

4C Strategies

Interim Report Q4 2023

February 15th 2024



4C STRATEGIES

Executive summary Q4 2023

- ✓ Strong end to a challenging year
- ✓ Segment International's strong performance balances the challenges in North America.
- ✓ Significant software agreements signed during Q4
- ✓ New board appointed for our North American entity to strengthen the cooperation with US DoD.

4C in numbers

332

Net sales
2023 Q1-Q4

17%

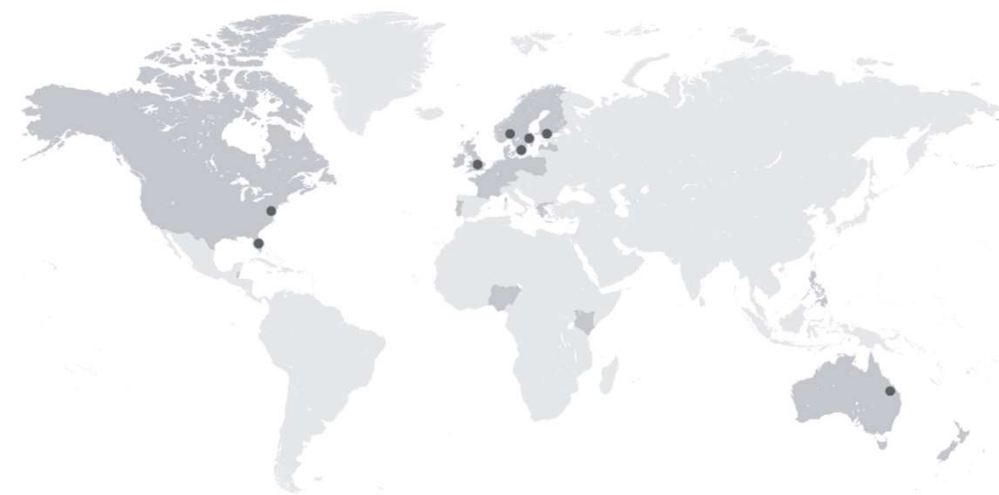
Net sales CAGR
2019-2023 Q4

-2%

Adj. EBIT margin
2023 Q1-Q4

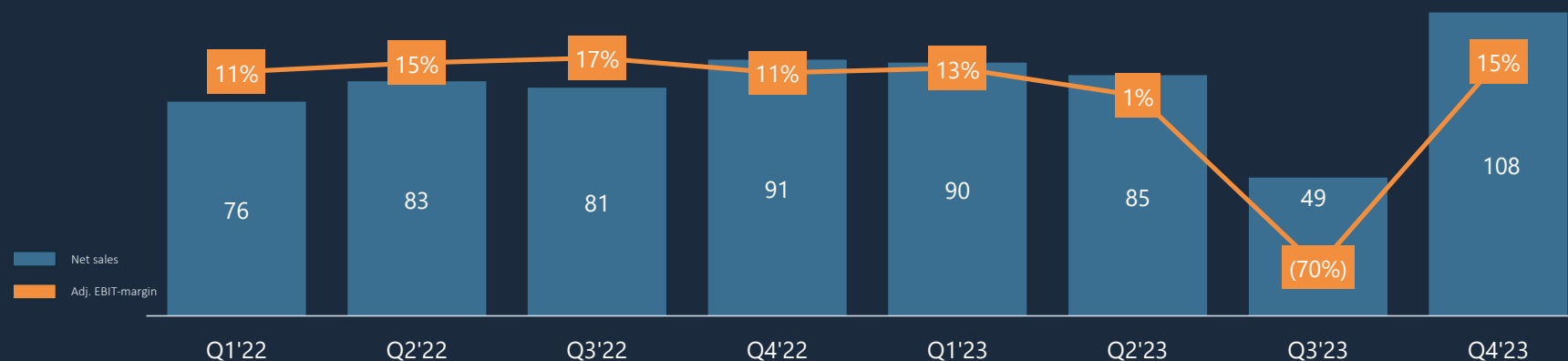
*EBIT adjusted for items affecting comparability (IPO-related costs)

| FINANCIALS | Q4 2023 | Q1-Q4 2023 |
|----------------------|---------|------------|
| Net sales (MSEK) | 107.7 | 332.1 |
| Software revenue | 67% | 63% |
| Adjusted EBIT margin | 15% | -2% |



