

4C Strategies Interim Report Q4 2024

February 14, 2025

For over 20 years we at 4C Strategies have delivered **software** and supporting **advisory services** globally to build resilient organizations and train for the future.

STOCKHOLM | LONDON | WASHINGTON D.C.
BRISBANE | MALMÖ | ORLANDO | WARMINSTER

4C in the world of today

- ✔ A continued build up of military readiness in NATO and allied countries
 - ⊙ More than 100 exercises conducted 2024
 - ⊙ More than 100 000 troops trained 2024
- ✔ Increased demands on corporations and organizations to build their own Resilience
 - ⊙ Both from shareholder perspective but also in legislation





The ERP for Training and
Exercising within the
Allied Armed Forces

The Problems **we solve** for Defense Organizations Today

- ✔ **Increased Visibility of Training Readiness**
- ✔ **Enhanced Resource Management**
- ✔ **Integrating Training Data**



Executive summary

Q4 2024

- ✓ Solid end to the year with increased net sales and improved EBIT margin
- ✓ Key deals signed with UK, US and NATO Defense customers
- ✓ Continued focus on optimized operations and AI innovation and integration

4C in numbers

113

Net sales
2024 Q4

23%

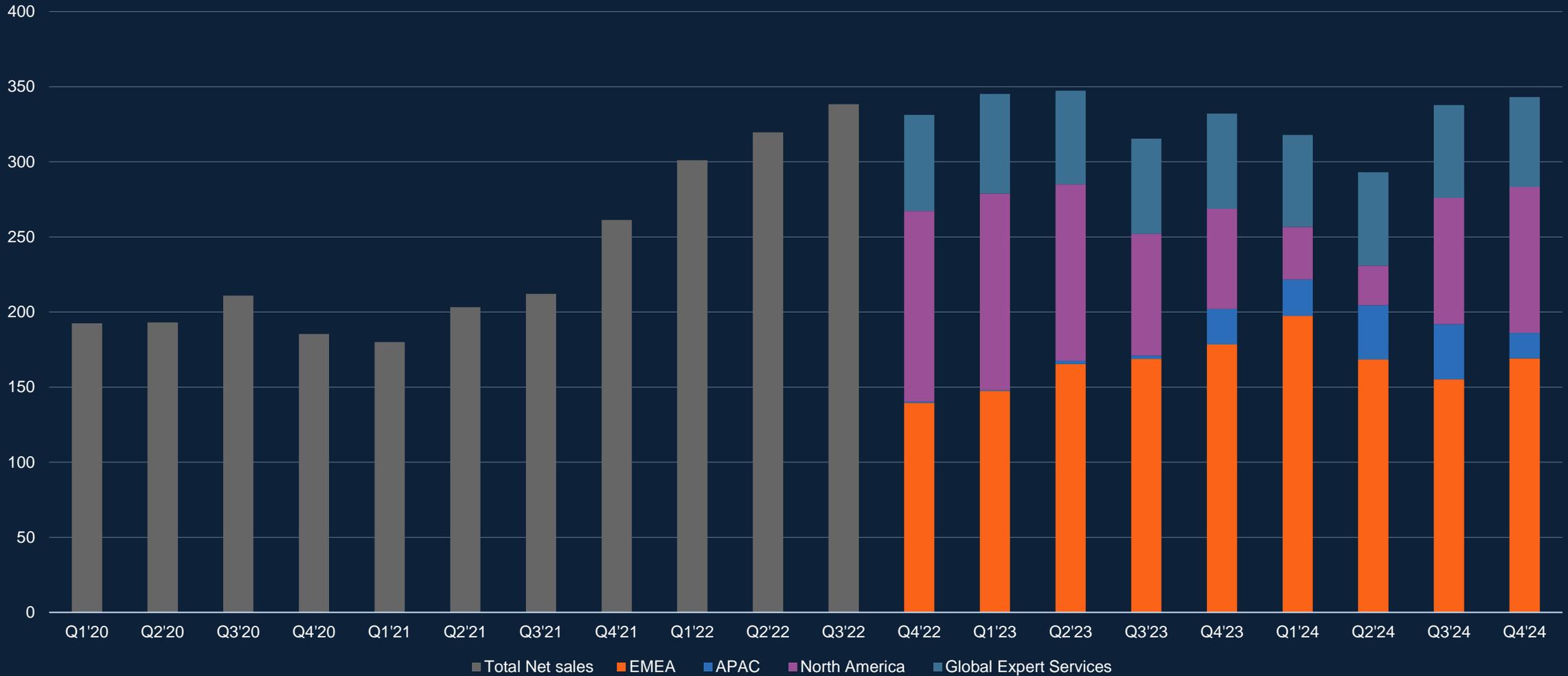
EBIT margin
2024 Q4

17%

Net sales CAGR 2020-
2024

Financials	Q4 2024	Q4 2023	2024 FY
Net sales (MSEK)	113	108	344
Software revenue	73%	67%	69%
EBIT margin	23%	15%	-2%

Net sales per segment, RTM



EMEA

- ✓ Extended and expanded contracts with strategic customers, including NATO and British Army
- ✓ In the Resilience sector, our efforts to package solutions into more standardized products have shown results
- ✓ An increasing interest in the Swedish public sector in total defense and preparedness aligns well with our market offering

APAC



- ✓ Ended the year on plan with further extensions to Defense customers
- ✓ Ongoing delivery to one of the world largest military exercises
- ✓ 4C regional expansion continues to deliver since establishment in 2022

North America



- ✓ Continued progress in the Defense market with new deals signed
- ✓ Ongoing deliveries strengthen our position in US Military
- ✓ Resilience market still in early stages - additional deals closed and continued focus on building presence



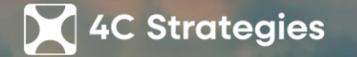
Expert Services

- ✔ Strong recovery during the fourth quarter to end the year
- ✔ Continued strong pipeline with secured orders for 2025
- ✔ Growing interest in core market offering – Organizational resilience and Total Defense

Key Priorities



CEO focus areas 2024



01

Focus on exceptional customer service and enhanced product delivery

02

Drive and optimize organization to deliver a strong 2024 and build for the future

03

Continued Technical Innovation and transformation through AI and key additions to our team

CEO focus areas 2024

01

Focus on exceptional customer service and enhanced product delivery.



02

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03

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CEO focus areas 2025



01 - Defense

Strengthen our position as the go-to brand for Defence Training Readiness

02 - Resilience

Expand market share through well defined product offering and innovative solutions

03 - Operations

Improved operations, increased performance and long-term profitability

Q&A





4C Strategies

Be Ready, Be Resilient, Foresee.

Upcoming reports:
Interim Report Q1 2025: April 29, 2025

Find us at
4cstrategies.com