



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

Our offering

[→ Read more about our offering](#)

Exonaut

Training and exercise platform

Exonaut is a world-leading software solution for both military and civilian customers in training management and capability development.

Resilience platform

Exonaut is a complete platform for building organizational resilience and enabling the efficient, secure and seamless management of incidents, crises and risks.

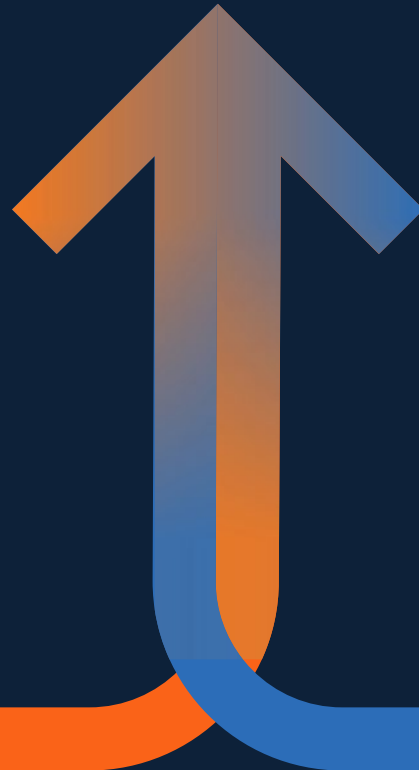
Expertise

Expert services

We have an integrated approach to risk, continuity and crisis management with a focus on assisting our clients in building organizational resilience.

Software-related services

Our software consultants provide ongoing technical support to our customers. To begin with, this relates to scoping, initiating and implementing Exonaut.



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4C Strategies – A global software provider

4C Strategies operates in the global and fast-growing market for organizational resilience and training and exercise management solutions for the public, corporate and defence sectors.

Through the Exonaut software platform, 4C Strategies supports the maintenance of continuity in operations affected by disruptions and crises and provides a software solution for both military and civilian customers in exercise management and capability development. Exonaut also offer a complete platform for building organizational readiness. Exonaut enables efficient, secure, and seamless management of incidents, crises, risks and ensuring regulatory compliance.

→ [Read more about our operations and strategy](#)

The year in brief

- **Clearer defence focus and strategic streamlining**

Increased emphasis on defence, total defence, and training and exercising. Resilience is managed more selectively and with a stronger focus on profitability to reallocate resources toward higher-growth segments with stronger margin profiles.

- **Postponed decisions in North America but continued strong pipeline**

Several customer decisions, particularly in North America, have been postponed. At the same time, dialogues and business opportunities remain, with continued positive market response.

- **Strengthened position in APAC**

Development in APAC has progressed according to plan, with strengthened customer relationships and new contracts creating additional growth opportunities.

- **AI as a central part of the product strategy**

During the year, AI has been more clearly integrated into the offering, with a new CTO and established AI leadership. The company is moving from strategy to practical implementation with AI-driven functionality in Exonaut and internal processes.

- **Improved profitability through structural measures**

Cost adjustments and efficiency improvements, particularly within Resilience, corresponding to approximately SEK 40 million on an annual basis.

- **Stronger position within NATO and European defence**

Several new and expanded agreements within the NATO sphere, combined with increased European defence investments, have strengthened the company's position in capability development, training, and exercising.

“We strengthened our recurring business and increased our focus on Defense, while progressing toward a more scalable and profitable model. Despite market challenges, we stand stronger with clear priorities and ambitions for sustainable growth.”

Jonas Jonsson, CEO

Key figures (mSEK)	2025	2024	2023
Net sales	352,4	343.1	332.1
Net sales growth (%)	3%	3%	0%
FX adjusted organic net sales growth (%)	7%	2%	-3%
Software revenue	225.0	235.2	210.4
Software as a percentage of net sales (%)	64%	69%	63%
EBIT	8.6	-5.9	-5.9
EBIT margin (%)	2%	-2%	-2%
Adjusted EBIT	8.6	-5.9	-5.3
Adjusted EBIT margin (%)	2%	-2%	-2%
Net income for the period	-16.8	-3.5	-9.3
Earnings per share before dilution (SEK)	-0.44	-0.10	-0.27
Earnings per share after dilution (SEK)	-0.44	-0.10	-0.27

352.4 (343.1) Net sales (mSEK)

2% (-2%) Adjusted EBIT (mSEK)

64% (69%) Software as a percentage of net sales

7% (2%) FX adjusted organic net sales growth



CEO comment

A year of sharper focus and decisive change

2025 was a year where we took important steps to strengthen the foundation of the business. While our financial performance was mixed, and we did not fully meet our targets, we improved our operating performance and, more importantly, made clear strategic decisions to increase focus, discipline, and long-term value creation.

