

Columbus: Towards Higher Earnings

Columbus[®]

Once you *know* how...

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CEO

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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

AGENDA

➤ Highlights H1

- About Columbus
- Columbus *15* strategy
- Value to shareholders
- Columbus Russia
- Questions



HIGHLIGHTS H1 2015

Revenue

26% growth

Amounting to DKK 548.4m

EBITDA

8% growth

Amounting to DKK 39.4m

Columbus Software

57% growth

in revenue

Acquisitions

**InterDyn BMI
MW data**

Consultancy Revenue

15% growth

COLUMBUS AT A GLANCE

- Global **it-consultancy** with development and sale of own **industry specific business software**
- Established in 1989 as Dolberg Data in Aarhus
- Listed on NASDAQ Copenhagen in 1998
- Subsidiaries in 10 countries:
 - Denmark, Norway, England, USA, Latvia, Lithuania, Estonia, Russia
 - Software company, To-Increase, in Holland
 - Global Delivery Centre in India
- Globally 1,160 employees

Ownership:
5.432 registered shareholders;
96.68% of the total share capital
Consolidated Holding majority
shareholder with 50.61%



WHY DO CUSTOMERS CHOOSE COLUMBUS?

Columbus help our customers **to optimize their business** through

- **Industry knowledge** and "best practices"
- Industry specific **business software**
- Global ColumbusCare **support** 24/7
- 26 year of experience, skilled employees and more than 6,000 business cases

