



4C GROUP AB (PUBL)

Q4 YEAR END REPORT 2022



4C STRATEGIES

”Substantial growth and a momentous year for 4C Strategies”

2022 Q4

Net sales MSEK **91.0 (98.0)**

FX adjusted organic net sales growth **-13% (99%)**

Software revenue MSEK **54.3 (65.7)**

EBIT MSEK **9.7 (27.9)**

EBIT margin **11% (29%)**

Adjusted EBIT MSEK **9.7 (30.4)**

Adjusted EBIT margin **11% (31%)**

Net income MSEK **5.2 (23.9)**

2022 Q1-Q4

Net sales MSEK **331.3 (261.2)**

FX adjusted organic net sales growth **18% (44%)**

Software revenue MSEK **211.6 (159.5)**

EBIT MSEK **28.6 (47.1)**

EBIT margin **9% (18%)**

Adjusted EBIT MSEK **43.9 (49.6)**

Adjusted EBIT margin **13% (19%)**

Net income MSEK **26.3 (39.0)**

- Closing the fourth quarter with solid growth on annual basis, with essential investments carried out during the year
- Noticeable signings within the defence sector during the fourth quarter strengthens our market leading position
- Continuous investments in our sales and development organization during the fourth quarter, for further growth and increased brand recognition

	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Net sales (MSEK)	91,0	98,0	331,3	261,2
FX adjusted organic net sales growth (%)	-13%	99%	18%	44%
Software revenue (MSEK)	54,3	65,7	211,6	159,5
EBIT (MSEK)	9,7	27,9	28,6	47,1
EBIT margin (%)	11%	29%	9%	18%
Adjusted EBIT (MSEK)	9,7	30,4	43,9	49,6
Adjusted EBIT margin (%)	11%	31%	13%	19%
Net income for the period (MSEK)	5,2	23,9	26,3	39,0
Earnings per share before dilution (SEK)	0,16	0,77	0,79	1,26
Earnings per share after dilution (SEK)	0,15	0,71	0,74	1,17

A Word from the CEO

Substantial growth and a momentous year for 4C Strategies

As we are closing the fourth quarter and ending 2022, we see that previous disruptions around the world continues to create unpredictable challenges for the world's businesses and organizations. The war in Ukraine continues to play out with no immediate end in sight. This continues to affect, but also to alert Europe to invest in both their capability and readiness. Throughout the year 4C Strategies have proven that we have the expertise, and especially the software, to support our customers to navigate in this changing landscape.

During the fourth quarter of 2021, our comparison quarter, we reported our highest net sales in a specific quarter ever. Similarly, the fourth quarter was our strongest quarter in 2022, and I feel confident with our activity level and sales. Net sales in the fourth quarter reached MSEK 91.0 (98.0), rendering in a FX adjusted organic net sales growth of -13% (99%). Our software revenue totalled MSEK 54.3 (65.7) during the fourth quarter and MSEK 211.6 (159.5) on a yearly basis. This indicates that we are progressing and strengthening our position as a software company. On a yearly basis, net sales amounted to MSEK 331.3 (261.2), with a solid growth of 18% (44%).

Noticeable signings within the defence sector secure future growth and strengthens our market leading position

The fourth quarter includes several noticeable new and extended contracts, which goes to show that our software Exonaut is the preferred option for training and exercise management. Our long-term relationship with a Nordic defence customer was prolonged through a five-year agreement with an option for a further two years. This agreement gives us confidence to address the rest of the defence market within the Nordic region. In the UK, our long-term partnership with the British Army continues to develop, with expanded scope within our deliverance of Exonaut. The expanded scope includes the ongoing project of implementing and developing MyExonaut as their choice for tracking individual training which has been expanded during the fourth quarter. In the North America segment, our existing projects with the US Army continue to progress as planned, which gives us a solid platform to further deepen the cooperation with existing clients and improved opportunities to address new clients.

Executing our business plan – establishing an organization for further growth

4C Strategies is a growth company. In alignment with our growth targets, we are establishing an organization to fulfil these objectives. Since the public listing, focus has been on investing in a strong and efficient sales force to embrace the needs to reach the targeted growth. During the fourth quarter, the sales force has been reinforced with dedicated and competent people to support targeting our addressable markets, with a main focus on penetrating the corporate sector. To maintain and attract new and more clients, we have continued to invest in our software Exonaut with more developers and competence to have continuous improvements of our solutions. Operational expansion costs for the organization are crucial for achieving further growth and to support our customers in building a safer society. During the second half-year 2022, these operational expansion costs amounts to nearly MSEK 14.

In financial terms, our adjusted EBIT amounted to MSEK 9.7 (30.4), rendering in an adjusted EBIT-margin of 11% (31%). On a full-year basis, the adjusted EBIT totalled MSEK 43.9 (49.6) with a margin of 13% (19%).

Customers upgrade to Exonaut Next Generation

Exonaut Training and Exercise Management has long been the first choice of allied forces that want to effectively plan, design, execute and evaluate training and exercises. As we proceed and succeed with the development of the new fully web-based platform, we see more clients migrate to the platform with successful results. The next generation of Exonaut is fully web based and on a futureproof platform that will enable us to release a wider range of dedicated products across the defence, public and corporate sectors. With a new modern design and user interface, high-level security, and cloud, hybrid and on-prem deployment options, coupled with a sophisticated integration framework allowing users to in connect to their existing systems, Exonaut continues to lead the way in training and exercise management.

With a growing interest from the public and corporate sectors, we have focused on strengthening the capabilities within our resilience solution during the fourth quarter. Besides adding new key features and capabilities, we are currently evaluating new solutions within the resilience domain that can be launched to the market. This will strengthen our capacity to address these sectors and gain market shares, which allows for continued growth within future software sales. In relation to this, I am happy to announce that we will establish further presence in the United States during 2023, with a team dedicated to address the non-defence market. All this in line with our growth plans.

