



The period in summary

2025 Q4

- **Net sales**
SEK 113.1 million (113.1)
- **Net sales growth**
0% (5%)
- **FX adjusted organic net sales growth**
6% (2%)
- **Software revenue in relation to net sales**
74% (73%)
- **Adjusted EBIT margin**
21% (23%)

2025 Q1–Q4

- **Net sales**
SEK 352.4 million (343.1)
- **Net sales growth**
3% (3%)
- **FX adjusted organic net sales growth**
7% (2%)
- **Software revenue in relation to net sales**
64% (69%)
- **Adjusted EBIT margin**
2% (-2%)

“Our priorities for 2026 are clear: deliver for our customers, strengthen profitability, and continue to grow, with particular emphasis on the defence segment.”

Jonas Jonsson, CEO

Key ratios

	2025 Q4	2024 Q4	2025 Q1–Q4	2024 Q1–Q4
mSEK				
Net sales	113.1	113.1	352.4	343.1
FX adjusted organic net sales growth (%)	6%	2%	7%	2%
Software revenue	84.0	83.0	225.0	235.2
Software revenue in relation to net sales (%)	74%	73%	64%	69%
EBIT	23.3	26.5	8.6	-5.9
EBIT margin (%)	21%	23%	2%	-2%
Adjusted EBIT	23.3	26.5	8.6	-5.9
Adjusted EBIT margin (%)	21%	23%	2%	-2%
Net income for the period	15.0	24.3	-16.8	-3.5
Earnings per share before dilution (SEK)	0.39	0.69	-0.44	-0.10
Earnings per share after dilution (SEK)	0.39	0.69	-0.44	-0.10

7%

FX-adjusted organic net sales growth full year

64%

Software revenue in relation to net sales full year

2%

Adjusted EBIT margin full year



CEO comment

Strengthened defence focus and a solid order book entering 2026

The fourth quarter was characterized by continued transformation with defence as the primary focus and a clear emphasis on profitability. We delivered an EBIT margin of 21 percent and software represented 74 percent of net sales. Order intake amounted to SEK 185 million, of which SEK 126 million related to software.

For the full year, EBIT improved to SEK 8.6 million (-5.9), while earnings were negatively impacted by financial items linked to SEK/USD currency movements and interest expenses. The order book at year-end was approximately SEK 332 million (200), with around half expected to be delivered during 2026. Cash flow during the year was affected by developments in the U.S., including timing effects in payment flows. We have implemented several measures to improve the situation, but the full effects have not yet materialized. A continued priority is to increase the conversion of contract assets and thereby strengthen cash flow. Overall, we did not meet our expectations for either the fourth quarter or 2025 as a whole. Against this backdrop, we are further strengthening our focus on defence, operating Resilience more selectively with an emphasis on cash flow, and continuing to develop Expert Services while maintaining profitability.

Defence

The fourth quarter is traditionally strong in the defence segment, particularly in Europe. During

the quarter, we expanded engagements with existing customers and developed our sales pipeline through targeted customer dialogues and participation in prioritized industry events. Order intake in the segment amounted to SEK 109 million (169), of which SEK 89 million (73) related to software. This included important contracts across several markets. Our focus is to qualify and convert the pipeline through both direct sales to end customers and deeper collaboration with major defence industry partners, with the aim of increasing reach, strengthening our market position, and improving competitiveness in larger procurements.

Resilience

As communicated in connection with the third quarter, we have reprioritized Resilience to free up resources and increase focus on the defence segment. The change entails a reduction in group costs related to Resilience of approximately SEK 40 million on an annual basis, which is expected to be fully implemented by the end of the

“The order book at year-end was approximately SEK 332 million with around half expected to be delivered during 2026.

first quarter of 2026. These measures reduce complexity, create a clearer offering, and improve the Group’s profitability profile, while maintaining our ability to deliver to existing customers. Going forward, we will operate Resilience more selectively, focusing on renewals and expansions with existing customers and on converting the current pipeline where we see clear profitability. Our ambition is for the segment to be cash-flow positive during 2026 and to contribute positive EBIT in 2027. During the fourth quarter, we also signed two contracts in areas close to defence, including a continuity solution for NATO and incident reporting for a European defence organization.

Expert Services

Expert Services closed the year with a strong fourth quarter. For the full year, revenue increased by approximately 10 percent to SEK 65 million and the EBITDA margin reached 24 percent, driven by a positive development in the second half of the year. Demand for services related to total defence and security continues to increase, and the recruitment environment improved toward the end of 2025 and into 2026, strengthening our delivery capacity.

The segment enters 2026 with a strong order

book. Our focus remains on the Nordics and the United Kingdom, where our offering and market position are strongest. Overall, Expert Services strengthens our presence close to customers’ operational activities and creates additional touchpoints for our software solutions, particularly within exercise and training.

Market development

In the United States, the quarter was affected by budget uncertainty and the federal government shutdown during the fall, which reduced predictability and extended decision and procurement cycles. During 2025, the shutdown lasted from October 1 to November 12, the longest to date. We continue to build and qualify the pipeline with a focus on our standard software, while adapting our sales planning to longer lead times. In early February, Congress ultimately approved a U.S. defence budget, which should lead to improved conditions during 2026.

In Europe, the development is more positive. Increased defence investments are driving demand not only for materiel but also for capability development, where our solutions are relevant. At the same time, procurement functions in many countries remain a bottleneck that prolongs processes. We see a growing pipeline, but with continued variation in conversion rates between markets.

