

Towards higher profitability

3 DECEMBER 2014

Columbus[®]
Once you *know* how...



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

➤ About Columbus

- Risk Management
- Highlights Q3
- Columbus 15 strategy
- 2014 expectations
- Questions





- International Microsoft reseller with technological focus
- Limited Industry focus with 12 industries
- Wide geographic spread
- Weak 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

100% INDUSTRY FOCUSED

Columbus *Food*®



Columbus *Retail*®

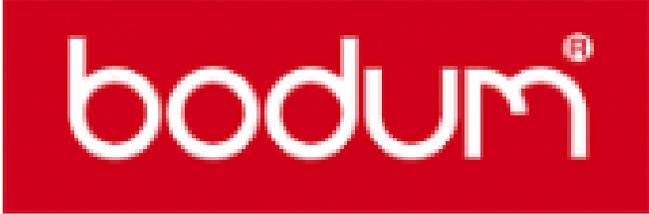


Columbus *Manufacturing*®



TRANSPARENCY OF PRODUCTION

- Challenge: Low transparency of the production site in Portugal
- Solution:
 - Columbus RapidValue (Business Process Management software)
 - New ERP system (Dynamics AX2012) in Portugal
 - 1,000 hours of consultancy
 - ColumbusCare support agreement
- Outcome: Full transparency of the production & optimization of business processes

The Bodum logo consists of the word "bodum" in a white, lowercase, sans-serif font, with a registered trademark symbol (®) to the upper right of the letter "m". The logo is centered within a solid red rectangular background.

bodum®

E-COMMERCE SOLUTION

- Challenge: LuckyVitamin.com needed an integrated back office and eCommerce solution to grow their business
- Solution:
 - ColumbusWebstore
 - ColumbusMCR
 - New ERP system (Microsoft Dynamics)
- Outcome: A market leading website which supports over 30,000 products and transacts thousands of orders per day



AGENDA

- About Columbus
- Risk Management
- Highlights Q3
- Columbus 15 strategy
- 2014 expectations
- Questions



Risk Issues	Risk Mitigation
Strategic Risks:	
<ul style="list-style-type: none"> • Dependency on Microsoft 	<ul style="list-style-type: none"> • Profitable consulting business • Columbus software
<ul style="list-style-type: none"> • Increasing staff costs 	<ul style="list-style-type: none"> • Global Delivery Center
Operational Risks:	
<ul style="list-style-type: none"> • Ability to sell 	<ul style="list-style-type: none"> • Sales Enablement Program
<ul style="list-style-type: none"> • Loss making projects 	<ul style="list-style-type: none"> • Improve Service Operational Delivery • Approval hierarchy: 4 eyes principle
Financial Risks:	
<ul style="list-style-type: none"> • Currency 	<ul style="list-style-type: none"> • Risk on equity in local subsidiaries. No hedging
<ul style="list-style-type: none"> • Reporting 	<ul style="list-style-type: none"> • Internal controlling • Thorough business review with all units every month
<ul style="list-style-type: none"> • Interest 	<ul style="list-style-type: none"> • No debt

AGENDA

- About Columbus
- Risk Management
- Highlights Q3
- Columbus 15 strategy
- 2014 expectations
- Questions



Financial update Q3

- 10% improvement in EBITDA: DKK 45.5m.
- Revenue decline of 1%
- Profit before tax increase by 127% to DKK 30.1m
- 7% increase in consultancy revenue
- 11% increase in Columbus subscriptions.
The total Columbus Software is on the same level as last year due to lack of sales in the US

Highlights

- Successful acquisition and integration of e-commerce and multi-channel retail company in UK.
- 44% growth in industry solution sales adding up to 79% of total revenues.
- 7% increase in consultancy revenue – driven by high efficiency in consulting business in Western and Eastern Europe.
- Increased capacity by 37% in Global Delivery.
- Decline in US business unit due to low sales pipeline conversion.
- Decline in Norwegian business unit due to headhunting activities from a competitor.