Building a safer society, now and for the future

2022 has been a momentous year for many reasons. We can look back at a year where the world has fundamentally changed yet again, and from our perspective, the task of understanding crisis, continuity and risk management has never been more relevant. During the last quarter, 4C Strategies has attended exhibitions such as AUSA in Washington and I/ITSEC in Florida, as well as BCI World Hybrid in London, where we have presented our product and services, demonstrated our platform, and given our insights to a record-many interested potential clients. I am very proud that we continue to grow our international presence, with a continued significant interest in our software and services across all different sectors. This will support our growth journey and give us the tools and platform to further create value to our customers and shareholders. Going forward, we will use this year's accomplishments as a baseline to increase our impact and help the world build safer societies. We're more committed than ever to make that happen and to help the world change for a better future.



Magnus Bergqvist
CEO

4C Strategies' Roadmap

Mission

Our mission is to combine the power of digital innovation with industry expertise to build a safer society.

Vision

Our vision is to always be the preferred provider of solutions to build and maintain organizational readiness.

Strategy

Our strategy is to combine our software platform Exonaut with expert advisory in order to deliver integrated and customized solutions in societally and business critical environments, which in turn creates long-term value for our clients. In order to achieve our financial targets and

profitable growth, 4C Strategies has developed an ambitious growth strategy built on four main pillars: Accelerating organic software growth, further expansion within the private sector, further expansion within the defence sector, and continued growth of our geographical footprint.

Key figures on a rolling twelve-month (RTM) basis:

18% (44%)

FX adjusted organic net sales growth RTM

64% (61%)

Software revenue in relation to net sales RTM

13% (19%)

Adjusted EBIT margin RTM

Financial targets

The overall target areas for 4C Strategies have been set to: *Growth, Software revenue and Profitability.*

- 4C Strategies aims to exceed an average annual FX adjusted organic net sales growth rate of 20% in the medium term.
- 4C Strategies aims to reach software revenue in relation to net sales exceeding 70% in the medium term.
- 4C Strategies aims to reach an adjusted EBIT margin exceeding 20% in the medium term.

4C Strategies' financial targets should not be viewed as a forecast but rather as the ambition which the Board of Directors and Executive Management believes is a reasonable goal for the company.

4C Strategies in summary

Net sales

Net sales in the quarter decreased by -7% (101%) compared to same period previous year and amounted to MSEK 91.0 (98.0). Software sales contributed with a revenue of 54.3 (65.7) during the quarter, which accounted for 60% (67%) of the total net sales.

Net sales for the full year amounted to MSEK 331.3 (261.2) reflecting in an increase of 27% (41%), compared to same period previous year. Software revenue increased with 33% (85%) which confirms the market's demand for our software Exonaut and is in line with our strategic objectives. During the fourth quarter, we signed noticeable extensions and new contracts with e.g Swedish Armed Forces and British Army, which is reported within the segment Nordics respectively International. Our software revenue from the segment North America continued as planned with high activity within delivery and development of our software Exonaut for existing defence customers.

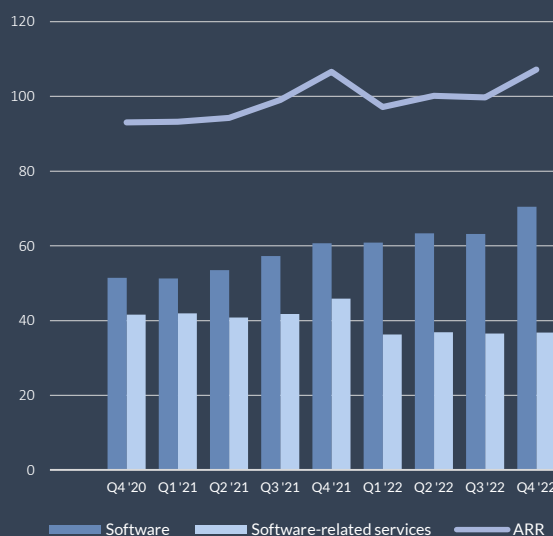
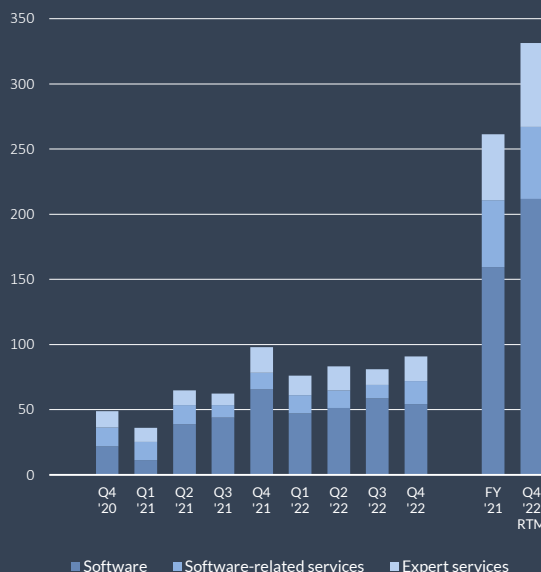
Our service operations, which comprises of software-related services and expert services, continued to contribute with solid figures during the quarter, increasing 13% (20%) compared to the same period previous year. On an annual basis, the revenue from our service operations accounted for MSEK 119.7 (101.7) corresponding to an increase of 18% (3%).

Annual recurring revenue

The annual rate of recurring revenue (ARR) at the end of the quarter was MSEK 107.2 (106.6). Software accounted for MSEK 70.5 (60.1) which confirms our position as a software supplier. From an annual perspective, we see a positive effect of the software share with an increase of 16% (18%).

Total ARR increases with 1% (15%) compared to same period previous year. The trend for software-related services is impacted by customers' need and activity level of exercises and training.

The annual recurring revenue may vary from quarter to quarter, due to timing of new contracts and expiring date of terminated contracts.