In APAC (Australia, New Zealand, and Southeast Asia), development remains stable, with good customer activity and deliveries in line with plan.

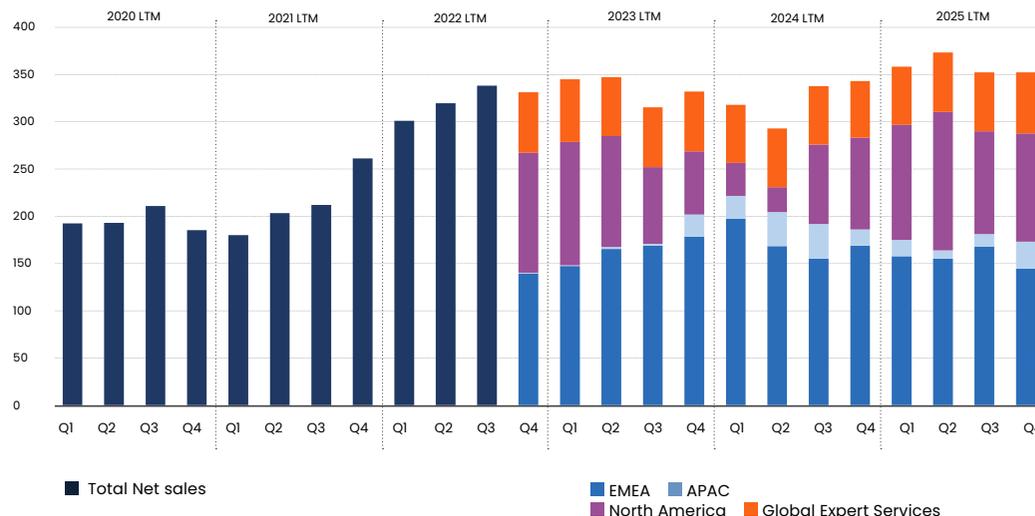
2026

Our priorities for 2026 are clear: deliver for our customers, strengthen profitability, and continue to grow, with particular emphasis on the defence segment. We are driving growth by further developing and converting the pipeline we have built, while strengthening our position in larger procurements through a combination of direct sales and partnerships. In parallel, we are implementing the decided cost adjustments within Resilience and operating the segment selectively with a focus on cash flow and existing customers, while Expert Services continues to develop profitably and reinforce our market position and domain expertise in exercise and training across our prioritized markets. Overall, we

enter 2026 with a clearer direction and improved visibility.

Jonas Jonsson
CEO

Net sales per segment, LTM



Financial overview

Net sales

Net sales in the quarter remains unchanged by 0% (5%) compared to same period previous year and amounted to SEK 113.1 million (113.1). Software revenue amounted to SEK 84.0 million (83.0) for the quarter. Revenue from software-related services amounted to SEK 9.8 million (13.1) during the quarter.

Our expert services business generated revenue of SEK 19.3 million (17.0) during the quarter.

Net sales for the year amounted to SEK 352.4 million (343.1), reflecting an increase of 3% (3%) compared to the same period the previous year. Software revenues amounted to SEK 225.0 million (235.2), software-related services amounted to SEK 62.7 million (48.0), and Expert Services amounted to SEK 64.7 million (59.9) during the year.

The annual rate of recurring revenue, ARR*, at the end of the quarter was SEK 214.7 million (163.8). Software accounted for SEK 181.0 million (129.2).

Exchange rate fluctuations affected net sales during the quarter and the full year. The currency translation effect amounted to -6% (3%) for the quarter and -5% (1%) for the full year, compared with the corresponding periods in the previous year, primarily as a result of a weaker USD/SEK. The Company's revenues are predominantly denominated in currencies other than SEK, mainly EUR, USD and GBP, while the cost base is largely in SEK, meaning that continued currency

*For definition see page 18

movements may result in greater currency translation effects in the coming quarters.

Software revenue

Software revenue accounted for 74% (73%) of total net sales during the quarter, representing an increase of one percent. Software revenues accounted for 64% (69%) of total net sales in the year.

EBITDA

Operating income before depreciation and amortization (EBITDA) amounted to SEK 35.1 million (37.6), rendering an EBITDA margin of 31% (33%) during the quarter.

EBITDA amounted to SEK 51.4 million (36.8) for the year with a margin of 15% (11%).

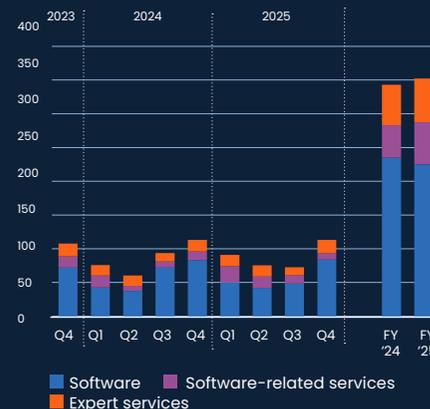
Adjusted EBITDA for the quarter and the year is at the same level as EBITDA, as no items are affecting comparability for the period.

EBIT

Operating income (EBIT) amounted to SEK 23.3 million (26.5), rendering an EBIT margin of 21% (23%) for the quarter. EBIT for the year was SEK 8.6 million (-5.9), with a margin of 2% (-2%).

Adjusted EBIT for the quarter and the year 2024 and 2025 is at the same level as EBIT, as no items are affecting comparability for the period.

