

Columbus

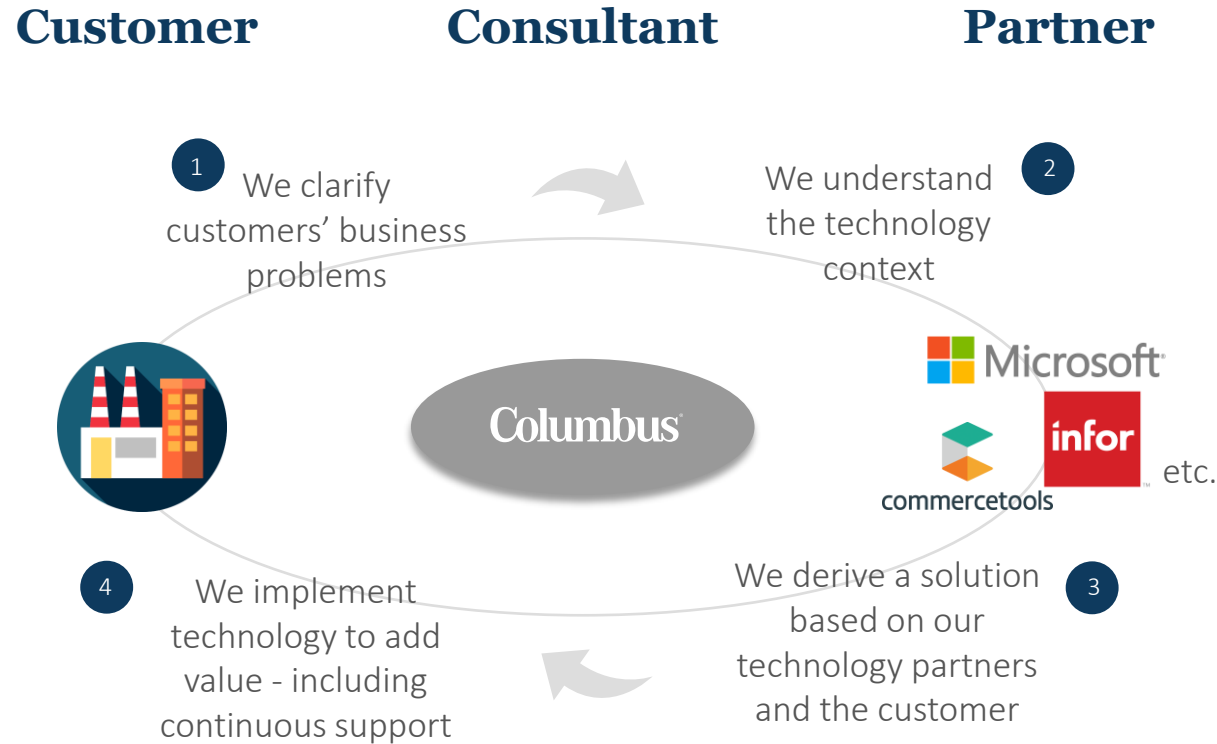
Investor Presentation
HC Andersen Capital

17-09-2028



Columbus are digital consultants who help customers adopt and implement technology

OUR BUSINESS MODEL



KEY FACTS



+1600
EMPLOYEES



1,6bn
ANN. REVENUE (DKK)