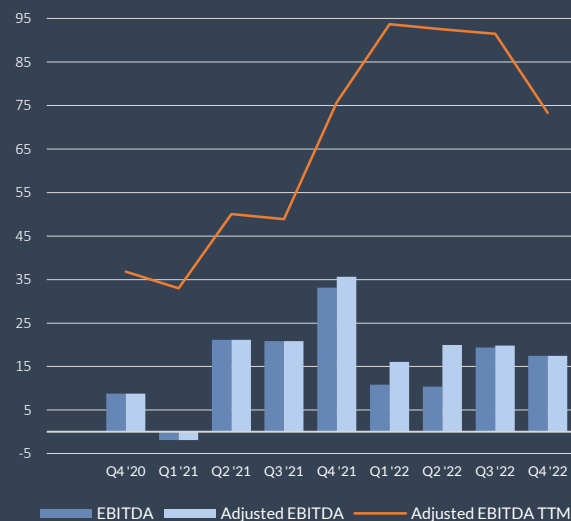
London, UK

EBITDA

Operating income before depreciation and amortization (EBITDA) amounted to MSEK 17.5 (33.1) rendering an EBITDA margin of 19% (34%) in the quarter. The fourth quarter 2021 was one of our most profitable quarters. Taking this into account as well as the investments carried out in product development and within sales force, we believe that the outcome is solid and explains the lower EBITDA margin compared to same period previous year.

During 2022, the EBITDA amounted to MSEK 58.0 (73.2) in comparison with the same period previous year. We can conclude that our growth initiatives have resulted in a lower profitability for the year, even considering items affecting comparability. This is in line with our expectations and have supported our current sales operations and will continue to contribute to our growth.

Adjusted EBITDA for the quarter was MSEK 17.5 (35.6) with a margin of 19% (36%). Adjustment of EBITDA corresponds to expenses related to public listing of MSEK 0 (2.5). On a full year basis, the adjusted EBITDA amounted to MSEK 73.3 (75.7), whereof items affecting comparability accounted for MSEK 15.3 (2.5).

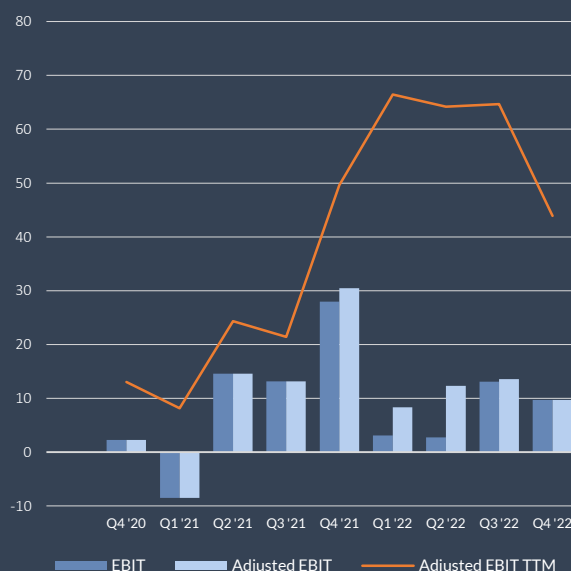


EBIT

Operating income (EBIT) amounted to MSEK 9.7 (27.9) rendering an EBIT margin of 11% (29%) in the quarter.

During 2022, the EBIT amounted to MSEK 28.6 (47.1) corresponding to an EBIT margin of 9% (18%).

The majority of the expenses related to the public listing occurred during 2022. The adjusted EBIT for the quarter was MSEK 9.7 (30.4) with an adjusted EBIT margin of 11% (31%). On a full year basis, the adjusted EBIT amounted to MSEK 43.9 (49.6) corresponding to a margin of 13% (19%).



Orlando, USA

Financial position

The equity ratio at the end of the year was 59% (44%). Interest-bearing debt amounted to MSEK 70.5 (49.5) at the end of the year whereof MSEK 42.6 (19.2) refers to leasing liabilities. The rest of the interest-bearing debt of MSEK 27.9 (30.3) refers to postponed tax payments due to Covid-19 which has increased our cash and cash equivalent on the asset side. The total debt of postponed tax payments will be repaid during the period 2022-2025.

Cash and cash equivalents amounted to MSEK 146.8 (66.0) at the end of year. The net debt position thereby totalled to MSEK -76.3 (-16.6) which confirms that we enter next year with a solid financial position.

Equity amounted to MSEK 231.8 (107.6) corresponding to a SEK 6.7 (3.5) per outstanding share and SEK 6.3 (3.2) per outstanding share after dilution, at the end of year.

Cash flow

- Cash flow from operating activities for the quarter amounted to MSEK 41.2 (84.7) and during the year to MSEK 24.6 (75.5). The cash flow has been positively affected by a solid converting ratio of our working capital during the quarter. Compared to same period previous year, we can conclude that we have achieved a solid performance in our operations, considering both investment in our organization and since we compare to one of our most profitable quarters ever.
- Cash flow from investing activities for the quarter amounted to MSEK -8.7 (-4.8) and during the year to MSEK -28.5 (-20.6). The change in cash flow refers to development of Exonaut and is in line with the expected growth compared to previous year.
- Cash flow from financing activities for the quarter amounted to MSEK -5.5 (-24.9) and during the year to MSEK 78.9 (-14.8). During the quarter, the cash flow has mostly been impacted by amortization of leasing fees and postponed tax payments. For the full year 2022, the new share issue of MSEK 94.3 is the most substantial increase on our cash liquidity.

Quarter

- Cash and cash equivalents amounted to MSEK 146.8 at the end of period, and MSEK 119.5 at the beginning of the period.

Full year

- Cash and cash equivalents amounted to MSEK 146.8 at the end of period, and MSEK 66.0 at the beginning of the period.

The 4C share

4C Group AB (publ) is listed on Nasdaq First North Premier Growth Market since 24 May 2022. Number of new shares issued were 0 (0) during the period. Total shares at the end of period were 33,919,052 (31,062,000).

In relation to the public listing during Q2 2022, a bonus issue was carried out in which MSEK 0.3 was transferred from unrestricted equity to restricted equity. Simultaneously an issue of new shares was initiated, which were part of the total offering to the public. Number of new shares issued were 2 857 052. Considering the new share issue, the total number of shares amounted to 33,919,052.

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 189 (154) whereof 52 (36) were women.

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 13-14 in the interim report.