Net sales, mSEK



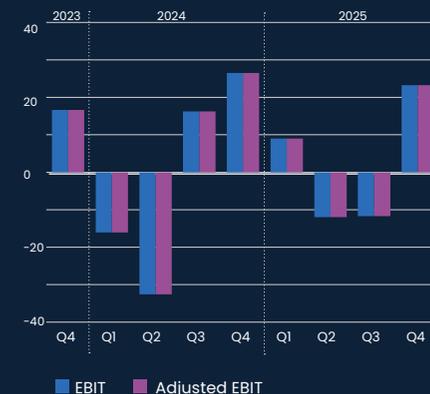
Software revenue, mSEK



EBITDA, mSEK



EBIT, mSEK



Financial position

At the end of the quarter, the equity ratio was 52% (54%). Shareholders' equity amounted to SEK 268.9 million (237.3), corresponding to SEK 7.0 (6.8) per outstanding share and SEK 7.0 (6.8) per share after dilution. The increase in equity is partly explained by the directed share issue resolved by the Board of Directors on March 27, 2025. For more information, see the section "Directed Share Issue."

Interest-bearing liabilities amounted to SEK 131.2 million (91.6) at the end of the quarter, of which SEK 37.7 million (45.1) refers to lease liabilities. The remaining interest-bearing debt of SEK 93.5 million (46.5) relates partly to a new bank loan of SEK 25.0 million (0.0), partly to the financing of a software license of SEK 2.5 million (3.0), partly to a new loan from shareholders of SEK 15.0 million (0.0) and partly to an overdraft facility of SEK 51.0 million (41.5).

Cash and cash equivalents amounted to SEK 11.5 million (24.2) at the end of the quarter. Net debt thereby totalled to SEK 119.8 million (67.4). Adjusted for lease liabilities, net debt amounted to SEK 82.0 million (22.3).

Cash flow & Liquidity

- Cash flow from operating activities for the quarter amounted to SEK 5.1 million (43.7) and during the year SEK -47.0 million (-25.7). It was negatively affected by lower operating result as well as by an increase in working capital. This increase was partly driven by high business activity at the end of the quarter, which led to higher accounts receivables and contract assets. In addition, unrealized exchange rate effects had a negative impact on working capital, amounting to SEK 2.8 million during the

quarter.

- Cash flow from investing activities for the quarter amounted to SEK -9.5 million (-12.5) and during the year SEK -42.9 million (-41.2). The change is explained by continued development and investments in Exonaut.
- Cash flow from financing activities amounted to SEK -3.5 million (-8.9) for the quarter and during the year SEK 79.4 million (26.8). The change was mainly driven by a net decrease in the overdraft facility, partly offset by increased borrowings in the form of bank loans and shareholder loans. Cash flow was also impacted by repayments of interest-bearing debt as well as lease payments.
- Cash and cash equivalents amounted to SEK 11.5 million at the end of the quarter and SEK 19.9 million at the beginning of the period. For the year, cash and cash equivalents amounted to SEK 11.5 million at the end of the period and SEK 24.2 million at the beginning of the period.

At the end of the period, the Company had an overdraft facility of SEK 66.2 million (68.0). The credit facility has been reduced by SEK 25 million during the quarter. Of the available facility, SEK 51.0 million (41.5) was utilized at the end of the period. After the year-end, SEK 22 million in shareholder loans was raised to cover the reduced overdraft facility at the end of the year. The Company is currently renegotiating its financing structure in order to reduce the proportion of shareholder loans and establish a more long-term financing solution. Management assesses that the Company has sufficient financing for the coming twelve months, based on available credit facilities and the current business forecast. The Company's liquidity is monitored on an ongoing basis, and we expect

a more stable and improved cash flow in the coming quarters.

Directed Share Issue

During the year of 2025, 4C Group completed a directed share issue of a total of 3,142,857 shares at a subscription price of SEK 17.50 per share, resulting in gross proceeds of approximately SEK 55 million before issuance costs. The share issue was approved by the Board of Directors on March 27, 2025, and the second tranche, directed towards related parties, was approved by an extraordinary general meeting on April 14, 2025. The purpose of the directed share issue was to strengthen the company's financial position and support continued global expansion, investments in product development, as well as to manage short-term uncertainties in larger business processes. Following the share issue, the share capital increased by SEK 54,999.9975 to SEK 669,812.4825. The total number of shares outstanding after the issue amounts to 38,274,999, corresponding to a dilution of approximately 8.2%.

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 (35,132,142).

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 194 (207) whereof 48 (61) 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 12-13.

Other significant events during and after the period

- During the quarter, the company was awarded a two-year agreement with the Swedish Post and Telecom Authority valued at SEK 48 million, with call-off potential of up to SEK 100 million.
- The company also received a preliminary award for a development assignment valued at approx. SEK 28.4 million.
- A three-year software contract was signed with a public European defense entity valued at approx. SEK 14.1 million, with an option up to approx. SEK 26.0 million.
- Delivery to NATO was expanded through a new software agreement valued at approx. SEK 10.2 million and additional call-offs for maintenance and services of up to approx. SEK 9.2 million for delivery in 2026.
- After the end of the period, the company secured a five-year Exonaut agreement within the US defense sector valued at approximately SEK 23.9 million, signed a five-year Exonaut contract with the Canadian Department of National Defence valued at approximately SEK 20 million, and received a call-off order from the Swedish Armed Forces valued at approximately SEK 20 million, with delivery during 2026 and 2027.

