



Building **resilience** & **readiness** where it matters most

4C Group AB, Interim Report
Q2 2025

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Presented by:

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NASDAQ OMX

Ticker code - 4C

4C Highlights Q2 2025



Strategic Participation in Key Events and Exercises

- ✓ Supported 15 major exercises across the world, including Mediterranean Strike 25 and Talisman Sabre.
- ✓ High-level engagements cementing relationships with the Swedish Chief of Defence, the Swedish Minister of Defence and MSB's Director General.



Defense Expansion Continues

- ✓ New NATO member state client.
- ✓ COTS momentum strengthened in the U.S. with extension and new contract.
- ✓ Additional SEK 16m awarded under the existing Swedish Armed Forces framework.
- ✓ Counter terrorism contract won in APAC



AI First

- ✓ Continued integration of AI in all products
- ✓ Chief AI Officer to push progress
- ✓ Conducted live Wargame with 4C AI *assistant* in NATO country
- ✓ Significant internal advancements on engineering, sales and delivery

4C Group in brief (mSEK)



373

LTM sales
2025 Q2

75.6

Net sales
2025 Q2

17%

Net sales CAGR
2020-2025 Q2

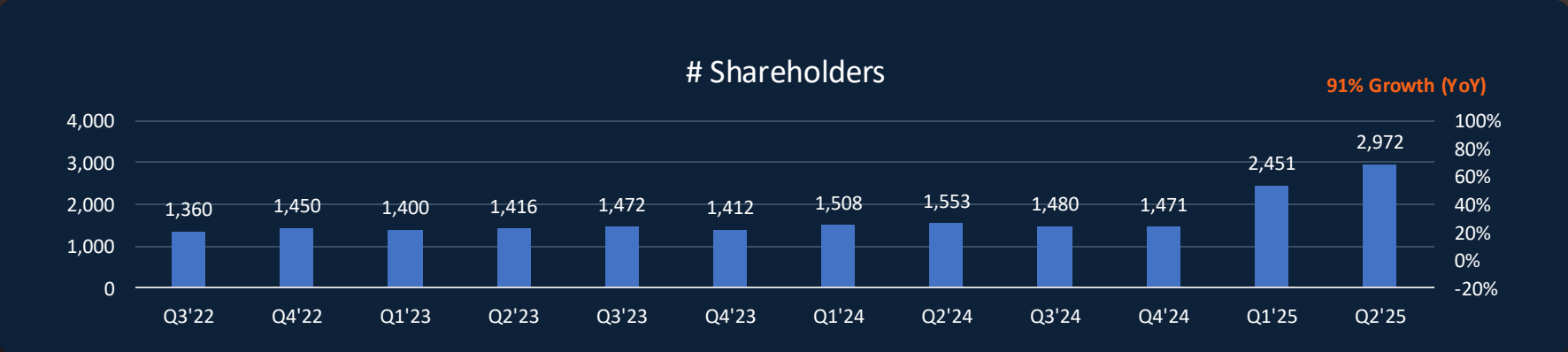
66%

Software Rev
Q2 LTM

181

ARR
2025 Q2

Financials	Q2 2025	Q2 2024	Growth (%)	Q2-25 LTM	Q2-24 LTM	Growth (%)
Net sales	75.6	60.5	+25%	373.4	293.0	+27%
Software revenue	66%	61%	+9%	66%	61%	+9%
EBIT margin (adj.)	-16%	-54%		11%	-23%	



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Segment highlights



EMEA

- ✓ Signed an initial contract with a new NATO member state client– a strategic step in our defense expansion, with two additional NATO opportunities progressing well.
- ✓ An additional SEK 16m was awarded under our existing framework agreement with the Swedish Armed Forces, reflecting continued trust and demand for our solutions in national defense operations.
- ✓ Exonaut deployed aboard ITS Cavour during Exercise Med Strike 25, supporting Royal Navy certification and strengthening UK–Italian NATO interoperability.



APAC

- ✓ Signed SEK 5m agreement Australia-New Zealand Counter-Terrorism Committee – a key breakthrough in the Australian public sector market.
- ✓ Exercise Talisman Sabre 2025 will involve 30,000 personnel from 19 nations during Q3; 4C is supporting with planning tools and multinational coordination.
- ✓ Sales efforts towards a growing exercise market provides new opportunities.