Other significant events during and after the period

As we are closing the fourth quarter and year, we can state that earlier disruptions in the world remain as unpredictable challenges for the world's businesses and organizations. The war in Ukraine continues to play out with no immediate end in sight, and inflation and interest rates rise combined with a volatile energy market. 4C Strategies has established internal measures that will be evaluated and revised to make sure that we act, and can act, proactively to manage this challenging situation.

No other significant events have occurred after the period.

Annual general meeting (AGM)

AGM 2022

The AGM was held on the 19th of April 2022. The Board of Directors proposed no dividend for the financial year of 2021, which is based on 4C Strategies' financial targets. The strategic objective indicates that generated cash flow is intended to be used for investments and further growth of the company, and no dividend is proposed in the short and medium term. In addition, the following decisions were made (in brief):

- The income and balance statement for the financial year of 2021 were adopted.
- The board members and CEO were discharged of liability for the financial year of 2021.
- Share split of 1:20 of current shares.

Further information can be obtained from the minutes that can be found on our [website](#).

Financial Reporting Information

Financial calendar

Annual Report 2022 May 3rd, 2023	Interim Report Q1 May 12th, 2023	AGM 2023 May 31st, 2023	Interim Report Q2 July 21st, 2023	Interim Report Q3 October 31st, 2023
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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

Stockholm 15th of February 2023
4C Group AB (publ)

Magnus Bergqvist
CEO

Andreas Hedskog
Chair of the Board

Louise Bagewitz
Board Member

David Lidbetter
Board Member

Lena Ridström
Board Member

Mats Hjerpe
Board Member

Christine Rankin
Board Member

Contact information

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Magnus Bergqvist, CEO



Anders Nordgren, CFO



Malmö, Sweden

Consolidated Income Statement in Summary

KSEK	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Net sales	90,958	98,013	331,277	261,238
Other revenue	1,084	614	3,075	2,510
Total revenue	92,043	98,627	334,351	263,748
Operating expenses				
Other external costs	-25,026	-22,194	-87,397	-47,912
Personnel costs	-57,629	-46,474	-214,383	-159,114
Capitalized work for own account	8,138	3,779	26,298	17,946
Other operating expenses	-74	-601	-836	-1,458
Total operating expenses	-74,590	-65,489	-276,319	-190,538
Operating income before depreciation and amortization	17,452	33,138	58,033	73,210
Depreciation	-4,290	-3,696	-14,425	-13,840
Amortization	-3,464	-1,498	-14,969	-12,252
Operating income	9,698	27,944	28,638	47,118
Financial income and expenses	-4,487	2,224	3,933	2,540
Income after financial net	5,211	30,168	32,572	49,658
Taxes	-40	-6,309	-6,281	-10,669
Net income for the period	5,171	23,859	26,291	38,989
Income attributable to:				
Parent company's shareholders	5,171	23,859	26,291	38,989
Other information				
Earnings per share before dilution (SEK)	0.16	0.77	0.79	1.26
Earnings per share after dilution (SEK)	0.15	0.71	0.74	1.17

Consolidated Statement of Other Comprehensive Income in Summary

KSEK	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Net income for the period	5,171	23,859	26,291	38,989
Other comprehensive income				
<i>Items which will be reclassified to the income statement (net of tax)</i>				
Translation adjustments	-445	593	1,643	1,336
Other comprehensive income for the period, net of tax	-445	593	1,643	1,336
Total comprehensive income for the period	4,726	24,452	27,933	40,325

Consolidated Balance Statement in Summary

KSEK	2022-12-31	2021-12-31
ASSETS		
Intangible assets	55,091	43,762
Tangible assets	4,306	2,581
Right-to-use assets	46,436	19,783
Financial fixed assets	1,023	1,015
Contract assets	25,125	13,132
Deferred tax asset	298	1,183
Total fixed assets	132,279	81,456
Accounts receivables	35,258	43,168
Tax receivables	6,313	7,113
Contract assets	61,061	39,477
Other current receivables	9,931	6,656
Cash and cash equivalents	146,805	66,026
Total current assets	259,369	162,440
Total assets	391,648	243,895
EQUITY AND LIABILITIES		
Equity		
Equity attributable to the parent company's shareholders	231,756	107,593
Total equity	231,756	107,593
Interest-bearing non-current liabilities	5,955	-
Non-current lease liabilities	30,704	9,424
Deferred tax liability	13,281	10,947
Other non-current liabilities	1,176	850
Total non-current liabilities	51,115	21,221
Interest-bearing current liabilities	21,962	30,254
Current lease liabilities	11,930	9,776
Accounts payables	9,092	7,397
Tax liabilities	2,689	6,386
Contract liabilities	19,591	24,519
Other current liabilities	43,512	36,749
Total current liabilities	108,776	115,082
Total equity and liabilities	391,648	243,895

Consolidated Statement of Changes in Equity

KSEK		Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance	1 January 2021	168	52,756	-135	13,767	66,556
Net income for the period		-	-	-	38,989	38,989
Other comprehensive income		-	-	1,337	-	1,337
Total other comprehensive income		0	0	1,337	38,989	40,325
Transaction with owners						
New share issues		1	1,807	-	-	1,808
Payment warrants		-	296	-	-	296
Dividend		-	-	-	-1,393	-1,393
Bonus issue		-	-	-	-	0
Total transaction with owners		1	2,102	0	-1,393	711
Closing balance	31 December 2021	170	54,858	1,202	51,363	107,593
Opening balance	1 January 2022	170	54,858	1,202	51,363	107,593
Net income for the period		-	-	-	26,291	26,291
Other comprehensive income		-	-	1,643	-	1,643
Total other comprehensive income		0	0	1,643	26,291	27,933
Transaction with owners						
New share issues		50	94,260	-	-	94,310
Payment warrants		-	1,920	-	-	1,920
Dividend		-	-	-	-	0
Bonus issue		374	-	-	-374	0
Total transaction with owners		424	96,180	0	-374	96,230
Closing balance	31 December 2022	594	151,038	2,844	77,280	231,756