For the full year, net sales amounted to SEK 352 million. At the same time, we continued to strengthen our contracted and recurring business, with stable development in both ARR and the order backlog at year-end.

This progress was accompanied by a clearer strategic direction. We sharpened our focus on Defence and Total Defence, where we see the strongest long-term demand and a clear fit with our platform and capabilities. At the same time, the slower-than-expected development in Resilience led us to take a more selective approach, with increased emphasis on profitability and cash flow, supported by cost adjustments and a clearer prioritisation of investments.

In parallel, the business continued to move towards a more scalable model. The strategy remains centred on standardized software, supported by productization, improved delivery models, and closer alignment between sales and execution. While the revenue mix varied during the year, this is viewed as a timing effect rather than a shift in direction, and the software share is expected to increase over time.

This shift has gone hand in hand with a stronger focus on financial discipline. Efforts to improve cash conversion, working capital management, and execution have intensified, particularly in areas where performance has not yet met expectations. This remains a key priority in building a more resilient and sustainable business.

At the same time, the market environment remained challenging, with extended procurement cycles and reduced predictability, particularly in the U.S., while demand in Europe continues to be supported by increasing defence investments. In this context, disciplined execution and scalability are essential.

“ We sharpened our focus on Defence and Total Defence, where we see the strongest long-term demand and a clear fit with our platform and capabilities.”

Against this backdrop, relationships with key customers have continued to strengthen. Renewals and extensions with defence customers underline the mission-critical nature of our solutions and the long-term value we deliver.

The year also included targeted investments in leadership and capabilities, strengthening product development, financial management, and execution. In parallel, continued development of AI capabilities is expected to further differentiate our offering and enhance how customers build readiness and resilience.

Looking ahead, our priorities are clear. We will deliver on our order book with quality and predictability, strengthen profitability, and continue to grow, particularly within Defence, while executing the decided changes in Resilience. This will be achieved through a combination of direct customer engagement and partnerships, continued productization, disciplined investment, and a strong focus on converting activity into cash flow.

Our ambition remains to achieve sustained, profitable growth. The path forward requires focus, execution, and transparency, and the actions taken during 2025 have strengthened our ability to deliver on that ambition.

Jonas Jonsson
CEO



Share

As of December 31 2025 the share capital amounted to SEK 669,812.4825 divided into 38,274,999 shares, where all shares are ordinary shares. Each common share gives the holder one vote and an equal right to share in 4C's assets and profits. The quota value can be found in Group's note G17.

4C Strategies has been listed on the Nasdaq Premier Growth Market since May 24, 2022, under the ticker code "4C". The initial offering price was SEK 35 per share, and by the end of 2025, the share price had reached SEK 12.65, with a total market capitalization of SEK 484 million.

Warrant program

The total number of shares at the end of the period was 38,274,999 (35,132,142).

The warrant program 2019/2024 had its subscription period in March 2024. Of a total of 560,000 warrants, 545,000 were exercised for subscription of new shares, while the remaining 15,000 warrants lapsed.

The warrant program 2020/2025 had its subscription period in May 2025. All 35,000 warrants lapsed.

For more information on the current warrant programs, see note G5 in the annual report.

Shareholder information

After the 2025 financial year, there have been slight changes among the largest shareholders. For more information about current shareholders, please visit our website.

Key information about 4C share

Ticker code: **4C**

Market place: **Nasdaq First North**

List: **Premier Growth Market**

Share price: **12.65 SEK per share at year-end**

Market capitalization: **SEK 484 million at year-end**

Shareholders (2025-12-31)	Num. of shares	Capital	Votes
Andreas Hedskog	4,006,663	11.47%	11.47%
Martin Gren (Grenspecialisten)	3,561,417	9.30%	9.30%
Klas Lindström	3,012,533	7.87%	7.87%
Fjärde AP-fonden	2,837,857	7.41%	7.41%
Mikael Edqvist	2,205,898	5.76%	5.76%
Tibia Konsult AB	1,969,999	5.15%	5.15%
Hudson 215 Capital	1,657,200	4.33%	4.33%
Erik Syrén	1,486,482	3.88%	3.88%
Livförsäkringsbolaget Skandia	1,350,507	3.53%	3.53%
Carnegie Fonder	1,298,005	3.39%	3.39%
Total 10	23,386,561	61.10%	61.10%
Other	14,888,438	38.90%	38.90%
Total number of shares	38,274,999		

Financials

The background features a complex financial data visualization. It includes a world map composed of blue dots, overlaid with various charts: a candlestick chart with orange and red bars, a line graph with a fluctuating orange line, and a bar chart with orange bars. A numerical value '+11,000.00' is visible in the upper left quadrant of the chart area. The overall color palette is dominated by dark blues, oranges, and reds, creating a high-tech, data-driven aesthetic.

