



Financial Results Q3 2023

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New strategy: New Heights

# Who we are

Digital transformation partner dedicated to solving complex industry challenges through execution

# +1600

EMPLOYEES

# 1,4bn

REVENUE 2022(DKK)

# We make digital transformation happen

DIGITAL CONSULTANCY

## SERVICES

Cloud ERP

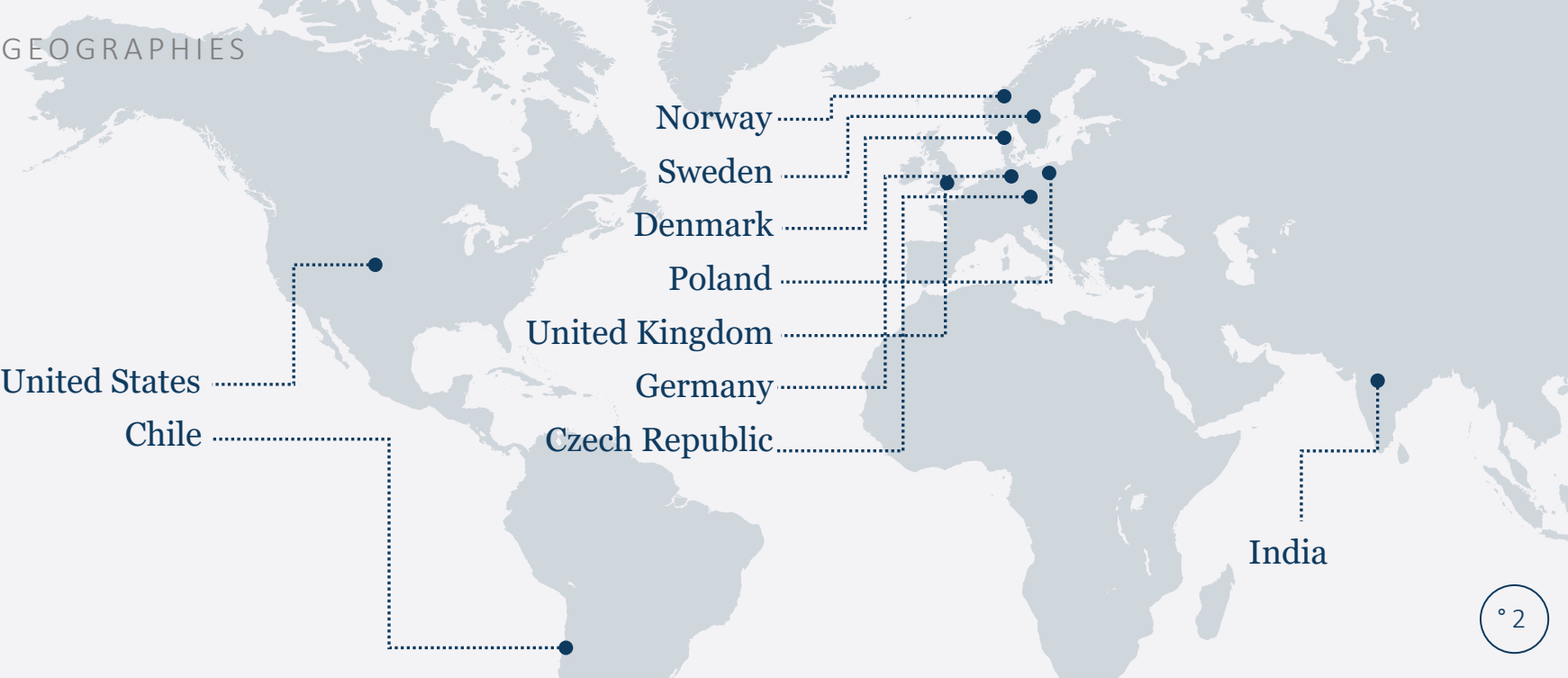
Digital Commerce

Data & Analytics

Customer Experience

Security