AGENDA

- About Columbus
- Risk Management
- Highlights Q3
- Columbus 15 strategy
- 2014 expectations
- Questions



Columbus *15*®

Extend Industry Leadership

Sell More Own Software

Global Delivery Model

Improve Services Profit

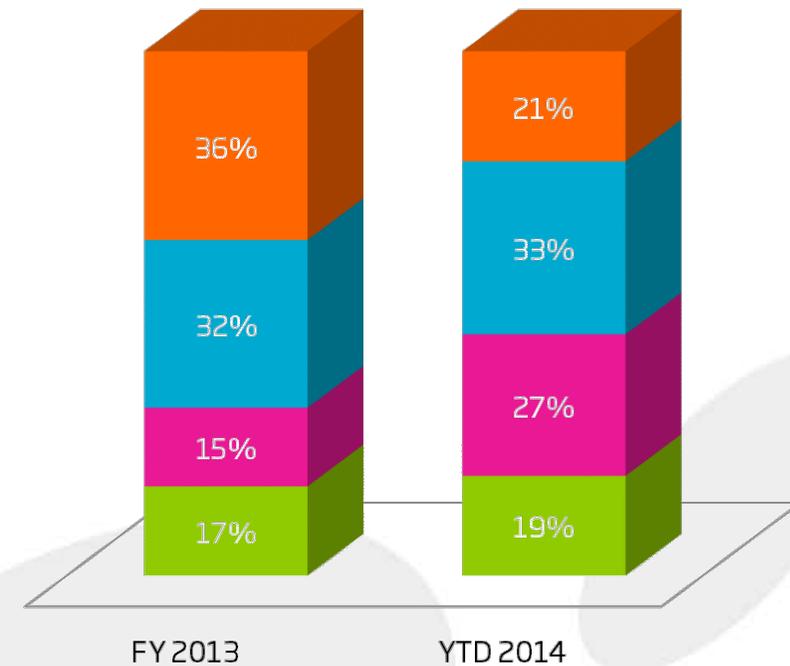
Geographic Focus

EXTEND INDUSTRY LEADERSHIP

79% of revenue from Industry Solutions

- 79% of total revenue from the focus industries retail, manufacturing and food.
- Growth in all industries.
- Manufacturing still our leading industry with 33% of the total revenue.
- Growth in retail due to acquisition of the eCommerce and multichannel company Omnica in January

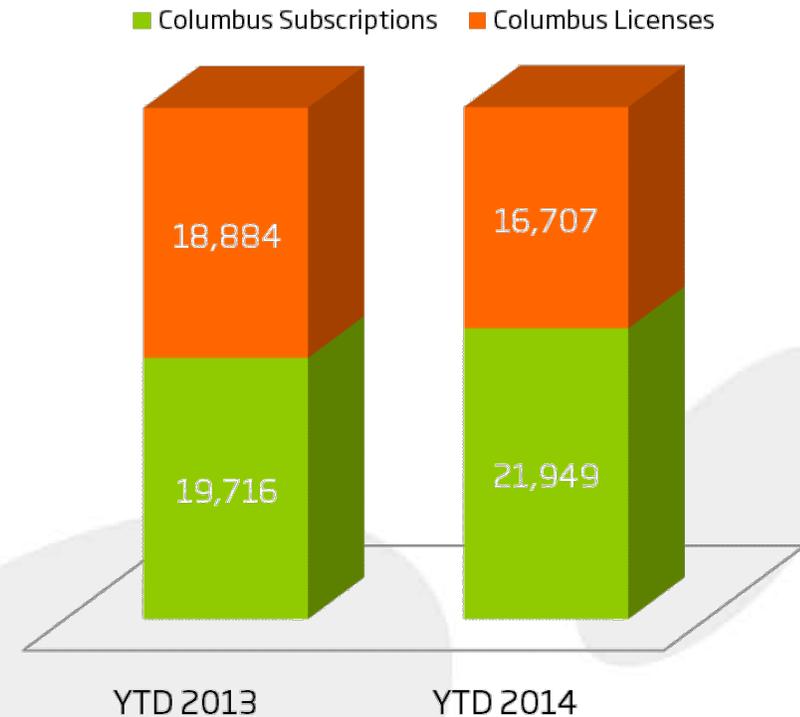
■ Food ■ Retail ■ Manufacturing ■ Other



11% increase in Columbus Subscriptions

- Revenues from Columbus subscriptions increased by 11% compared to the same period in 2013.
- Total revenues from Columbus Software in line with 2013.
- Best Selling Solutions: RapidValue and Business Integration Solutions.
- New solutions within e-Commerce: ColumbusMCR and ColumbusWebstore
- Launch of RapidValue *Interact*

