



The period in summary

Second quarter 2026 compared to 2025, group

- Net sales amounted to SEK 95.4 million (75.6), corresponding to a change of 26% (25).
- Growth adjusted for foreign exchange (FX) amounted to 28% (33).
- Software revenue amounted to SEK 63.9 million (42.1), corresponding to 67% (56) of net sales.
- The order book amounted to SEK 959.7 million (298.3) at the end of the quarter.
- Operating profit (EBIT) amounted to SEK 13.2 million (-12.0), corresponding to an EBIT margin of 14% (-16).
- Net income for the period amounted to SEK 15.1 million (-9.0).
- Earnings per share before dilution amounted to SEK 0.39 (-0.24) and diluted to SEK 0.39 (-0.24).

First six months 2026 compared to 2025, group

- Net sales amounted to SEK 155.4 million (166.5), corresponding to a change of -7% (22).
- Growth adjusted for foreign exchange (FX) amounted to -3% (25).
- Software revenue amounted to SEK 95.8 million (92.4), corresponding to 62% (55) of net sales.
- Operating profit (EBIT) amounted to SEK -7.3 million (-3.0), corresponding to an EBIT margin of -5% (-2).
- Net income for the period amounted to SEK -2.7 million (-18.4).
- Earnings per share before dilution amounted to SEK -0.07 (-0.48) and diluted to SEK -0.07 (-0.48).

Key ratios

mSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2026 Q2 LTM	2025 Q2 LTM
Net sales	95.4	75.6	155.4	166.5	341.3	373.4
Net sales growth (%)	26%	25%	-7%	22%	-9%	28%
FX adjusted organic net sales growth (%)	28%	33%	-3%	25%	-4%	28%
Software revenue	63.9	42.1	95.8	92.4	228.4	247.6
Software revenue in relation to net sales (%)	67%	56%	62%	55%	67%	66%
EBIT	13.2	-12.0	-7.3	-3.0	4.3	39.8
EBIT margin (%)	14%	-16%	-5%	-2%	1%	11%
Net income for the period	15.1	-9.0	-2.7	-18.4	-1.1	17.0
Earnings per share before dilution (SEK)	0.39	-0.24	-0.07	-0.48	-0.03	0.45
Earnings per share after dilution (SEK)	0.39	-0.24	-0.07	-0.48	-0.03	0.45

-4%

FX-adjusted organic
net sales growth
LTM

67%

Software revenue in
relation to net sales
LTM

1%

EBIT margin
LTM

“The quarter demonstrates clear progress, but there is still work to do before we achieve our long-term objectives. Our focus now is on continuing to execute our strategy and deliver, quarter by quarter.”

Jonas Jonsson, CEO

CEO comment

A step in the right direction – and our largest contract to date

Towards the end of the quarter, we signed the largest contract in the Company's history, valued at approximately SEK 700 million, within the UK defence sector. In addition, performance developed in line with our expectations and previous communication. Net sales increased by 26 percent to SEK 95.4 million (75.6), software revenue increased by 52 percent, and EBIT amounted to SEK 13.2 million (-12.0). We have taken several steps in the right direction, but there is still work ahead. For the first half of the year, net sales remain below the previous year, and improving cash flow continues to be a key priority.

Quarter highlights

As expected, military exercise activity returned to more normal levels during the quarter, positively impacting revenue. Software revenue amounted to SEK 63.9 million (42.1), representing 67 percent (56) of net sales. Order intake during the quarter amounted to SEK 686 million, while the order book reached SEK 960 million at the end of the period. This was also the first quarter to fully reflect the effects of our cost-saving programme, equivalent to approximately SEK 40 million on an annual basis, with total costs around 10 percent lower than in the corresponding quarter last year. Combined, this resulted in EBITDA of SEK 26.2 million (-1.2) and an EBIT margin of 14 percent (-16). This confirms that the measures are having the intended effect, although a single quarter does not constitute a trend.

The Resilience segment continues to be managed selectively, focusing on existing customers within our core market. Our objective remains for the segment to be cash flow positive during 2026. Expert Services delivered stable

performance, with revenue of SEK 17.0 million (16.7) and continued strong demand within total defence and security across the Nordic region and the UK.

Our largest contract to date

On 29 June, we signed the largest contract in 4C's history: a contract within the UK defence sector worth GBP 55 million, approximately SEK 700 million, running from 2026 to 2041. The agreement is a fixed-price contract with annual indexation and covers the delivery of our Exonaut software platform together with associated development and support services for military training and exercising. It reflects the trust we have built over many years within the UK defence community. We are extremely proud of this agreement. A commitment of this duration is built on close collaboration between multiple parties, and we look forward to seeing the partnership develop throughout the life of the contract.

The Development of Exonaut

Today, AI is an integrated part of our development process,



from code generation and testing to security reviews, and one of the key drivers behind an important milestone we introduced during the quarter: moving from two major software releases per year to a continuous delivery model, where new functionality is made available for customers to test on an ongoing basis. We are still in the early stages of this journey, but we are already seeing the benefits, with a significantly higher release pace without a corresponding increase in the size of the organisation. This transition shortens the time from user feedback to delivered capability while reducing delivery risk in long-term engagements, an important prerequisite as our contracts become larger and longer. Over time, AI will also become an increasingly integrated part of the Exonaut product offering itself.

Cash flow and financing

Improving cash flow remains a key priority, and we are actively working on this across the business. To strengthen working capital and ensure liquidity, we are carrying out a fully secured rights issue of approximately SEK 54 million, with the subscription period running from 9 to 23 July. The rights issue will also reduce shareholder loans through set-off and provide additional resources to strengthen our defence sales organisation. The fact that the rights issue is fully secured by existing shareholders and external investors represents an important vote of confidence in the work ahead. In addition, an over-allotment option of up to SEK 20 million is available in the event of oversubscription, supported by subscription commitments from external investors.

Market outlook and Priorities

European defence investments continue to increase and are increasingly directed towards capability development, training and exercising, the core of our offering. At the same time, implementation remains uneven. Procurement capacity continues to be a bottleneck in several markets, lead times remain long, and individual contracts continue to shift between quarters, meaning volatility in our financial performance is likely to persist. In the United States, decision-making cycles remain prolonged, and the third quarter will be important for developments in the region ahead of the midterm elections and the next round of budget negotiations.