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

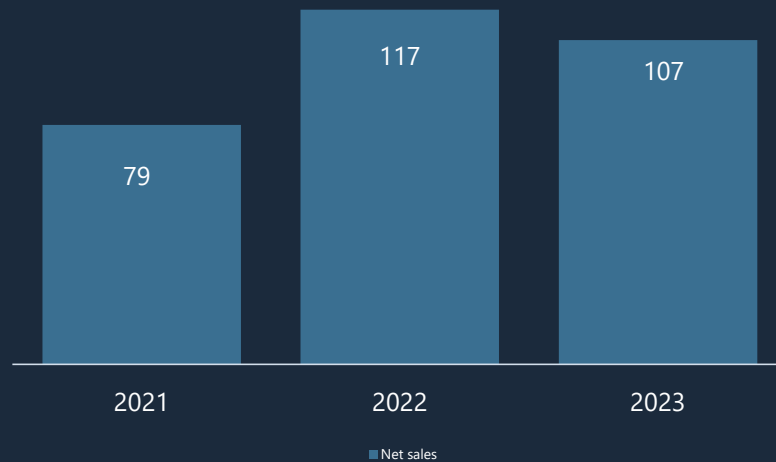
Historical quarterly development



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

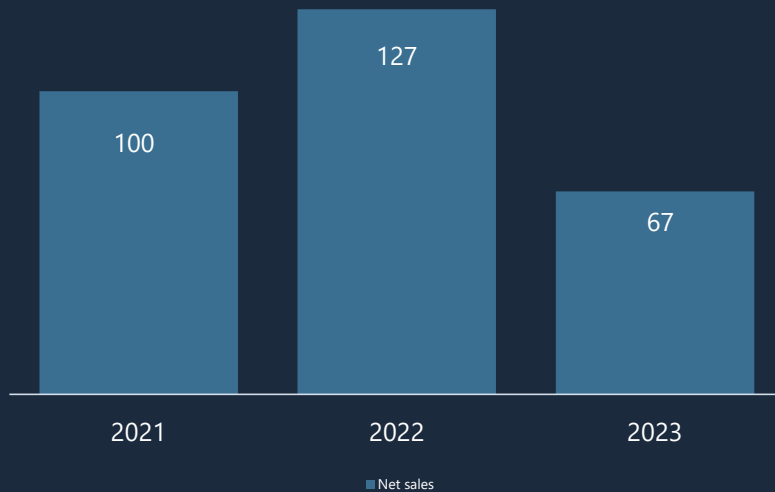
NORDICS

- ✓ Several strategic contracts signed during Q4
- ✓ Contracts signed in the defence sector confirms our strong position in the industry
- ✓ Investments in the sales organization and geographic expansion to Finland



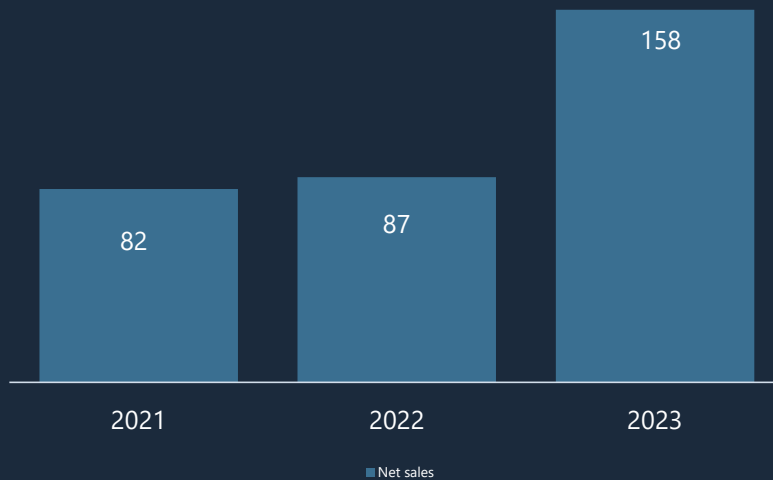
NORTH AMERICA

- ✓ Segment affected by delayed sales processes
- ✓ New President has been recruited and a new board has been appointed for the defence sector
- ✓ Growing pipeline and we anticipate the procurements will materialize in 2024.



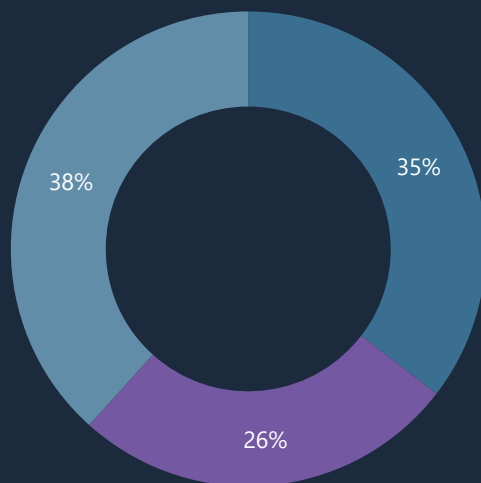
INTERNATIONAL

- ✓ Significantly advanced its positions during 2023
- ✓ Growth primarily driven by Europe and APAC region
- ✓ Signing of major contract extension with NATO
- ✓ Segment is expected to continue to drive growth in 2024