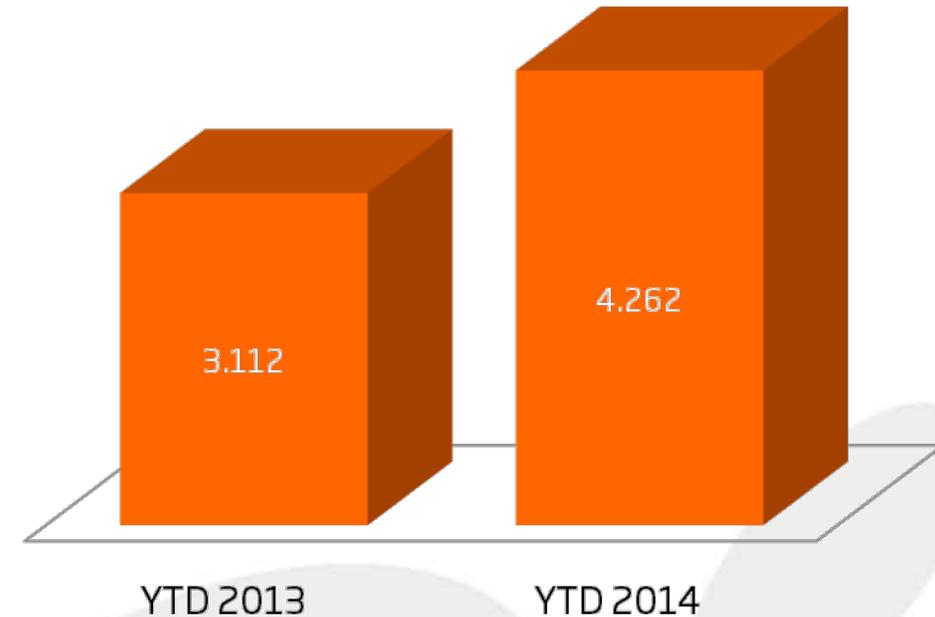
Sale of Columbus Software (DKK '000)



Global Delivery Center continues to expand capacity

- In Q3 2014 we had 93 consultants supporting customers worldwide 24/7.
- 37% increase in customer work and implementations.
- In 2014 YTD ColumbusCare grew with 63 new customers, adding up to a total number of 136 customers.

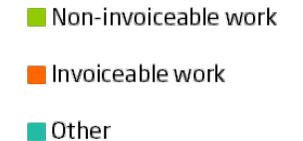
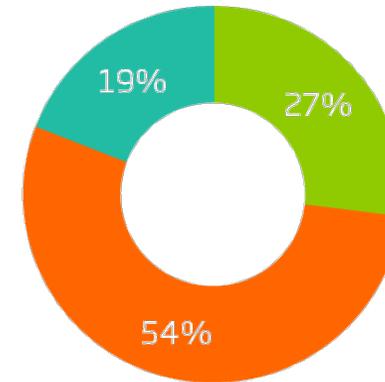
Global Delivery Days



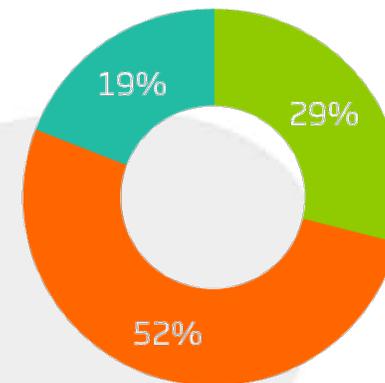
Increased earnings in consultancy

- 7% revenue growth in consultancy business.
- Invoiceable work increased from 52% to 54%.
- Improved risk & project management, efficiency and resource allocation.
- The average hourly rate has decreased by 6%.
- The average number of consultants has increased by 12%.