Our priorities remain unchanged: delivering value to our customers as defence investments continue to accelerate, strengthening profitability and cash flow, and growing with a clear focus on the Defence segment. This quarter demonstrates that we are moving in the right direction, but we are not there yet. The task now is to continue executing our strategy, quarter by quarter.

Jonas Jonsson
CEO

Financial overview

Net sales

Net sales during the quarter amounted to SEK 95.4 million (75.6), corresponding to a change of 26 percent compared with the same period last year. The increase was primarily driven by higher software revenue of SEK 63.9 million (42.1), mainly due to the timing of larger software licence transactions resulting in a stronger software mix of 67% (56%). Software-related services amounted to SEK 14.5 million (16.8) and Expert Services to SEK 17.0 million (16.7).

Net sales for the first six months amounted to SEK 155.4 million (166.5), corresponding to a change of -7 percent compared with the same period last year. The decrease was primarily attributable to lower software-related services revenue of SEK 27.0 million (40.7). Software revenue amounted to SEK 95.8 million (92.4) and Expert Services revenue to SEK 32.6 million (33.5), resulting in a slightly stronger software mix of 62% (55).

Development varied across segments and regions during the period. Lower revenue in North America was in line with the timing effects and extended decision-making processes previously communicated by the Company, while EMEA delivered strong growth driven by a major customer contract. Net sales in APAC were negatively impacted by an impairment charge of SEK 6.1 million during the quarter. The Company believes that the underlying demand remains solid.

*For definition see [page 21](#)

Software ARR amounted to SEK 170.5 million (147.4), indicating continued stable development in the recurring revenue base.

Currency fluctuations had a negative impact on net sales of -2 percent (-13) during the quarter compared with the same period last year. For the first half of the year, the currency impact was -4 percent (-5), primarily as a result of a weaker USD/SEK exchange rate. As a large share of the Company's revenue is generated in currencies other than SEK, while the cost base is largely denominated in SEK, exchange rate fluctuations may continue to cause variations in reported net sales going forward.

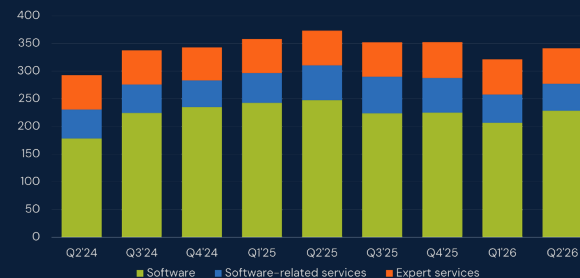
EBITDA

EBITDA amounted to SEK 26.2 million (-1.2), corresponding to an EBITDA margin of 27 percent (-2). The improvement compared with the previous year was primarily driven by higher net sales during the quarter. In addition, previously announced cost-saving measures resulted in a lower cost base, contributing positively to earnings. EBITDA amounted to SEK 17.2 million (17.1) for the first six months, with a margin of 11 percent (10).

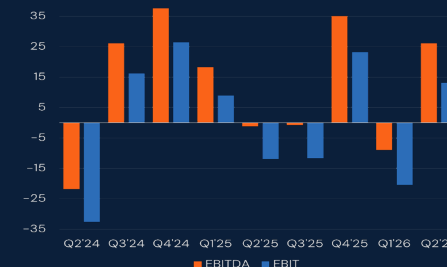
EBIT

EBIT amounted to SEK 13.2 million (-12.0),

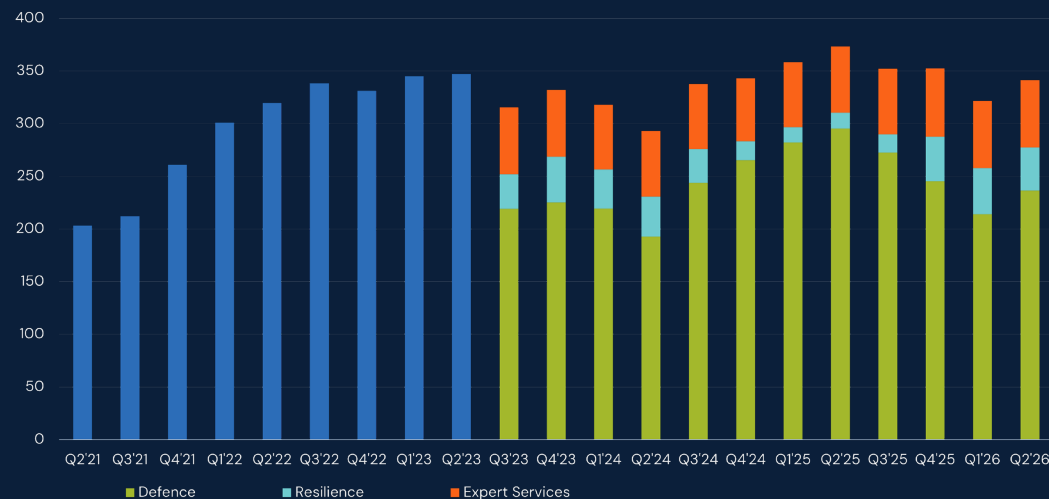
Net sales, mSEK



EBITDA and EBIT, mSEK



Total net sales LTM



corresponding to an EBIT margin of 14 percent (-16). The improvement compared with the corresponding period last year was primarily driven by higher net sales. In addition, implemented cost-saving measures contributed to a lower cost base, resulting in improved earnings. EBIT for the first six months amounted to SEK -7.3 million (-3.0), corresponding to an EBIT margin of -5 percent (-2).

Financial position

At the end of the quarter, the equity ratio amounted to 47 percent (55). Equity totaled SEK 268.7 million (268.8), corresponding to SEK 7.0 (7.0) per share before and after dilution.

