



Business Software

Q2 2005 Presentation

Eilert G. Hanoa, CEO

July 5th 2005

Vision

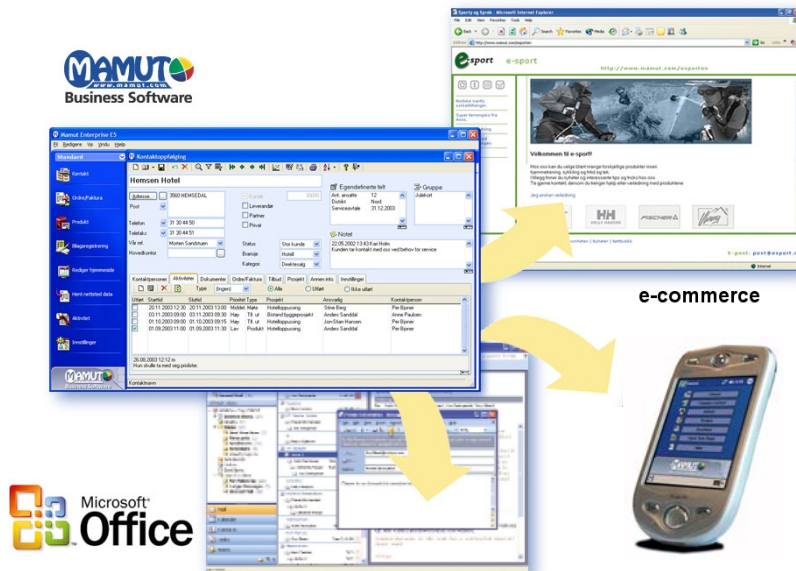
To simplify the way small organisations do business

Mission Statement

To empower all organisations with effective and user friendly administrative tools in order to improve their business processes

Strategic Goal

Become a leading provider of small business solutions in Northern Europe



Q2 Highlights

Highlights from Q2 2005

- **Continued growth and increased activity level**
 - Organic growth of 26% in 2Q05 (19% in 2Q04)
 - EBITDA MNOK 4,3 in 2Q05 (MNOK 4,1 in 2Q04)
 - EBIT MNOK 1,8 in 2Q05 (MNOK 2,9 in 2Q04)
 - Deferred revenue MNOK 12,7 (MNOK 10,0 in 2Q04)
 - Cash position of MNOK 40,9 - no long term debt
- **Business Update**
 - Continued growth in all markets, over 7.500 new customers added 1H
 - Preparing for launch of Mamut Business Software in Denmark and Ireland during 2005
 - Strategic OEM agreement with Magnus Informatik A/S in Denmark
 - Launch of Mamut Open Services and Mamut Online Backup
 - Finalist for two Microsoft Awards with Small Business Concierge and the Dell and Microsoft partnership in NL

Company Overview

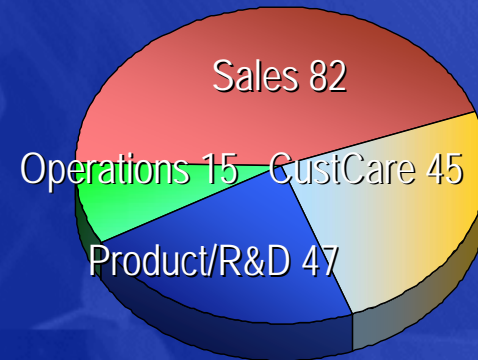
Mamut ASA



The Company

- Established 1994
- Headquarter in Oslo, Norway
- 189 employees
- Operations in NO, SE, DK, NL and UK/IE
- Over 48.000 customers and 95.000 users
- Pure software company (+90% software)

Organisation



Business Model

- Organic growth business model
- Centralised organisation at head office
- Localised European Business Software
- Integrated web-based services
- All-inclusive Customer Care/Tech Support
- Partner-centric business model
- Experienced organisation

Products and Partners

- Complete offering of solutions and services for the SMB segment
- Cooperation with Microsoft on European roll-out of Small Business Concierge
- OEM distribution with Wolters Kluwer in Sweden and Denmark (Norstedts Juridik AB and Magnus Informatik A/S)
- Local technology and distribution partners

Profit and Loss Statement 2Q05

Strong organic growth continues

Profit & Loss Statement

(All figures in MNOK)

	IFRS 2Q05	IFRS 2Q04		IFRS 1H05	IFRS 1H04	
Operating revenues	43,3	34,5	26 %	91,8	72,7	26 %
EBITDA	4,3	4,1	5 %	10,9	8,3	32 %
EBIT	1,8	2,9	-38 %	6,2	6,0	3 %
Profit before tax	2,1	3,1	-33 %	4,8	3,8	26 %
<i>EBITDA - margin</i>	<i>10 %</i>	<i>12 %</i>		<i>12 %</i>	<i>11 %</i>	
<i>EBIT - margin</i>	<i>4 %</i>	<i>8 %</i>		<i>7 %</i>	<i>8 %</i>	
EPS (NOK)	0,03	0,05		0,11	0,09	
No. of employees				189	155	
No. of customers				48 900	35 900	

