance

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**02** Management

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**03** Market segments

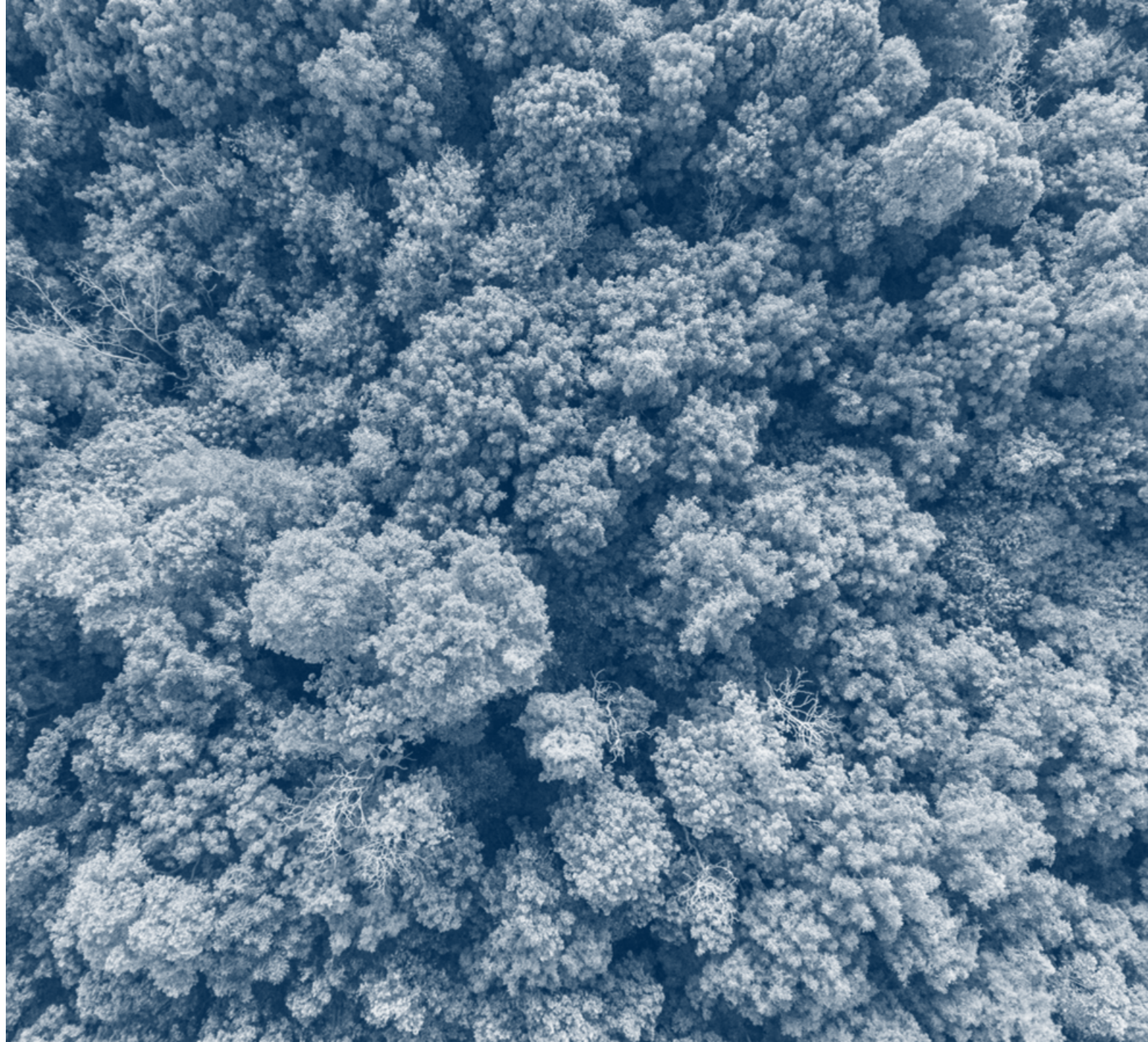
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**04** Customers

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**05** Strategy

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# COLUMBUS AT A GLANCE



Who we are

Digital transformation partner dedicated to solving complex industry challenges through execution

+1600  
EMPLOYEES

1,4bn  
REVENUE 2022(DKK)