Interest-bearing liabilities amounted to SEK 171.8 million (117.9), of which SEK 36.1 million (36.3) relates to lease liabilities. The remaining interest-bearing liabilities of SEK 135.7 million (81.6) consist of bank loans of SEK 16.6 million, shareholder loans of SEK 52 million, a revolving credit facility of SEK 65.2 million, and financing of software licenses of SEK 1.9 million. The increase compared to the previous year is primarily attributable to higher utilization of credit facilities as well as the raising of bank and shareholder loans during the period.

Cash and cash equivalents amounted to SEK 1.2 million (20.5) at the end of the quarter, resulting in a net debt of SEK 170.6 million (97.4), and SEK 134.5 million (61.1) excluding lease liabilities. At the end of the period, the unutilized portion of the overdraft facility amounted to SEK 1.2 million, which together with cash and cash equivalents corresponded to a total available liquidity of SEK 2.4 million.

Cash flow and liquidity

- Cash flow from operating activities amounted to SEK 1.1 million (-33.7) during the quarter. The improvement compared with the corresponding period last year was primarily driven by a higher operating result. The change in working capital amounted to SEK -19.8 million (-40.5), mainly due to increased accounts receivable following high business activity towards the end of the quarter. This was partly offset by positive unrealised foreign exchange effects on working capital items of approximately SEK 10 million.
- Cash flow from investing activities amounted to SEK -8 million (-9.2) and primarily relates to capitalized development of intangible assets associated with Exonaut.
- Cash flow from financing activities amounted to SEK 7.5 million (7.3). The cash flow was impacted by the raising of shareholder loans of SEK 15 million and changes in credit facilities, including net changes in the revolving credit facility and repayment of loans, partly offset by lease payments of SEK 5.2 million.
- Cash flow for the period amounted to SEK 0.6 million (-35.5), resulting in cash and cash equivalents increasing to SEK 1.2 million (20.5) at the end of the quarter, compared to SEK 0.4 million at the beginning of the period. At the end of the period, the company's revolving credit facility amounted to approximately SEK 66.4 million (81.5), of which SEK 65.2 million (78.8) was utilized. During the quarter, SEK 15 million in shareholder loans was raised, which, together with available credit facilities, helped manage the company's liquidity needs.

The Board of Directors assesses that the Group has sufficient financing for the coming twelve months, based on available credit facilities and the current business forecast. Liquidity is monitored continuously, and the company continues to implement measures to strengthen cash flow and the liquidity position.

The 4C share

4C Group AB (publ) is listed on Nasdaq First North Premier Growth Market since 24 May 2022. Total shares at the end of period were 38,274,999 (38,274,999).

Number of employees

Number of employees are presented as an average of full-time employees during the last 12-month period considering normal working hours during a year. The number of full-time employees at the end of the period was 182 (197) whereof 47 (51) were women. As of 30 June 2026, the actual number of employees amounted to 167 (203).

The Parent Company

The Parent Company business is primarily focused on product development and group administration. The financial statements for the Parent Company can be found on page 12-13.

Other significant events during and after the period

The Board of Directors resolved on a fully secured rights issue June 8, 2026 of approximately SEK 54 million, with an over-allotment option of up to approximately SEK 20 million. The rights issue was approved by the

Extraordinary General Meeting on 26 June 2026. At the end of the quarter 4C Strategies signed its largest contract to date with a UK defence customer. The contract, valued at approximately SEK 700 million (GBP 55 million), covers the delivery of the Exonaut platform together with related development and support services, and runs from 2026 to 2041.

Upcoming rights issue

The Extraordinary General Meeting held on 26 June 2026 approved the fully secured rights issue of approximately SEK 54 million, with an over-allotment option of up to approximately SEK 20 million. The subscription period runs from 9 July through 23 July 2026. Further information regarding the terms and timetable of the rights issue is available on the Company's website.

Annual general meeting 2026

The Annual General Meeting was held on 21 May 2026.

The Board of Directors proposed that no dividend be paid for the 2025 financial year, in line with the Company's dividend policy. 4C Group intends to use generated cash flow for investments and continued growth. In addition, the following resolutions were adopted, in summary:

- Adoption of the income statement and balance sheet for the 2025 financial year.
- The Board members and the CEO were discharged from liability for the 2025 financial year.

Further information is available in the minutes published on our website.

Declaration

The Board of Directors and the CEO declares that the Interim Report provides a fair view of the parent company's and the Group's business, financial position and results of operations.

9th of July 2026
Stockholm, Sweden

Board of Directors of 4C Group AB (publ):

Andreas Hedskog
Chairman

Louise Bagewitz
Board Member

Anders Fransson
Board Member

Erik Ivarsson
Board Member

Magnus Hansson
Board Member

Jörgen Ericsson
Board Member

Jonas Jonsson
CEO

Financial reporting information

Financial calendar

Interim Report Q3
3 November 2026

Interim Report Q4
12 February 2027

Interim Report Q1
23 April 2027

Interim Report Q2
9 July 2027

Report information

4C Group AB (publ) has published the report in both English and Swedish. This is an unaudited translation of the Swedish Interim Report. If any disparities between the Swedish and the English version would exist, the Swedish version shall prevail. This report has not been subject to review by the company's auditor. The information inside this report is information that 4C Group AB (publ) is obliged to make public pursuant to the EU Market Abuse Regulation (MAR).

Financial reports and calendar are available on 4C's website, investors.4cstrategies.com.

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Jonas Jonsson
CEO



Veronica Wallin
CFO

Consolidated statement of profit and loss in summary

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2025 Q1-Q4
Net sales	95,369	75,594	155,443	166,542	352,386
Other revenue	620	424	1,401	595	726
Total revenue	95,988	76,018	156,844	167,137	353,111
Operating expenses					
Other external costs	-20,481	-20,940	-35,265	-41,198	-84,106
Personnel costs	-57,615	-64,757	-118,181	-125,449	-255,717
Capitalized work for own account	8,001	8,862	15,046	18,368	41,447
Other operating expenses	259	-424	-1,280	-1,800	-3,345
Total operating expenses	-69,837	-77,259	-139,680	-150,079	-301,720
Operating income before depreciation and amortization	26,152	-1,241	17,164	17,058	51,391
Depreciation	-5,686	-5,718	-10,895	-11,474	-23,020
Amortization	-7,313	-5,047	-13,536	-8,572	-19,798
Operating income	13,153	-12,006	-7,267	-2,988	8,573
Financial income	12,726	1,039	22,264	2,224	8,027
Financial expenses	-6,152	-5,856	-17,457	-19,487	-35,537
Income after financial items	19,727	-16,822	-2,460	-20,250	-18,936
Taxes	-4,635	7,838	-286	1,860	2,181
Net income for the period	15,092	-8,984	-2,746	-18,390	-16,755
Income attributable to:					
Parent company's shareholders	15,092	-8,984	-2,746	-18,390	-16,755
Other information					
Earnings per share before dilution (SEK)	0.39	-0.24	-0.07	-0.48	-0.44
Earnings per share after dilution (SEK)	0.39	-0.24	-0.07	-0.48	-0.44

