

# Columbus

## Towards higher profitability

Thomas Honoré, CEO



# Agenda

- Highlights 2013
- About Columbus
- Columbus' transformation
- Columbus **15** strategy
- Earnings potential
- 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



# 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



**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 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



**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





## About Columbus

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

**Columbus***Manufacturing*<sup>®</sup>

**Columbus***Food*<sup>®</sup>

**Columbus***Retail*<sup>®</sup>

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.



- 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

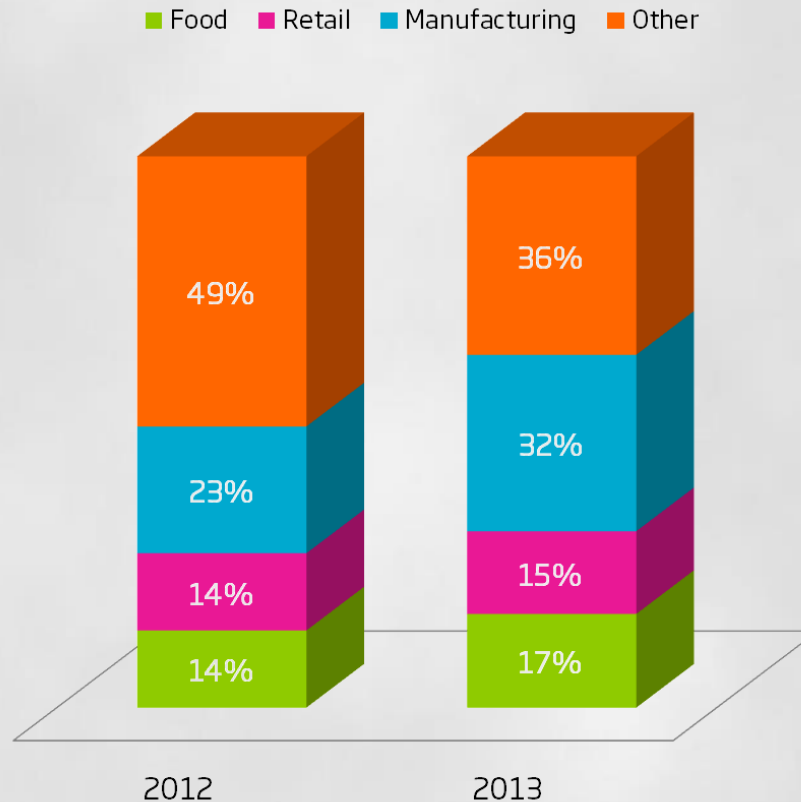
Geographic Focus



## 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



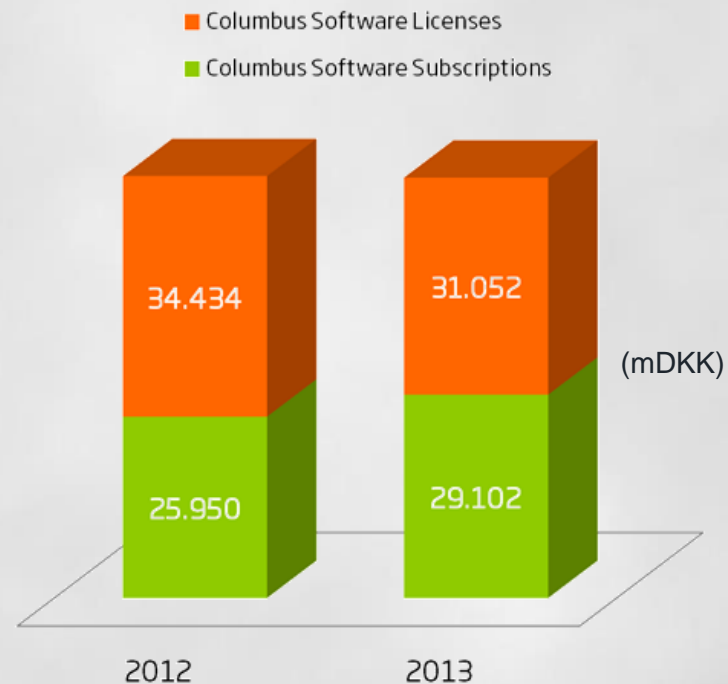


# Columbus Software

## 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



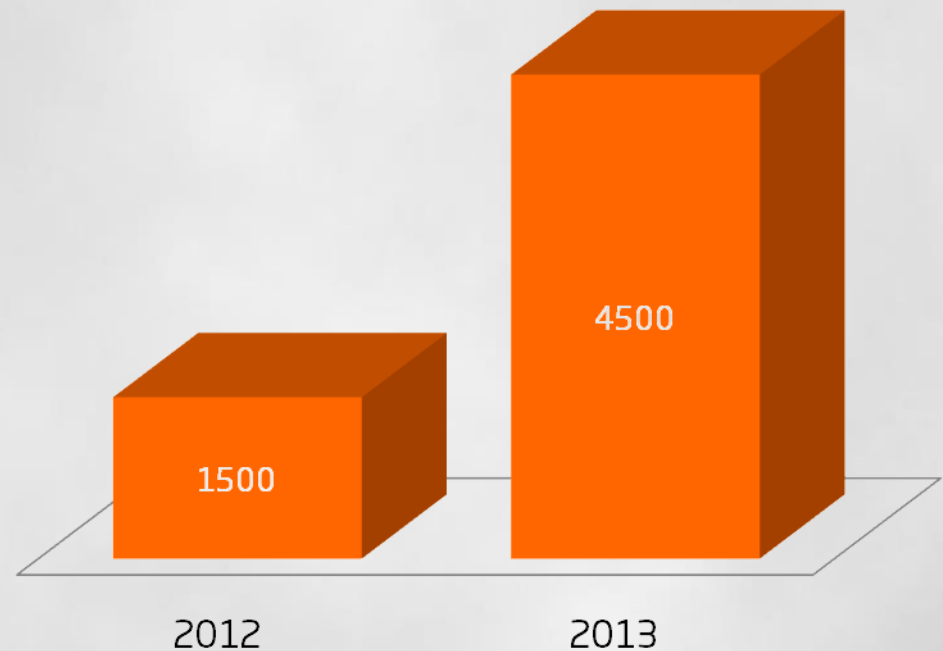


## Global Delivery Center

### 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

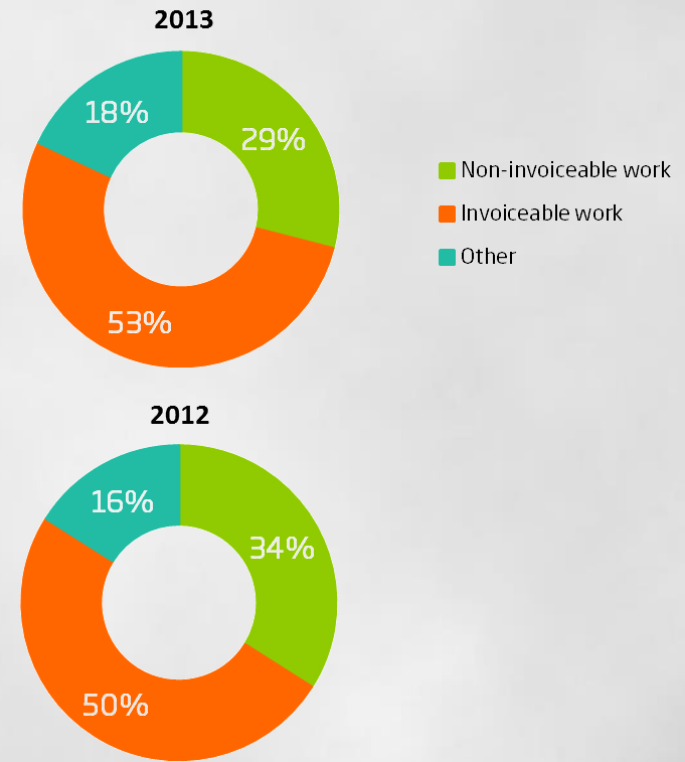


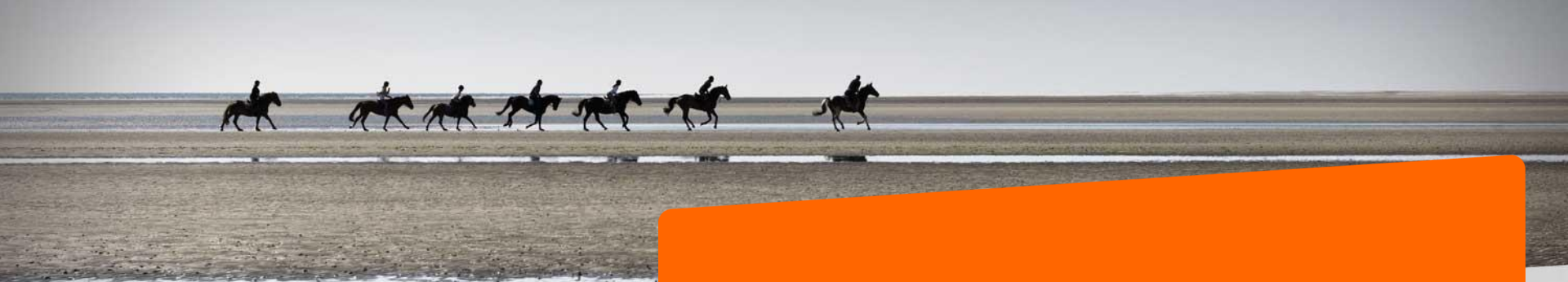


## Improve Services Profit

### Increased earnings in consultancy

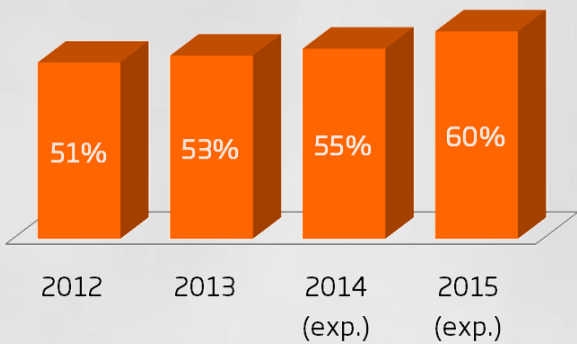
- 7% revenue growth in consultancy business
- Invoiceable work increased from 50% to 53%
- Improved risk & project management, efficiency and resource allocation