Directors' report

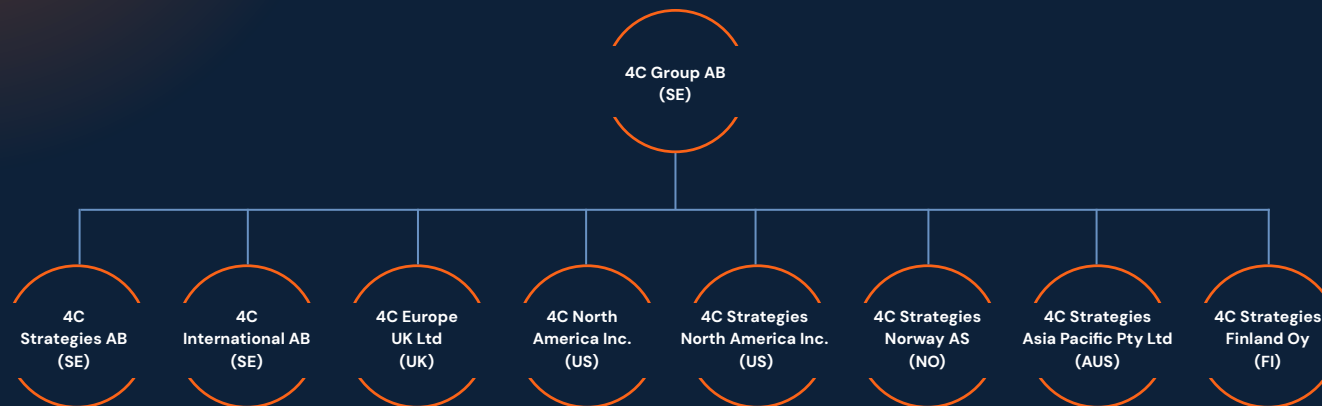
The Board of Directors and Chief Executive Officer (CEO) of 4C Group AB (publ) with registration number 556706-0412 hereby submit the annual report and consolidated financial statements for the Parent Company's and the Group's operations during the financial year 1 January 2025 to 31 December 2025. The annual report has been prepared in Swedish kronor.

Our business & organizational structure

Information in parentheses refers to the previous financial year, i.e. 2024. 4C Group AB (publ) is referred to as "4C Group", "4C", "the Company", "the Group" or similar, which in all cases refers to 4C Group AB and its subsidiaries.

4C Group AB is the Parent Company of the Group and is headquartered in Stockholm. The Group currently consists of eight subsidiaries based in Sweden, Norway, Finland, the United Kingdom, the United States and Australia. All subsidiaries are operational units and work with sales and delivery to our addressable markets. The Parent Company, 4C Group AB, is responsible for product development, support functions and management, and is located in the offices in Malmö and Stockholm. The Group is marketed under the name "4C Strategies".

Group structure



Founded in 2000, 4C Strategies is a leading global provider of software solutions and expert services for organizational resilience, training and crisis management, with a unique range of services and products in the market. Through the Exonaut software platform, 4C Strategies offers a complete platform for building organizational readiness. Exonaut enables efficient, secure and seamless management of incidents, crises, risks and compliance assurance. Exonaut also supports the maintenance and continuity of operations affected by disruptions and crises and provides a software solution for both military and civilian customers in exercise management and capability development.

In addition to Exonaut, 4C Strategies also provides software-related services and expert services. The company offers its solutions primarily to customers in public and business-critical areas such as defence forces, government organizations and corporate sector companies who have a need to manage risks and prepare for sudden and critical events. Common among 4C Strategies customers is that high security is a high priority. The company's Exonaut software platform is accredited by, among others, NATO at the Secret Level and Cyber Essentials Plus level, which creates a high degree of trustworthiness for the company's software solutions.

Significant events during 2025 fiscal year

2025 has been characterized by continued geopolitical uncertainty, where the security policy environment, particularly related to the United States and Europe, has affected decision-making processes and the pace of investments. At the

same time, increased global defence spending has gradually begun to translate into concrete investments in exercising, training and capability development, creating long-term positive market conditions for the company.

During the year, 4C Strategies carried out a strategic streamlining with a clearer focus on defence, total defence, and training and exercising. The Resilience business has been managed more selectively and with an increased focus on profitability in order to reallocate resources to segments with higher growth and stronger margin profiles.

Significant changes in leadership and organization were implemented to strengthen the company's long-term competitiveness. The recruitment of a new CTO and the establishment of clear AI leadership mark a strategic shift toward a more AI-driven product company. During the year, the financial leadership was also strengthened through a CFO transition aligned with the company's next growth phase and increased focus on profitability and financial governance.