Consolidated Cash Flow Statement in Summary

KSEK	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Cash flow from the operating activities				
Operating income	9,698	27,944	28,638	47,118
Adjustment for non-cash items	7,654	9,451	28,445	30,350
Interest received	-	5,777	-	7,387
Financial items	-4,386	-2,230	4,883	-3,524
Income tax paid	-4,134	-2,753	-5,610	-3,828
Cash flow from operating activities, before changes in working capital	8,832	38,188	56,356	77,502
Change in operating activities	32,341	46,497	-31,733	-2,016
Cash flow from operating activities	41,173	84,685	24,623	75,486
Cash flow from investing activities				
Acquisition of intangible assets	-8,139	-3,779	-26,298	-17,946
Acquisition of tangible assets	-555	-1,029	-2,324	-2,248
Repayment of deposits	1	-4	84	-356
Cash flow from investing activities	-8,693	-4,812	-28,538	-20,550
Cash flow from financing activities				
New share issues	-	-	94,310	1,807
Warrant premiums	-	-	1,920	297
Dividend paid	-	-	-	-1,393
Change in liabilities to credit institutions	-	-	-	-156
Net change of overdraft account	-	-20,956	-	-
Repayment of interest bearing debts	-883	-	-2,338	-
Amortization of leasing fees	-4,646	-4,774	-15,367	-16,166
Other	5	851	395	850
Cash flow from financing activities	-5,524	-24,880	78,920	-14,761
Cash flow for the period	26,956	54,994	75,005	40,176
Change in cash and cash equivalents				
Cash and cash equivalents at the beginning of the period	119,502	8,598	66,026	22,678
Exchange rate differences in cash and cash equivalents	347	2,434	5,775	3,172
Cash and cash equivalents at the end of the period	146,805	66,025	146,805	66,026

Parent Company Income Statement in Summary

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Operating revenue				
Net sales	42,812	46,754	201,846	156,808
Other revenue	-8	-676	7	-11
Total revenue	42,804	46,078	201,853	156,797
Operating expenses				
Other external costs	-20,344	-15,212	-77,794	-39,896
Personnel costs	-30,066	-18,906	-116,391	-78,031
Other operating expenses	-12	3	-15	-
Total operating expenses	-50,422	-34,116	-194,199	-117,928
Operating income before depreciation and amortization	-7,617	11,962	7,653	38,869
Depreciation and amortization	-83	-45	-256	-103
Operating income	-7,700	11,918	7,397	38,767
Financial income and expenses	-2,394	3,127	6,023	4,177
Income after financial net	-10,094	15,045	13,420	42,944
Appropriations	5,400	-8,880	-300	-8,880
Taxes	2,024	-1,277	-1,795	-7,202
Net income for the period	-2,670	4,888	11,325	26,862

Parent Company Balance Statement in Summary

KSEK	2022-12-31	2021-12-31
ASSETS		
Fixed assets		
<i>Tangible assets</i>		
Machinery and equipment	1,497	921
Total tangible fixed assets	1,497	921
<i>Financial fixed assets</i>		
Shares in subsidiaries	21,560	21,487
Deferred tax asset	-	-
Total financial fixed assets	21,560	21,487
Total fixed assets	23,057	22,408
<i>Current assets</i>		
Current intercompany receivables	118,484	103,966
Other current receivables	1,486	5,854
Accrued income and prepaid expenses	8,215	5,851
Cash and cash equivalents	119,861	35
Total current assets	248,046	115,707
Total assets	271,103	138,114
EQUITY AND LIABILITIES		
Equity		
<i>Restricted equity</i>		
Share capital	594	170
Total restricted equity	594	170
<i>Unrestricted equity</i>		
Additional paid in capital	151,038	54,858
Profit/loss brought forward	14,304	-12,184
Net income for the period	11,325	26,862
Total unrestricted equity	176,668	69,537
Total equity	177,262	69,706
Untaxed reserves	9,380	9,380
<i>Non-current liabilities</i>		
Other non-current liabilities	-	-
Total non-current liabilities	0	0
<i>Current liabilities</i>		
Accounts payables	3,553	4,515
Current intercompany liabilities	42,092	22,385
Other current liabilities	29,915	24,256
Accrued expenses and prepaid income	8,902	7,872
Total current liabilities	84,462	59,028
Total equity and liabilities	271,103	138,114

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. 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.

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

Alternative Performance Measures

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.

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 Prospectus, 16th of May 2022. During the fourth quarter, we are still seeing the ongoing Russian invasion in Ukraine. At the same time, we also see inflation rates increasing, combined with higher interest rate in our markets. 4C Strategies has implemented measures for securing that risks that are emerge and actualized can be handled. There have been no other changes to risk and uncertainty factors during the 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) and Australian Dollar (AUD). 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

Any transactions with related parties have been conducted on market terms.

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.

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 the Nordics, International, North America and Group Common. The evaluation of the business performance is divided into three geographical regions. These operating segments have the same business model, i.e. sales and delivery, except the fourth segment Group Common which focuses on product development and administration.

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.

Operating segments are assessed based on net sales and EBITDA. The evaluation excludes the management of assets and liabilities, which instead are managed centrally by group management. To provide a more accurate view of each segment's performance, the line internal costs consists of both intercompany revenue and costs and is thereby netted out on Group level. Internal transactions between the segments refer to cost allocation due to the use of resources.