- Increased revenue with MNOK 8,8 in Q2 vs. MNOK 5,5 in 2Q04
 - Total operating expenses increased 28% to MNOK 38,9
 - High investments in new markets and services reduced EBIT
 - 2004 and 2005 are based on IFRS accounting principles

Profit and Loss Statement 2Q05

Growth in all markets

Profit & Loss Statement pr Market

(All figures in MNOK)

	Revenues			EBIT	Revenues			EBIT
	2Q05	2Q04		2Q05	1H05	1H04		1H05
Norway	33,5	28,7	17 %	10,1	72,3	61,8	17 %	20,4
International	9,7	5,7	70 %	(8,3)	19,5	10,9	79 %	(14,3)
Sweden	4,7	3,7	26 %	0,1	9,7	7,8	24 %	0,2
NL/UK	5,1	2,0	150 %	(4,5)	9,8	3,1	218 %	(8,2)
Other Markets/Open Services		-	-	(3,9)	-	-		(6,2)

Revenues Source

	2Q05	2Q04		1H05	1H04	
Licenses	21,1	15,9	33 %	45,2	34,4	31 %
Service Agreements	20,2	16,8	21 %	41,5	34,0	22 %
Other Products & Services	1,9	1,7	10 %	5,1	4,3	19 %
Totalt revenues	43,3	34,5	26 %	91,8	72,7	26 %

- **International sales up 70% in 2Q05**

- Investment of MNOK 3,9 in new markets (DK and IE) and Open Services
- EBIT margin in Norway 30% in 2Q05
- Strong EBIT improvement in Sweden

Balance sheet / Cash flow 2Q05

Solid Balance Sheet

Balance Sheet			
<i>(All figures in MNOK)</i>			
	IFRS	IFRS	IFRS
Balance Sheet - Items	30.06.05	30.06.04	31.12.04
Other intangible assets	18,6	4,4	8,5
Accounts receivable	36,5	27,4	41,6
Bank deposits/overdraft, cash, etc.	40,9	53,3	43,4
Deferred revenue	12,7	10,0	12,0

Cash Flow			
	2Q05	2Q04	1H05
Cash flow from operations	1,4	(0,1)	12,2
Investments in tangible assets	(3,5)	(0,7)	(7,6)
Investments in intangible assets	(9,7)	(2,4)	(12,7)
Net cash flow from investments	(13,1)	(3,1)	(20,3)
Cash flow from financing activities	6,9	38,1	5,5
Net cash flow	(4,8)	34,8	(2,6)

- **Increased cash position and deferred revenues in 2Q05**
 - Investments in intangible assets include MNOK 6,8 in acquisition of technology
 - Net cash flow MNOK -2,5 for 1H due to high investment level, no long term debt
 - Capitalization of R&D on same level as in 2Q04

Shareholders

Shareholders in Mamut ASA per 30.06.05

- **Mamut ASA**
 - Total of 43,1M outstanding shares
 - Total of 712 shareholders
 - IPO in May 2004 at NOK 7,00
 - 26% owned by employees
- **Employee Option Program**
 - Broadly based incentive schemes
 - Motivate and encourage for increased value-added contributions
 - Achieve greater long-term profitability
 - Recognise/reward wealth creation

Shareholders 30.06.05

Name	Shares	Percent
Eilert Hanoa	5 795 014	13,5 %
A. Wilhelmsen AS	5 793 070	13,5 %
Northzone II AS	3 461 358	8,0 %
Storebrand Livsforsikring AS	2 250 000	5,2 %
Bank of New York (Finsbury)	2 060 000	4,8 %
Mellon Bank	1 685 500	3,9 %
Saga Equity Fund	1 609 000	3,7 %
Martin Kværnstuen	1 299 914	3,0 %
Høegh Capital Partner	1 060 837	2,5 %
Conti AS	1 058 357	2,5 %
Orkla ASA	1 000 000	2,3 %
Others	15 985 950	37,1 %
Total number of shares	43 059 000	100,0 %

Market and customers

Company Overview

Market approach

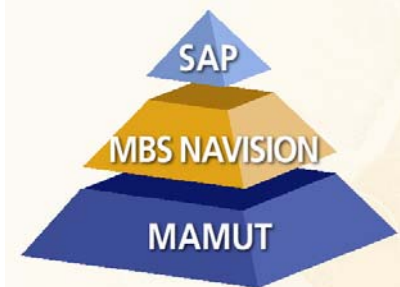
- Target SMB with 1-25 PCs / rev €0-5m
- Direct sales/support model
- Covering all price points
- Aggressive pricing, "try before you buy"