Segment highlights



North America

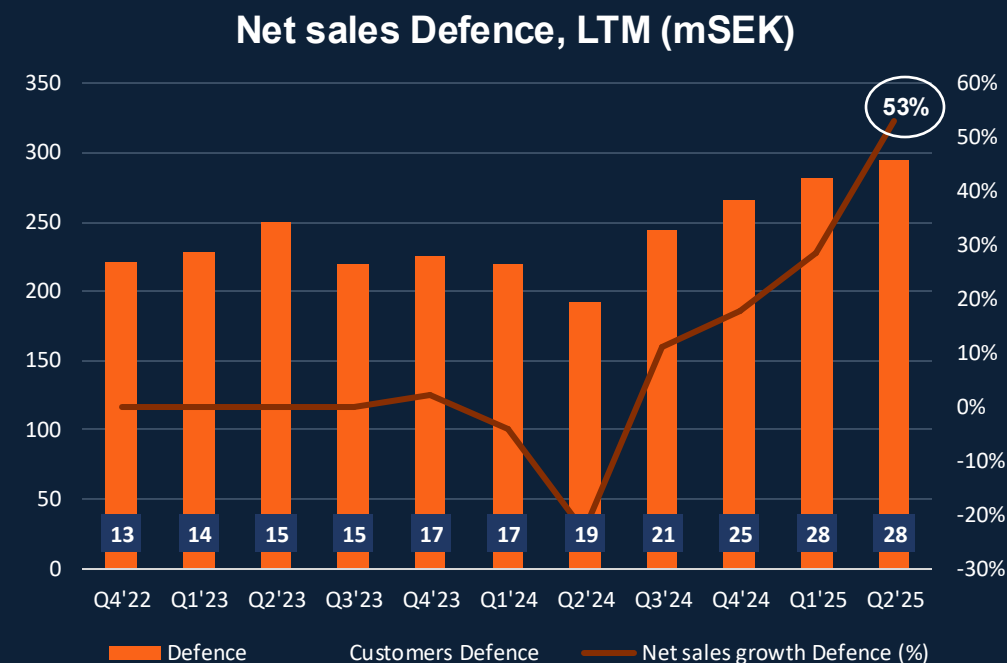
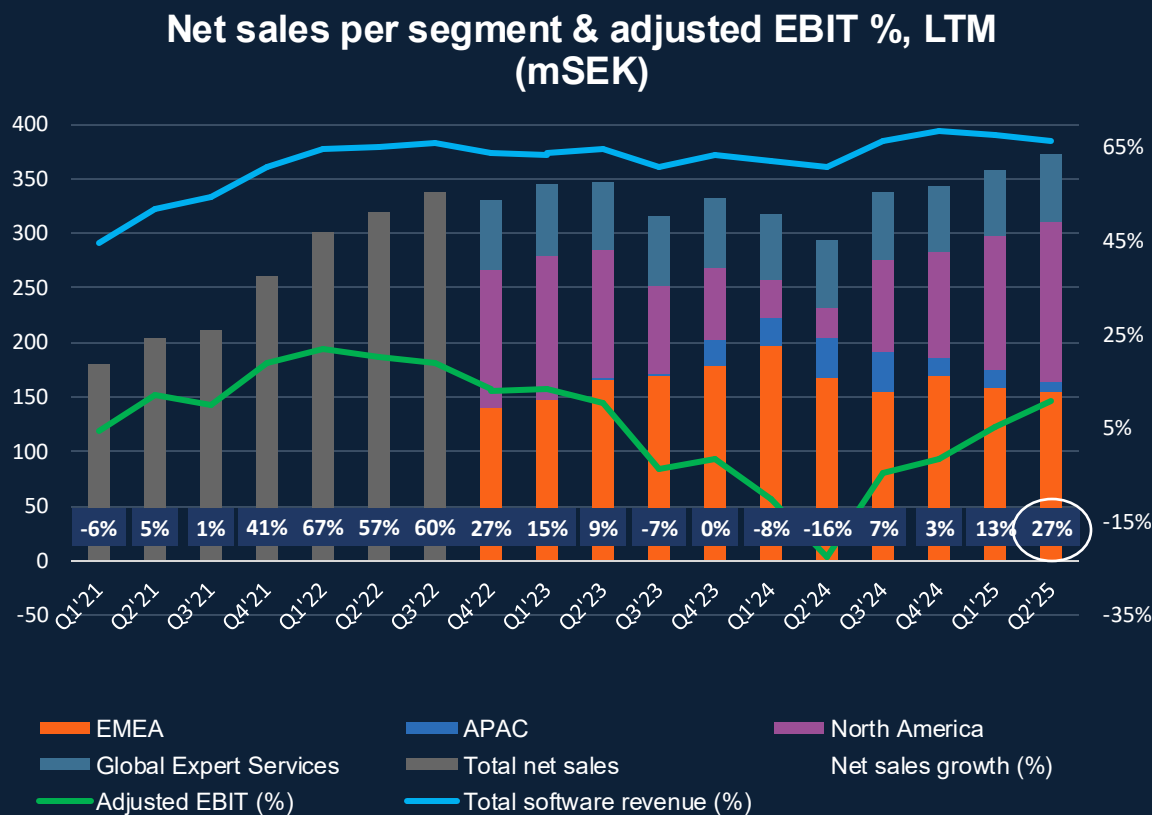
- ✓ Strong COTS momentum in the U.S. during Q2, with extension and opportunities. This reaffirms the growth potential of our scalable, off-the-shelf solutions in a key strategic market.
- ✓ Resilience segment still challenged by decision-making amid political uncertainty, but market interest remains strong.