Segment reporting

Q4 2022						
KSEK	Nordics	International	North America	Total Segment	Group Common	Group
Software	18,240	15,093	20,968	54,302	-	54,302
Software-related services	3,630	12,198	1,912	17,740	-	17,740
Expert services	17,928	988	-	18,916	-	18,916
Other revenue	141	379	0	520	564	1,084
Total revenue	39,939	28,658	22,881	91,478	564	92,043
External costs	-17,365	-21,246	-14,660	-53,270	-21,320	-74,590
Internal costs	-1,159	4,446	7,856	11,143	-11,143	0
Total cost	-18,524	-16,800	-6,804	-42,127	-32,463	-74,590
EBITDA	21,416	11,858	16,077	49,351	-31,899	17,452
Amortization	-	-	-	0	-3,464	-3,464
Depreciation	-	-	-	0	-4,290	-4,290
Financial income and expenses	-	-	-	0	-4,487	-4,487
Income after financial items (EBT)	21,416	11,858	16,077	49,351	-44,140	5,211
Items affecting comparability	-	-	-	0	-	0
Adjusted EBT	21,416	11,858	16,077	49,351	-44,140	5,211

Q1-Q4 2022						
KSEK	Nordics	International	North America	Total Segment	Group Common	Group
Software	42,553	49,141	119,919	211,612	-	211,612
Software-related services	13,790	34,607	6,994	55,391	-	55,391
Expert services	61,079	3,194	-	64,274	-	64,274
Other revenue	290	2,205	0	2,496	579	3,075
Total revenue	117,712	89,147	126,912	333,772	579	334,351
External costs	-60,303	-69,480	-46,882	-176,665	-99,654	-276,319
Internal costs	-8,087	17,636	25,465	35,014	-35,014	0
Total cost	-68,390	-51,844	-21,417	-141,651	-134,668	-276,319
EBITDA	49,323	37,304	105,495	192,122	-134,089	58,033
Amortization	-	-	-	0	-14,969	-14,969
Depreciation	-	-	-	0	-14,425	-14,425
Financial income and expenses	-	-	-	0	3,933	3,933
Income after financial items (EBT)	49,323	37,304	105,495	192,122	-159,550	32,572
Items affecting comparability	-	-	-	0	15,259	15,259
Adjusted EBT	49,323	37,304	105,495	192,122	-144,291	47,831

Q4 2021						
KSEK	Nordics	International	North America	Total Segment	Group Common	Group
Software	4,494	24,601	36,563	65,658	-	65,658
Software-related services	4,191	7,569	1,024	12,784	-	12,784
Expert services	17,506	2,064	-	19,570	-	19,570
Other revenue	89	533	-13	608	6	614
Total revenue	26,281	34,766	37,574	98,621	6	98,627
External costs	-15,415	-18,160	-7,366	-40,942	-24,547	-65,489
Internal costs	-1,343	2,502	4,388	5,547	-5,547	0
Total cost	-16,759	-15,658	-2,978	-35,395	-30,094	-65,489
EBITDA	9,522	19,108	34,596	63,226	-30,088	33,138
Amortization	-	-	-	0	-1,498	-1,498
Depreciation	-	-	-	0	-3,696	-3,696
Financial income and expenses	-	-	-	0	2,224	2,224
Income after financial items (EBT)	9,522	19,108	34,596	63,226	-33,058	30,168
Items affecting comparability	-	-	0	0	2,503	2,503
Adjusted EBT	9,522	19,108	34,596	63,226	-30,556	32,671

Q1-Q4 2021						
KSEK	Nordics	International	North America	Total Segment	Group Common	Group
Software	16,123	47,978	95,419	159,520	-	159,520
Software-related services	16,683	29,839	4,746	51,268	-	51,268
Expert services	46,611	3,839	-	50,450	-	50,450
Other revenue	223	2,298	-13	2,508	3	2,510
Total revenue	79,639	83,955	100,152	263,746	3	263,748
External costs	-52,406	-51,196	-19,088	-122,691	-67,847	-190,538
Internal costs	-4,608	8,330	9,630	13,352	-13,352	0
Total cost	-57,015	-42,866	-9,458	-109,339	-81,199	-190,538
EBITDA	22,624	41,088	90,694	154,406	-81,196	73,210
Amortization	-	-	-	0	-12,252	-12,252
Depreciation	-	-	-	0	-13,840	-13,840
Financial income and expenses	-	-	-	0	2,540	2,540
Income after financial items (EBT)	22,624	41,088	90,694	154,406	-104,748	49,658
Items affecting comparability	-	-	-	0	2,503	2,503
Adjusted EBT	22,624	41,088	90,694	154,406	-102,246	52,160

Net sales by customer group

The Group finds their customers in three different sectors which are named Defence, Public and Corporate. In the Defence sector, most of the customers can be found in the world's leading armed forces. In the Public and Corporate sector, the majority of the customer originates from government institutions and large international corporations. Net sales by customer group is presented to describe how the Group's revenue is divided depending on what type of market the customers are operating in.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Defence	65,230	68,185	226,292	185,409
Public	15,135	14,766	56,652	43,640
Corporate	10,593	15,062	48,333	32,189
Net sales	90,958	98,013	331,277	261,238

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.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Software	54,302	65,658	211,612	159,520
Software-related services	17,740	12,784	55,391	51,268
Expert services	18,916	19,570	64,274	50,450
Net sales	90,958	98,013	331,277	261,238



Key Ratios

The Group's key ratios are presented in this section. Alternative Performance Measures (APM) have been identified to enhance the evaluation of 4C Strategies' performance as a company. The APMs should be seen as a supplement to the existing measures 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 key ratio for 4C.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Software	54,302	65,658	211,612	159,520
Software-related services	17,740	12,784	55,391	51,268
Expert services	18,916	19,570	64,274	50,450
Net sales	90,958	98,013	331,277	261,238
<i>Net sales growth (%)</i>	-7%	101%	27%	41%
<i>FX adjusted organic net sales growth (%)</i>	-13%	99%	18%	44%

The currency translation effect on net sales during the quarter amounted to 6% (1%) and 9% (-3%) during the year.

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 key ratio for 4C.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Software	54,302	65,658	211,612	159,520
Software-related services	17,740	12,784	55,391	51,268
Expert services	18,916	19,570	64,274	50,450
Net sales	90,958	98,013	331,277	261,238
<i>Software as a percentage of net sales (%)</i>	60%	67%	64%	61%

Recurring revenue

Revenue of an annually recurring nature such as software and software-related services related income. The measure obtains the amount of revenue that are of recurring nature of the total revenue during the period.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Software	31,779	31,848	81,645	65,894
Software-related services	9,871	11,230	32,385	42,043
Recurring revenue	41,650	43,078	114,030	107,937
<i>Recurring revenue growth (%)</i>	-3%	83%	6%	16%

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Recurring revenue	41,650	43,078	114,030	107,937
Net sales	90,958	98,013	331,277	261,238
<i>Recurring revenue, as percentage of net sales (%)</i>	46%	44%	34%	41%

Annual recurring 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.