Annual general meeting 2026

The 4C Group Annual General Meeting will be held on May 21, 2026 in Stockholm.

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.

13th of February 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

Christine Rankin
Board Member

Jörgen Ericsson
Board Member

Jonas Jonsson
CEO

Financial Reporting Information

Financial calendar



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	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Net sales	113,123	113,060	352,386	343,102
Other revenue	42	781	726	3,156
Total revenue	113,165	113,841	353,111	346,257
Operating expenses				
Other external costs	-21,531	-19,896	-84,106	-85,692
Personnel costs	-64,227	-65,313	-255,717	-259,397
Capitalized work for own account	9,216	9,297	41,447	37,607
Other operating expenses	-1,505	-327	-3,345	-1,942
Total operating expenses	-78,047	-76,240	-301,720	309,424
Operating income before depreciation and amortization	35,118	37,602	51,391	36,834
Depreciation	-5,725	-5,361	-23,020	-21,824
Amortization	-6,143	-5,754	-19,798	-20,942
Operating income	23,250	26,487	8,573	-5,932
Financial income	2,688	9,088	8,027	19,608
Financial expenses	-7,615	-4,283	-35,537	-16,732
Income after financial items	18,323	31,292	-18,936	-3,057
Taxes	-3,358	-6,996	-2,181	-411
Net income for the period	14,964	24,296	-16,755	-3,468
Income attributable to:				
Parent company's shareholders	14,964	24,296	-16,755	-3,468
Other information				
Earnings per share before dilution (SEK)	0.39	0.69	-0.44	-0.10
Earnings per share after dilution (SEK)	0.39	0.69	-0.44	-0.10

Consolidated statement of other comprehensive income in summary

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Net income for the period	14,964	24,296	-16,755	-3,468
Other comprehensive income				
<i>Items which will be reclassified to the income statement (net of tax)</i>				
Translation adjustments attributable to foreign operations	-3,584	1,312	-4,311	2,250
Adjustment	-282	-	-282	-30
Other comprehensive income for the period, net of tax	-3,866	1,312	-4,593	2,220
Total comprehensive income for the period	11,098	25,608	-21,348	-1,248

Consolidated statement of financial position in summary

kSEK	2025-12-31	2024-12-31
ASSETS		
Intangible assets	113,962	93,318
Tangible assets	3,133	3,404
Right-to-use assets	37,974	45,398
Financial fixed assets	1,306	1,529
Contract assets	113,042	105,940
Deferred tax asset	20,814	9,556
Total non-current assets	290,231	259,145
Accounts receivables	30,343	14,219
Tax receivables	5,949	6,703
Contract assets	160,353	121,760
Other current receivables	19,138	11,582
Cash and cash equivalents	11,483	24,168
Total current assets	227,265	178,432
Total assets	517,496	437,577

kSEK	2025-12-31	2024-12-31
EQUITY AND LIABILITIES		
Equity		
<i>Equity attributable to the parent company's shareholders</i>	268,861	237,311
Total equity	268,861	237,311
Interest-bearing non-current liabilities	1,264	2,411
Non-current lease liabilities	19,324	24,058
Deferred tax liability	23,062	18,603
Total non-current liabilities	43,651	45,072
Interest-bearing current liabilities	92,256	44,071
Current lease liabilities	18,397	21,030
Accounts payables	15,209	13,411
Tax liabilities	4,253	2,664
Contract liabilities	29,830	37,613
Other current liabilities	45,039	36,406
Total current liabilities	204,985	155,195
Total equity and liabilities	517,496	437,577

Changes in consolidated equity in summary

kSEK	Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance 1 January 2024	598	155,149	2,816	67,937	226,501
Net income for the period	-	-	-	-3,468	-3 468
Adjustment				-30	-30
Other comprehensive income	-	-	2,250	-	2,250
Total other comprehensive income	0	0	2,250	-3,498	-1,249
Transaction with owners					
Exercise of warrants	16	12,042	-	-	12,059
Total transaction with owners	16	12,042	0	0	12,059
Closing balance 30 December 2024	615	167,192	5,066	64,439	237,311
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 other comprehensive income	0	0	-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	0	0	52,898
Closing balance 31 December 2025	670	220,035	754	47,402	268,861

Consolidated cash flow statement in summary

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Cash flow from operating activities				
Operating income	23,250	26,487	8,573	-5,932
Adjustment for non-cash items	13,058	11,752	45,101	41,852
Financial items	-2,136	4,805	-6,891	2,876
Income tax paid	1,490	4,487	-2,420	1,394
Cash flow from operating activities, before changes in working capital	35,662	47,531	44,363	40,190
Change in working capital	-30,565	-3,790	-91,347	-65,894
Cash flow from operating activities	5,097	43,741	-46,984	-25,704
Cash flow from investing activities				
Acquisition of intangible assets	-9,216	-12,311	-41,447	-40,621
Acquisition of tangible assets	-428	-220	-1,433	-501
Acquisition of financial assets	113	-1	25	-45
Cash flow from investing activities	-9,530	-12,531	-42,854	-41,167

