

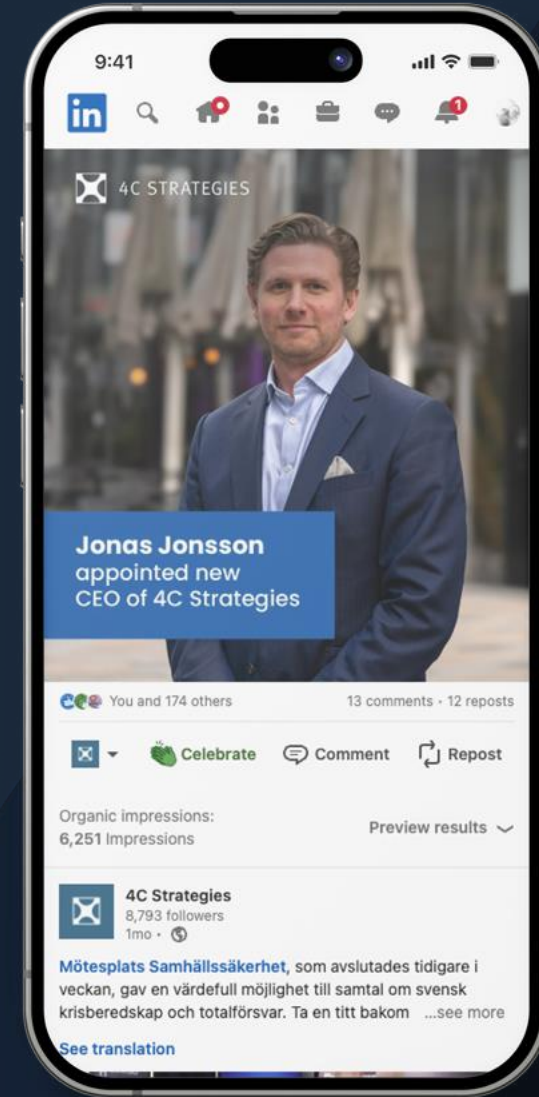


4C Strategies
Interim Report Q1 2024

April 29 2024

Who am I?

- ✓ Navy Reserve officer, Law School, 4C Strategies since 2013.
- ✓ Prior positions at 4C: Various roles in delivery and Sales, Head of Legal and MD 4C International (growing the business from 43MSEK to 158MSEK in 6 years).
- ✓ Key Leadership Strengths: Leading by example, recruiting and retaining top talent, setting high standards and providing clear direction.



Executive summary Q1 2024

- ✓ Challenges within the segment North America have continued during Q1 as expected.
- ✓ Growth in the segments Nordics and International.
- ✓ Focus is on operationalizing the strategy through global expansion and profitable product sales.