## GEOGRAPHIES

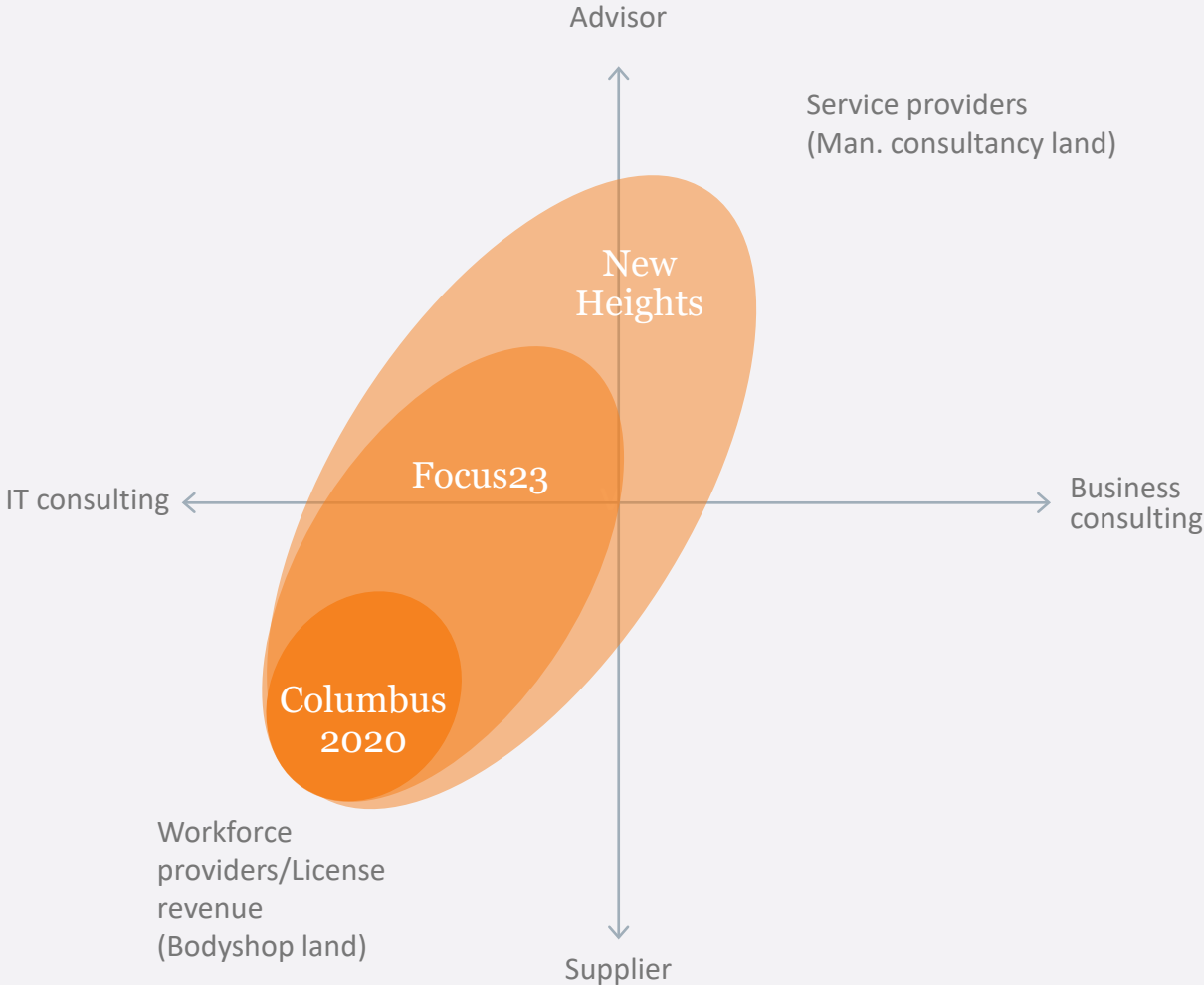


# Market position

Our market position lies in the sweet spot where strong business advisory and deep technical expertise meet delivery responsibility



- Strategic position: Business advisory and deep technical expertise meets delivery responsibility
- Global operating model and local market presence
- Premium digital transformation partner with solid industry expertise and strong methodology