**Scandinavia
& UK** (US, GE)
KEY MARKETS

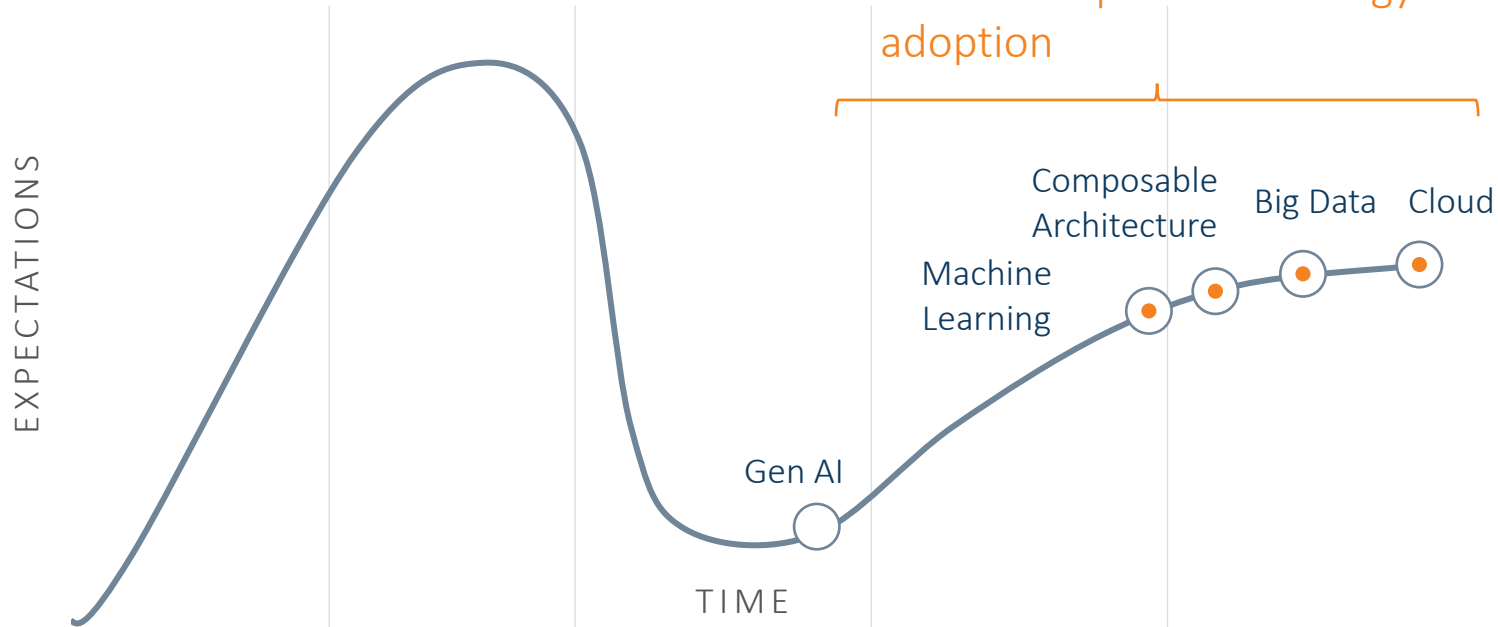


Global (IN, CZ, PL, CL)
DELIVERY

We ride the rising mega trend of increased technology adoption

MARKET TRENDS

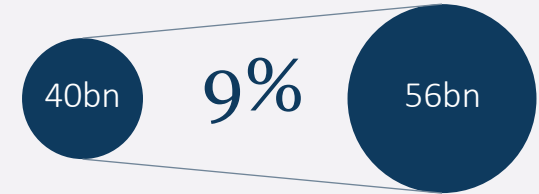
Hype cycle and adoption



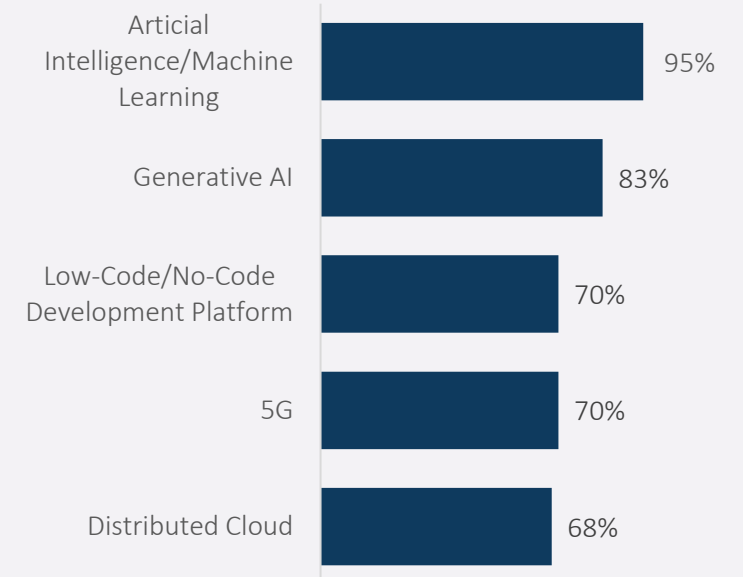
Columbus strength:
Mass Enterprise technology adoption

| Innovation Trigger | Peak of Inflated Expectations | Trough of Disillusionment | Slope of Enlightenment | Plateau of Productivity |
|---|--|--|--|--|
| An innovation is the subject of significant media and industry interest | An innovation becomes the subject of over-enthusiasm and unrealistic projections | An innovation does not live up to its over-inflated expectations | Commercial off-the-self methodologies and tools ease development process | Real-world benefits of an innovation are demonstrated and accepted |

IT SPEND ON CONSULTING
KEY MARKETS CAGR (USD)¹
2025-2028



WHICH TECHNOLOGIES ARE MOST LIKELY TO BE IMPLEMENTED BY 2026?



