

# Columbus

## Company Presentation

### Extrem Focus and Turn-Around

Hans Henrik Thrane, CFO

# 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*<sup>®</sup>

Columbus *Retail*<sup>®</sup>

Columbus *Manufacturing*<sup>®</sup>

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 Industry focus
- Wide spread geographicly
- Weak focus on selling own software

# Columbus®

International Consultancy in business applications.

- 100% Industry focused.  
Columbus *Food*®  
Columbus *Retail*®  
Columbus *Manufacturing*®
- Focused geographicly.
- Strong focus on selling own software

# Columbus *15*<sup>®</sup>

Vertical acceleration

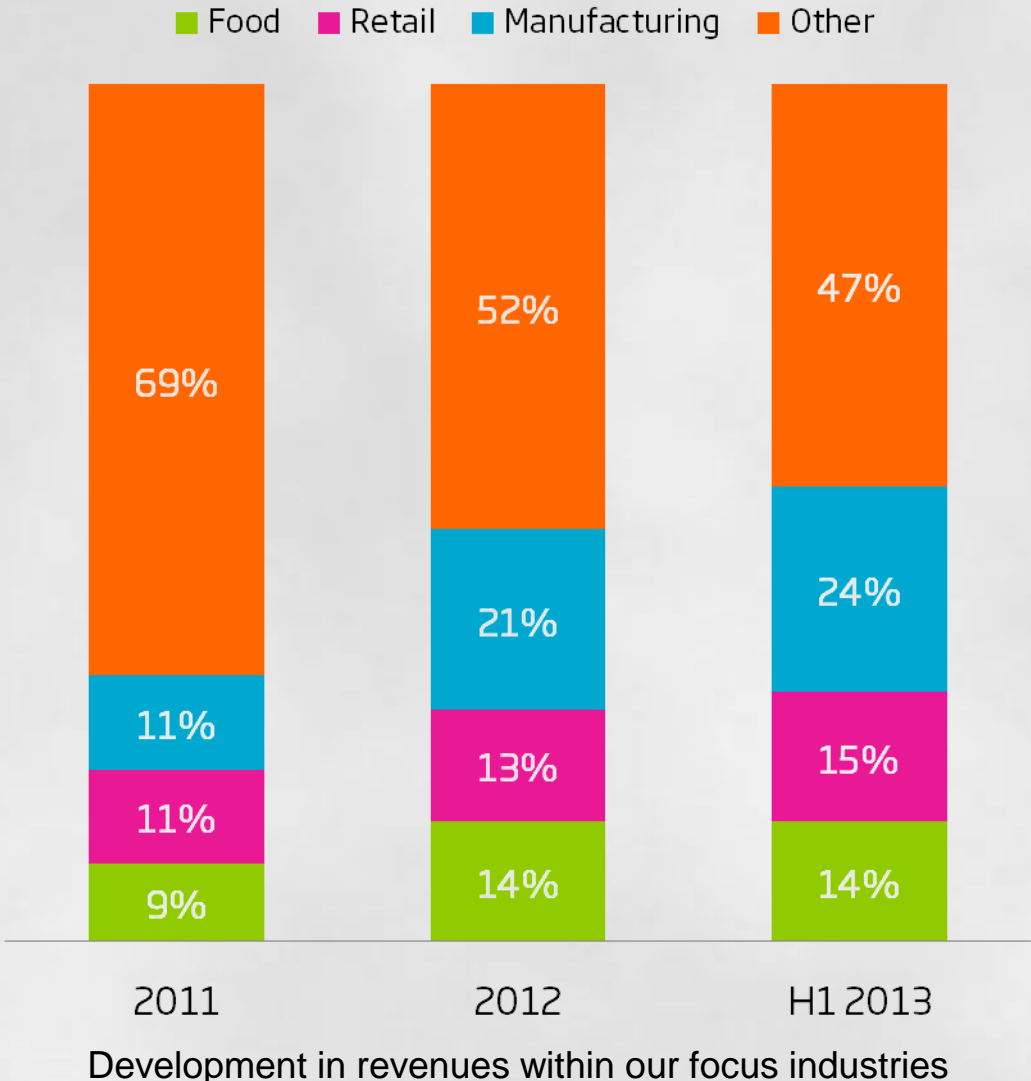
Sell more own software

Global Delivery Model

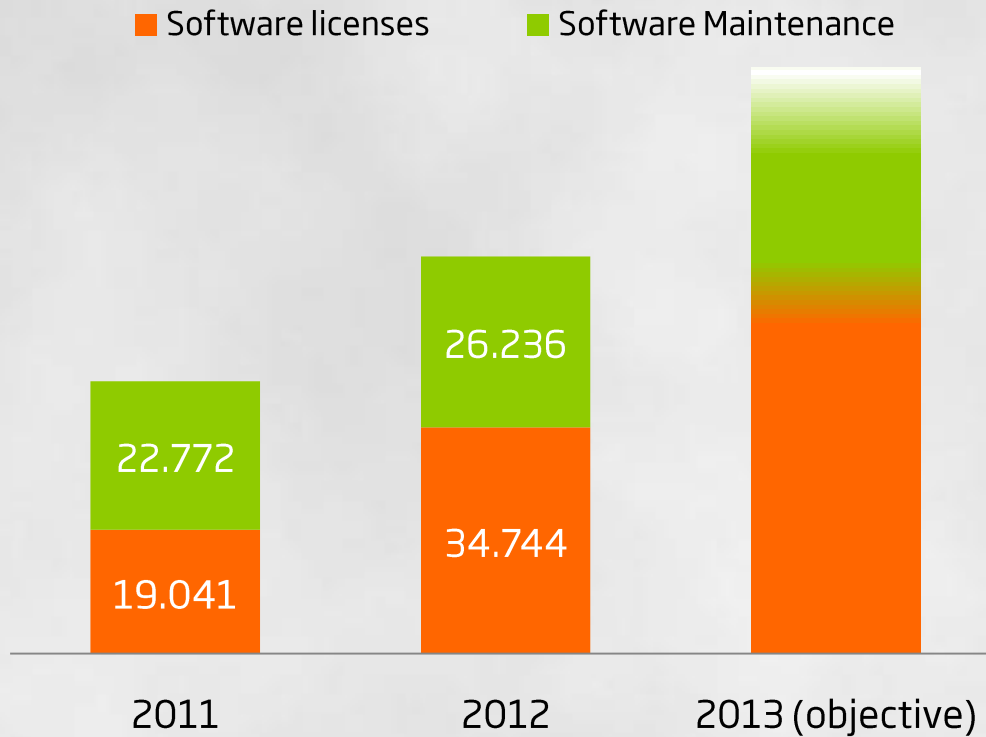
Improve Service Profit



# Vertical Acceleration



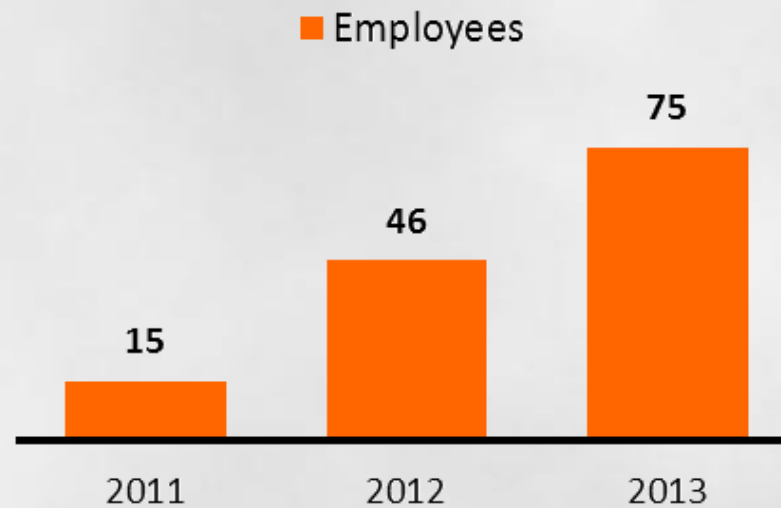
# Sale of **our own** software



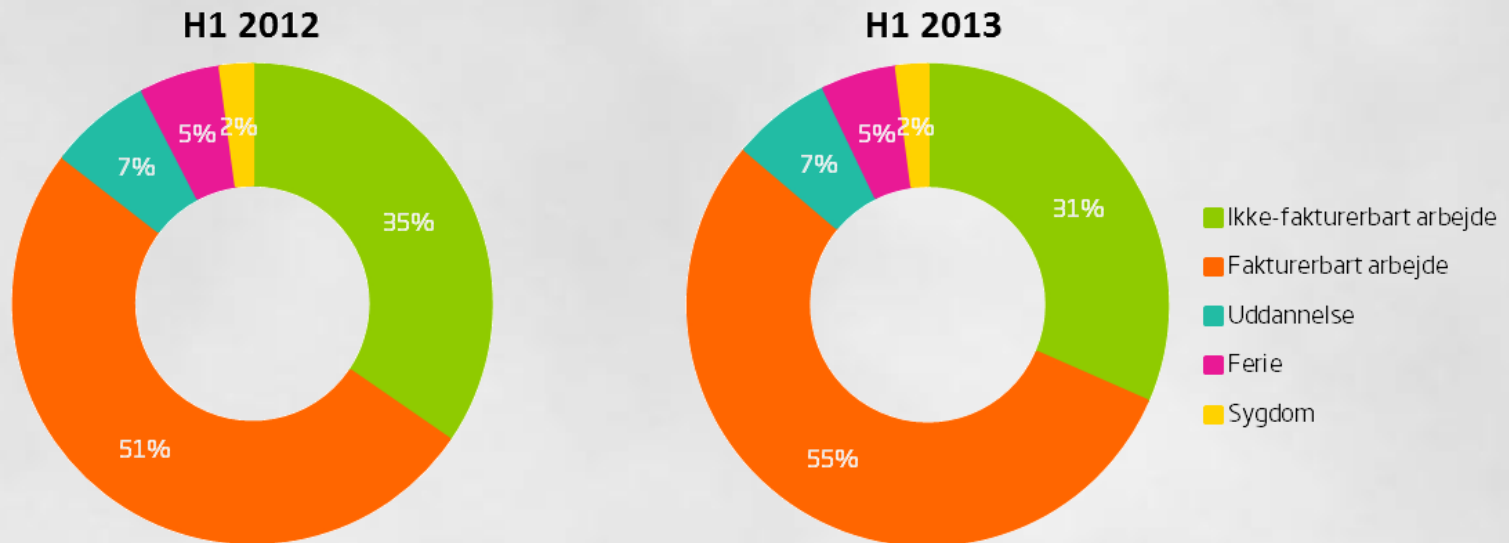
Development of sale of own products (DKK '000)

# Global Delivery Model

Number of Employees in  
Global Delivery Center



# Improve Service Profitability



Columbus®

Once you *know* how...