# Financial Highlights Q3 2023

## Revenue (DKK)

**345m**

corresponding to an increase of 11%  
15% adjusted for acquisitions and currency

## Recurring revenue (DKK)

**50m**

corresponding to an increase of 6%

## EBITDA (DKK)

**21m**

corresponding to an increase of 28%

## Profit after tax (DKK)

**3m**

corresponding to an increase of DKK 5m

## EBITDA margin

**6.0%**

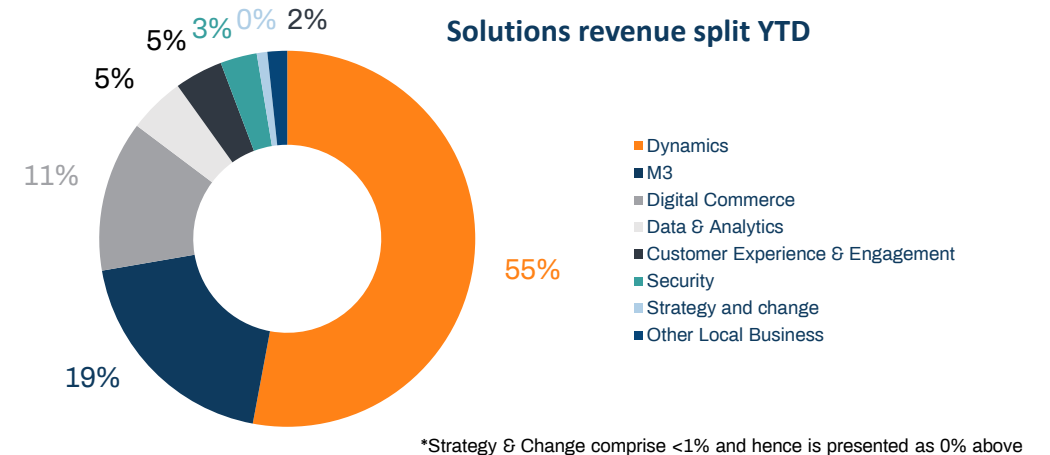
increased by 0.8 percentage points

## Operations cash flow (DKK)

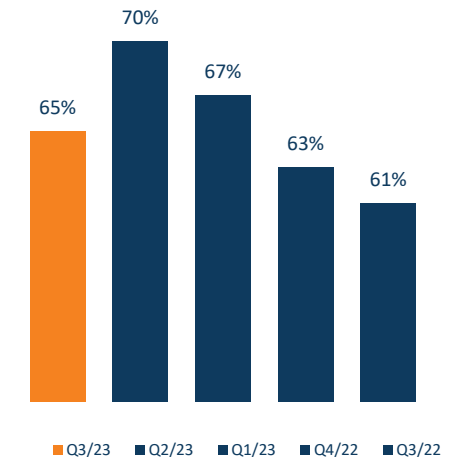
**0.3m**

increased from DKK -45m in Q3 2022

All numbers are on the continued business



### Efficiency development



# Guidance for 2023

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- Based on the development in the nine months of 2023, our strong pipeline and order backlog, we maintain our 2023 expectations
- Revenue expected to be in the range of DKK 1,550m and DKK 1,600m
  - A growth of 12% to 15% in constant currencies
- EBITDA expected to be in the range of DKK 119m and DKK 139m
  - An EBITDA margin of 7.4% to 9.0%

<u>DKKm</u>	<u>Revenue</u>	<u>EBITDA</u>
2023 Outlook	1,550 - 1,600	119 - 139
Implied growth to 2022 result	8% - 12%	
Implied EBITDA margin		7.4% - 9.0%



WELCOME TO



# New Heights

20°24 → 26



# Position today

The Focus23 strategy has put us in a favorable position we continue to leverage in next strategic period