Columbus *Retail*®



Columbus *Food*®



Columbus *Manufacturing*®



100% INDUSTRY FOCUSED

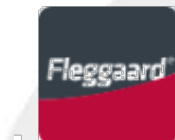
Columbus *Food*®



Columbus *Retail*®



America's Drive-Thru Grocer



Columbus *Manufacturing*®



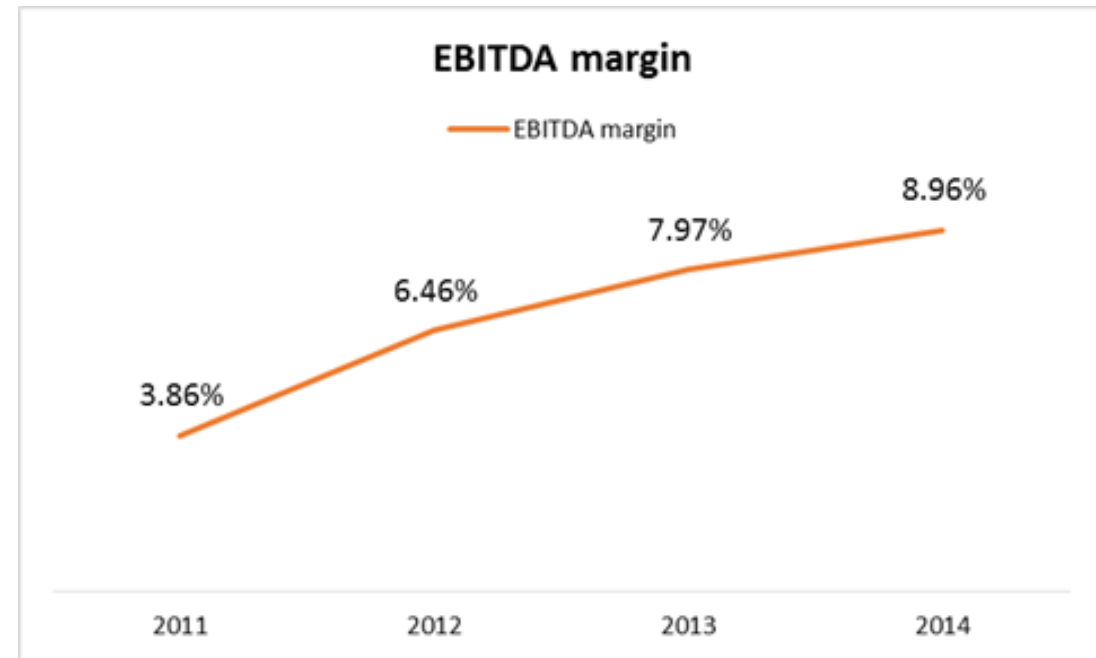
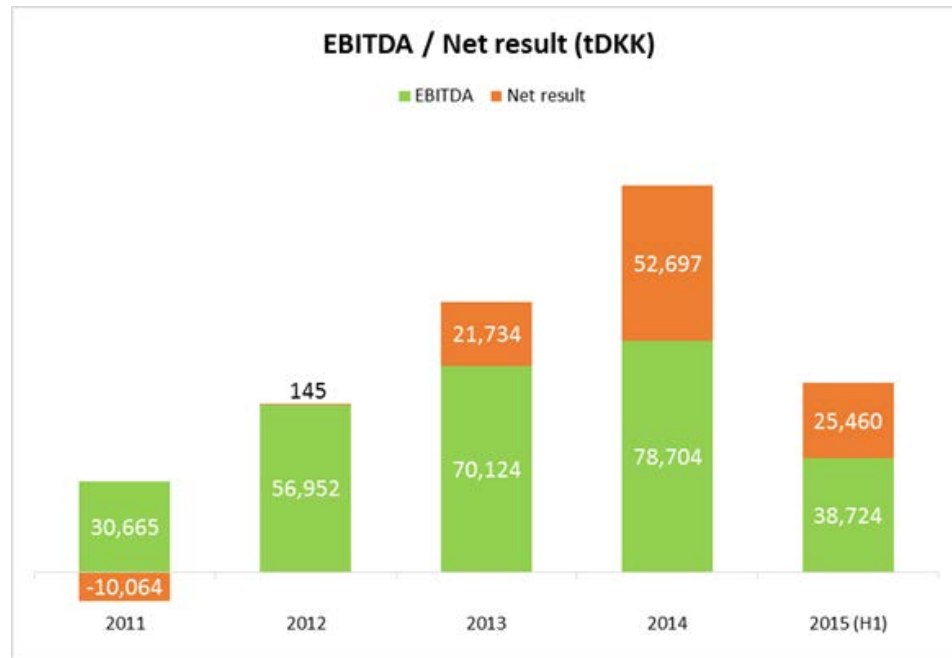


- International Microsoft reseller with technological focus
- Limited Industry focus with 12 industries
- Wide geographic spread
- Limited focus on selling own software

Columbus®

- International Consultancy with industry focused business solutions
- 100% Industry focused.
Columbus*Food*®
Columbus*Retail*®
Columbus*Manufacturing*®
- Geographic focus
- Strong focus on selling own software & support