Consolidated statement of other comprehensive income in summary

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2025 Q1-Q4
Net income for the period	15,092	-8,984	-2,746	-18,390	-16,755
Other comprehensive income					
<i>Items which will be reclassified to the income statement (net of tax)</i>					
Translation adjustments attributable to foreign operations	1,667	-529	1,930	-3,030	-4,311
Adjustment	-	-	-	-	-282
Other comprehensive income for the period, net of tax	1,667	-529	1,930	-3,030	-4,593
Total comprehensive income for the period	16,759	-9,513	-816	-21,420	-21,348

Consolidated statement of financial position in summary

kSEK	2026-06-30	2025-06-30	2025-12-31
ASSETS			
Intangible assets	115,472	102,612	113,962
Tangible assets	2,673	3,005	3,133
Right-to-use assets	36,335	36,510	37,974
Financial fixed assets	1,316	1,463	1,306
Contract assets	154,559	86,204	113,042
Deferred tax asset	24,380	21,175	20,814
Total non-current assets	334,735	250,969	290,231
Accounts receivables	50,063	30,768	30,343
Tax receivables	7,845	7,948	5,949
Contract assets	163,369	168,221	160,353
Other current receivables	14,735	13,135	19,138
Cash and cash equivalents	1,242	20,504	11,483
Total current assets	237,254	240,576	227,265
Total assets	571,989	491,545	517,496

kSEK	2026-06-30	2025-06-30	2025-12-31
EQUITY AND LIABILITIES			
Equity			
<i>Equity attributable to the parent company's shareholders</i>	268,670	268,789	268,861
Total equity	268,670	268,789	268,861
Interest-bearing non-current liabilities	564	1,850	1,264
Non-current lease liabilities	19,360	17,181	19,324
Deferred tax liability	23,477	20,621	23,062
Total non-current liabilities	43,400	39,652	43,651
Interest-bearing current liabilities	135,226	79,768	92,256
Current lease liabilities	16,693	19,074	18,397
Accounts payables	16,004	10,659	15,209
Tax liabilities	7,492	8,036	4,253
Contract liabilities	37,144	29,315	29,830
Other current liabilities	47,360	36,251	45,039
Total current liabilities	259,919	183,104	204,985
Total equity and liabilities	571,989	491,545	517,496

Changes in consolidated equity in summary

kSEK	Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance 1 January 2025	615	167,192	5,066	64,439	237,311
Net income for the period				-16,755	-16,755
Other comprehensive income			-4,311	-282	-4,593
Total comprehensive income			-4,311	-17,037	-21,348
Transaction with owners					
New share issues	55	52,156			52,211
Costs related to new share issue	-	-480			-480
Payment warrants	-	1,168			1,168
Total transaction with owners	55	52,843			52,898
Closing balance 31 December 2025	670	220,035	754	47,402	268,861
Opening balance 1 January 2026	670	220,035	754	47,402	268,861
Net income for the period				-2,746	-2,746
Other comprehensive income			1,930		1,930
Total comprehensive income			1,930	-2,746	-817
Transaction with owners					
Payment warrants		626			626
Total transaction with owners		626			626
Closing balance 30 June 2026	670	220,661	2,684	44,655	268,670

Consolidated cash flow statement in summary

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2025 Q1-Q4
Cash flow from operating activities					
Operating income	13,153	-12,006	-7,267	-2,988	8,573
Adjustment for non-cash items	11,992	10,649	24,257	21,168	45,101
Financial items	-2,620	9,910	-5,166	-2,536	-6,891
Income tax paid	-1,627	-1,693	-2,215	-3,739	-2,420
Cash flow from operating activities, before changes in working capital	20,898	6,859	9,609	11,904	44,363
Change in working capital	-19,830	-40,532	-37,512	-73,065	-91,347
Cash flow from operating activities	1,068	-33,672	-27,903	-61,161	-46,984
Cash flow from investing activities					
Acquisition of intangible assets	-8,001	-8,862	-15,046	-18,368	-41,447
Acquisition of tangible assets	-	-223	-	-502	-1,433
Acquisition of financial assets	1	-81	48	-81	25
Cash flow from investing activities	-8,000	-9,166	-14,998	-18,951	-42,854

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2025 Q1-Q4
Cash flow from financing activities					
New share issues	-	101	-	52,210	52,210
Costs related to new share issue	-	-480	-	-480	-480
Warrant premiums	626	1,168	626	1,168	1,168
Change in liabilities to credit institutions	-	-120	-394	-239	24,514
Change in loans from shareholders	15,000	-	37,000	-	15,000
Net change of overdraft account	5,829	12,250	14,203	37,407	9,509
Repayment of interest bearing debts	-8,753	-530	-8,753	-1,985	-1,985
Cash payments for principal portion of the lease liability	-5,185	-5,069	-10,144	-10,216	-20,506
Cash flow from financing activities	7,517	7,320	32,538	77,865	79,430
Cash flow for the period	585	-35,518	-10,363	-2,246	-10,409
Change in cash and cash equivalents					
Cash and cash equivalents at the beginning of the period	435	56,560	11,483	24,169	24,168
Exchange rate differences in cash and cash equivalents	224	-538	124	-1,418	-2,277
Cash and cash equivalents at the end of the period	1,242	20,504	1,242	20,504	11,483