Sources: Gartner IT Spending, Gartner CIO Technology Survey 2024 Nordics

Note: 1) Key markets are Enterprises (non-public) in Sweden, Denmark, Norway and United Kingdom

We solve complex industry problems with technology

INDUSTRIES

Manufacturing

Retail & Distribution

Food & Beverage

Life Science

CHALLENGES

SUPPLY CHAIN
DISRUPTIONS

AUTOMATION
PRESSURES

DIGITAL CHANNEL
REQUIREMENTS

SUSTAINABILITY
& COMPLIANCE

RESILIENCE
& SECURITY

CUSTOMERS



We grow from our stronghold as market leader in the medium size segment toward larger customers

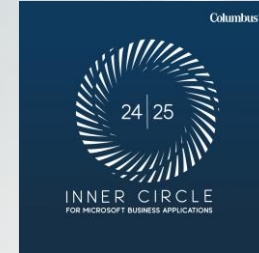
TARGET MARKET

Services and Segments

| | | Service | | | | |
|------------------|------------------------------|---------------------------|------------------|-----------|---------------------|-----------|
| | | Cloud ERP | Digital Commerce | Data & AI | Customer Experience | Security |
| | | Evolve (Managed Services) | | | | |
| Customer segment | Global | | | | | |
| | Large size and multinational | Grow | Grow | Grow | Grow | Grow |
| | Medium size and regional | Grow | Grow | Grow | Grow | Grow |
| | Small size and local | Maintain | Maintain | Maintain | Maintain | Maintain |
| | Micro size | Non-focus | Non-focus | Non-focus | Non-focus | Non-focus |

Grow
 Maintain
 Non-focus

AWARDS & RECOGNITIONS



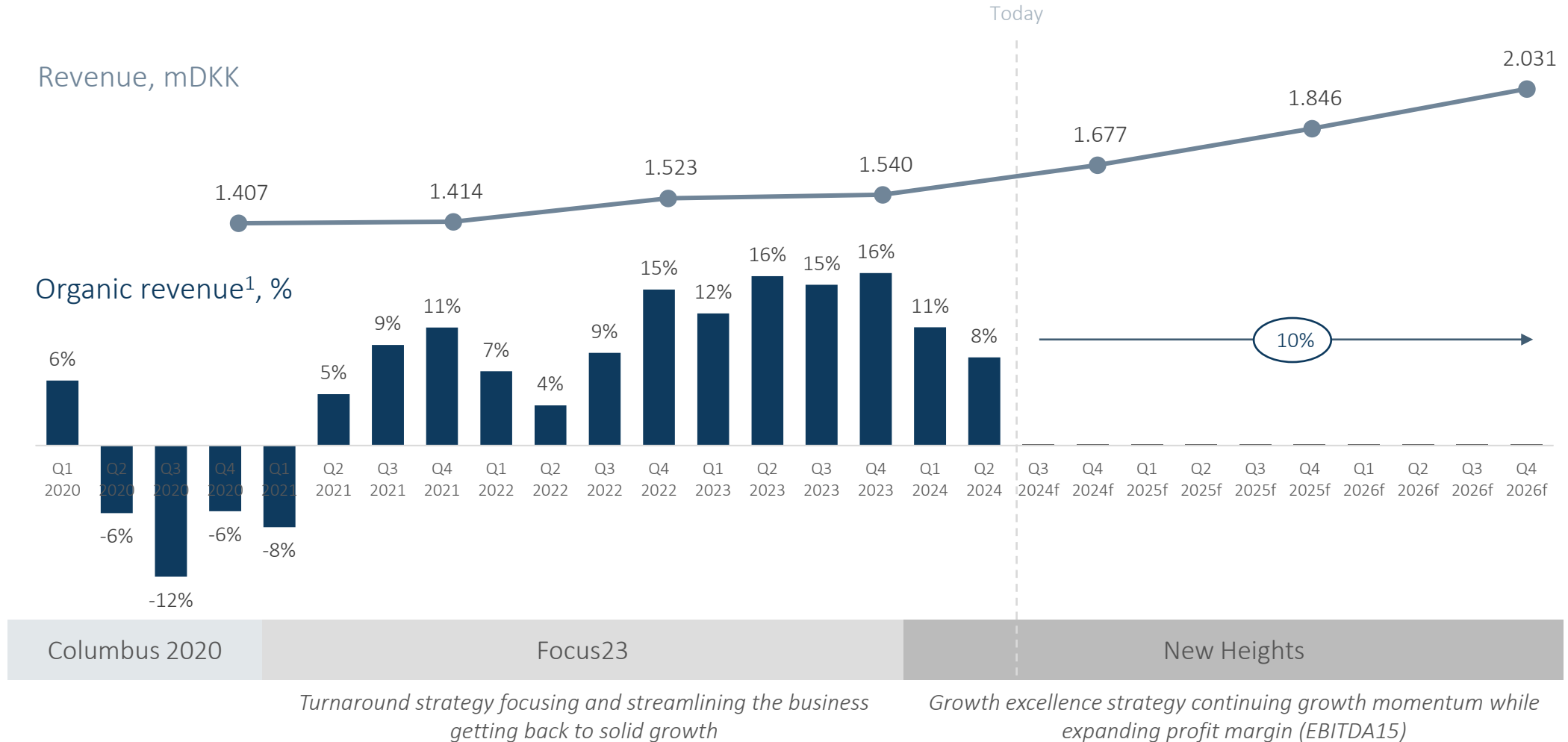
The largest independent Infor M3 partner in the world