Segment opportunity

- Low ERP penetration vs Mid/Hi segments
- Underserved segment with demand for complete solutions at affordable prices
- Dedicated vendors preferred
- Changed perception of "preferred vendors"

Segment and customer base

Markets	Market Size	Prospects	Customers	Growth Q2	Growth YTD	Growth 2004
<i>Norway</i>	150 000	50 000	18 500	800	2 000	3 500
<i>Sweden</i>	300 000	60 000	4 800	300	800	2 000
<i>NL & UK</i>	2 300 000	250 000	3 000	400	1 200	1 700
<i>Other (DK+IE)</i>	350 000	40 000	-	-	-	-
<i>Norway SoHo</i>	500 000	100 000	22 600	1 100	3 600	2 000
Total	3 600 000	500 000	48 900	2 600	7 600	9 200



- Customer base continue to grow
 - Strong growth in all markets

Mamut Business Partners

Mamut's partners in EMEA



● Microsoft

- Partnering since 1995. Joint GTMs, bundles, expos and workshops
- Partnering in EMEA, initiated roll-out in the UK and NL with Microsoft
- The Small Business Concierge: Complete business software solutions for small businesses in Europe with up to 50 employees. A joint effort to integrate user-friendly business software, with added-value services, at an economical price to meet the needs of smaller businesses

● Wolters Kluwer / Norstedt Juridik AB

- OEM agreement on Mamut Business Software
- All NJ accounting users to be migrated to Mamut
- OEM agreement for Denmark signed in May 2005
- Agreement may be extended to other markets



Mamut and Dell

Partner Agreement in The Netherlands

- Co-operation with Microsoft and Dell in The Netherlands
- Extending the partner agreement with Microsoft on Small Business Concierge to include Dell PCs and Servers

PAKKET-AANBIEDING 1: DESKTOP

- Dell Optiplex 170L + 17" CRT scherm
- Microsoft® Office Professional Edition 2003
- 1 licentie Mamut Enterprise E3*



€ 429 € 579 € 699

Speciale prijs
€ 999,-
Prijzen exd BTW.

BESPAAR RIJN
€ 700

PAKKET-AANBIEDING 2: LAPTOP

- Dell Latitude 110L
- Microsoft® Office Professional Edition 2003
- 1 licentie Mamut Enterprise E3*



€ 713 € 579 € 699

Speciale prijs
€ 1199,-
Prijzen exd BTW.

BESPAAR RIJN
€ 750

PAKKET-AANBIEDING 3: SERVER

- Dell PowerEdge SC420
- Microsoft Windows 2003 Small Business Server Standard, incl. 5 extra CALs en 768 Mb geheugen**
- 1 licentie Mamut Enterprise E3*



€ 749 € 779 € 699

Speciale prijs
€ 1399,-
Prijzen exd BTW.

BESPAAR RIJN
€ 800

**Dell raadt minimaal 1Gb geheugen aan wanneer u MS SBS gaat gebruiken

Mamut Open Services

Launched June 2005

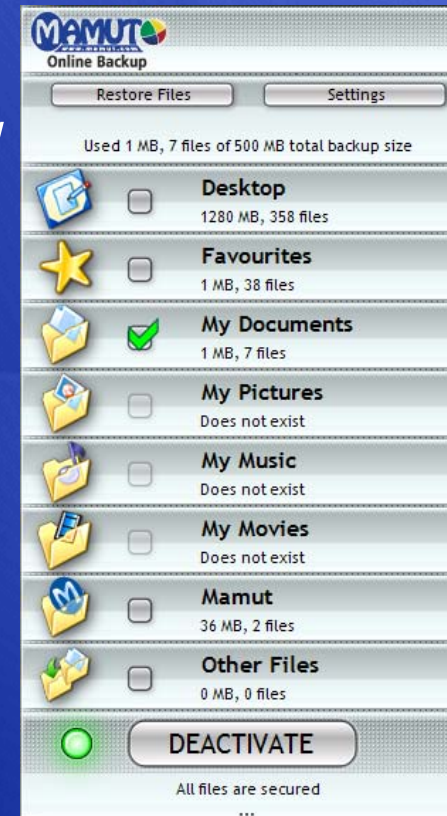


- **Mamut Open Services**
 - Easily accessible
 - Including software and services
 - Free editions with upgrade path
- **The concept**
 - Offers more value to new and existing customers
 - An important tool in new markets
 - Will be extended with new services
- **Availability**
 - Mamut Online Backup launched in June (all markets)
 - Several new services will be launched the next 12 months
 - Mamut Open Services portal will be launched in 4Q05

