

Towards higher profitability

20 NOVEMBER 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



Columbus is an international consultancy supplying business solutions to companies within the manufacturing, food and retail industries

Columbus*Manufacturing*®

Columbus*Food*®

Columbus*Retail*®

We help our customers doing business by delivering industry specific

- Know-How & Best Practices
- Business Solutions & Software
- Global Support 24/7

We are 950 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 with industry focused business solutions
- 100% Industry focused.
Columbus*Food*®
Columbus*Retail*®
Columbus*Manufacturing*®
- Geographic focus
- Strong focus on selling own software

OUR DIFFERENTIATING ATTRIBUTES ARE 100% UNIQUE IN OUR MARKET

Our key differentiators are built on Industry, Delivery, and Technology



INDUSTRY SOFTWARE & GLOBAL SUPPORT

- Columbus develop and deliver **industry specific software** that complement standard ERP software
- Columbus' software, industry expertise and implementation methodology help streamline companies' business processes
- ColumbusCare is our global support concept providing customers support 24/7

Columbus *RapidValue*®

Columbus *ADM*®

Columbus *SCS*®

Columbus *Webstore*®

Columbus *F&B*®

Columbus *MCR*®

Columbus *BIS*®

Columbus *BaseCloud*®

Columbus *Care*®

100% INDUSTRY FOCUSED

Columbus®
Once you *know* how...

Columbus *Food*®



PARK 100 FOODS, INC.



Columbus *Retail*®



America's Drive-Thru Grocer



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 is displayed in white lowercase letters on a red rectangular background. The letters are bold and sans-serif. A registered trademark symbol (®) is located at the top right of the letter 'm'.

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



OPTIMIZATION OF GLOBAL QUOTATION PROCESS

- Challenge: Quotation process too slow due to partly manual work
- Solution:
 - Columbus RapidValue (Business Process Management software)
 - Columbus Invoice Workflow System
 - Columbus Transaction Services
 - New ERP system (Dynamics AX 2012)
 - 30,000 hours of consultancy
 - ColumbusCare support agreement
- Outcome: The quotation process is 100% automated on a global level



SHIP SUPPLY

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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

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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.