We make digital transformation happen  
DIGITAL CONSULTANCY

SERVICES

Cloud ERP

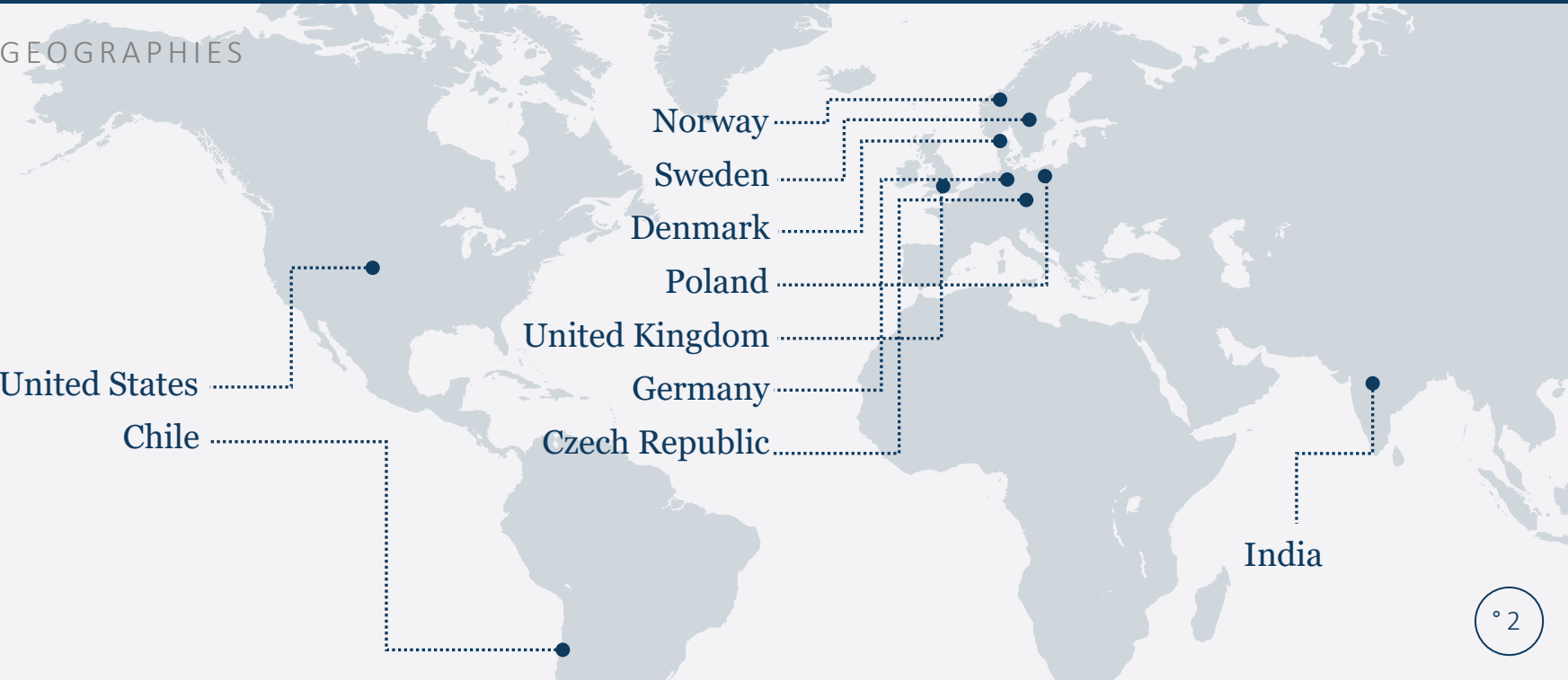
Digital Commerce

Data & Analytics

Customer Experience

Security

GEOGRAPHIES



## Our history

Transforming from a software developer and license seller to a digital advisor

**1989-2004**

### Global expansion through partnerships

- Dolberg Data is founded with 8 employees
- Renamed Columbus IT Partners who setup office in Aarhus with 40 employees
- The company is listed on the Copenhagen Stock Exchange in 1998 covering 18 countries and 800 employees

**2005-2019**

### Transformation toward services and development of IP

- Columbus IT acquires the software companies To-Increase and Guideix
- Setup Indian Global Development Center (GDC) in Hyderabad in 2012
- Executes a series of geographic subsidiary divestments and acquisitions before acquiring iStone with +600 employees in 2017