Parent company income statement

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2	2025 Q1-Q4
Operating revenue					
Net sales	44,642	16,474	62,458	42,077	142,035
Other revenue	265	68	408	97	74
Total revenue	44,907	16,542	62,866	42,175	142,109
Operating expenses					
Other external costs	-20,071	-20,867	-46,432	-38,911	-84,453
Personnel costs	-19,673	-23,292	-42,136	-43,822	-92,977
Other operating expenses	-212	-27	-595	-32	-125
Total operating expenses	-39,955	-44,186	-89,163	-82,765	-177,555
Operating income before depreciation and amortization	4,952	-27,644	-26,296	-40,590	-35,446
Depreciation and amortization	-382	-387	-763	-774	-1,544
Operating income	4,570	-28,031	-27,059	-41,364	-36,990
Financial income and expenses	7,661	-3,168	8,660	-13,776	-20,448
Income after financial items	12,231	-31,199	-18,399	-55,139	-57,438
Appropriations	-	-1,100	-	-2,700	-
Income before tax	12,231	-32,299	-18,399	-57,839	-57,438
Taxes	-2,582	11,646	3,739	11,646	11,716
Net income for the period	9,649	-20,654	-14,660	-46,194	-45,722

Parent company balance statement

kSEK	2026-06-30	2025-06-30	2025-12-31
ASSETS			
Fixed assets			
Intangible assets	1,507	2,512	2,009
Tangible assets	761	1,201	981
Total tangible fixed assets	2,268	3,713	2,990
<i>Financial fixed assets</i>			
Shares in subsidiaries	21,680	21,680	21,680
Deferred tax asset	24,010	20,200	20,270
Total financial fixed assets	45,690	41,880	41,951
Total non-current assets	47,958	45,593	44,941
<i>Current assets</i>			
Accounts Receivables	8	-	-
Current intercompany receivables	297,740	166,435	241,372
Contract assets	2,606	2,872	1,066
Other current receivables	2,806	3,168	1,727
Accrued income and prepaid expenses	8,838	9,350	8,663
Cash and cash equivalents	2	18,634	5
Total current assets	312,000	200,459	252,833
Total assets	359,957	246,053	297,773

kSEK	2026-06-30	2025-06-30	2025-12-31
EQUITY AND LIABILITIES			
Equity			
<i>Restricted equity</i>			
Share capital	670	670	670
Total restricted equity	670	670	670
<i>Unrestricted equity</i>			
Additional paid in capital	220,661	220,035	220,035
Profit/loss brought forward	-56,013	-10,291	-10,291
Net income for the period	-14,660	-46,194	-45,722
Total unrestricted equity	149,987	163,550	164,021
Total equity	150,657	164,220	164,691
Untaxed reserves	-	-	-
<i>Non-current liabilities</i>			
Interest-bearing non-current liabilities	564	1,850	1,264
Total non-current liabilities	564	1,850	1,264
<i>Current liabilities</i>			
Interest-bearing current liabilities	53,364	925	16,264
Accounts payables	10,653	7,613	7,939
Current intercompany liabilities	124,769	53,510	83,478
Other current liabilities	11,402	4,952	13,795
Contract liabilities	-	1,998	-
Accrued expenses and prepaid income	8,548	10,985	10,343
Total current liabilities	208,737	79,983	131,818
Total equity and liabilities	359,957	246,053	297,773

Notes

Accounting principles

This Interim Report has been prepared in accordance with IAS 34 Interim Financial Reporting and the Swedish Annual Accounts act. The group's financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and the accounting policies which constitute the accounting standard for this Interim Report, are stated in the most recent annual report. New accounting principles that came into effect on 1 January 2026 have not had any significant impact on the Group's reporting as of 30 June 2026. Preparing the financial reports in accordance with IFRS requires the 4C management team to decide on how to apply the accounting policies which may impact the reported figures of assets, liabilities and result. The Parent Company prepares its financial statements in accordance with the Swedish Annual Accounts Act and RFR 2 Accounting for Legal Entities. The same accounting policies have been applied in the Interim Report.

In February 2026, the EU approved the new standard IFRS 18 Presentation and Disclosure in Financial Statements, which will become effective on 1 January 2027. 4C has initiated an initial analysis of the standard and is in the process of evaluating its potential impact on the Group's financial reporting. The assessment of the effects will continue over the coming periods.

Note that rounding in the financial tables may incur differences of maximally kSEK 1 in column subtotals or totals.

The Company has simplified the presentation of certain key ratios, tables and notes in the report during the period, including the removal of previous labels such as adjusted performance measures. These changes relate solely to presentation and do not affect the calculation or comparability of the reported performance measures.

Risks and uncertainties

4C Strategies is exposed to risks in its operations, both business and financial, and these are described together with other risks in the latest published report, the Annual Report, 16th of April 2026. 2026 has continued to be characterized by sustained global turbulence, with geopolitical unrest contributing to heightened uncertainty for businesses and organizations worldwide. At the same time, macroeconomic conditions have shown signs of stabilization, supported by lower interest rates and declining inflation, which have facilitated a modest economic recovery. 4C Strategies has implemented appropriate measures to ensure that existing risks are effectively managed. No additional changes to risk or uncertainty factors have been identified during the reporting period.

Currency translations

The Group operates in different countries and currently the following currencies are managed: Swedish Krona (SEK), Sterling Pound (GBP), US Dollar (USD), Norwegian Krone (NOK), Australian Dollar (AUD) and Euro (EUR). Assets and liabilities in foreign exchange are translated at the closing rate on the date of the balance statement.

Transaction differences of operational balance items due to translation are recognized as 'Other Revenue' and 'Other Operating Expenses'. The differences of other balance sheet items in foreign currency, such as 'Cash and cash equivalents', are recognized within financial items. Differences that occur from translating net sales and operating expenses in foreign currency are recognized under respective revenue and cost item.

Transactions with related parties

Transactions with related parties have been conducted on market terms. During the quarter, shareholder loans of SEK 15 million were raised. As of 30 June 2026, the company's shareholder loans amounted to SEK 52 million. Apart from the shareholder loans, no material related party transactions occurred during the period.

Taxes

The tax expense has been based on the earnings in each subsidiary and the current tax situation in each domestic area.