	2022	2021
KSEK	Q4	Q4
Software	70,450	60,689
Software-related services	36,756	45,895
Annual recurring revenue	107,206	106,584
<i>Annual recurring revenue growth (%)</i>	1%	15%

EBITDA

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

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Operating income	9,698	27,944	28,638	47,118
Depreciation	-4,290	-3,696	-14,425	-13,840
Amortization	-3,464	-1,498	-14,969	-12,252
EBITDA	17,452	33,138	58,033	73,210
Net sales	90,958	98,013	331,277	261,238
EBITDA %	19%	34%	18%	28%

EBIT

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

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Operating income	9,698	27,944	28,638	47,118
EBIT	9,698	27,944	28,638	47,118
Net sales	90,958	98,013	331,277	261,238
EBIT %	11%	29%	9%	18%

Items affecting comparability

Items affecting comparability refers to items that are reported separately since they affect comparability and are considered to be divergent to the company's ordinary operations. Examples are expenses related to public listing, restructuring and acquisition-related expenses, which are defined in the table below.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
Expenses related to public listing	-	2,503	15,259	2,503
Items affecting comparability	0	2,503	15,259	2,503

Adjusted EBITDA

EBITDA before items affecting comparability. The measure is a supplement to EBITDA adjusted for items affecting comparability and enables the comparison with other periods.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
EBITDA	17,452	33,138	58,033	73,210
Items affecting comparability	-	2,503	15,259	2,503
Adjusted EBITDA	17,452	35,640	73,292	75,713
Net sales	90,958	98,013	331,277	261,238
Adjusted EBITDA %	19%	36%	22%	29%

Adjusted EBIT

EBIT before items affecting comparability. The measure is a supplement to EBIT adjusted for items affecting comparability and enables comparison with other periods. The measure is a key ratio for 4C.

	2022	2021	2022	2021
KSEK	Q4	Q4	Q1-Q4	Q1-Q4
EBIT	9,698	27,944	28,638	47,118
Items affecting comparability	-	2,503	15,259	2,503
Adjusted EBIT	9,698	30,446	43,898	49,621
Net sales	90,958	98,013	331,277	261,238
Adjusted EBIT %	11%	31%	13%	19%

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	2022-12-31	2021-12-31
Current assets excl cash and cash equivalents	112,563	96,414
Current liabilities excl interest-bearing items	74,884	75,051
Net working capital	37,680	21,363

Net debt

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

KSEK	2022-12-31	2021-12-31
Interest-bearing non-current liabilities	36,659	9,424
Interest-bearing current liabilities	33,892	40,030
Cash and cash equivalents	146,805	66,026
Net debt	-76,255	-16,571
Adjusted EBITDA RTM	73,292	75,713
Net debt ratio	-1.04	-0.22

Earnings per share

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

	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Weighted average number of shares	33,204,789	31,062,000	33,204,789	31,062,000
Weighted average number of dilutive shares	2,310,000	2,310,000	2,310,000	2,310,000
Weighted average number of shares after dilution	35,514,789	33,372,000	35,514,789	33,372,000

	2022	2021	2022	2021
	Q4	Q4	Q1-Q4	Q1-Q4
Net income for the period (KSEK)	5,171	23,859	26,291	38,989
Income attributable to Parent company's shareholders (KSEK)	5,171	23,859	26,291	38,989
Weighted average number of shares	33,204,789	31,062,000	33,204,789	31,062,000
Earnings per share before dilution (SEK)	0.16	0.77	0.79	1.26
Weighted average number of shares after dilution	35,514,789	33,372,000	35,514,789	33,372,000
Earnings per share after dilution (SEK)	0.15	0.71	0.74	1.17



Selected Historical Financials per Quarter and Year

	2022	2022	2022	2022	2022	2021	2021	2021	2021	2021	2020	2020
	YTD	Q4	Q3	Q2	Q1	YTD	Q4	Q3	Q2	Q1	YTD	Q4
Net sales (MSEK)	331.3	91.0	81.0	83.3	76.0	261.2	98.0	62.2	64.8	36.2	185.3	48.9
Net sales growth (%)	27%	-7%	30%	29%	110%	41%	101%	17%	56%	-13%	4%	-34%
FX adjusted organic net sales growth (%)	18%	-13%	16%	22%	97%	44%	99%	20%	67%	-10%	5%	-32%
Software revenue (MSEK)	211.6	54.3	58.7	51.4	47.2	159.5	65.7	43.8	38.8	11.2	86.1	21.8
Software as a percentage of net sales (%)	64%	60%	72%	62%	62%	61%	67%	70%	60%	31%	46%	45%
Recurring revenue (MSEK)	114.0	41.7	24.7	29.7	18.0	107.9	43.1	20.0	22.7	22.2	93.1	23.5
Annual recurring revenue (MSEK)	107.2	107.2	99.8	100.2	97.2	106.6	106.6	99.0	94.3	93.2	93.0	93.0
EBITDA (MSEK)	58.0	17.5	19.4	10.4	10.8	73.2	33.1	20.8	21.1	-1.9	36.8	8.8
EBITDA margin (%)	18%	19%	24%	12%	14%	28%	34%	33%	33%	-5%	20%	18%
EBIT (MSEK)	28.6	9.7	13.1	2.7	3.1	47.1	27.9	13.1	14.6	-8.5	13.1	2.3
EBIT margin (%)	9%	11%	16%	3%	4%	18%	29%	21%	22%	-24%	7%	5%
Items affecting comparability (MSEK)	15.3	-	0.5	9.6	5.2	2.5	2.5	-	-	-	-	-
Adjusted EBITDA (MSEK)	73.3	17.5	19.8	20.0	16.0	75.7	35.6	20.8	21.1	-1.9	36.8	8.8
Adjusted EBITDA margin (%)	22%	19%	24%	24%	21%	29%	36%	33%	33%	-5%	20%	18%
Adjusted EBIT (MSEK)	43.9	9.7	13.6	12.3	8.3	49.6	30.4	13.1	14.6	-8.5	13.1	2.3
Adjusted EBIT margin (%)	13%	11%	17%	15%	11%	19%	31%	21%	22%	-24%	7%	5%
Net income for the period (MSEK)	26.3	5.2	13.3	5.0	2.8	39.0	23.9	12.0	10.1	-6.9	7.4	0.3
Earnings per share before dilution* (SEK)	0.79	0.16	0.40	0.16	0.09	1.26	0.77	0.38	0.33	-0.22	0.24	0.01
Earnings per share after dilution* (SEK)	0.74	0.15	0.38	0.15	0.08	1.17	0.71	0.36	0.30	-0.21	0.23	0.01
Net working capital (MSEK)	37.7	37.7	60.8	20.3	18.6	21.4	21.4	64.4	36.7	10.8	11.8	11.8
Net debt (MSEK)	-76.3	-76.3	-68.3	-99.3	-11.9	-16.6	-16.6	65.3	48.2	32.5	12.7	12.7