**2020-2023**

### Focusing the business and building the core consultancy foundation

- Divests To-Increase, the US SMB unit and exit Baltics and Russia
- Establish a common core platform and global operational foundation
- Focus on large multinationals in select industry verticals through a strong service portfolio

# Financial highlights Q3 YTD 2023 and guidance for 2023

## Revenue (DKK)

1,126m

corresponding to an increase of 10%  
14% adjusted for acquisitions and currency

## Recurring revenue (DKK)

152m

corresponding to an increase of 7%

## EBITDA (DKK)

77,8m

corresponding to an increase of 25%

## Profit after tax (DKK)

17,6m

corresponding to an increase of DKK 29,9m

## EBITDA margin

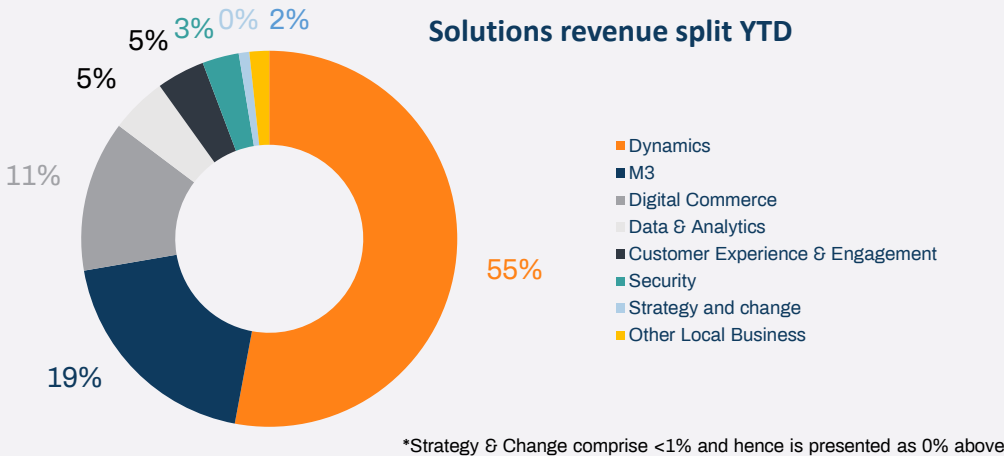
6.9%

increased by 0.8 percentage points

## Operations cash flow (DKK)

48.1m

increased from DKK -24,3m in YTD 2022



## Guidance for 2023

DKKm	Revenue	EBITDA
2023 Outlook	1,550 - 1,600	119 - 139
Implied growth to 2022 result	8% - 12%	
Implied EBITDA margin		7.4% - 9.0%

All numbers are on the continued business



# MANAGEMENT



# Executive Board



Søren Krogh Knudsen



Brian Iversen

Born	1974	1969
Title and position	CEO & President Joined in June 2021	CFO Joined in October 2022
Education	Holds an executive MBA in Business Administration, economics and an Academy Profession Degree in Financial Management.	Holds an MBA from Henley University in the UK and a Graduate Diploma in Finance & Accounting.
No. of shares	494,658	0



# Board of Directors



**Ib Kunø**



**Sven Madsen**

<b>Born</b>	1943
<b>Title and position</b>	Chairman of the Board Member of the Board since 2004
<b>Education</b>	Holds an HD Graduate Diploma in Organization and Management as well as a background as a professional officer (major).
<b>No. of shares</b>	Consolidated Holdings: 75,931,017 (58.74%) Ib Kunø: 450,000 (0.35%) Due to shareholder voting agreements, Consolidated Holdings A/S holds 62.24% of the voting rights.