# Our strategic decisions prove favourable to us

 GROWING CUSTOMER AND ENGAGEMENT SIZE

 FOCUSED BUSINESS WITH DIVESTMENTS

 ONE TRUE COLUMBUS STANDING ON COMMON VALUES AND PLATFORM

 FURTHER SPECIALIZATION INTO SELECTED INDUSTRY VERTICALS

# Build on strongholds to accelerate growth and profitability

 IMPROVE CUSTOMER FOCUS, INTIMACY AND ADVISORY

 STRONG POTENTIAL FOR AQUISITIVE GROWTH

 LEVERAGE STREAMLINED GLOBAL OPERATING MODEL

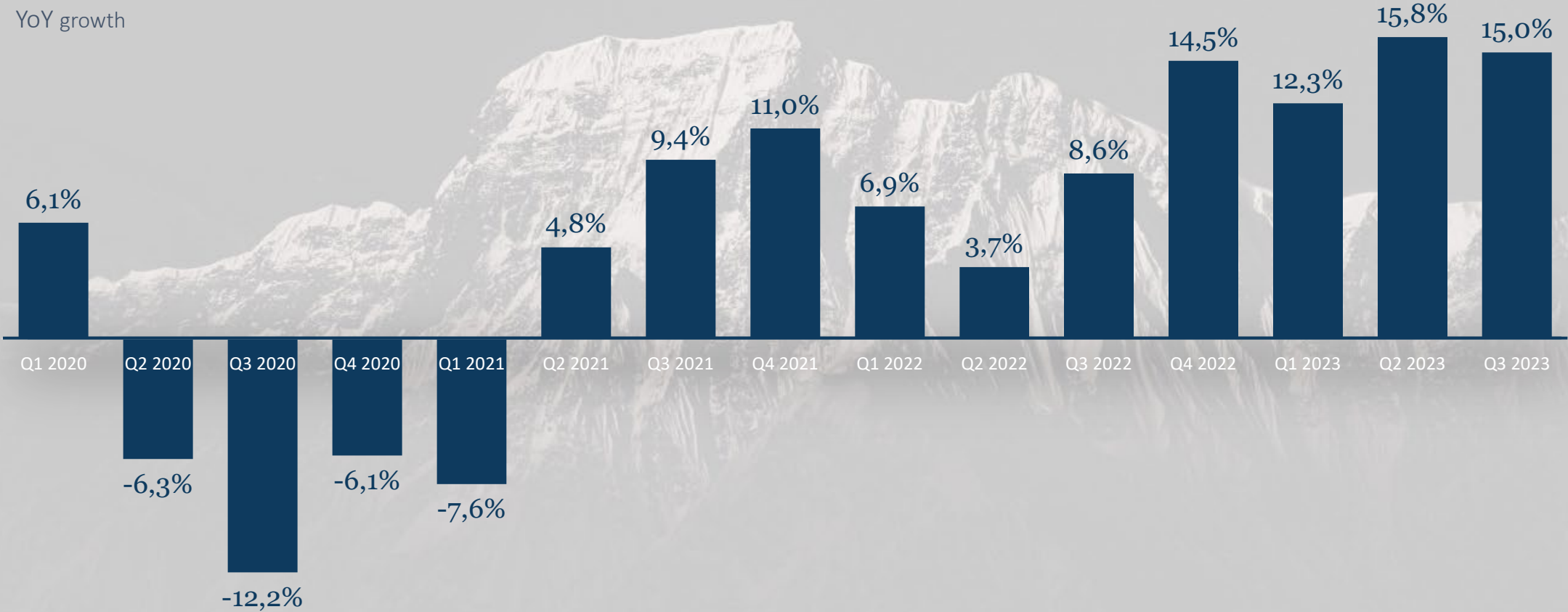
 BUILD ON GLOBAL DELIVERY CAPACITY AND ACCESS TO TALENT

# Turnaround accomplished

We have achieved steady organic growth for the past ten quarters and turned around our company ready to continue the growth journey

## → ORGANIC REVENUE GROWTH

YoY growth



→ Note: Organic growth adjusted for acquisitions and divestments and in constant currencies