During the year, the company signed several new and expanded agreements within the NATO sphere and strengthened its relationships with defence forces in Europe, North America and APAC. In North America, a more uncertain political and budget-related environment led to postponed decisions, but dialogues and business opportunities remained active, supported by a continued strong pipeline.

In APAC, operations developed according to plan, with deepened customer relationships and new

contracts contributing to increased international exposure and additional growth opportunities.

To strengthen its financial position and enable continued global expansion, a directed share issue of approximately SEK 55 million was completed during the first half of the year. In parallel, structural cost adjustments and efficiency measures were implemented, particularly within Resilience, corresponding to approximately SEK 40 million on an annual basis, with the aim of improving margins and cash flow profile in the coming years.

Overall, 2025 has been a year of strategic consolidation, technological advancement and strengthened market position, while laying the foundation for improved profitability and scalable growth going forward.

Significant events after the end of fiscal year 2025

The Company's activities have continued according to plan and the strategic direction for growth remains unchanged.

In early 2026, 4C Strategies continued to strengthen its position within the defense and total defense sectors through several strategically important contracts and deliveries. The Company has entered into a five-year Exonaut contract within the U.S. defense sector, a five-year Exonaut contract with the Canadian Department of National Defence, and received a call-off order from the Swedish Armed Forces regarding customization and support services for Exonaut, with deliveries during 2026 and 2027. Furthermore, the Company has entered

into an agreement with NATO regarding support in testing and experimentation activities. These contracts strengthen both the order book and delivery capacity for 2026.

Revenue and earnings

Revenue

Net sales increased by SEK 9,284 thousand or 3%, from SEK 343,102 thousand for the financial year ended 31 December 2024 to SEK 352,386 thousand for the financial year ended 31 December 2025. The company has had a stable share of software revenue totalling SEK 224,951 thousand (235,180). 4C Strategies has a financial target of software revenues amounting to at least 70% of net sales in the medium term. The software share amounted to 64% (69%). Like 2024, the company benefited from continued software sales in a number of strategically important customers and markets.

Within the EMEA segment, net sales amounted to SEK 144,577 thousand (169,039), corresponding to a decrease of 14%. Sales within the APAC segment amounted to SEK 28,564 thousand (17,068), an increase of 67%, primarily driven by increased software sales in 2025. Net sales in North America amounted to SEK 114,504 thousand (97,085), corresponding to an increase of 18%, mainly attributable to increased software sales in 2025. Within the Global Expert Services segment, net sales amounted to SEK 64,741 thousand (59,910), an increase of 8%. Net sales distributed by customer group show the following within each sector: The defense sector shows an increase compared to the previous year of 1% (18%); the public sector shows an increase of 21% (-30%);

and the private sector shows a decrease of 5% (-25%).

Other operating income amounted to SEK 726 thousand (3,156), corresponding to a decrease of 77%. Other operating income consists of foreign exchange gains on operating receivables and other items that cannot be defined in any of the other income categories, for example rounding differences. Total income amounted to SEK 353,111 thousand (346,257) for the 2025 financial year, resulting in an increase of 2%.

Operating expenses

Other external costs

Other external expenses decreased by SEK 1,586 thousand, corresponding to a decrease of 2%. In total, other external expenses amounted to SEK 84,106 thousand (85,692) and were primarily related to costs for expansion and growth across all functions.

Personnel costs

As of 31 December 2025, personnel costs amounted to SEK 255,717 thousand (259,397). Personnel costs decreased by SEK 3,680 thousand, corresponding to 1%, primarily due to a deliberate reduction aimed at lowering the company's costs within resilience, as well as a certain reallocation of staff. Between 2024 and 2025, the company's average number of full time employees decreased from 206 to 194. At the same time, personnel costs as a share of net sales amounted to 73% (76%).

Capitalized work for own account

Capitalised work for own account increased by

SEK 3,840 thousand, corresponding to an increase of 10%. In total, capitalised work for own account amounted to SEK 41,447 thousand (37,607). This item refers to the company's development of its Exonaut software. 4C Strategies continuously invests in its software in order to broaden and further develop its offering and achieve the targeted growth of at least 20% in the medium term.

Other operating expenses

Other operating expenses amounted to SEK 3,345 thousand (1,942), corresponding to an increase of 72%. Other operating expenses consist of foreign exchange losses on operating liabilities as well as minor other non material items.

Operating income before depreciation/ amortization, EBITDA

Operating profit before depreciation and amortisation (EBITDA) amounted to SEK 51,391 thousand (36,834), corresponding to a margin of 15% (11%). During the year, the company did not incur any costs classified as items affecting comparability.

Depreciation of fixed assets

Depreciation of tangible fixed assets increased by SEK 191 thousand (1,829), corresponding to 0.08%. In total, depreciation of tangible fixed assets amounted to SEK 22,015 thousand (21,824) and is primarily attributable to right of use assets such as IT equipment and premises, including for example servers, computers and offices.