<b>Born</b>	1964
<b>Title and position</b>	Deputy Chairman of the Board Member of the Board since 2007 CFO in Consolidated Holdings A/S Member of the Audit Committee
<b>Education</b>	Holds a Graduate Diploma in Financial and Management Accounting and an MSc in Business Economics and Auditing
<b>No. of shares</b>	948,529



**Peter Skov Hansen**



**Karina Kirk Ringsted**



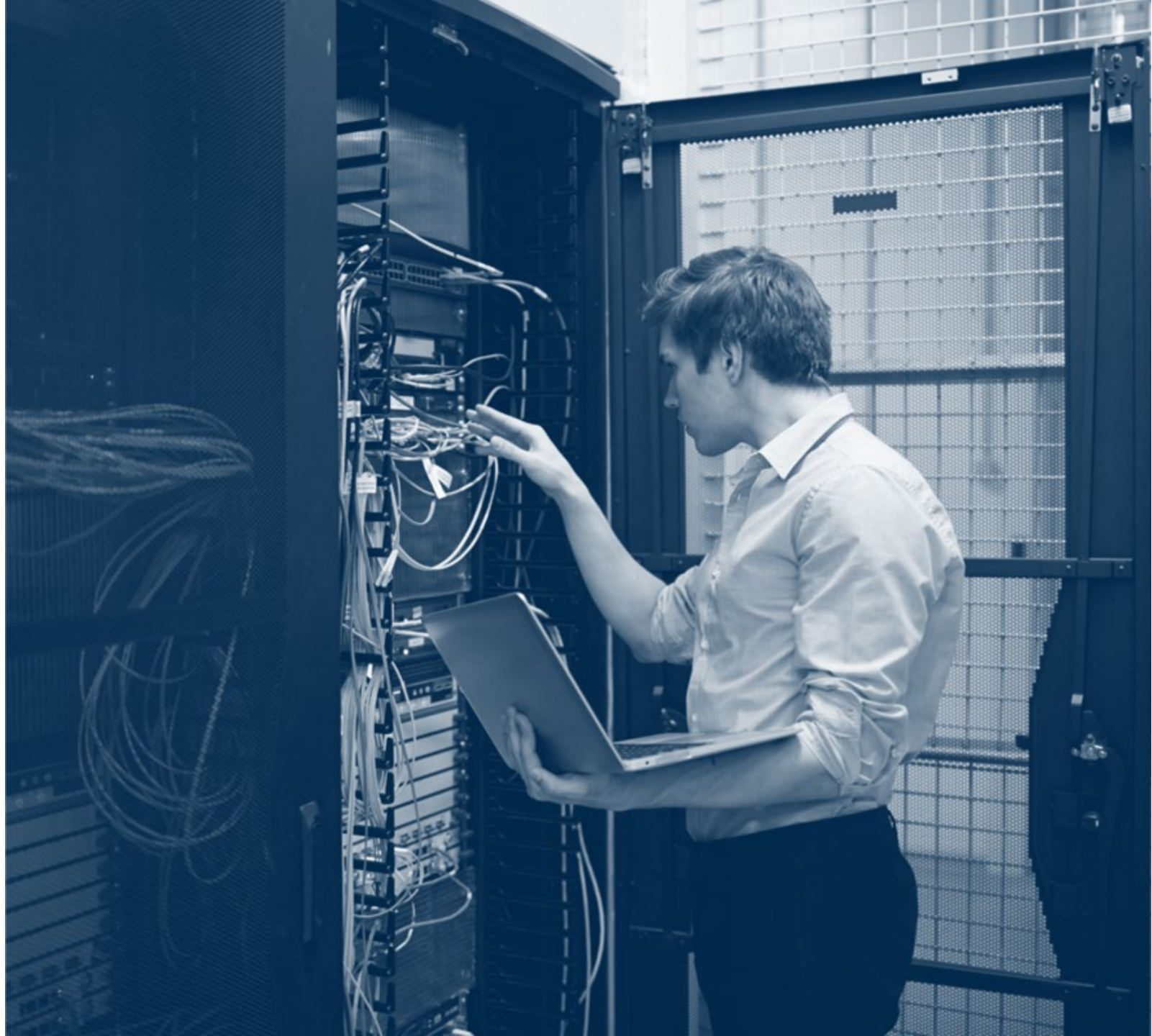
**Per Ove Kogut**

<b>Born</b>	1951
<b>Title and position</b>	Member of the Board since 2012, re-elected in 2022, term expires 2023 Chairman of the Audit Committee
<b>Education</b>	Completed State Authorized Public Accountant education in 1980, registered as nonpracticing.
<b>No. of shares</b>	280,000