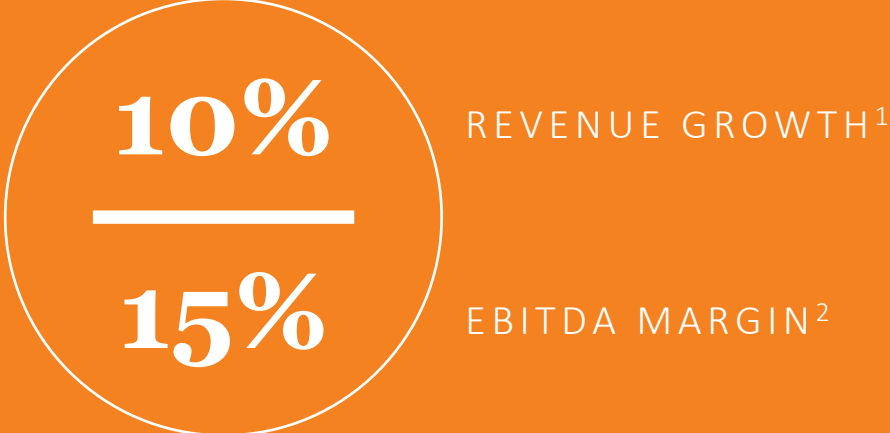


→ AMBITION

Proven leader in delivering core business technology and lasting value

in Manufacturing, Retail & Distribution, Food & Beverage and Life Science

→ GOAL



**New** 20<sup>°</sup>24 → 26  
**Heights**

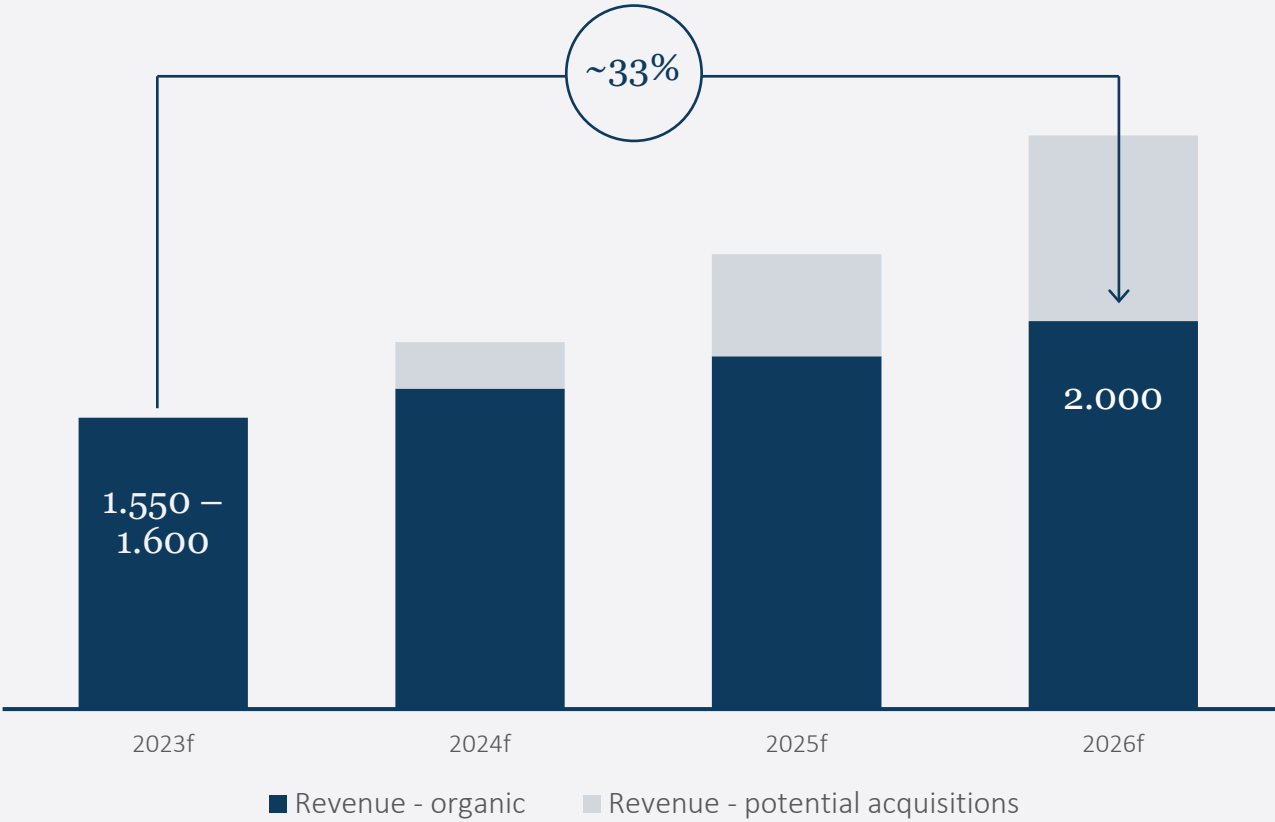
→ Note: 1) 10% compounded annual growth over the period; 2) 15% margin by end-2026

# Revenue growth

Continue strong growth trajectory toward 2026 with combination of organic growth and acquisitions

