

Columbus

Company Presentation

Maniacal Focus and Turn-Around

Thomas Honoré, CEO

AGENDA

About Columbus

Columbus' transformation

Columbus strategy and differentiation

Earning Potential

About Columbus A/S

Columbus is an international consultancy supplying business applications to:

Columbus *Food*®

Columbus *Retail*®

Columbus *Manufacturing*®

We offer our customers:

- Solid Industry Know-How and best practices
- High Performance Industry Solutions
- Global Support

We exceed 20 years of experience and 6,000 successful business cases.

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 Kunøe
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

Financial development

FIRST HALF 2013: GROWTH IN EARNINGS DRIVEN BY THE SERVICE BUSINESS

| DKK mio. | H1 2013 | H1 2012 | YOY |
|------------|---------|---------|-----|
| Revenue | 454 | 442 | 3% |
| EBITDA | 34 | 20 | 74% |
| Net result | 6 | 4 | 61% |

2013 Expectations

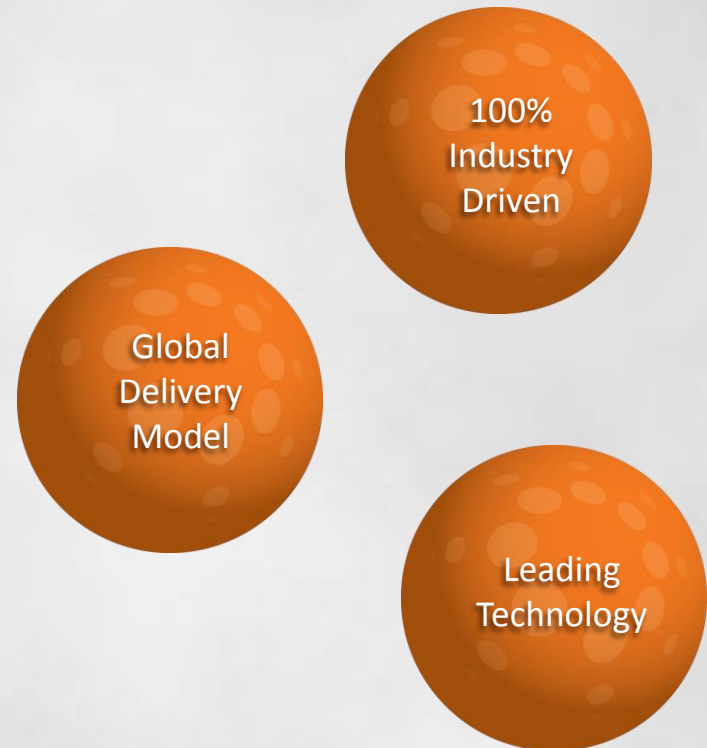
In 2013 our objectives are to deliver

- Revenue in the level DKK 900m
- EBITDA in the level DKK 60m



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

Columbus®



Columbus *15*[®]