We have tailored our business model to the needs of this particular segment

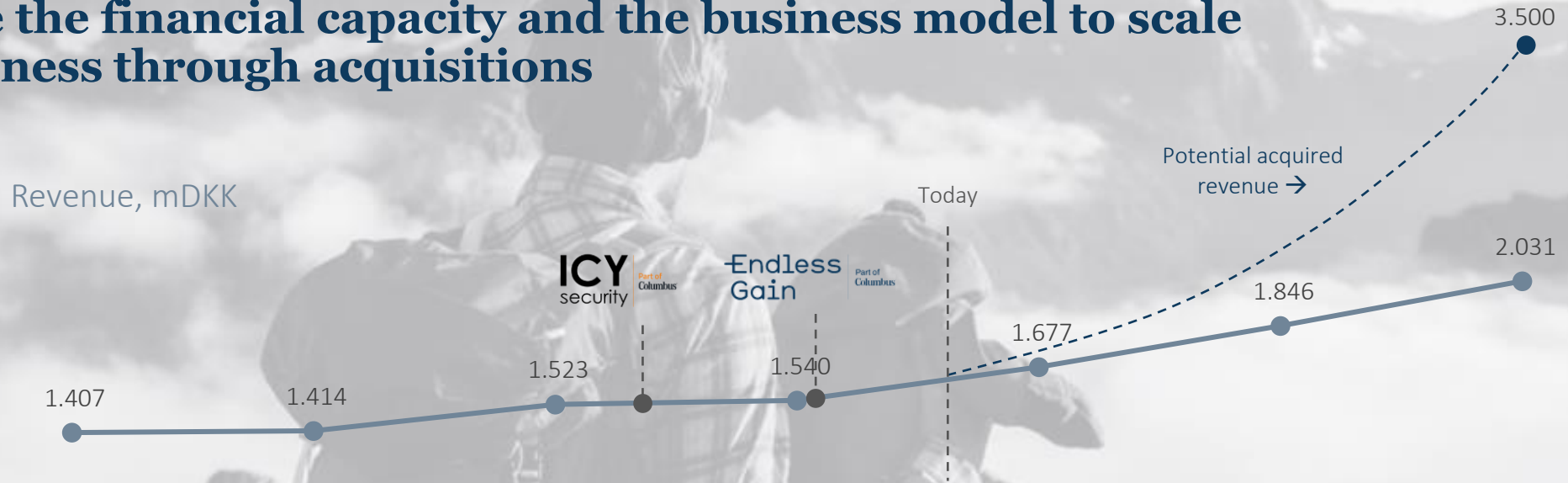
We continue growth momentum as proven leader delivering technology while increasing profitability

REVENUE DEVELOPMENT



Note: 1) Organic revenue is adjusted for acquisitions and divestments and in constant currencies

We have the financial capacity and the business model to scale our business through acquisitions



+1,5bn

Financial means to acquire additional revenue of 1,5bn (DKK)

x4

Strong balance sheet with low debt will give us an x4 leverage ratio



Scalable business model with a full integration approach given our system architecture and streamlined operations



We stay selective for getting the right fit. Key criteria are competencies, cultural fit, geography, and strong synergies

We build our company from a strong market- and financial position

STRATEGIC AMBITION

Proven leader in delivering core business technology and lasting value

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



FINANCIAL GOALS



REVENUE GROWTH¹

EBITDA MARGIN²



| | H1 2024 Actuals | 2024 Guidance | 2026 Target |
|---------------|-----------------|---------------|-------------|
| Revenue (DKK) | 0,9 bn | 1,7 bn | 2 bn |
| EBITDA (DKK) | 85 m | 150-170 m | 300 m |

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

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