Earnings per share

The calculation of Earnings per share is based on the period's earnings in the Group attributable to the parent company's owners and on the weighted average number of shares outstanding during the period. When calculating Earnings per share after dilution, the average number of shares is adjusted to take into account the effects of issued options. The dilution effect from warrants is only accounted for if a conversion to shares results in a lower profit per share or a higher loss per share.

Financial instruments

The Group's financial instruments are valued at accrued acquisition value. The carrying amount of all the Group's financial instruments is considered to be a good approximation of the fair value.

Segment summary

The Group's operating segments are divided into Defence, Resilience, and Expert Services. These operating segments have the same business model, i.e. sales and delivery. The operating segments are reported in compliance with the internal reporting structure as provided to the chief operating decision maker for the Group (CODM). The CODM is the function responsible for allocation of resources and assessment of the operating segments' profit or loss. In the Group, this function is identified as the Chief Executive Officer.

During the year, the Group updated its segment structure from a geographical to a business-based organization, in order to better reflect the Group's internal management and performance monitoring. Comparative figures have been restated to reflect the new segment structure. Operating segments are assessed based on net sales and EBITDA. The evaluation excludes the management of assets and liabilities, which are instead managed centrally by Group Management. To provide a more accurate view of each segment's performance, the line "internal costs" includes both intercompany revenue and costs and is therefore netted out at Group level. Internal transactions between segments refer to cost allocation related to the use of shared resources.

Segment reporting

kSEK	Defence	Resilience	Expert Services	Total Segment	Group Common	Group
Q2 2026						
Software	61,501	2,390	-	63,892	-	63,892
Software-related services	11,948	2,570	-	14,518	-	14,518
Expert Services	-	-	16,959	16,959	-	16,959
Net sales	73,450	4,960	16,959	95,369	-	95,369
Other revenue	56	-5	113	164	456	620
Total revenue	73,505	4,956	17,071	95,533	456	95,988
Capitalized work for own account	-	-	-	-	8,001	8,001
Personnel costs	-14,756	-2,179	-10,634	-27,570	-30,046	-57,615
Operating costs	-5,061	-604	-5,467	-11,132	-9,091	-20,223
Internal transactions	142	218	-847	-487	487	-
Total cost	-19,675	-2,565	-16,948	-39,188	-30,648	-69,837
EBITDA	53,830	2,390	124	56,344	-30,192	26,152

kSEK	Defence	Resilience	Expert Services	Total Segment	Group Common	Group
Q2 2025						
Software	37,264	4,857	-	42,121	-	42,121
Software-related services	14,007	2,794	-	16,801	-	16,801
Expert services	-	-	16,672	16,672	-	16,672
Net sales	51,271	7,652	16,672	75,594	-	75,594
Other revenue	84	123	153	360	64	424
Total revenue	51,355	7,774	16,825	75,954	64	76,018
Capitalized work for own account	-	-	-	-	8,862	8,862
Personnel costs	-17,344	-5,080	-9,074	-31,498	-33,259	-64,757
Operating costs	-7,071	-2,241	-3,447	-12,759	-8,604	-21,364
Internal transactions	68	327	-880	-485	485	-
Total cost	-24,347	-6,995	-13,401	-44,743	-32,516	-77,259
EBITDA	27,008	780	3,424	31,211	-32,452	-1,241

Segment reporting

kSEK	Defence	Resilience	Expert Services	Total Segment	Group Common	Group
Q1-Q2 2026						
Software	90,990	4,835	-	95,825	-	95,825
Software-related services	21,799	5,169	-	26,969	-	26,969
Expert Services	-	-	32,649	32,649	-	32,649
Net sales	112,789	10,005	32,649	155,443	-	155,443
Other revenue	280	255	113	648	753	1,401
Total revenue	113,069	10,259	32,762	156,091	753	156,844
Capitalized work for own account	-	-	-	-	15,046	15,046
Personnel costs	-30,133	-6,123	-21,366	-57,622	-60,560	-118,181
Operating costs	-9,733	-1,883	-9,228	-20,843	-15,702	-36,545
Internal transactions	536	401	-1,980	-1,042	1,042	-
Total cost	-39,329	-7,605	-32,573	-79,507	-60,173	-139,680
EBITDA	73,740	2,655	189	76,584	-59,420	17,164

kSEK	Defence	Resilience	Expert Services	Total Segment	Group Common	Group
Q1-Q2 2025						
Software	85,844	6,522	-	92,366	-	92,366
Software-related services	36,082	4,644	-	40,725	-	40,725
Expert services	-	-	33,451	33,451	-	33,451
Net sales	121,926	11,166	33,451	166,542	-	166,542
Other revenue	220	78	198	496	98	595
Total revenue	122,146	11,244	33,649	167,039	98	167,137
Capitalized work for own account	-	-	-	-	18,368	18,368
Personnel costs	-27,739	-11,264	-18,876	-57,878	-67,571	-125,449
Operating costs	-14,438	-4,585	-5,991	-25,014	-17,984	-42,998
Internal transactions	68	308	-1,075	-699	699	-
Total cost	-42,108	-15,541	-25,942	-83,591	-66,488	-150,079
EBITDA	80,037	-4,297	7,707	83,448	-66,390	17,058

Net sales by income stream

The Group's income streams are Software, Software-related services and Expert services. Software consists of revenue from our Exonaut software which can be divided into licenses, software development and service and support agreements (SSA). Software-related services refers to software consultancy related to Exonaut. Software consultancy involves both implementation and integration of software, as well as Managed Services. Expert services incorporate our advisory and consulting services which refer to building risk, business continuity and crisis management capability of organizations.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Software	63,892	42,121	95,826	92,366
Software-related services	14,518	16,801	26,969	40,725
Expert services	16,959	16,672	32,649	33,451
Net sales	95,369	75,594	155,443	166,542

Net sales by geographic region

The Group's net sales are distributed across three geographical regions: EMEA, APAC and North America. EMEA represents the largest market, followed by North America and APAC. The presentation of net sales by geographical region is intended to provide an overview of how the Group's revenues are distributed across different regions.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
EMEA	89,081	44,834	121,100	99,924
APAC	-1,437	5,040	665	6,297
North America	7,521	25,720	33,264	60,322
Rest of the world	204	-	413	-
Net sales	95,369	75,594	155,443	166,542

* Net sales in APAC were negatively impacted by an impairment charge of SEK 6.1 million during the quarter.