Expert Services

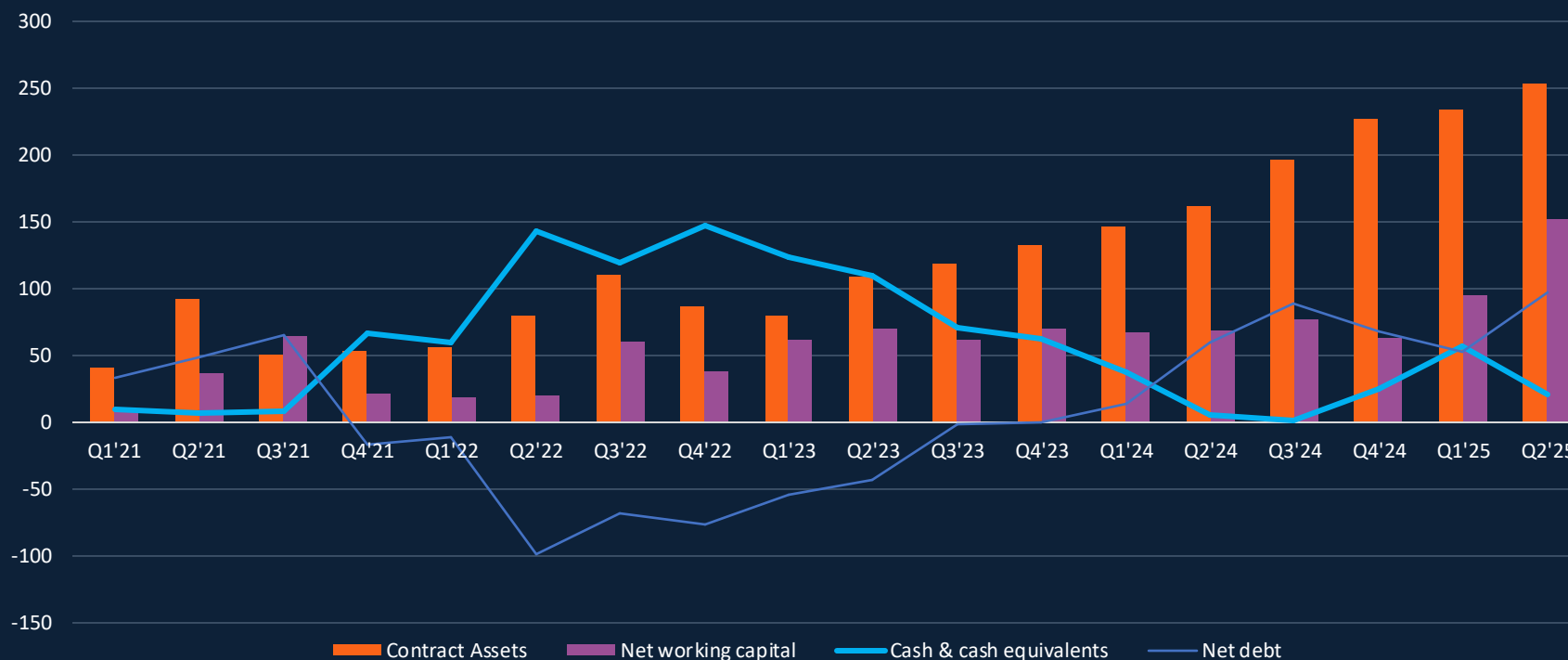
- ✓ Signed an 8-year, SEK 17.8m contract with the Swedish Transport Administration to lead crisis, continuity, and war planning for the 20B Södertörn Crosslink project.
- ✓ Strong quarter with improved margins and consistently high delivery performance
- ✓ Order backlog increased, supported by high demand for preparedness and total defence expertise
- ✓ Team strengthened through key hires to meet growing Nordic and global interest