Amortization of intangible fixed assets

Amortization of intangible fixed assets increased

by SEK 139 thousand (3,405), corresponding to 0.06%. In total, amortisation of intangible fixed assets amounted to SEK 20,803 thousand (20,942) and is attributable to research and development of our proprietary software.

Operating income, EBIT

Operating profit (EBIT) amounted to SEK 8,573 thousand (-5,932), corresponding to a margin of 2% (-2%). During the year, the company did not incur any costs classified as items affecting comparability.

Income after financial net

Financial income and expenses amounted to SEK -27,510 thousand (2,876), of which financial income amounted to SEK 8,027 thousand (19,608) and financial expenses to SEK 35,537 thousand (16,732). Financial items were affected by unrealised foreign exchange effects attributable to the revaluation of balance sheet items in foreign currencies. Profit after financial items amounted to SEK -18,936 thousand (-3,057).

Net income

Income tax for the year amounted to SEK 2,181 thousand (-411), corresponding to an effective tax rate of -12% (13%). Profit after tax amounted to SEK -16,755 thousand (-3,468), corresponding to earnings per share before and after dilution of SEK -0.44 (-0.10).

Financial position

At year end, the equity ratio amounted to 52% (54%). Interest bearing liabilities amounted to SEK 131,241 thousand (91,570) at year end, of which SEK 37,721 thousand (45,088) related to lease liabilities. The remaining portion of the

interest bearing liabilities of SEK 93,250 thousand (46,482) consists of a bank loan of SEK 25,000 thousand (0), financing of software licences of SEK 2,528 thousand (3,014), shareholder loans of SEK 15,000 thousand (0), and an overdraft facility of SEK 50,992 thousand (41,483). Cash and cash equivalents amounted to SEK 11,483 thousand (24,168) at year end. Net debt thus amounted to SEK 119,758 thousand (67,402) at the transition to the 2026 financial year.

Equity amounted to SEK 268,861 thousand (237,311), corresponding to SEK 7.0 (6.8) per outstanding share and SEK 7.0 (6.8) per outstanding share after dilution at year end.

Cash flow

Cash flow from operating activities for the year amounted to SEK -46,984 thousand (-25,704). During the year, changes in working capital were negatively impacted by larger software sales being recognised as revenue and recorded as contract assets in the balance sheet.

Cash flow from investing activities for the year amounted to SEK -42,854 thousand (-41,167). The outcome is primarily attributable to investments in the development of Exonaut and is in line with the company's expectations.

Cash flow from financing activities for the year amounted to SEK 79,490 thousand (26,766). The change was primarily affected by a net decrease in the overdraft facility, partly offset by increased borrowing in the form of bank loans and

shareholder loans. Cash flow was also impacted by amortisation of interest bearing liabilities and lease payments.

The Board of Directors assesses that the Group has sufficient financing for the coming twelve months, based on available credit facilities and the current business forecast. Liquidity is monitored continuously, and the company continues to implement measures to strengthen cash flow and its liquidity position.

During the year, the Group's cost base and investments were adjusted with the aim of improving profitability. The Board assesses that implemented and planned measures, in combination with the expected development of the business, create the conditions for a more stable cash flow in the coming period.

Employees

During 2025, the Group had an average of 194 (206) full time employees, of whom 48 (61) were women. The number of employees is presented as an average of full time employees over the most recent 12 month period, taking normal annual working hours into account.

4C Group's offering is built on our collective expertise in exercising, crisis management, and competence in resilience and preparedness. It is therefore of utmost importance that everyone complies with and acts in accordance with our values to ensure that we continuously attract as well as retain critical expertise within the company.

To ensure this, we monitor our operations by measuring both employee turnover and employee engagement. In terms of engagement, we exceeded our targets, both at Group level and across all operational units. We are very proud of this, as it indicates that we have an organisation with a strong culture and high engagement within 4C. We continuously analyse areas for improvement and, when necessary, take measures to remain an attractive employer in a challenging labour market characterised by skills shortages. We see that our actions have delivered results during the year.

The breakdown of the number of employees between the Group's companies is set out in Note G5.

Investments

4C Strategies is a growth company and continuously invests in our business. This year's investments are mainly linked to software development of our Exonaut software, broadening and improvement of ready-made products (COTS), strengthening of our sales department and marketing capacity.