Key Ratios

Alternative Performance measures (APM)

Alternative performance measures (APM) have been identified, which are believed to enhance management and investors' possibility to evaluate the company's performance. The APMs presented in the report may differ from equivalently named measures used by other companies, thereby a definition of each measure can be found under the section Key Ratios. The APMs should be seen as a supplement to the key ratios defined by IFRS.

FX adjusted organic net sales growth

FX adjusted organic net sales growth consists of organic net sales growth adjusted for foreign exchange effects. The measure neutralizes the effects of currency effects on the net sales growth and indicates what the real growth is. This is a financial target for 4C.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Software	63,892	42,121	95,826	92,366
Software-related services	14,518	16,801	26,969	40,725
Expert services	16,959	16,672	32,649	33,451
Net sales	95,369	75,594	155,443	166,542
Net sales growth (%)	26%	25%	-7%	22%
FX adjusted organic net sales growth (%)	28%	33%	-3%	25%

The currency translation effect on net sales growth during the quarter amounted to -2 percent (-13).

Software revenue

Software revenue consists of revenue from our Exonaut software. Software as a percentage of net sales indicates the share of total sales that is derived from Exonaut sales. This is a financial target for 4C.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Software	63,892	42,121	95,826	92,366
Software-related services	14,518	16,801	26,969	40,725
Expert services	16,959	16,672	32,649	33,451
Net sales	95,369	75,594	155,443	166,542
Software as a percentage of net sales (%)	67%	56%	62%	55%

Annual recurring software revenue (ARR)

Recurring revenue at the last month of the quarter, recalculated to a 12-month period. There is thus no direct connection between the ARR-figure and future software revenues. The figure should be seen as an indication. The total recognized recurring revenue is affected by contract initiation date and especially, by the initiation date of contract extensions. The company has updated the definition of Annual Recurring Revenue (ARR), whereby software-related service revenues are no longer included. The purpose is to more clearly reflect the company's recurring software revenues. Comparative figures have been restated in accordance with the new definition.

kSEK	2026 Q2	2025 Q2
Annual recurring software revenue	170,454	147,351
Annual recurring software revenue	170,454	147,351
Annual recurring software revenue growth (%)	16%	57%

EBITDA

Earnings before depreciation and amortization on fixed assets. The measure indicates the performance of the operational activities.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Operating income	13,153	-12,006	-7,267	-2,988
Depreciation	5,686	5,718	10,895	11,474
Amortization	7,313	5,047	13,536	8,572
EBITDA	26,152	-1,241	17,164	17,058
Net sales	95,369	75,594	155,443	166,542
EBITDA (%)	27%	-2%	11%	10%

EBIT

Earnings before interest and tax. The measure indicates the performance of the operational activities including the cost of capital investments and the company's earning ability.

kSEK	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Operating income	13,153	-12,006	-7,267	-2,988
EBIT	13,153	-12,006	-7,267	-2,988
Net sales	95,369	75,594	155,443	166,542
EBIT (%)	14%	-16%	-5%	-2%

Net working capital

Net of current assets excluding cash and cash equivalents, and current liabilities excluding interest-bearing items. The purpose is to show the business' short term liquidity and operational efficiency.

kSEK	2026-06-30	2025-06-30	2025-12-31
Current assets excl cash and cash equivalents	236,013	220,072	215,782
Current liabilities excl interest-bearing items	107,999	84,262	94,332
Net working capital	128,013	135,810	121,450

Net debt

Net of cash and cash equivalents and interest-bearing liabilities. Net debt ratio calculated as a percentage of EBITDA RTM. The measure shows the real level of debt and indicates the ability to fulfil financial commitments.

kSEK	2026-06-30	2025-06-30	2025-12-31
Interest-bearing non-current liabilities	19,923	19,031	20,588
Interest-bearing current liabilities	151,920	98,842	110,653
Cash and cash equivalents	1,242	20,504	11,483
Net debt	170,602	97,370	119,759
EBITDA RTM	51,497	80,804	51,391
Net debt ratio	3.31	1.21	2.33

Earnings per share

Earnings per share and Earnings per share after dilution are defined in accordance to IFRS.

	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Weighted average number of shares	38,274,999	38,192,414	38,274,999	38,192,414
Dilution effect after dilutive shares	-	17,500	-	17,500
Weighted average number of shares after dilution	38,274,999	38,209,914	38,274,999	38,209,914

The dilution effect from warrants is only accounted for if a conversion to shares results in a lower profit per share or a higher loss per share.

	2026 Q2	2025 Q2	2026 Q1-Q2	2025 Q1-Q2
Net income for the period (kSEK)	15,092	-8,984	-2,746	-18,390
Income attributable to Parent company's shareholders (kSEK)	15,092	-8,984	-2,746	-18,390
Weighted average number of shares	38,274,999	38,192,414	38,274,999	38,192,414
Earnings per share before dilution (SEK)	0.39	-0.24	-0.07	-0.48
Weighted average number of shares after dilution	38,274,999	38,209,914	38,274,999	38,209,914
Earnings per share after dilution (SEK)	0.39	-0.24	-0.07	-0.48