4C in numbers

318

Net sales
2024 Q1 RTM

18%

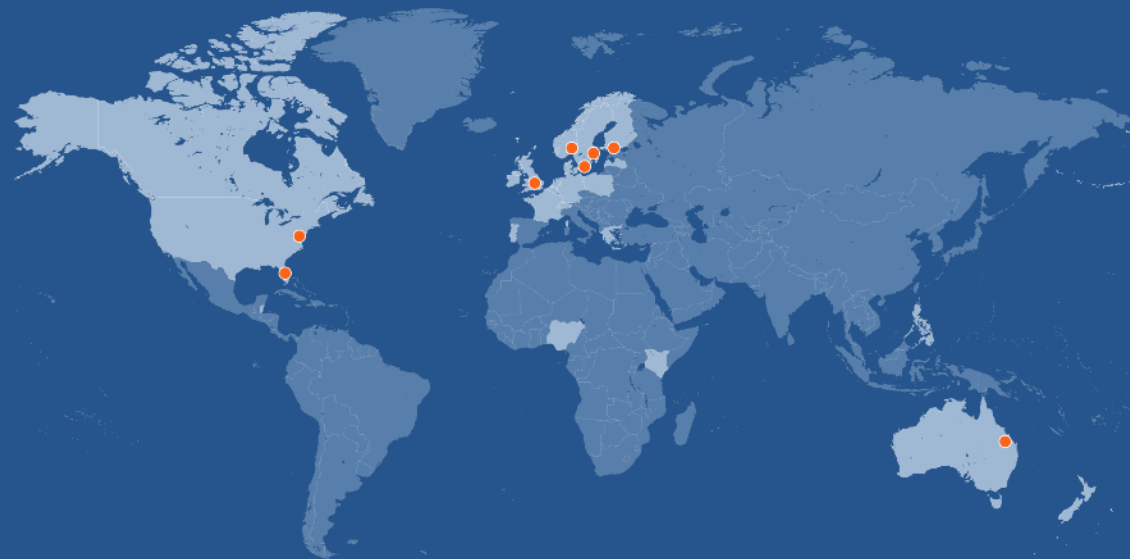
Net sales CAGR 2020-
2024 Q1

-10%

Adj. EBIT margin
2024 Q1 RTM*

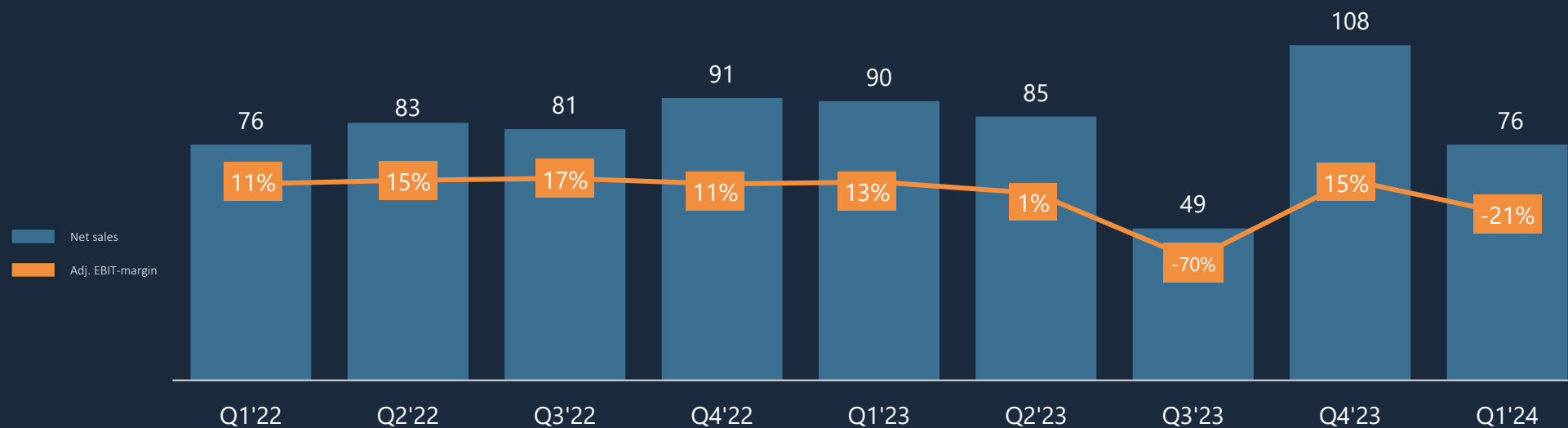
*EBIT adjusted for items affecting comparability (IPO-related costs)

Financials	Q1 2024	Q1 2024 RTM
Net sales (MSEK)	75.7	317.9
Software revenue	56%	62%
Adjusted EBIT margin*	-21%	-10%