DEVELOPMENT IN KEY FIGURES



Columbus *15*®

Extend Industry Leadership

Sell More Own Software

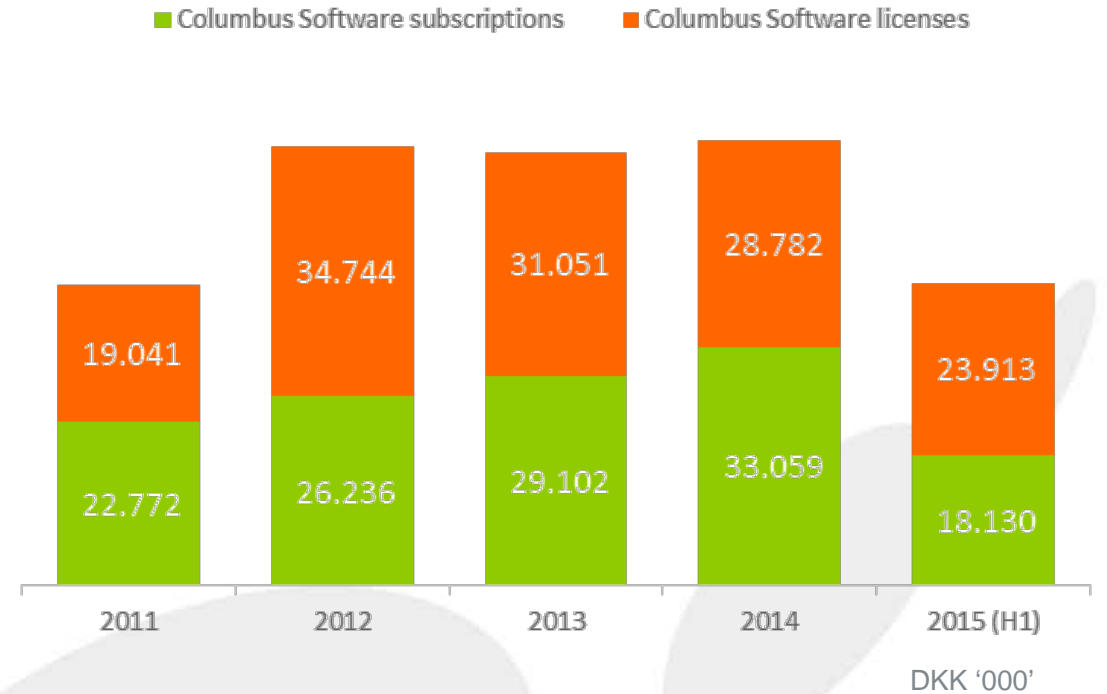
Global Delivery Model

Improve Service Profit

Geographic Focus

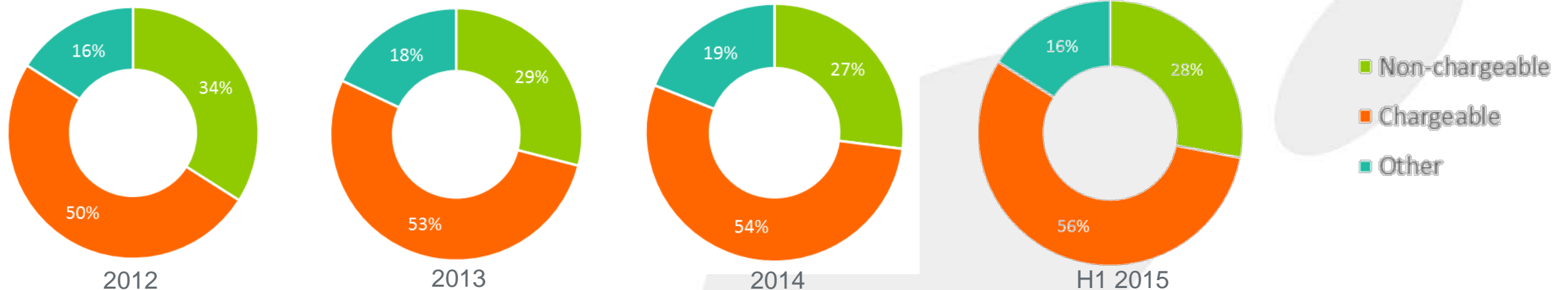
COLUMBUS' SOFTWARE BUSINESS

- Columbus' software business delivers **strong market differentiation & high earnings**
- Columbus' software business constitutes:
 - 8% of total revenue in H1 2015
 - 58% of earnings (EBITDA) in H1 2015



COLUMBUS' SERVICES BUSINESS

- By **optimizing productivity** in the services business we **increase earnings**
- Columbus' services business represents the largest share of Columbus' total business
- 15% growth in revenue in H1 2015