<b>Born</b>	1971
<b>Title and position</b>	Member of the Board since 2018, re-elected in 2022 term expires 2023 Owner of KIRK & CO. Executive and board advisory
<b>Education</b>	Master of Science in International Business Administration (1996), NYU Stern School of Business, MBA selected classes (1994), Executive, Board Leadership and Governance (2017)
<b>No. of shares</b>	45,000

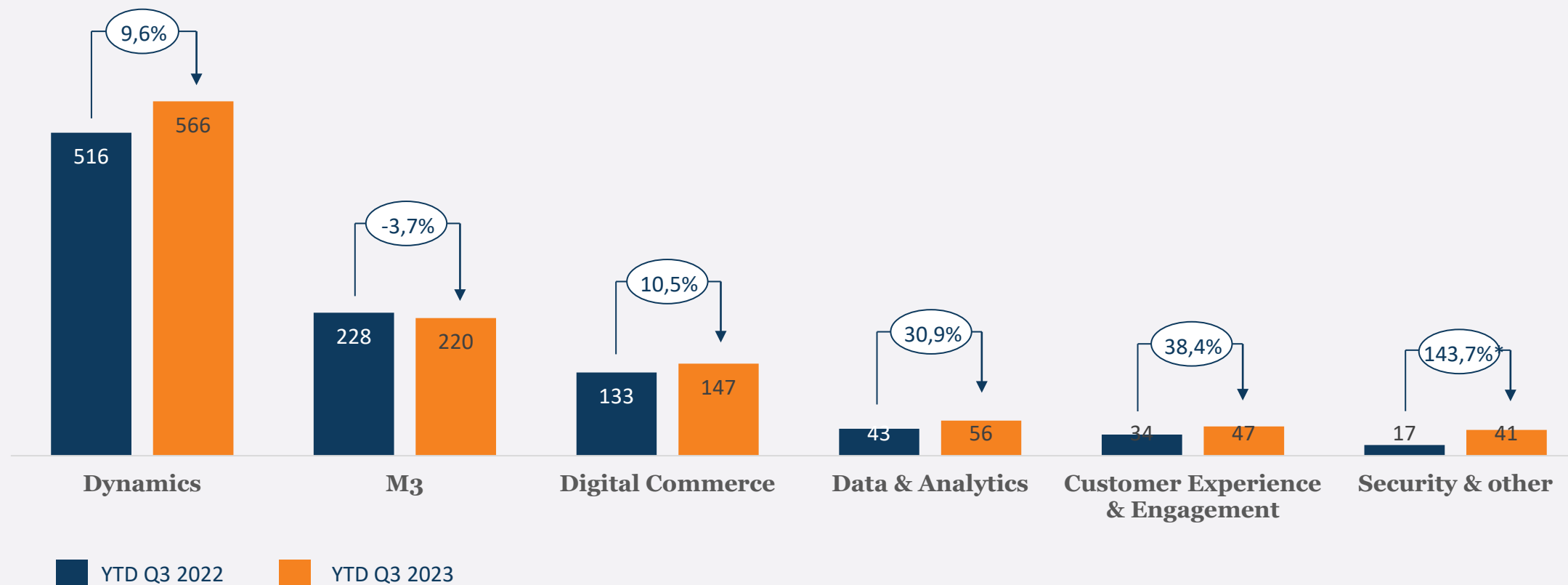
<b>Born</b>	1964
<b>Title and position</b>	Member of the Board since 2022
<b>Education</b>	Master, Public Administration & IT science from the University of Copenhagen
<b>No. of shares</b>	0