STOCKHOLM | LONDON | WASHINGTON, D.C. | BRISBANE
HELSINKI | OSLO | MALMÖ | ORLANDO | WARMINSTER

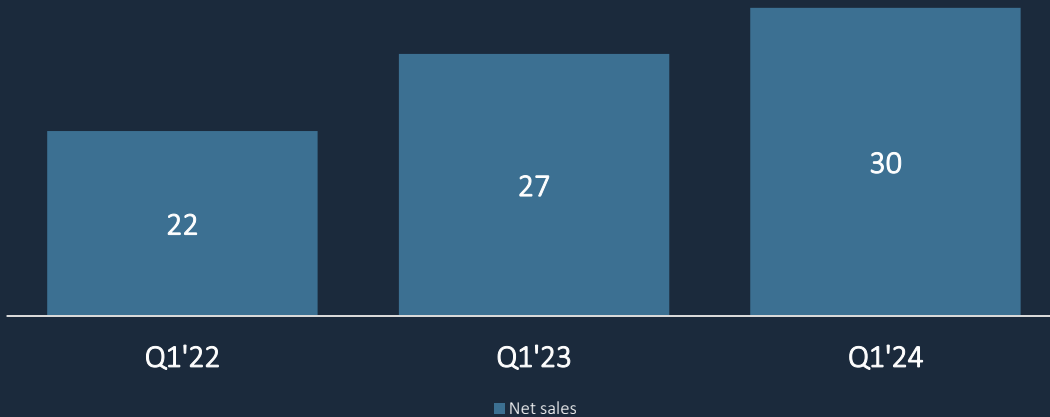
Historical quarterly development



Group (MSEK)	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Net sales	76	83	81	91	90	85	49	108	76
Net sales growth (%)	110%	29%	30%	-7%	18%	3%	-39%	18%	-16%
Adj EBIT	8	12	14	10	11	1	-34	17	-16
Adj EBIT-margin	11%	15%	17%	11%	13%	1%	-70%	15%	-21%
Net sales per segments (MSEK)									
Nordics	22	34	21	40	27	26	17	37	30
North America	38	22	44	23	42	9	8	9	10
International	16	27	16	28	21	50	25	62	36

Nordics

- ✓ Increased growth and solid start to the year.
- ✓ High activity in the Defence sector, executing on current delivery contracts.
- ✓ Signed contracts with 15 new customers, in both the private and public sectors, opening for further growth and possibilities.



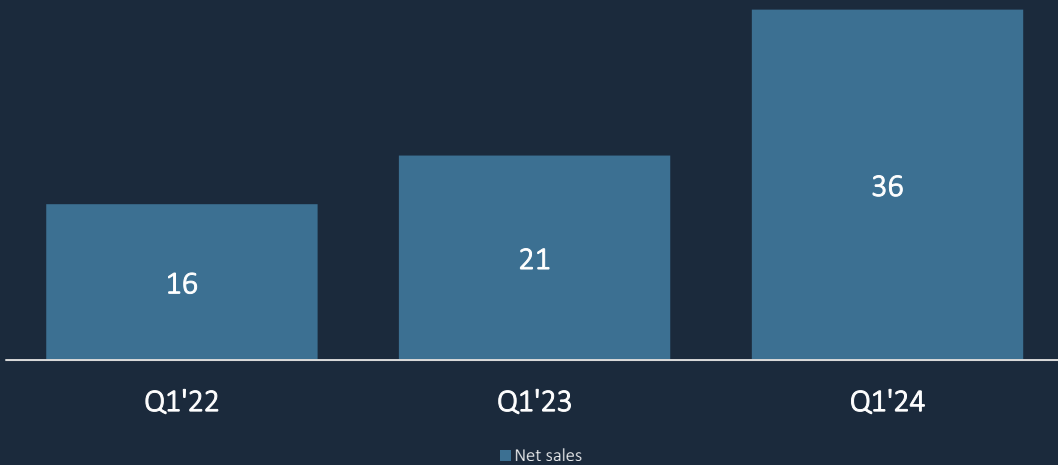
North America

- ✓ Segment continues to be affected by delayed sales processes, but we are seeing progress as the US defence budget now has been approved.
- ✓ Leadership team and US board of directors will enable us to boost sales in both short and long term.
- ✓ Significant inflow of new business opportunities in both Defence and Private sector.



International

- ✓ Continued strong growth.
- ✓ Global upswing in military training initiatives increases relevance of, and interest in, our offerings.
- ✓ Increased activity and development in the corporate space.





Key Priorities

Three key focus areas

- ✓ Leverage Key Success Factors for Synergy and Optimization
- ✓ Continued Technical Innovation and transformation by key additions to our team
- ✓ Strategic Realization & Global Growth through targeted investments in Sales and go to market



Meet 4C in May

Global Events/Exhibitions:



Investor Events:

- ✓ Danske Bank Defence Day
 - May 13, 2024
- ✓ Mangold Insight investment day - "Defence and Security"
 - May 14, 2024
- ✓ SHB Nordic Small & Mid Cap Seminar
 - June 5, 2024



Q&A

An aerial photograph of a two-lane asphalt road winding through a dense forest. The trees are mostly evergreens, but some have turned yellow and orange, suggesting autumn. The road has white dashed lines down the center and solid lines on the edges. The lighting is soft, creating a warm atmosphere.

Thank you

Be Ready. Be Resilient. Foresee.

Upcoming reports:

Interim Report Q2 2024: July 19, 2024 | Interim Report Q3 2024: October 31, 2024



4C STRATEGIES