Net sales per segment, LTM



- ✓ Net sales LTM: SEK 373.4m (293.0), 27% growth
- ✓ Defence share of LTM net sales: 79% (66%)
- ✓ Adjusted EBIT margin LTM: 11% (-23%)

Cash & Contract assets

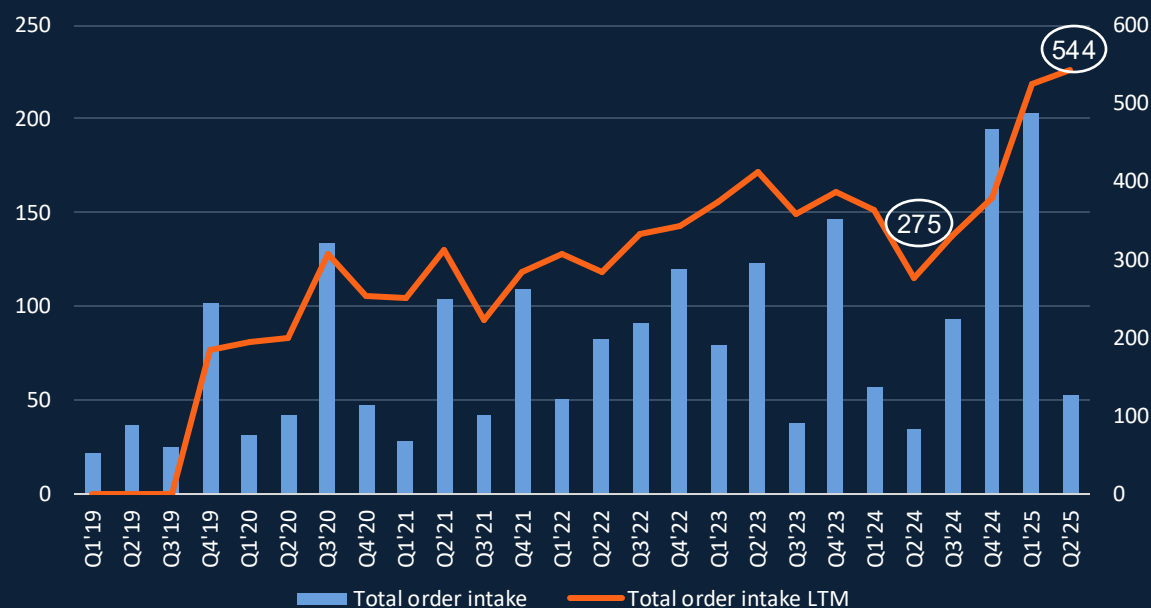


- ✓ Contract assets have grown significantly, reflecting strong delivery under ongoing customer agreements.
- ✓ These assets will convert into cash progressively as invoicing milestones are reached.
- ✓ The development indicates robust operational activity and future cash inflows, strengthening our financial outlook.