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Cash flow from financing activities				
New share issues	-	-	52,210	-
Costs related to new share issue	-	-	-480	-
Warrant premiums	-	-	1,168	-
Exercise of warrants	-	-	-	12,059
Change in liabilities to credit institutions	24,875	3,014	24,514	3,014
Change in loans from shareholders	15,000	-	15,000	-
Net change of overdraft account	-38,412	-6,896	9,509	41,483
Repayment of interest bearing debts	-	-516	-1,985	-10,401
Cash payments for principal portion of the lease liability	-4,932	-4,535	-20,506	-19,389
Cash flow from financing activities	-3,469	-8,933	79,430	26,766
Cash flow for the period	-7,902	22,277	-10,409	-40,106
Change in cash and cash equivalents				
Cash and cash equivalents at the beginning of the year	19,883	1,121	24,168	62,227
Exchange rate differences in cash and cash equivalents	-499	770	-2,277	2,047
Cash and cash equivalents at the end of the period	11,483	24,168	11,483	24,168

Parent company income statement

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Operating revenue				
Net sales	66,051	85,880	142,035	199,576
Other revenue	-25	-3	74	101
Total revenue	66,026	85,878	142,109	199,677
Operating expenses				
Other external costs	-20,001	-53,690	-84,453	-137,145
Personnel costs	-22,060	-21,988	-92,977	-84,482
Other operating expenses	-81	-36	-125	-171
Total operating expenses	-42,142	-75,715	-177,555	-221,799
Operating income before depreciation and amortization	23,884	10,163	-35,446	-22,122
Depreciation and amortization	-383	-144	-1,544	-562
Operating income	23,502	10,019	-36,990	-22,683
Financial income and expenses	-3,362	2,414	-20,448	5,396
Income after financial items	20,140	12,433	-57,438	-17,288
Appropriations	2,700	-7,500	-	-7,500
Income before tax	22,840	4,933	-57,438	-24,788
Taxes	-4,778	-825	11,716	4,879
Net income for the period	18,062	4,108	-45,722	-19,909

Parent company balance statement

kSEK	2025-12-31	2024-12-31
ASSETS		
Fixed assets		
Intangible assets	2,009	3,014
Tangible assets	981	1,472
Total tangible fixed assets	2,990	4,486
<i>Financial fixed assets</i>		
Shares in subsidiaries	21,680	21,680
Deferred tax asset	20,270	8,555
Total financial fixed assets	41,951	30,235
Total non-current assets	44,941	34,721
<i>Current assets</i>		
Current intercompany receivables	241,372	147,393
Contract assets	1,066	1,260
Other current receivables	1,727	1,781
Accrued income and prepaid expenses	8,663	7,802
Cash and cash equivalents	5	1,312
Total current assets	252,833	159,548
Total assets	297,773	194,269

kSEK	2025-12-31	2024-12-31
EQUITY AND LIABILITIES		
Equity		
<i>Restricted equity</i>		
Share capital	670	615
Total restricted equity	670	615
<i>Unrestricted equity</i>		
Additional paid in capital	220,035	167,192
Profit/loss brought forward	-10,291	9,618
Net income for the period	-45,722	-19,909
Total unrestricted equity	164,021	156,901
Total equity	164,691	157,515
Untaxed reserves	-	-
Interest-bearing non-current liabilities	1,264	2,411
Total non-current liabilities	1,264	2,411
<i>Current liabilities</i>		
Interest-bearing current liabilities	16,264	603
Accounts payables	7,939	10,266
Current intercompany liabilities	83,478	6,811
Other current liabilities	13,795	6,208
Contract liabilities	-	2,013
Accrued expenses and prepaid income	10,343	8,442
Total current liabilities	131,818	34,343
Total equity and liabilities	297,773	194,269

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 2025 have not had any significant impact on the Group's reporting as of 31 December 2025. 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 kSEK 1 in column subtotals or totals.

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 2025. The year 2025 was characterized by sustained global turbulence, with geopolitical unrest contributing to heightened uncertainty for businesses and organizations worldwide. However, macroeconomic conditions have shown signs of stabilization, supported by a reduction in the interest rate 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

Any transactions with related parties have been conducted on market terms. No significant transactions with related parties to be considered for 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 EMEA Software, APAC Software, North America Software and Global 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.

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. Internal transactions between the segments refer to cost allocation due to the use of resources between the entities.

Segment reporting

The comparative figures for the segments have been restated for Q1 and Q2 2024. The recalculation therefore affects the aggregated figures for 2024. When recalculating the comparative figures, revenues and expenses have been allocated based on geographical region (EMEA, APAC and North America) and based on whether revenue and costs are attributable to software or services. Software and software-related services have been allocated to EMEA Software, APAC Software and North America Software, while expert services have been allocated to Global Expert Services.

kSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q4 2025								
Software	42,828	16,802	24,411	-	84,041	-	-	84,041
Software-related services	6,234	521	3,029	-	9,784	-	-	9,784
Expert services	-	-	-	19,299	19,299	-	-	19,299
Revenue from contracts with customers	49,062	17,322	27,439	19,299	113,123	0	0	113,123
Other revenue	11	-2	3	-10	2	40	-	42
Internal revenue	899	281	208	380	1,767	4,501	-6,268	0
Total revenue	49,972	17,602	27,650	19,669	114,892	4,541	-6,268	113,165
Personnel costs	-10,552	-1,628	-4,892	-8,525	-25,597	-38,630	-	-64,227
Other external costs	-4,074	-4,978	-2,761	-3,663	-15,476	1,656	-	-13,820
Internal costs	-673	-68	-211	-1,172	-2,123	-4,145	6,268	0
Total cost	-15,298	-6,674	-7,864	-13,359	-43,196	-41,119	6,268	-78,047
EBITDA	34,673	10,927	19,786	6,309	71,696	-36,578	0	35,118
Amortization	-	-	-	-	0	-6,143	-	-6,143
Depreciation	-	-	-	-	0	-5,725	-	-5,725
Financial income	-	-	-	-	0	2,688	-	2,688
Financial expenses	-	-	-	-	0	-7,615	-	-7,615
Income before tax	34,673	10,927	19,786	6,309	71,696	-53,374	0	18,323
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	34,673	10,927	19,786	6,309	71,696	-53,374	0	18,323

kSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q4 2024								
Software	61,315	1,150	20,491	-	82,956	-	-	82,956
Software-related services	11,220	725	1,170	-	13,115	-	-	13,115
Expert services	-	-	-	16,989	16,989	-	-	16,989
Revenue from contracts with customers	72,535	1,875	21,661	16,989	113,060	0	0	113,060
Other revenue	532	96	-36	142	734	47	-	781
Internal revenue	1,866	127	378	267	2,638	9,260	-11,898	0
Total revenue	74,933	2,098	22,003	17,398	116,432	9,308	-11,898	113,841
Personnel costs	-12,999	-2,325	-4,439	-9,624	-29,386	-35,927	-	-65,313
Other external costs	-3,384	-735	-2,905	-2,658	-9,682	-1,244	-	-10,926
Internal costs	-2,863	-130	-447	-452	-3,892	-8,007	11,898	0
Total cost	-19,245	-3,190	-7,790	-12,734	-42,960	-45,178	11,898	-76,240
EBITDA	55,688	-1,092	14,213	4,664	73,472	-35,871	0	37,602
Amortization	-	-	-	-	0	-5,754	-	-5,754
Depreciation	-	-	-	-	0	-5,361	-	-5,361
Financial income	-	-	-	-	0	9,088	-	9,088
Financial expenses	-	-	-	-	0	-4,283	-	-4,283
Income before tax	55,688	-1,092	14,213	4,664	73,472	-42,180	0	31,292
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	55,688	-1,092	14,213	4,664	73,472	-42,180	0	31,292

kSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q1-Q4 2025								
Software	97,153	26,569	101,230	-	224,951	-	-	224,951
Software-related services	47,424	1,995	13,274	-	62,694	-	-	62,694
Expert services	-	-	-	64,741	64,741	-	-	64,741
Revenue from contracts with customers	144,577	28,564	114,504	64,741	352,386	0	0	352,386
Other revenue	513	49	-132	148	578	147	-	726
Internal revenue	3,100	749	930	2,271	7,050	5,868	-12,918	0
Total revenue	148,190	29,362	115,302	67,160	360,014	6,016	-12,918	353,111
Personnel costs	-43,697	-5,116	-16,279	-34,956	-100,047	-155,670	-	-255,717
Other external costs	-15,259	-9,450	-16,838	-12,161	-53,708	7,704	-	-46,003
Internal costs	-2,708	-176	-817	-4,467	-8,168	-4,750	12,918	0
Total cost	-61,664	-14,742	-33,934	-51,583	-161,923	-152,715	12,918	-301,720
EBITDA	86,526	14,620	81,368	15,577	198,091	-146,700	0	51,391
Amortization	-	-	-	-	0	-19,798	-	-19,798
Depreciation	-	-	-	-	0	-23,020	-	-23,020
Financial income	-	-	-	-	0	8,027	-	8,027
Financial expenses	-	-	-	-	0	-35,537	-	-35,537
Income before tax	86,526	14,620	81,368	15,577	198,091	-217,027	0	-18,936
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	86,526	14,620	81,368	15,577	198,091	-217,027	0	-18,936

kSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q1-Q4 2024								
Software	126,286	15,193	93,701	-	235,180	-	-	235,180
Software-related services	42,753	1,875	3,384	-	48,012	-	-	48,012
Expert services	-	-	-	59,910	59,910	-	-	59,910
Revenue from contracts with customers	169,039	17,068	97,085	59,910	343,102	0	0	343,102
Other revenue	1,808	96	203	120	2,228	928	-	3,156
Internal revenue	14,611	718	14,484	1,188	31,001	18,950	-49,951	0
Total revenue	185,459	17,882	111,772	61,218	376,331	19,877	-49,951	346,257
Personnel costs	-65,648	-7,642	-31,165	-37,392	-141,847	-117,550	-	-259,397
Other external costs	-17,800	-5,952	-14,074	-8,282	-46,108	-3,919	-	-50,027
Internal costs	-7,243	-619	-1,754	-3,115	-12,731	-37,220	49,951	0
Total cost	-90,690	-14,213	-46,994	-48,789	-200,686	-158,689	49,951	-309,424
EBITDA	94,768	3,669	64,778	12,429	175,645	-138,812	0	36,834
Amortization	-	-	-	-	0	-20,942	-	-20,942
Depreciation	-	-	-	-	0	-21,824	-	-21,824
Financial income	-	-	-	-	0	19,608	-	19,608
Financial expenses	-	-	-	-	0	-16,732	-	-16,732
Income before tax	94,768	3,669	64,778	12,429	175,645	-178,702	0	-3,057
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	94,768	3,669	64,778	12,429	175,645	-178,702	0	-3,057

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	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Software	84,041	82,956	224,951	235,180
Software-related services	9,784	13,115	62,694	48,012
Expert services	19,299	16,989	64,741	59,910
Net sales	113,123	113,060	352,386	343,102

Net sales by sector

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 sector is presented to describe how the Group's revenue is divided depending on what type of market the customers are operating in.