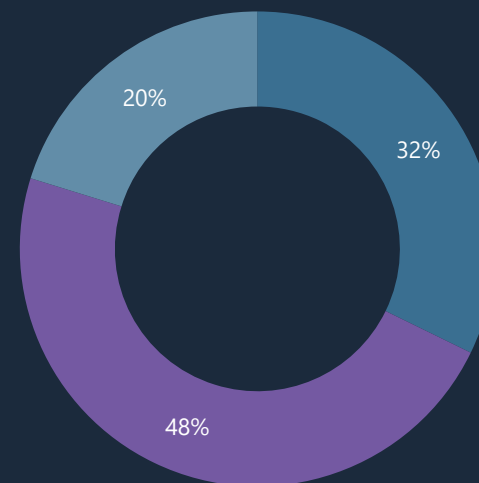
4C Segments 2022-2023

2022



■ Nordics ■ International ■ North America

2023



■ Nordics ■ International ■ North America

Outlook

- Delayed sales are expected to materialize during 2024
- Quarterly volatility will continue due to the nature of contracts and procurement processes.
- Growth is expected to pick up in the second half of 2024
- R&D work is shifting more towards innovation

Financial Targets

A

Growth

4C aims to exceed an average annual organic net sales growth rate of 20% over the medium term

B

Software Revenue

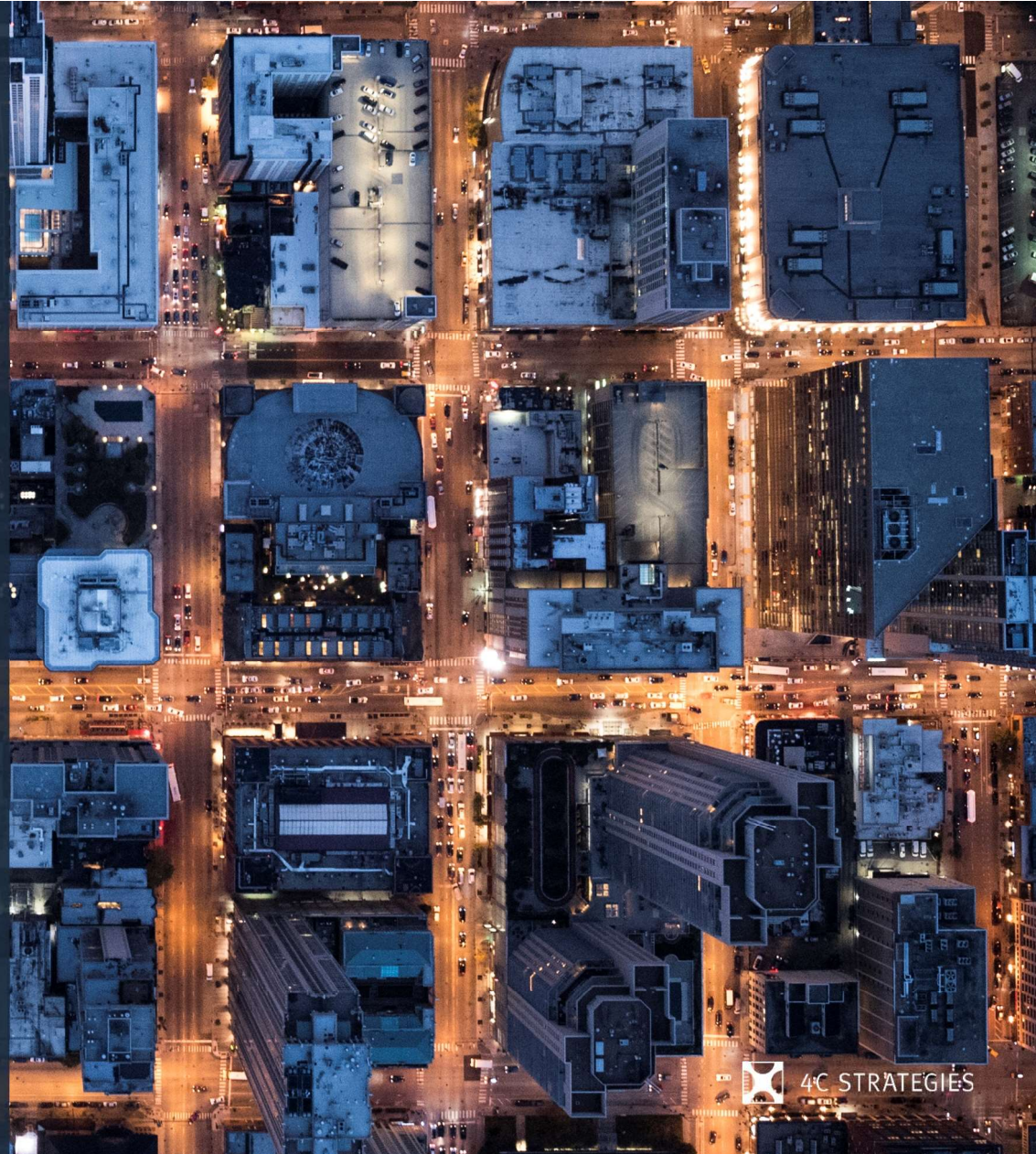
4C aims to reach software revenue in relation to net sales exceeding 70% in the medium term

C

Profitability

4C aims to reach an adjusted EBIT margin exceeding 20% in the medium term

Q&A



Thank you

Be Ready. Be Resilient. Foresee.

Upcoming reports:

Interim Report Q1 2024: April 29, 2024 | Annual Report 2024: April 17, 2024



4C STRATEGIES