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Columbus *15*®

Extend Industry Leadership

Sell More Own Software

Global Delivery Model

Improve Services Profit

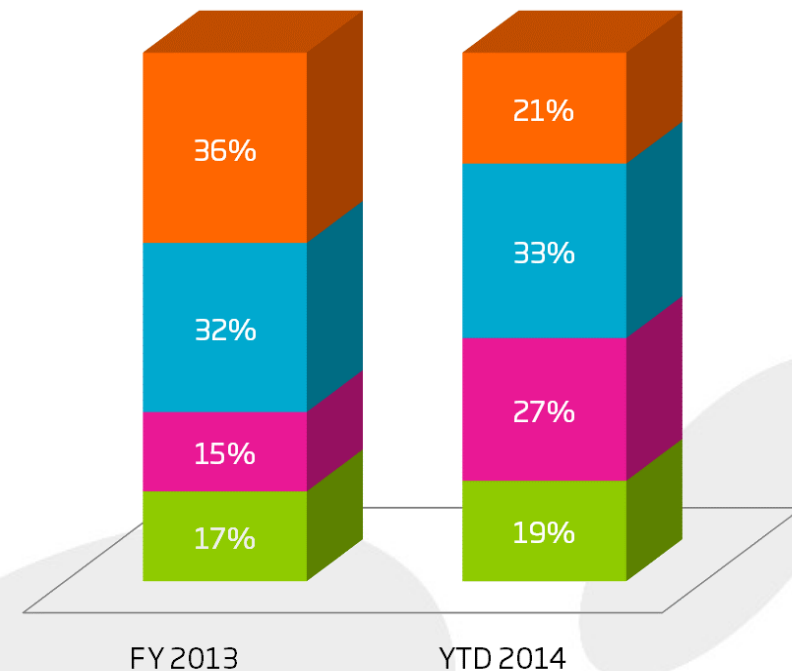
Geographic Focus

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

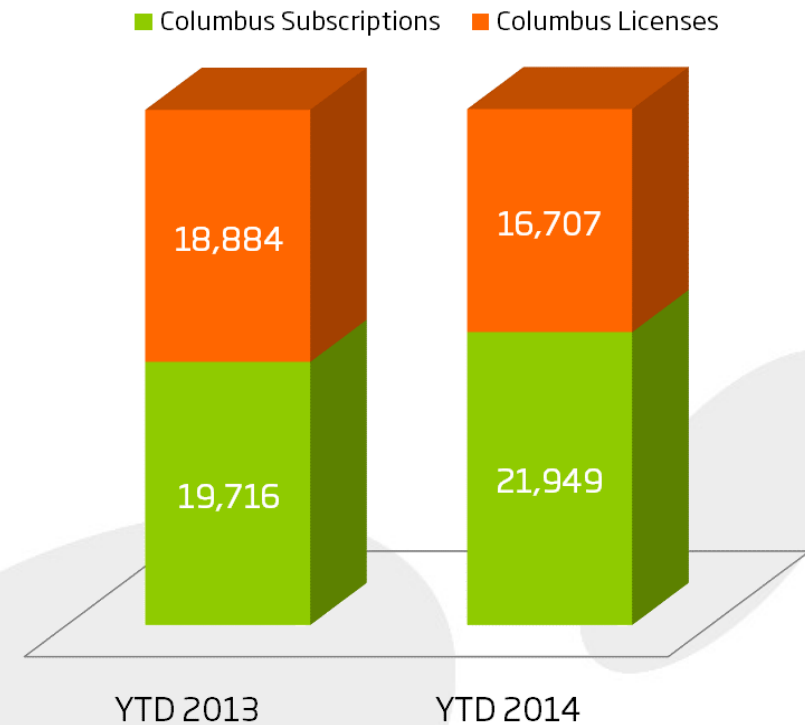
■ Food ■ Retail ■ Manufacturing ■ Other



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*

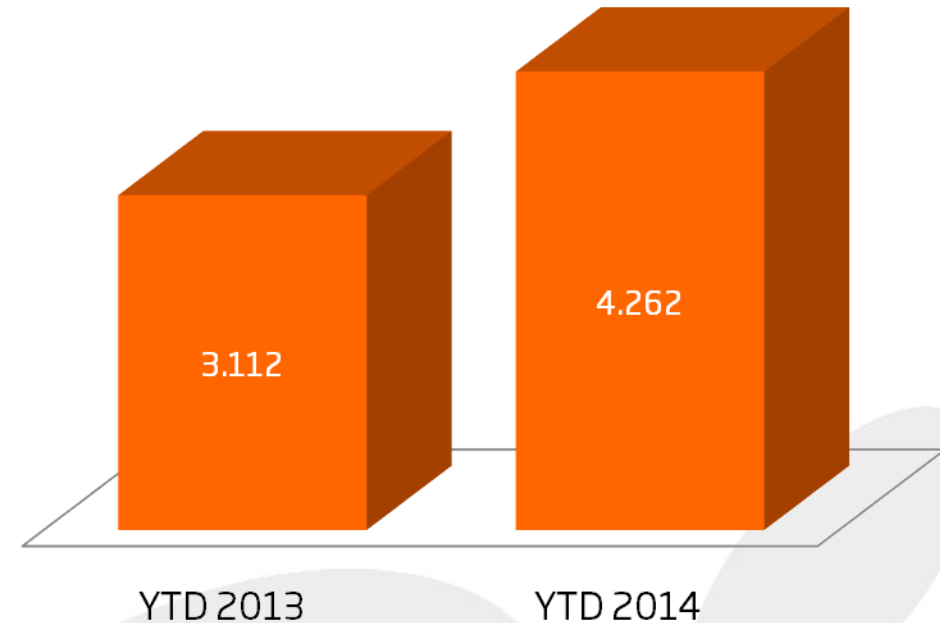
Sale of Columbus Software (DKK '000)



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.

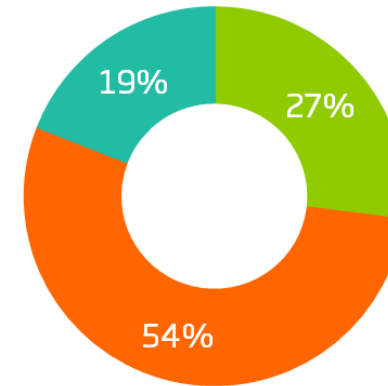
Global Delivery Days



Increased earnings in consultancy

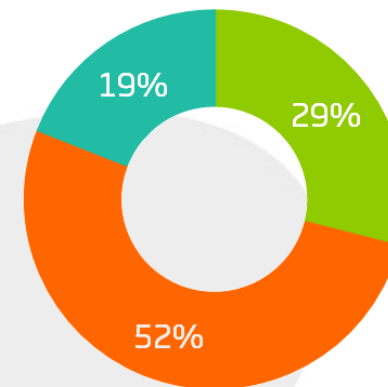
- 7% revenue growth in consultancy business.
- Invoiceable work increased from 52% to 54%.
- Improved risk & project management, efficiency and resource allocation.
- The average hourly rate has decreased by 6%.
- The average number of consultants has increased by 12%.

YTD 2014



- Non-invoiceable work
- Invoiceable work
- Other

YTD 2013



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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



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