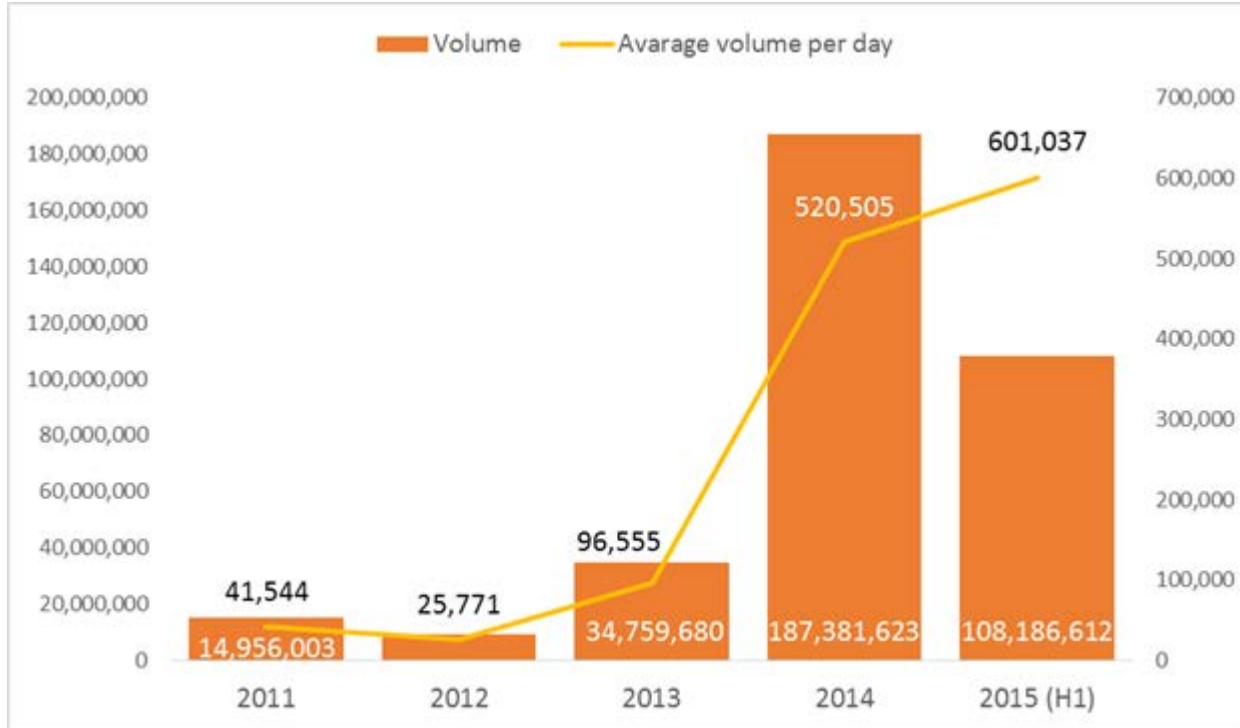


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VALUE TO SHAREHOLDERS



Columbus, 1/9 2015

- Market value 563 mio. DKK
- Shareholders 5.432
- Shares 113.7
- Index Small Cap
- Dividend: 10% yearly dividend

Share value (DKK per share)



COLUMBUS – LONG TERM VALUE

- 1 High efficiency in the **Consultancy Business** ➔ High **earnings potential** in the consulting business by continuing to optimize deliveries, minimize risk and control costs
- 2 Scaling of own **software sales** ➔ High **margin** on sales of own software opens opportunities for additional sales and creates value for customers
- 3 Recurring revenue on **ColumbusCare** ➔ Support agreements are **recurring revenue** with high-margin, which also establish long and strong customer relationships

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- Columbus in Russia for 18 years, among market leaders in private sector.
- 160 people, 600MRUB in Revenue, 60MRUB in EBITDA
- Offices in Moscow, St. Petersburg, Novosibirsk, Kiev, Almaty
- Key industries are: retail, distribution and food production
- Key customers in upper mid market: Local companies (eg. Kari, shoe retail) and branches of international companies (eg. Toyota)



- Columbus has flat revenue and slight decline in EBITDA for 2015 in local currency
- Flat economical growth in 2016 due to economic and political uncertainty
- Slow recovery during 2017 but very depending on oil price development.
- Last crisis (2008/2009) was a hurricane (shot and strong) – current crisis not so strong, but companies expect it to last longer. Ongoing demand, but at a lower level.

QUESTIONS

THANK YOU

Read more at www.columbusglobal.com

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