## → REVENUE GROWTH

mDKK

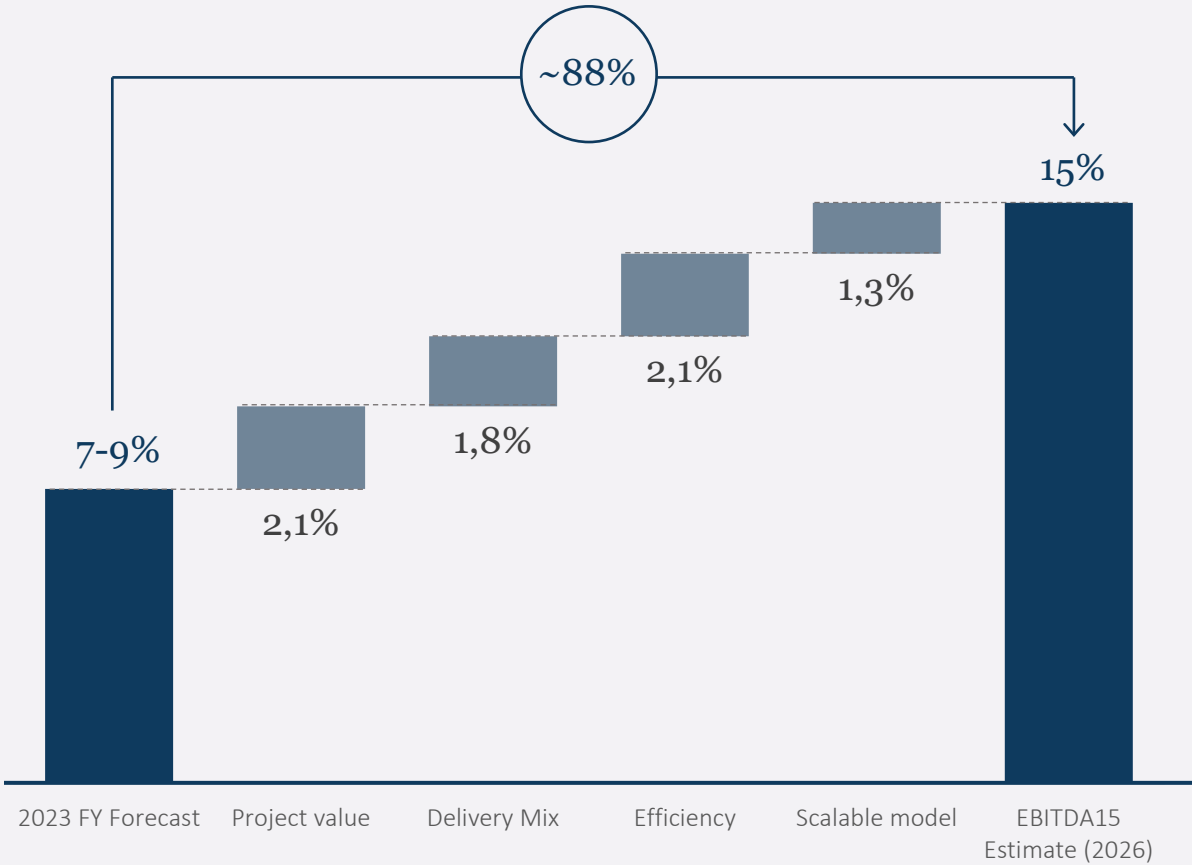


- We maintain our revenue growth trajectory of 10% CAGR for the period, despite market headwinds
- In addition to organic growth, we reserve the option to add acquisitive growth – ICY Security being the latest. We stay selective for right strategic fit
- Entering the service area of Security with high growth is going to contribute to continued growth medium-term
- Entering Life Science with high potential is going to contribute to continued growth medium-term

# EBITDA15 program

Expand margin with productivity increases, commercial excellence and leveraging of business model

## → EBITDA MARGIN EXPANSION



- **Project value.** Increased project value delivered translating to higher price points and less rework
- **Delivery mix.** Changes to shoring mix and seniority in delivery - improving margins
- **Efficiency.** Efficiency improvements through better utilization of available customer facing hours and larger engagements
- **Scalable model.** Global functions and other support staff diminishing in ratio to growing delivery organization

## New strategic bets

We will invest resources to expand our service portfolio, expand our playing field and seize the opportunity as a constant digital transformation partner

# 1



### Expand and invest in our service portfolio

Acquisitive growth to existing- and new services that supports our strategy

# 2



### Expand our playing field

Enter the Life Science Industry with high synergies to existing offering

# 3



### Seize market opportunity as constant partner

Accelerate our Evolve (operations) business and expand coverage to multiple services

# 4



### Initiate EBITDA15 program

Improve profitability to fuel growth and secure financial position

# We solve complex industry problems

Our customers partner up with us to help solve some of the most complex challenges facing their industry

SUPPLY CHAIN  
DISRUPTIONS

AUTOMATION  
PRESSURES

DIGITAL CHANNEL  
REQUIREMENTS

SUSTAINABILITY  
& COMPLIANCE

RESILIENCE  
& SECURITY



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# Thank you