YTD 2014



YTD 2013



AGENDA

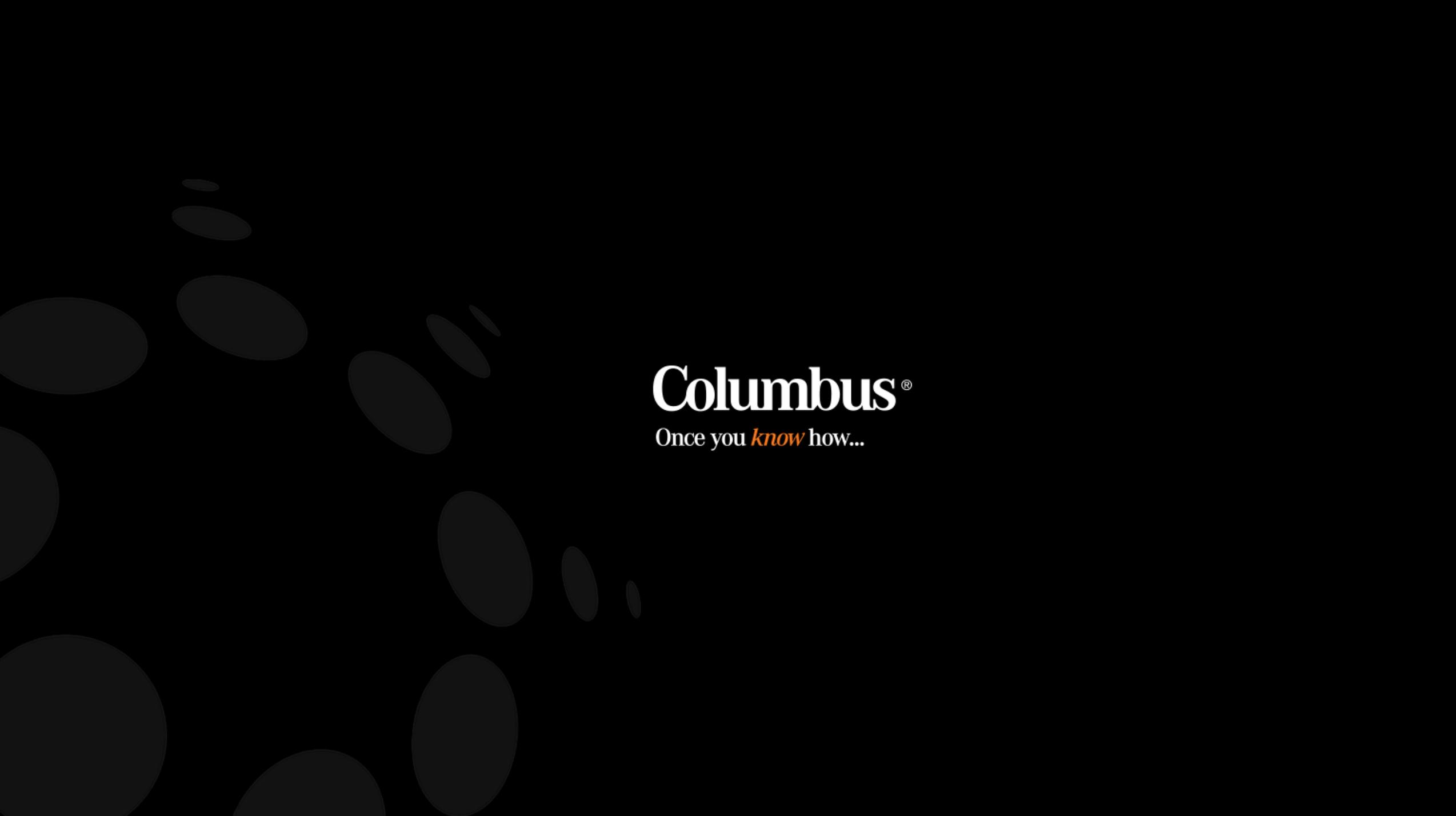
- About Columbus
- Risk Management
- Highlights Q3
- Columbus 15 strategy
- 2014 expectations
- Questions



UNCHANGED EXPECTATIONS FOR 2014

Group	2012	2013	2014
Revenue (mDKK)	881	880	900
EBITDA (mDKK)	58	72	80
Extend Industry Leadership	52%	64%	70%
Columbus software (mDKK)	60	60	70
Global Delivery Center consultants	43	69	95
Improve Service Profits - invoicable work	51%	53%	55%

QUESTIONS



Columbus[®]

Once you *know* how...