Mamut Online Backup

New concept

- **Mamut Online Backup**
 - Automated, user-friendly, real-time backup
 - Secure encryption, passphrase-protected private 2048-bit key
- **Storage space / Pricing**
 - Companies will receive 500 MB storage (free)
 - Private individuals will receive 250 MB storage (free)
 - Mamut customers will receive 2x storage space (free)
 - Additional storage space avg €1 per GB per month
- **System requirements**
 - Windows XP, 2000 and ADSL/Broadband connection
- **Infrastructure**
 - Professional hosting environment with full mirroring
 - Upgrading to a Dell SAN solution
 - Capacity for 250.000 users during next 12 months
 - Based on the Windows 2003 Server / Microsoft SQL Server



Product and Services

Mamut Business Software



Customer value

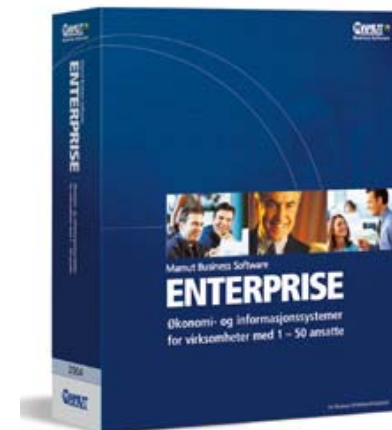
- Award winning products
- Complete solutions with CRM and Web
- Competitive pricing and low TCO
- Rich functionality and user-friendly
- Integrated with Microsoft Office

Features

- Finance/Accounting
- CRM and Sales Force Automation
- Logistics/purchasing
- Web site/ E-commerce
- Payroll/HR

Product Range

Features	Web	CRM	Accounting	Office	Enterprise	E5
Web site / e-commerce	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Contact Management		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sales Force Automation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Order / Invoicing		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Product & Logistics				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Purchase/Order				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Payroll/HR					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Time Sheet/Project						<input checked="" type="checkbox"/>
License per user from	€99	€99	€99	€300	€600	€1 000
Maintenance per user	€100	€150	€200	€200	€300	€500
Multi-user		Yes	Yes	Yes	Yes	Yes



Growth Drivers

Growth and Earnings Scalability

Growth Drivers

- Strong growth potential in all markets
- Increasing market shares
- Expansion into new markets & segments
- Upside in higher revenue per customer
- Increased customer satisfaction

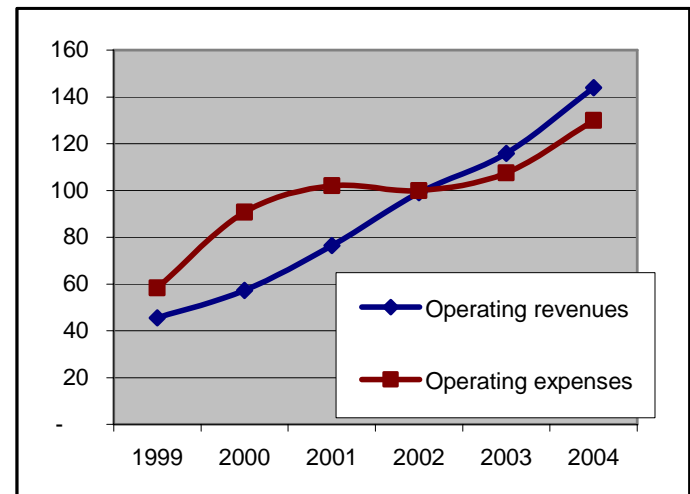
Earnings scalability

- Sustainable organic growth
- +90% of revenues is Mamut Software
- Centralised organisation and R&D
- Identical business model in all markets
- Products & code optimised for localisation

Scalability 2000-2004

COST STRUCTURE

	2000	2001	2002	2003	2004
Operating revenues	57,2	76,5	99,1	115,8	144,2
<i>Revenue growth</i>	26 %	34 %	30 %	17 %	25 %
Cost of goods sold	6,7	6,6	6,5	7,6	9,6
<i>% (Revenues)</i>	12 %	9 %	7 %	7 %	7 %
Marketing	15,1	15,6	16,0	17,1	26,7
<i>% (Revenues)</i>	26 %	20 %	16 %	15 %	19 %
R&D	23,5	24,9	25,5	29,6	32,1
<i>% (Revenues)</i>	41 %	32 %	26 %	26 %	22 %
Total operating cost	90,7	102,0	99,9	107,6	130,1



Focus 2005 / next 12 months

Focus on core business, growth and internationalisation

- Continued organic growth
- Improved net results
- Improve Mamut's strategic position in EMEA
- Further develop European strategic partner alliances
- Launch new products and services
- Expand Mamut Open Services

2005



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