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Defence	90,046	92,881	269,713	266,098
Public	13,888	10,333	43,812	36,243
Corporate	9,189	9,846	38,860	40,760
Net sales	113,123	113,060	352,386	343,102

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	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Software	84,041	82,956	224,951	235,180
Software-related services	9,784	13,115	62,694	48,012
Expert services	19,299	16,989	64,741	59,910
Net sales	113,123	113,060	352,386	343,102
Net sales growth (%)	0%	5%	3%	3%
FX adjusted organic net sales growth (%)	6%	2%	7%	2%

The currency translation effect on net sales growth during the quarter amounted to -6% (-3%).

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	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Software	84,041	82,956	224,951	235,180
Software-related services	9,784	13,115	62,694	48,012
Expert services	19,299	16,989	64,741	59,910
Net sales	113,123	113,060	352,386	343,102
Software as a percentage of net sales (%)	74%	73%	64%	69%

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.

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Software	76,936	69,825	164,249	192,103
Software-related services	3,780	6,462	33,034	28,617
Recurring revenue	80,716	76,286	197,283	220,720
Recurring revenue growth (%)	6%	61%	-11%	56%

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Recurring revenue	80,716	76,286	197,283	220,720
Net sales	113,123	113,060	352,386	343,102
Recurring revenue, as percentage of net sales (%)	71%	67%	56%	64%

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.

kSEK	2025 Q4	2024 Q4
Software	180,986	129,151
Software-related services	33,667	34,682
Annual recurring revenue	214,653	163,833
Annual recurring revenue growth (%)	31%	38%

EBITDA

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

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Operating income	23,250	26,487	8,573	-5,932
Depreciation	5,725	5,361	23,020	21,824
Amortization	6,143	5,754	19,798	20,942
EBITDA	35,118	37,602	51,391	36,834
Net sales	113,123	113,060	352,386	343,102
EBITDA (%)	31%	33%	15%	11%

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	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Operating income	23,250	26,487	8,573	-5,932
EBIT	23,250	26,487	8,573	-5,932
Net sales	113,123	113,060	352,386	343,102
EBIT (%)	21%	23%	2%	-2%

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.

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Expenses related to public listing	-	-	-	-
Items affecting comparability	0	0	0	0

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.

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
EBITDA	35,118	37,602	51,391	36,834
Items affecting comparability	-	-	-	-
Adjusted EBITDA	35,118	37,602	51,391	36,834
Net sales	113,123	113,060	352,386	343,102
Adjusted EBITDA (%)	31%	33%	15%	11%

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 financial target for 4C.

kSEK	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
EBIT	23,250	26,487	8,573	-5,932
Items affecting comparability	-	-	-	-
Adjusted EBIT	23,250	26,487	8,573	-5,932
Net sales	113,123	113,060	352,386	343,102
Adjusted EBIT (%)	21%	23%	2%	-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	2025-12-31	2024-12-31
Current assets excl cash and cash equivalents	215,782	153,496
Current liabilities excl interest-bearing items	94,332	90,094
Net working capital	121,450	63,402

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	2025-12-31	2024-12-31
Interest-bearing non-current liabilities	20,588	26,469
Interest-bearing current liabilities	110,653	65,502
Cash and cash equivalents	11,483	24,168
Net debt	119,759	67,402
Adjusted EBITDA RTM	51,391	36,834
Net debt ratio	2.33	1.83

Earnings per share

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

	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Weighted average number of shares	38,233,707	34,995,892	38,233,707	34,995,892
Dilution effect after dilutive shares	8,750	140,000	8,750	140,000
Weighted average number of shares after dilution	38,242,457	35,135,892	38,242,457	35,135,892

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.

	2025 Q4	2024 Q4	2025 Q1-Q4	2024 Q1-Q4
Net income for the period (kSEK)	14,964	24,296	-16,755	-3,468
Income attributable to Parent company's shareholders (kSEK)	14,964	24,296	-16,755	-3,468
Weighted average number of shares	38,233,707	34,995,892	38,233,707	34,995,892
Earnings per share before dilution (SEK)	0.39	0.69	-0.44	-0.10
Weighted average number of shares after dilution	38,242,457	35,135,892	38,242,457	35,135,892
Earnings per share after dilution (SEK)	0.39	0.69	-0.44	-0.10