## MARKET SEGMENTS



## SERVICE REVENUE SPLIT ON BUSINESS LINES

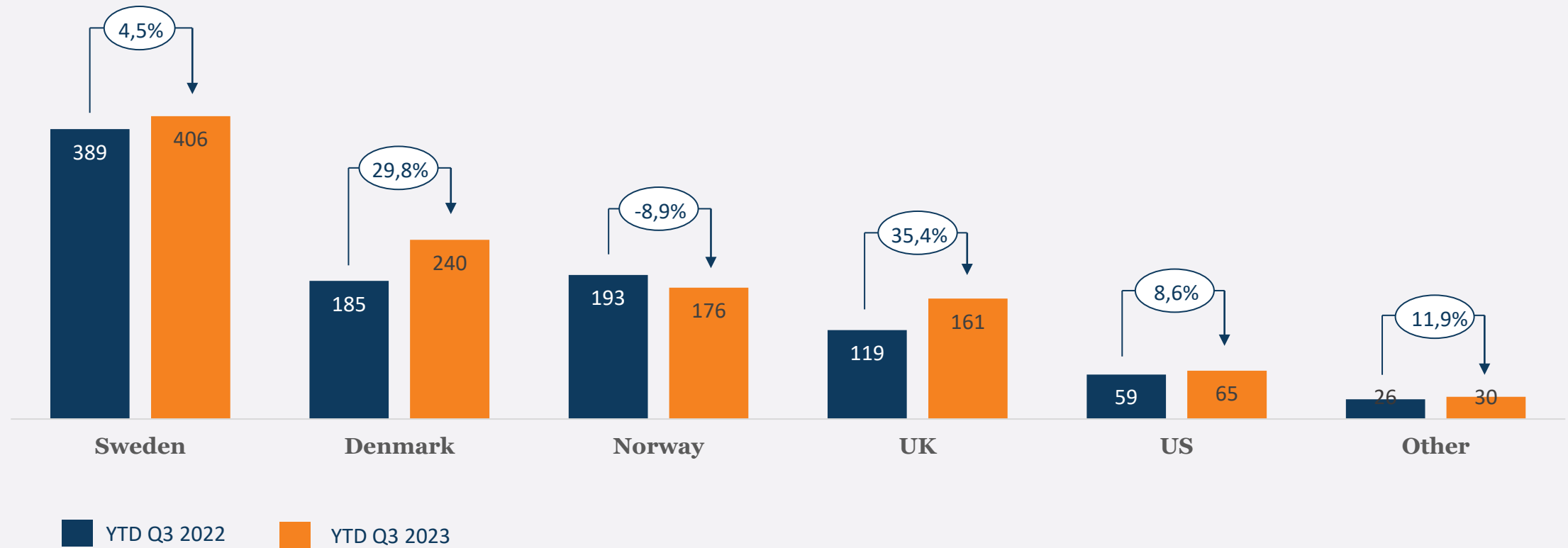
MDKK





## SERVICE REVENUE SPLIT ON MARKET UNITS

MDKK



# | CUSTOMERS



## We solve complex industry problems

Our customers partner up with us to help solve some of the most complex challenges facing their industry

SUPPLY CHAIN  
DISRUPTIONS

AUTOMATION  
PRESSURES

DIGITAL CHANNEL  
REQUIREMENTS

SUSTAINABILITY  
& COMPLIANCE

RESILIENCE  
& SECURITY





# Priority customers segments and services

From our stronghold as market leader in the medium size segment toward larger customers

## —→ MARKET PRESENCE: CUSTOMER SEGMENT SIZE & SERVICE

		Service				
		Cloud ERP	Digital Commerce	Data & Analytics	Customer Experience	Security
		Evolve (Operations)				
Customer segment	Global					
	Large size and multinational	Medium	Low	Low	Low	Low
	Medium size and regional	Strong	Strong	Strong	Strong	Strong
	Small size and local	Medium	Strong	Medium	Medium	Low
	Micro size	Low				



Existing market presence: Low , Medium , Strong

Grow

Maintain

Non-focus

# STRATEGY



## → AMBITION

Proven leader in delivering  
core business technology  
and lasting value

in Manufacturing, Retail & Distribution, Food & Beverage  
and Life Science

## → GOAL

**10%**REVENUE GROWTH<sup>1</sup>**15%**EBITDA MARGIN<sup>2</sup>

# New Heights

20°24 → 26



Note: 1) 10% compounded annual growth over the period; 2) 15% margin by end-2026



## Position today

The Focus23 strategy has put us in a favorable position we continue to leverage in next strategic period