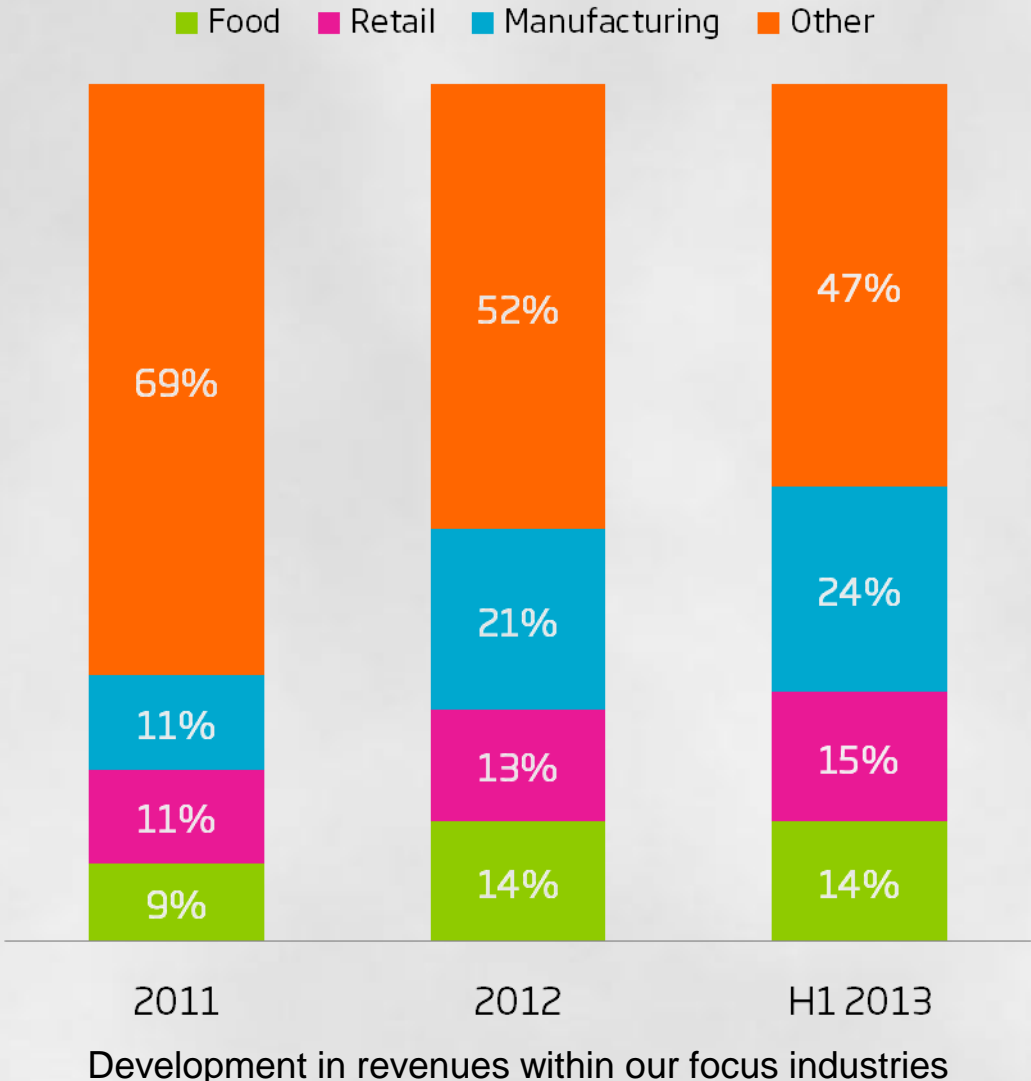
Vertical acceleration

Sell more own software

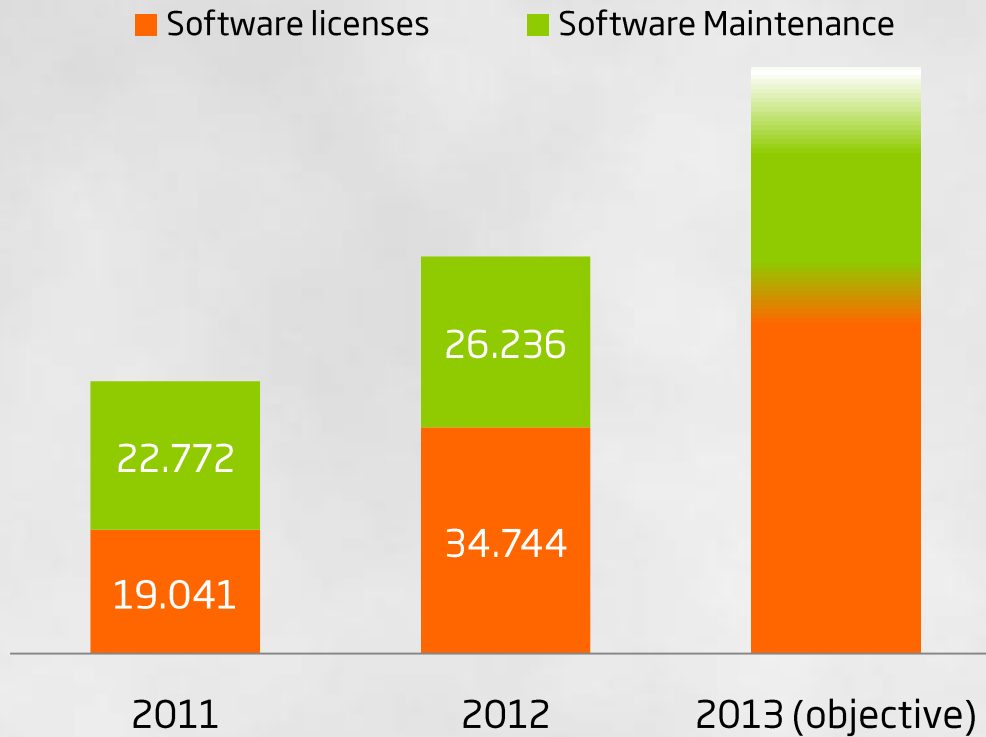
Global Delivery Model

Improve Service Profit

Vertical Acceleration



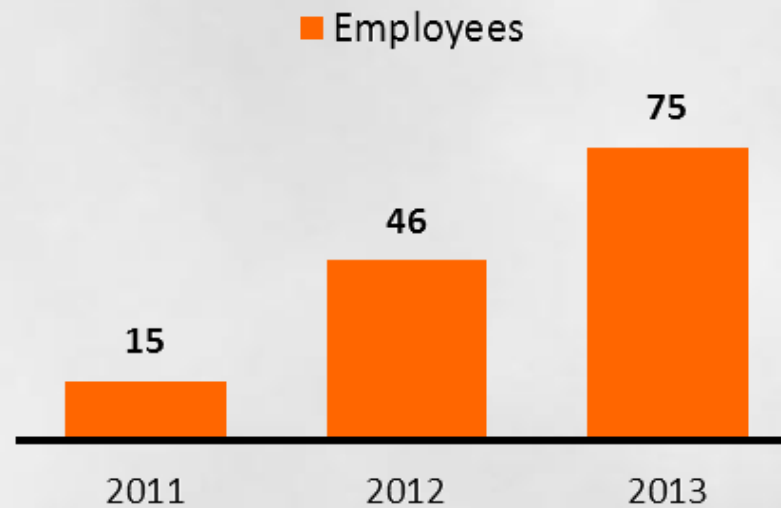
Sale of **our own** software