Risk and risk management

4C is exposed to a number of risks that may affect the Group's result and financial position. 4C continuously evaluates, identifies and manages the company's risks. The risks that are deemed to be most significant are presented below:

Risks related to the operations

Risks related to 4C Strategies' IT-infrastructure och security systems

Among other factors, given the purposes for which Exonaut is used, and by whom, the company and its customers are subjects to risks related to the resilience and security of its IT infrastructure and related security systems. The approaches and techniques used to gain unauthorised access to data and software (for example techniques such as "scraping") are constantly evolving and the company may fail to ensure the software's success in anticipation or prevention of unauthorised access to data related to, among other factors, trade secrets or customers and employees. Attacks on 4C Strategies' and its customers' IT infrastructure and security systems may cause system failures, disruptions, loss of data, delays in the delivery of services, and/or service disruptions, which may result in the loss of critical data or unauthorised access to personal data (related to both the company and its customers) and may result in claims for damages against the company.

Risks related to confidential information

4C Strategies' activities involve the handling of sensitive and confidential information. In addition to the technical measures taken by 4C Strategies to protect access to information, the company also relies on confidentiality agreements to protect internal and external know-how, confidential information and trade secrets of the company and its customers. Nevertheless, unauthorised, intentional or unintentional disclosure or use of the company's and its customers' information may occur.

Risks related to internal control

As there is a risk that the company may be exposed to attempts at various types of intrusions, espionage, fraud, hacking, fraudulent invoices and other improper actions, it is important that the Company's employees can identify and know how to manage these types of risks and events. There is a risk that the company's governing documents have not considered each relevant risk or that the company's employees do not act in the particular situation as stipulated in the company's governing documents, which could result in harm to the company and the company's customers if, for example, it leads to the unauthorised disclosure of sensitive information.

Risks related to sales to publicly funded entities

During the financial year 2025, 77% of 4C Strategies' revenues were attributable to the defence and public sectors. There is a risk that the purchasing power of 4C Strategies' publicly funded customers could decline as a result of government or public austerity programs and other policy decisions. This could include, for example, political decisions to reduce defence budgets in countries where 4C Strategies customers are defence forces, which could lead to a reduction in military exercises and thus a reduced need for the company's service offering. There is also a risk that 4C Strategies' public sector customers may decide to reduce current or future investments in, for example, total defence or in other areas in which 4C Strategies provides services.

External risks

As 4C Strategies helps its customers solve complex needs in mission-critical environments, the company needs to constantly monitor changes in the world around it, including political, security, global and local conflicts, wars or other civil disruptions. If the company fails to keep abreast of changes in the world or misjudges the impact of those changes, there is a risk that the company will not be able to deliver the expert services or service offering requested or will not adapt its Exonaut® platform or service offering to new world events and customer requirements in a timely manner

Technology risks

As society in general digitises, new risks, and thus new needs, arise for virtually all industries, including with respect to product and service offerings similar to the company's. 4C Strategies believes that continued technological development will require the company to be able to continually deliver valuable updates to Exonaut. It is therefore necessary for 4C Strategies to continue to evaluate its product and service offerings and adapt them to customer preferences, environmental considerations and technological developments generally. This may prove difficult if the technology desired by the customer is not available to the company on reasonable terms or at all within the company's platform, or if the company is unable to develop its product and service offering on its own to match the needs and requirements of the customers at the time.

Financial risks

Risks related to future capital requirements

The company has grown in terms of increased net sales in recent years and the company intends to maintain its focus on growth in existing markets and to expand into new ones. The company believes that future growth will require access to working capital and investment primarily in global expansion and new technology. The Board of Directors of the company has adopted financial targets which include that 4C Strategies aims to exceed an average annual organic net sales growth rate of 20 per cent in the medium term.

The Company has historically mainly financed its operations primarily through internally generated funds. The Board of Directors assesses that the Group, based on available credit facilities and the current business forecast, has sufficient financing for the coming twelve months. However, it cannot be ruled out that the Company may require additional financing in the future, for example to intensify development projects or marketing efforts. The availability of capital depends on several factors, including conditions in the capital and credit markets, the Company's creditworthiness, and its ability to incur additional debt. If additional capital needs to be raised, the Company may, depending on market conditions at the time, be required to obtain financing on less favorable terms than those currently available. Market disruptions or increased uncertainty in the external environment may also limit access to capital. There is therefore a risk that the Company may not be able to obtain financing in sufficient amounts, or only on unfavorable terms. Should this risk materialize, it could have a negative

impact on the Company's operations, results, financial position, and future prospects.

Risks related to exchange rate fluctuations

The Group operates in several countries with a local currency cost base and is therefore exposed to currency risk. Currency risk refers to the risk that currency fluctuations will have a negative impact on the Group's cash flow, income statement or balance sheet and will affect the Group's results if sales and procurements are made in different currencies. Currency risk to the Group arises primarily from the Group's sales and, to a more limited extent, purchases, in foreign currencies, known as transaction exposure. In addition, the Group is exposed to risks related to the translation of the assets and liabilities of foreign operations into the functional currency of the parent company, known as translation exposure.