## Our strategic decisions prove favourable to us



GROWING CUSTOMER AND ENGAGEMENT SIZE



FOCUSED BUSINESS WITH DIVESTMENTS



ONE TRUE COLUMBUS STANDING ON COMMON VALUES AND PLATFORM



FURTHER SPECIALIZATION INTO SELECTED INDUSTRY VERTICALS

## Build on strongholds to accelerate growth and profitability



IMPROVE CUSTOMER FOCUS, INTIMACY AND ADVISORY



STRONG POTENTIAL FOR ACQUISITIVE GROWTH



LEVERAGE STREAMLINED GLOBAL OPERATING MODEL



BUILD ON GLOBAL DELIVERY CAPACITY AND ACCESS TO TALENT

## Turnaround accomplished

We have achieved steady organic growth for the past ten quarters and turned around our company ready to continue the growth journey

### → ORGANIC REVENUE GROWTH

YoY growth



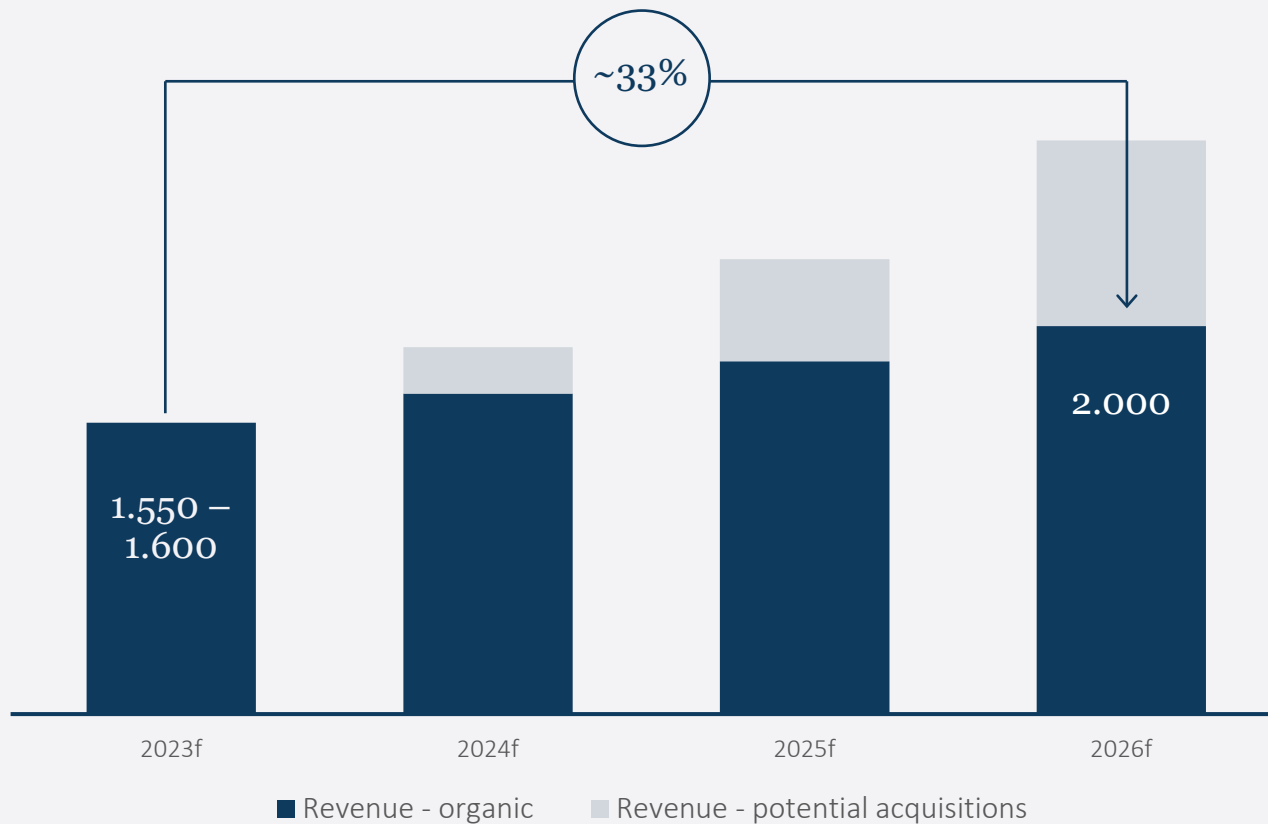
Note: Organic growth adjusted for acquisitions and divestments and in constant currencies

## Revenue growth

Continue strong growth trajectory toward 2026 with combination of organic growth and acquisitions