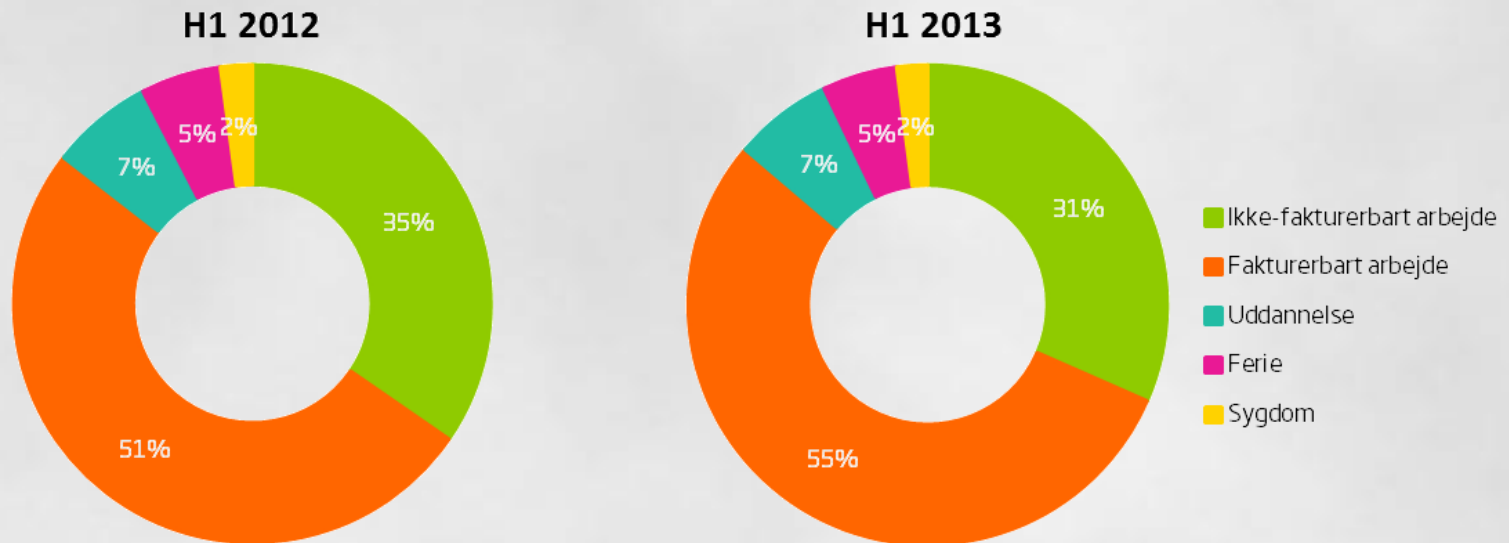
Development of sale of own products (DKK '000)

Global Delivery Model

Number of Employees in
Global Delivery Center



Improve Service Profitability



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Once you *know* how...