Selected historical financials per quarter and year

mSEK	2025 Q4	2025 Q3	2025 Q2	2025 Q1	2024 Q4	2024 Q3	2024 Q2	2024 Q1	2023 Q4	2025	2024	2023
Net sales	113.1	72.7	75.6	90.9	113.1	93.8	60.5	75.7	107.7	352.4	343.1	332.1
Net sales growth (%)	0%	-22%	25%	20%	5%	91%	-29%	-16%	18%	3%	3%	0%
FX adjusted organic net sales growth (%)	6%	-18%	33%	19%	2%	93%	-29%	-17%	18%	7%	2%	-3%
Software revenue	84.0	48.5	42.1	50.2	83.0	72.3	37.3	42.6	72.2	225.0	235.2	210.4
Software as a percentage of net sales (%)	74%	67%	56%	55%	73%	77%	62%	56%	67%	64%	69%	63%
Recurring revenue	86.0	45.4	24.6	46.6	76.3	72.7	34.3	37.4	47.5	202.6	220.7	141.2
Annual recurring revenue	214.7	206.7	181.0	180.7	163.8	152.0	129.9	120.7	119.1	214.7	163.8	119.1
Annual recurring revenue - Software	181.0	173.5	147.4	147.3	129.2	117.5	94.0	85.2	82.9	181.0	129.2	82.9
Annual recurring revenue - Software-related services	33.7	33.3	33.6	33.4	34.7	34.4	35.9	35.6	36.2	33.7	34.7	36.2
EBITDA	35.1	-0.8	-1.2	18.3	37.6	26.1	-21.8	-5.1	26.9	51.4	36.8	31.6
EBITDA margin (%)	31%	-1%	-2%	20%	33%	28%	-36%	-7%	25%	15%	11%	10%
EBIT	23.3	-11.7	-12.0	9.0	26.5	16.3	-32.6	-16.1	16.6	8.6	-5.9	-5.9
EBIT margin (%)	21%	-16%	-16%	10%	23%	17%	-54%	-21%	15%	2%	-2%	-2%
Items affecting comparability	-	-	-	-	-	-	-	-	-	-	-	0.6
Adjusted EBITDA	35.1	-0.8	-1.2	18.3	37.6	26.1	-21.8	-5.1	26.9	51.4	36.8	32.2
Adjusted EBITDA margin (%)	31%	-1%	-2%	20%	33%	28%	-36%	-7%	25%	15%	11%	10%
Adjusted EBIT	23.3	-11.7	-12.0	9.0	26.5	16.3	-32.6	-16.1	16.6	8.6	-5.9	-5.3
Adjusted EBIT margin (%)	21%	-16%	-16%	10%	23%	17%	-54%	-21%	15%	2%	-2%	-2%
Net income for the period	15.0	-13.3	-9.0	-9.4	24.3	11.1	-27.5	-11.4	16.2	-16.8	-3.5	-9.3
Earnings per share before dilution (SEK)	0.39	-0.35	-0.24	-0.25	0.69	0.32	-0.79	-0.33	0.48	-0.44	-0.10	-0.27
Earnings per share after dilution (SEK)	0.39	-0.35	-0.24	-0.25	0.69	0.32	-0.79	-0.33	0.46	-0.44	-0.10	-0.27
Net working capital	121.5	110.7	135.8	95.2	64.2	76.7	68.9	67.9	69.3	121.5	63.4	69.3
Net debt	119.8	112.6	97.4	53.2	67.4	89.3	59.8	13.3	-0.6	119.8	67.4	-0.6

Definitions

SEK

The currency Swedish Krona.

kSEK

The currency Swedish Krona in thousands.

mSEK

The currency Swedish Krona in millions.

LTM

Latest 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 agreements (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 a recurring nature such as software and software-related services related income.

Annual recurring revenue

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.

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.

This is 4C

4C Strategies

4C Strategies was founded in 2000 and is a leading global provider of software solutions and expert services for organizational readiness, training, and crisis management. Through the Exonaut® software platform, 4C Strategies offers a complete platform for building organizational 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 organizations, 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 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.

Results

We always strive to deliver clear results that exceed our customers' expectations and to advance the development of our solutions through incremental and ground-breaking innovations.

Integrity

We handle the information that we receive and the trust that has been granted to us with the utmost professionalism and discretion.

Fun

We enjoy going to work and we actively contribute to a pleasant, inclusive and respectful work environment.

Competence

We attract, develop and motivate exceptional colleagues to deliver value to our customers and grow as individuals and as an organization.



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.

Our offering

[→ Read more about our offering](#)

Exonaut

Resilience platform

Exonaut is a complete platform for building organizational resilience and enabling the efficient, secure and seamless management of incidents, crises and risks

Training and exercise platform

Exonaut is a world-leading software solution for both military and civilian customers in training management and capability development.

Expertise

Software-related services

Our software consultants provide ongoing technical support to our customers. To begin with, this relates to scoping, initiating and implementing Exonaut.

Expert services

We have an integrated approach to risk, continuity and crisis management with a focus on assisting our clients in building organizational resilience.

Global operations with local presence



Brisbane

23 Dunmore Terrace
Auchenflower
Queensland 4066
Brisbane
Australia

London

Nova North
11 Bressenden Place
London SW1E 5BY
United Kingdom

Malmö

Neptunigatan 42
211 18 Malmö
Sweden

Orlando

Resource Square III
12001 Research Park way
Orlando
Florida 32826
USA

Stockholm

Vattugatan 17
111 52 Stockholm
Sweden

Warminster

The Design Centre
Roman Way
Warminster BA12 8SP
United Kingdom

Washington

1765 Greensboro Station
Place
Suite 900
McLean VA 22102
USA



4C Strategies is the leading provider of training readiness and organisational resilience solutions. With over 20 years of expertise, we support high-profile international institutions, global enterprises and armed forces across 100 countries. We help you to train effectively and be ready for the resilience challenges ahead.

Our innovative Exonaut® platform empowers capability development, building on key insights for when it matters the most. Our experts work alongside you to prepare your operations for the future, allowing you to transform training, rethink risk, manage crises, and uphold continuity. With offices around the world, we are never far away.

**Be Ready.
Be Resilient.
Foresee.**

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Visit
[4C Investor Relations](#)
for more information.