### → REVENUE GROWTH

mDKK



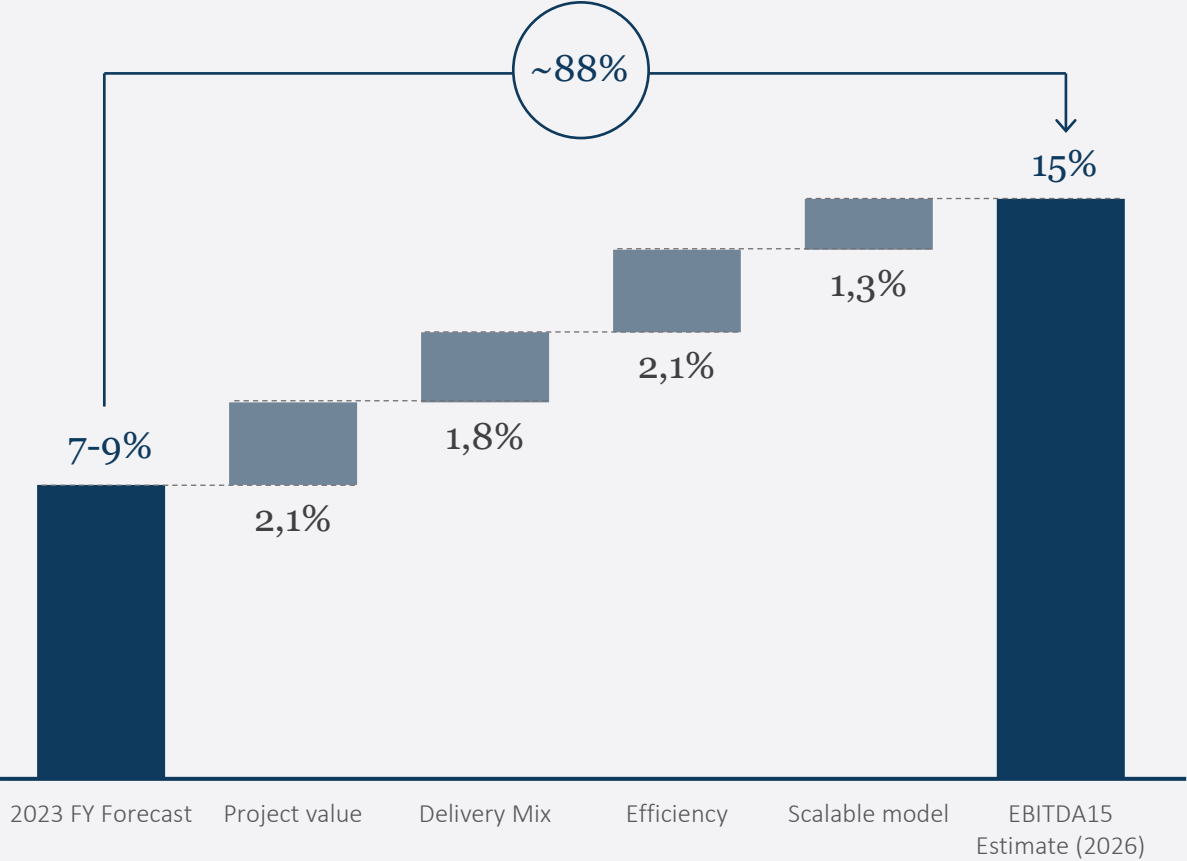
- We maintain our revenue growth trajectory of 10% CAGR for the period, despite market headwinds
- In addition to organic growth, we reserve the option to add acquisitive growth – ICY Security and Endless Gain being the latest. We stay selective for right strategic fit
- Entering the service area of Security with high growth is going to contribute to continued growth medium-term
- Entering Life Science with high potential is going to contribute to continued growth medium-term



# EBITDA15 program

Expand margin with productivity increases, commercial excellence and leveraging of business model

## → EBITDA MARGIN EXPANSION



- **Project value.** Increased project value delivered translating to higher price points and less rework
- **Delivery mix.** Changes to shoring mix and seniority in delivery - improving margins
- **Efficiency.** Efficiency improvements through better utilization of available customer facing hours and larger engagements
- **Scalable model.** Global functions and other support staff diminishing in ratio to growing delivery organization