For 4C Strategies' transactions, exposures arise mainly in GBP, USD, AUD and EUR as primarily sales bases and some other cost bases are denominated in those currencies. Of all incoming cash flows in 2025, GBP and USD accounted for the vast majority. For this reason, there is a risk that unfavourable changes in foreign exchange rates could impact the Group's revenues, which could adversely affect 4C Strategies' margins and operating income. The company does not hedge estimated cash flows denominated in foreign currencies, which could increase the risk that any major currency fluctuations could adversely affect the operating income (EBIT).

Tax related risks

4C Strategies operates in several countries and the tax strategies applied by the Group are based on interpretations of current tax legislation in the various countries where the company operates, including with respect to corporate income tax, VAT, classification of various intra-group and other transactions, employer's contributions and similar taxes and duties. If the Group's interpretation or application of tax laws, tax treaties or other tax regulations proves to be incorrect, or if applicable tax laws, tax treaties, regulations or interpretations by authorities, or practices in relation thereto change, including with retroactive effect, the Group's past and current tax position may be subject to reassessment by tax authorities. There is a risk that a reallocation of income will be required, meaning that as taxable income increases in one country of operation, a corresponding decrease will occur in the other country of operation. The overall tax burden may increase if it is allocated to a country with a higher tax rate. A reallocation may therefore affect the Group's global effective tax rate and impact the Group's financial position and results of operations. Furthermore, if a tax authority were to consider that the Group has made incorrect allocations of profits between countries, resulting in incorrect tax losses, or if intra-group transactions have not taken place at arm's length, this could lead to litigation or arbitration proceedings. If a tax authority were to prevail in such reassessments or disputes, an increased tax cost could be incurred, including fees, interest costs and tax penalties.

Furthermore, changes in tax rules may adversely

affect the Group in terms of one-off effects on the revaluation of tax assets and liabilities, as well as have a negative impact on the Group's ongoing business operations. If any of these risks were to materialize, this could result in an increased tax expense for the Group, which could have a material adverse effect on the Group's financial position and results.

Guidelines for remuneration to senior executives

General

The Board of Directors approved on the 2025 Annual General Meeting the following guidelines for remuneration to senior executives. The guidelines shall apply to remuneration that may be agreed upon or to changes in already agreed remunerations after the guidelines have been adopted by the annual general meeting. The guidelines do not apply to any remunerations that has specifically been approved by the general meeting or any remuneration in the form of shares, warrants, convertibles or other share-related instruments such as synthetic options or employ stock options, which require specific approval by the general meeting. These guidelines apply to the CEO and other senior executives in the group as well as to any remuneration to members of the board other than approved director fees. Regarding employment conditions that are governed by rules other than Swedish, appropriate adjustments may be made in order to comply with such mandatory rules or established local practice, whereby the general objectives of these guidelines shall, to the extent possible, be met.

The guidelines' promotion of the company's business strategy, long-term interest and sustainability

The guidelines shall contribute to establish conditions for the company to recruit and maintain qualified senior executives in order to successfully implement the company's business strategy and achieve the company's long-term interests, including sustainability. The guidelines shall also stimulate an increased interest in the business and the result as a whole as well as increase the motivation of the senior executives and increase the belonging within the company. The guidelines' purpose is further to create alignment between the company's shareholders and the senior executives. The guidelines shall also contribute to a good ethics and culture within the Company.

In order to achieve the company's business strategy, total annual remuneration must be market-based and competitive in the employment market where the senior executive is located, as well as take into account the individual's qualifications and experience; furthermore, exceptional performance should be reflected in the total remuneration. Variable cash remuneration covered by these guidelines is intended to promote the Company's business strategy and long-term interests, including sustainability.

The forms of remuneration

Fixed remuneration

The remuneration to the senior executives in the company shall comprise of fixed cash salary, possible variable cash salary, other customary

benefits and pension payments in accordance with the company's policy, as applicable. The total cash remuneration, including pension benefits, shall, on a yearly basis, be in line with market practice and competitive on the labor market where the senior executive is based and take into account the individual responsibilities, competences, qualifications and experiences of the senior executive as well as reflecting any notable achievements. Fixed and variable cash salary shall be related to the senior executives' responsibility and authority. The fixed cash salary shall be revised on a yearly basis.

Variable remuneration

The senior executives may receive variable cash remuneration in addition to fixed cash salaries. The variable remuneration shall be based on the outcome of actual predetermined targets based on the company's business strategy and the long-term business plan approved by the board of directors. The targets may include share based or financial targets, on group level, operational goals and goals for sustainability and social responsibility, employee engagement or customer satisfaction. These targets are to be established and documented annually. The variable cash remuneration shall also be designed with the aim of achieving alignment between the participating senior executive and the company's shareholders in order to contribute to the company's long-term interest.