Stockholm, Sweden

Definitions

SEK

The currency Swedish Krona.

KSEK

The currency Swedish Krona in thousands.

MSEK

The currency Swedish Krona in millions.

RTM

Rolling twelve months, the past 12 consecutive months.

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 agreement (SSA).

Software-related services

The total revenue of our software consultancy services, which include both implementation and integration of software, as well as income from managed services.

Expert services

The total revenue of advisory and consulting related income.

Net sales

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

Other revenue

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

Recurring revenue

Revenue of an recurring nature such as software and software-related services related income.

Annual recurring revenue

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.

FX adjusted organic net sales growth

Organic growth in net sales adjusted for foreign exchange effects.

Items affecting comparability

Items affecting comparability refers to items that are reported separately since they affect comparability and are considered to be divergent to the company's ordinary operations. Examples are expenses related to public listing, restructuring and acquisition-related expenses.

EBITDA

Operating income before depreciation and amortization.

Adjusted EBITDA

Operating income before depreciation, amortization and items affecting comparability.

EBITDA margin

EBITDA as a percentage of net sales.

EBIT

Operating income before financial income and expenses, and taxes.

Adjusted EBIT

Operating income before financial income and expenses, taxes and items affecting comparability.

EBIT margin

EBIT as a percentage of net sales.

EBT

Income before taxes, after financial income and expenses.

Adjusted EBT

Income before taxes and items affecting comparability, after financial income and expenses.

Net income

Net profit after tax.

Earnings per share before dilution

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

Earnings per share after dilution

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

Net working capital

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

Equity ratio

Total equity as a percentage of total assets.

Net debt

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

Net debt ratio

Net debt as a percentage of adjusted EBITDA RTM.

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.



4C Strategies

4C Strategies was founded in 2000 and is a leading global provider of software solutions and expert services for organisational readiness, training, and crisis management. Through the Exonaut® software platform, 4C Strategies offers a complete platform for building organisational readiness. Exonaut enables effective, secure, and seamless management of incidents, crises, risks, and compliance assurance. Exonaut also supports the sustainment and continuity of operations affected by disruptions and crises and provides a software solution for both military and civilian customers in training management and capability development.

In addition to Exonaut, 4C also provides software-related services and expert services. We provide our solutions primarily to customers in mission-critical environments such as defence forces, public organisations, and companies in the corporate sector that have a need of managing risks and training for sudden and critical events.

4C Strategies has its headquarter in Sweden and has a global presence with offices in the Nordics, UK, US and Australia.

Sustainability

4C Strategies recognises 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: www.investors.4cstrategies.com.

4C at a glance

- Founded in Sweden in 2000
- Headquartered in Stockholm
- Offices in the Nordics, UK, US and Australia
- 150 customers & users in +100 countries
- Share traded on Nasdaq First North Premier Growth Market, under the ticker '4C'



Our Offerings

Exonaut® Software

Resilience platform

Exonaut® is a market-leading resilience software platform featured in Gartner's hype cycle for Business Continuity and IT Resilience and the Market Guide for Crisis/Emergency Management (C/E M) Solutions. The powerful solution is used by the public sector and across industries – ranging from logistics and manufacturing to critical infrastructure, pharma and finance. Accredited by NATO and several armed forces to Secret and Unclassified level.

Training & exercise management platform

Exonaut is a highly scalable and configurable data-driven platform for planning, managing, mapping and evaluating training and exercises. It has been developed to support readiness. The Exonaut® platform is used by NATO and the Swedish, US, British and Australian armed forces, among others.

Consultancy Services

Software consultancy

Our software consultants provide wide-ranging support for clients. At an early stage – scoping, deployment and implementation of Exonaut. Once in use, onsite support large scale exercises are available, with follow-up reports based on the exercise data. Various service desk support is available for Exonaut customers depending on clients' needs and service delivery model, i.e. inhouse or cloud-based.

Expert services

Our consultants provide expert advisory services to the public and private sectors. They ensure organizations are prepared for potential threats to business continuity and have the necessary capabilities to assess risks and handle incidents and crises. Services range from identifying key threats or risks and increasing resilience capabilities to holding crisis training and exercises, to supporting organizations during an ongoing crisis.



4C STRATEGIES

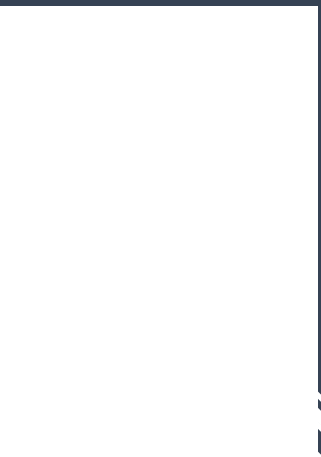
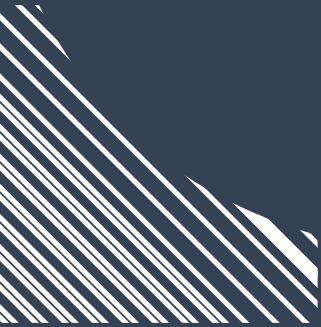


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