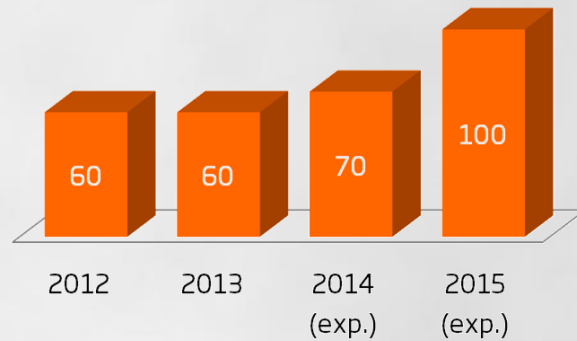


# Earnings potential 2014/2015

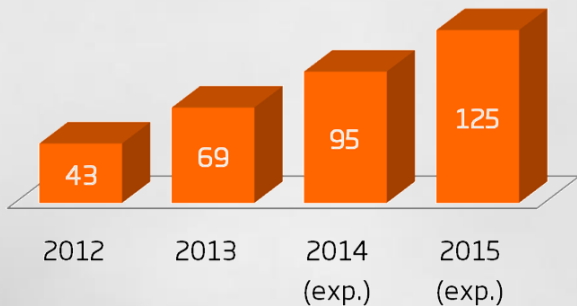
Improve Service Profit



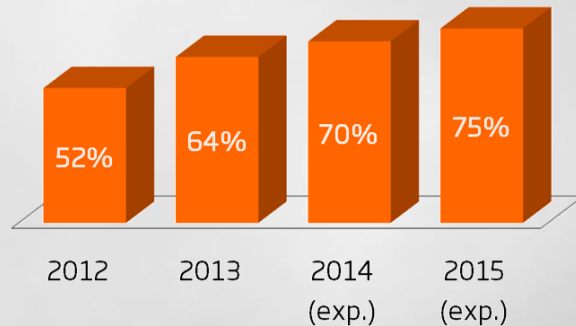
Columbus Software (mDKK)