Selected historical financials

mSEK	2026 Q2	2026 Q1	2025 Q4	2025 Q3	2025 Q2	2025 Q1	2024 Q4	2024 Q3	2024 Q2	2025	2024
Net sales	95.4	60.1	113.1	72.7	75.6	90.9	113.1	93.8	60.5	352.4	343.1
Net sales growth (%)	26%	-34%	0%	-22%	25%	20%	5%	91%	-29%	3%	3%
FX adjusted organic net sales growth (%)	28%	-28%	6%	-18%	33%	19%	2%	93%	-29%	7%	2%
Software revenue	63.9	31.9	84.0	48.5	42.1	50.2	83.0	72.3	37.3	225.0	235.2
Software as a percentage of net sales (%)	67%	53%	74%	67%	56%	55%	73%	77%	62%	64%	69%
Software Annual Recurring Revenue	166.8	157.1	181.0	173.5	147.4	147.3	129.2	117.5	94.0	181.0	129.2
EBITDA	26.2	-9.0	35.1	-0.8	-1.2	18.3	37.6	26.1	-21.8	51.4	36.8
EBITDA margin (%)	27%	-15%	31%	-1%	-2%	20%	33%	28%	-36%	15%	11%
EBIT	13.2	-20.4	23.3	-11.7	-12.0	9.0	26.5	16.3	-32.6	8.6	-5.9
EBIT margin (%)	14%	-34%	21%	-16%	-16%	10%	23%	17%	-54%	2%	-2%
Net income for the period	15.1	-17.8	15.0	-13.3	-9.0	-9.4	24.3	11.1	-27.5	-16.8	-3.5
Earnings per share before dilution (SEK)	0.39	-0.47	0.39	-0.35	-0.24	-0.25	0.69	0.32	-0.79	-0.44	-0.10
Earnings per share after dilution (SEK)	0.39	-0.47	0.39	-0.35	-0.24	-0.25	0.69	0.32	-0.79	-0.44	-0.10
Net working capital	128.0	136.8	121.5	110.7	135.8	95.2	64.2	76.7	68.9	121.5	63.4
Net debt	170.6	160.9	119.8	112.6	97.4	53.2	67.4	89.3	59.8	119.8	67.4
Order intake	682.9	91.3	185.0	59.9	53.2	202.9	194.4	93.5	34.6	500.9	379.2
Order backlog	959.7	363.5	332.1	281.5	298.3	319.6	199.9	113.7	114.9	332.1	199.9

Definitions

Annual recurring software revenue (ARR)

Recurring revenue in the last month of the quarter, recalculated to a 12-month period. There is thus no direct connection between the ARR-figure and future software revenues. The figure should be seen as an indication.

EBIT

Operating income before financial income and expenses, and taxes.

EBIT margin

EBIT as a percentage of net sales.

EBITDA

Operating income before depreciation and amortization.

EBITDA margin

EBITDA as a percentage of net sales.

EBT

Income before taxes, after financial income and expenses.

Earnings per share after dilution

Net income divided by the average number of shares after dilution during the period.

Earnings per share before dilution

Net income divided by the average number of shares during the period.

Equity ratio

Total equity as a percentage of total assets.

Expert services

The total revenue of advisory and consulting related income.

FX adjusted organic net sales growth

Organic growth in net sales adjusted for foreign exchange effects.

kSEK

The currency Swedish Krona in thousands.

LTM

Latest twelve months, the past 12 consecutive months.

mSEK

The currency Swedish Krona in millions.

Net debt

Net of cash and cash equivalents and interest-bearing liabilities.

Net debt ratio

Net debt as a percentage of EBITDA LTM.

Net income

Net profit after tax.

Net sales

The total revenue of software, software-related services and expert services.

Net working capital

Net of current assets excluding cash and cash equivalents, and current liabilities excluding interest-bearing items.

Number of employees

Number of employees are presented as an average of full-time employees during the last 12-month period considering normal working hours during a year.

Order backlog

The value of customer orders received but not yet delivered or recognized as revenue at the end of the period.

Order intake

The value of new customer orders received during the period.

Other revenue

The total revenue of FX-effects and items that cannot be defined into one of the other categories.

SEK

The currency Swedish Krona.

Software (revenue)

The total revenue from our Exonaut software, which can be divided into licenses and software development, as well as income from service and support agreements (SSA).

Software-related services

Software-related services refer to the implementation and integration of the software, as well as revenue from Managed Services.

This is 4C Strategies

4C Strategies

4C Strategies is the leading provider of defence training management software and a trusted partner in building resilience. By combining innovative technology with operational expertise, we help our clients prepare for and manage complex events in times of stability, crisis, and war.

For more than 25 years we've enabled armed forces to train smarter, prepare faster, and strengthen combat readiness. Our Exonaut Defence Platform is a proven, data-driven solution for planning, executing, and evaluating training and exercises, trusted by NATO and allied forces worldwide.

Beyond defence, our experts and software strengthen resilience across organizations, enabling global enterprises, public organizations, and leading international institutions to anticipate threats, respond to crises and disruptions, and recover quickly.

At 4C, we combine cutting-edge digital solutions with real-world expertise to deliver readiness when it matters most. And with offices around the world, we are never far away.

4C Strategies has its headquarter in Sweden

and has a global presence with offices in the Sweden, UK, US and Australia.

Sustainability

4C Strategies recognizes that its business activities have direct and indirect environmental and social impacts, which the company believes it has an obligation to manage to the best of its abilities. Therefore, 4C Strategies has since 2005 been a member of the UN Global Compact, an initiative designed to encourage companies to adopt sustainable and socially responsible policies and to report on their implementation to bring about positive change in human rights, labour, the environment, and corruption.

For more examples of our sustainability work, please visit our website: investors.4cstrategies.com.



Vision

4C's vision is to always be the preferred provider of solutions that create and maintain organizational readiness.



Our values

4C is a value-driven organization. Our core values are primarily regard how we live and interact with each other, as well as with customers, partners, providers and other stakeholders. They are summed up in four words.

Lead with Integrity

Do what's right for 4C and our customers.

Innovate to Solve Problems

We challenge the status quo, learn from failure and always find better ways to deliver value.

Own the Customer Outcome

Our success is measured by the results we deliver for our customers.

Stronger as One 4C

Collaboration beats silos.



Mission

4C's mission is to combine the power of digital innovation with industrial expertise to build a safe society.



Financial targets

4C Strategies strives to achieve an average annual currency-adjusted organic net sales growth exceeding 20 per cent in the medium term.

20%

4C Strategies strives for software revenue to exceed 70 per cent of net sales in the medium term.

70%

4C Strategies aims to achieve an adjusted EBIT margin of at least 20 per cent in the medium term.

20%

Dividend policy: The board of directors have determined that generated cash flow is to be used for investments and further growth in the company, and no dividend is proposed in the short and medium term.



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