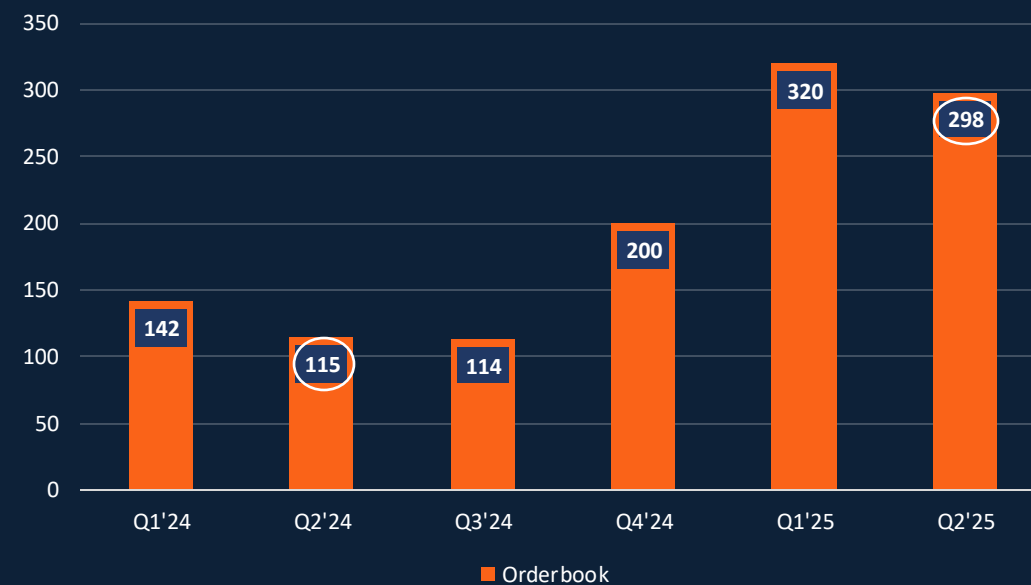
Order intake & Order book



Order intake LTM and per quarter, mSEK



Order book end of quarter, mSEK

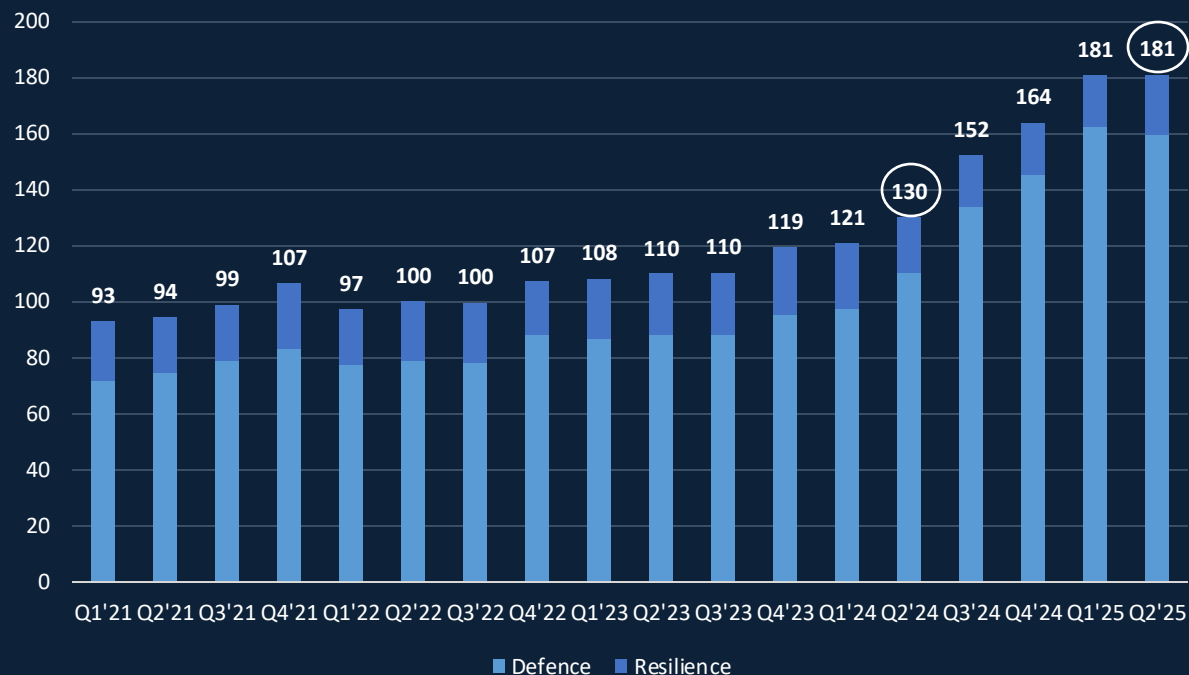


- ✓ Total order intake LTM (orange line) increased sharply from SEK 275m in Q2'24 to SEK 544m in Q2'25, an increase of 98%
- ✓ The order book reached SEK 298m in Q2'25, representing a 156% increase compared to SEK 116m in Q2'24