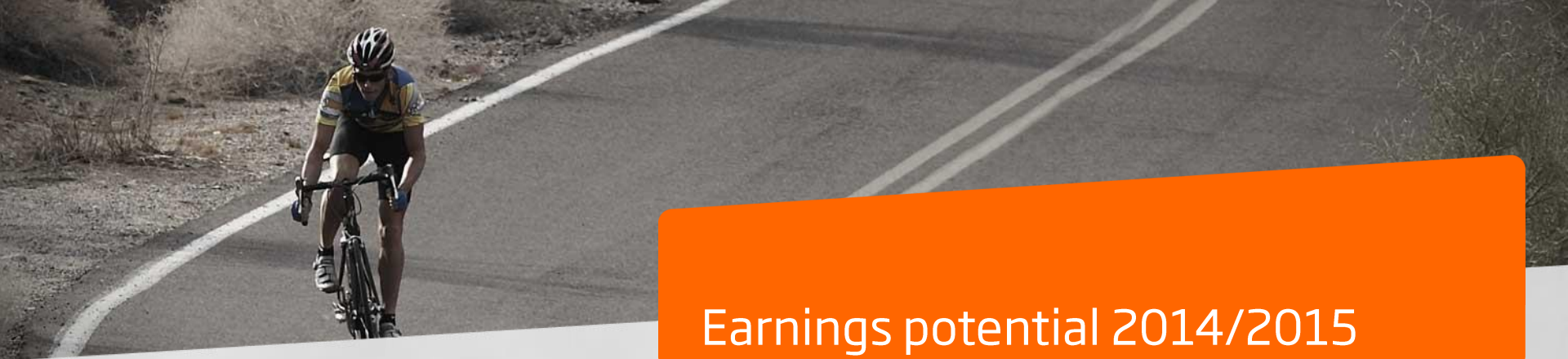
Global Delivery Center consultants



Extend Industry Leadership



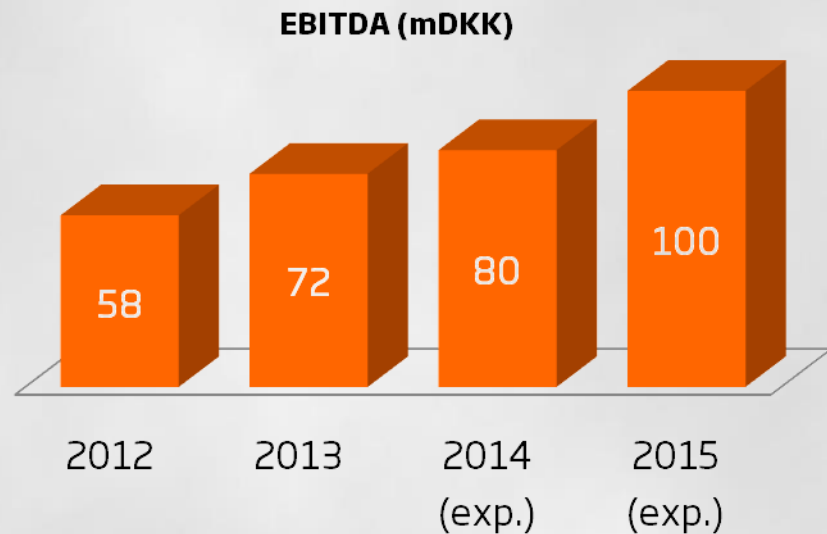




## Earnings potential 2014/2015

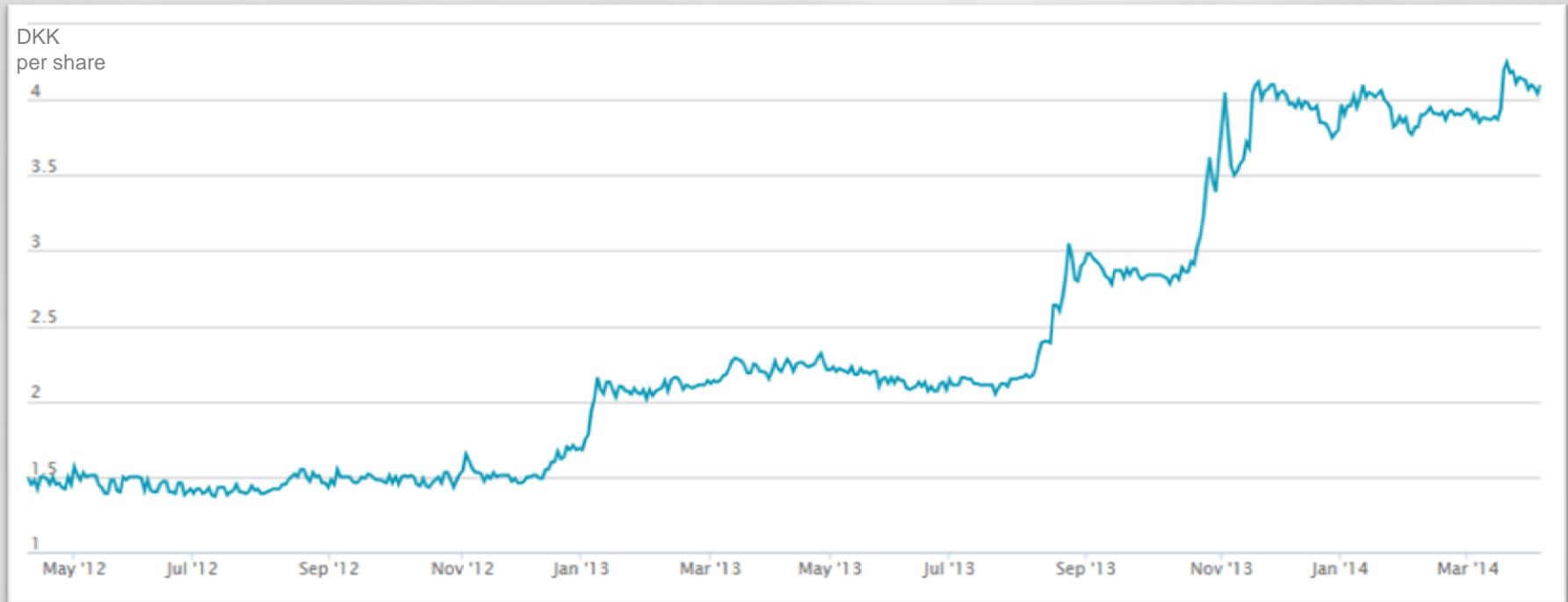
### Maniacal focus drives profitability

- Positive expectations to future growth
- The best consultants in the industry
- Strong Industry Solutions
- Continue strong execution of Columbus<sup>15</sup>



# Development in Columbus' share price

## 2012 - 2014



# 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...