



4C Strategies Interim Report **Q3 2024**

October 31, 2024

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

Business Highlights



Positive outcome and outlook in North America



Significant efforts in product packaging and enhancements in go to market with COTS products



Ongoing optimization and restructuring across the group



4C STRATEGIES



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COTS Projects in Focus



Defence market is historically very set in requirements which makes selling COTS more challenging.



Change seen in both the US, Europe and APAC.



Building a solid foundation in North America within this space, is key to future success.



In resilience, success with advanced customers will drive revenue growth and expand the COTS base, our long-term strategic goal.

Optimizing for the future

- ✓ Streamline our business
- ✓ Improve follow-up and optimization
- ✓ New segment reporting starting from the third quarter



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APAC



EMEA



North
America



Expert
Services

Executive summary Q3 2024

- ✓ Turnaround in North America with strategic contracts
- ✓ Streamlined operations and cost efficiency
- ✓ Accelerated product go-to-market strategy

4C in numbers

94

Net sales
2024 Q3

17%

EBIT margin
2024 Q3

17%

Net sales CAGR 2020-
2024 Q3

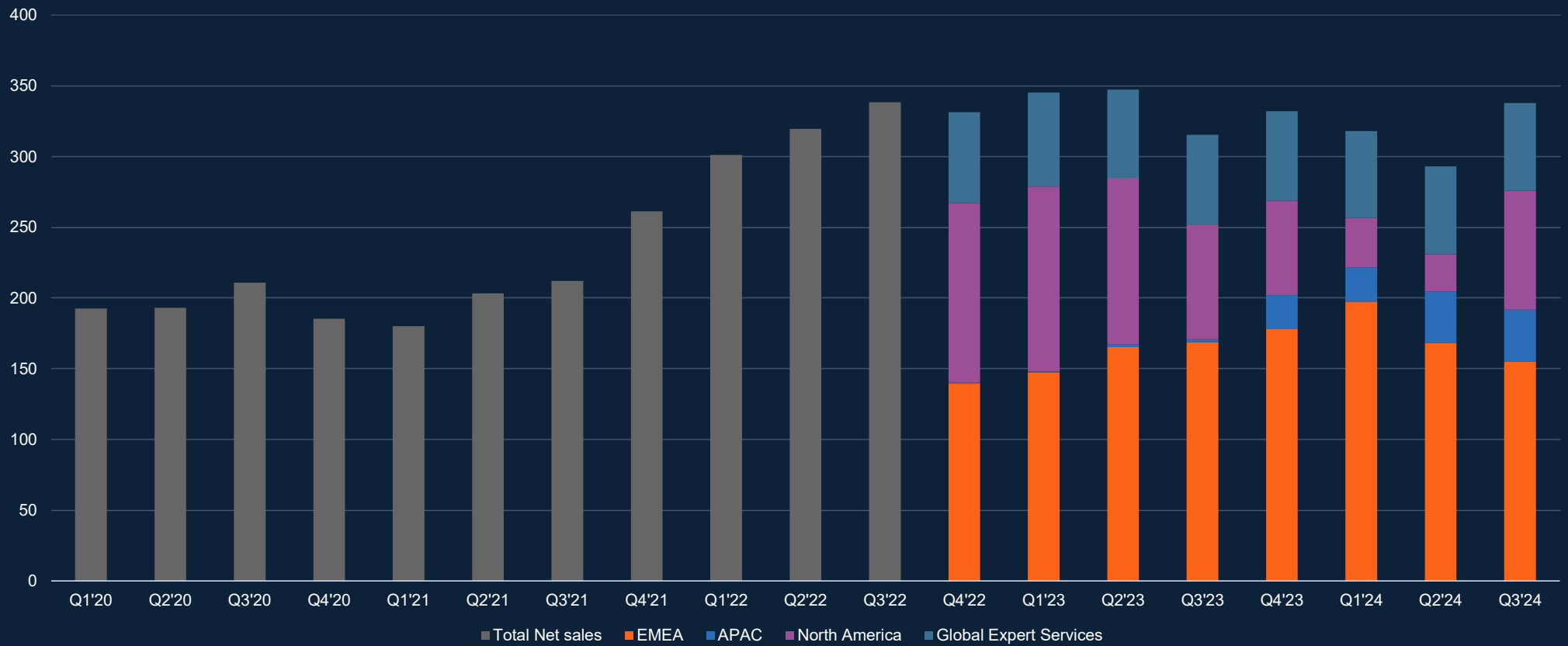
Financials	Q3 2024	Q3 2023	Q3 2024 RTM
Net sales (MSEK)	93.8	49.1	337.7
Software revenue	77%	53%	66%
Adjusted EBIT margin*	17%	-70%	-5%