ARR & Average annual deal value



ARR, mSEK

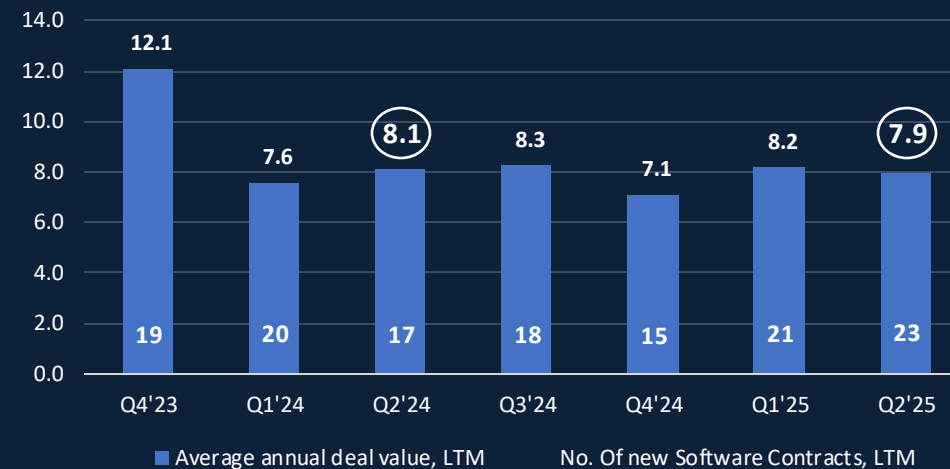


The Defence segment remains the dominant contributor to ARR and is the primary growth driver during the quarter (88%)

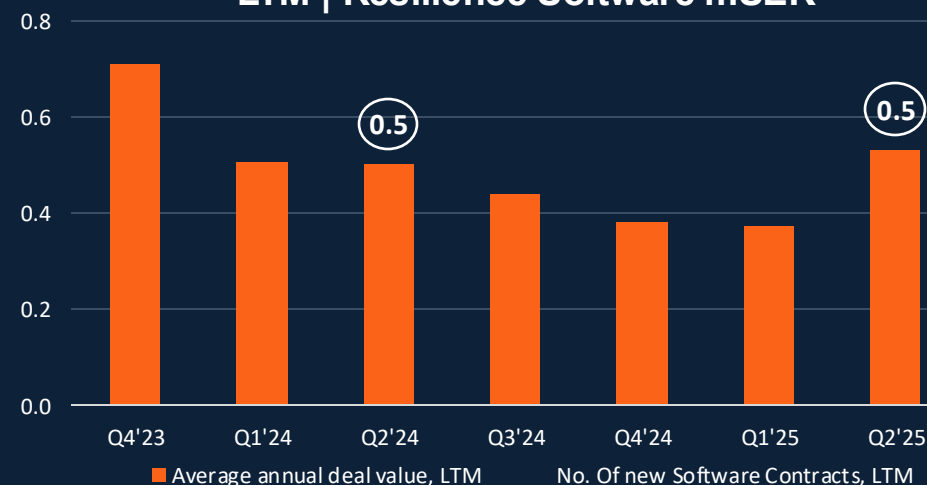


ARR has held steady at SEK 181m over the last two quarters (Q1 and Q2 2025), reflecting a solid foundation ahead of expected growth in the coming periods.

LTM | Defence Software mSEK



LTM | Resilience Software mSEK



Financial Targets

LTM Q2 2025



29%

Sales growth

4C Strategies aims to exceed an average annual FX-adjusted organic net sales growth rate of 20% in the medium term



66%

Software revenue share

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




11%

Adjusted EBIT margin

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



4C Strategies



2025 & Beyond



4C Strategies

Q&A



4C Strategies



4C Strategies

Be Ready, Be Resilient, Foresee.

Upcoming reports:
Interim Report Q3 2025: October 31, 2025

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