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*EBIT adjusted for items affecting comparability (IPO-related costs)

Net sales per segment, RTM





EMEA

- ✓ Seasonally slow, but uptake at market events signals growing interest in defense solutions.
- ✓ Defence spending and investment is slowly shifting from hardware and ammunition.
- ✓ Increased activity and new contracts expected in upcoming quarters





APAC

- ✓ Quarter focused on delivery of prior projects and new business development.
- ✓ Delivery on key contracts with Army, Air Force, and Joint levels solidify position in defense sector.
- ✓ Strong growth potential in the region despite expected quarterly fluctuations.



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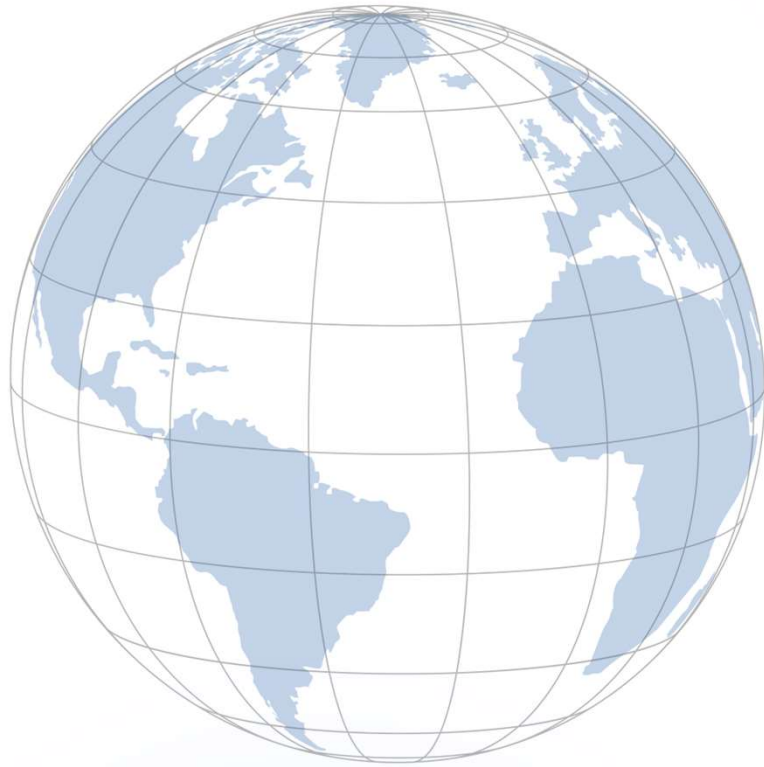


North America

- ✔ Significant turnaround with major new operational contracts and growth in standardized software sales.
- ✔ Strengthened position in defense as standardized solutions gain traction alongside custom products.
- ✔ Early-stage expansion in Resilience segment with substantial potential.



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Expert Services

- ✓ Steady revenue, with resilience and preparedness consulting demand remaining high.
- ✓ Growing need for consulting around heightened readiness requirements in uncertain global conditions.
- ✓ Well-positioned to support both private and public sectors in resilience strengthening.





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Key priorities



Three focus areas



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



Focus on exceptional customer service and enhanced product delivery.



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



Q&A

Thank you

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

Upcoming reports:
Interim Report Q4 2024: February 14, 2025

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