The conditions of any variable cash remuneration should be designed so that the board of directors may reduce or withhold payment of variable remuneration in the event of exceptional economic circumstances, or if the board of

directors finds the payments unreasonable and incompatible with the company's responsibility to its shareholders.

With respect to potential yearly bonuses, it shall be possible to reduce or withhold payments, if the board of directors deems it reasonable because of any other reasons. The company has no right according to agreements to reclaim variable remuneration paid in cash.

Pension and other benefits

The company may provide other benefits to senior executives in accordance with the company's policies. Such other benefits may include company healthcare and education. Pension premiums shall amount to a maximum of 25 percent of the pensionable salary. Pension benefits shall be premium-defined. Normally, entitlement to pension is at the age of 65. Variable cash remuneration do not qualify for any pension entitlements/contributions. If the company is bound by a collective bargaining agreement, deviations from what is stated herein may occur to meet requirements in any such applicable collective bargaining agreement. For executives who are stationed in a country other than their home country, additional remuneration and other benefits may be paid to a reasonable extent, taking into account the particular circumstances associated with such expatriation, whereby the overall purpose of these guidelines is to be met as far as possible.

Other relevant information

If a director performs services on behalf of the company, which do not constitute board work additional consultancy fees or other additional

remuneration may be paid to directors upon decision by the board of directors following recommendation by the remuneration committee. Any such remuneration shall be designed in accordance with these guidelines.

When the measurable period for fulfilment of the criteria for payment of variable cash compensation has ended, the extent to which the criteria have been met shall be determined. The board of directors, after following recommendation by the remuneration committee, is responsible for the assessment of variable cash remuneration to the CEO and the CEO is responsible for the assessment of variable cash remuneration to other executives. With respect to financial targets the evaluation shall be based on the company's latest publicly available financial information.

Notice of termination and severance pay

Fixed salary during the notice period and any severance pay shall in total not exceed an amount corresponding to a maximum of one year's fixed salary. The maximum notice period in any senior executive's contract may be no more than twelve months during which time salary payment will continue.

Deviations from the guidelines

The Board of Directors shall be entitled to deviate from the guidelines with regards to the recruitment of senior executives on the global labor market to be able to offer competitive terms and conditions, in an individual case if there are special reasons for it and a deviation is necessary to ensure the company's long term interests and sustainability or to ensure the company's economic viability. Such deviation shall also

be approved by the remuneration committee. An arrangement deviating from the guidelines can be renewed but each such arrangement shall be limited in time and shall not exceed a period of 12 months or an amount that is twice the remuneration that the individual would have received had no additional arrangement been made.

Preparation and decision processes

Decisions regarding salary and other remuneration to the CEO and other senior executives are prepared by the remuneration committee and resolved by the Board of Directors and, where applicable, the CEO.

The remuneration committee shall also prepare the board of directors' decisions on issues concerning principles for remuneration. The remuneration committee shall also monitor and evaluate programs for variable remuneration, both ongoing and those that have ended during the year, for the senior executives and monitor and evaluate the application of these guidelines for remuneration to senior executives, as well as current remuneration structures and levels in the company.

The company believes remuneration is one of several key components in attracting and retaining the right employees. The company shall offer a total rewards package that is:

- **Fair and equitable:** No employee should be discriminated against on the basis of gender, ethnicity, age, disability or any other factor unrelated to performance or experience.

Remuneration shall be paid in relation to the level of responsibility and impact on the business that a certain role has.

- **In line with market:** The company strives for market-based remuneration and benefits. Base and variable pay, as well as benefits and pensions should be in line with what each local market offers for similar positions.
- **Performance based:** The company recognizes people who are committed to sustainable longterm performance that drives the business and develops the company in line with our values and principles. High performance is the main differentiator for employee's rewards packages.

In preparing the Board of Directors' proposal for these guidelines, salary and terms of employment for the company's employees have been taken into account, with respect to information on the employees' total remuneration, the components of the remuneration and the rate of increase and increase over time, when the remuneration committees and the boards of directors have decided on the evaluation of the reasonableness of these guidelines and the limitations that follows from the guidelines

4C's share and warrant programs

4C Group AB (publ) has been listed on the Nasdaq First North Premier Growth Market since 24 May 2022.

The warrant program 2019/2024 had its subscription period in March 2024. Of a total of

560,000 warrants, 545,000 were exercised for subscription of new shares, while the remaining 15,000 warrants lapsed.

The warrant program 2020/2025 had its subscription period in May 2025. All 35,000 warrants lapsed.

The total number of shares at the end of the period was 38,274,999 (35,132,142).

For more information, see note G5.

Financial targets and dividend policy Financial goals

4C Strategies' overall financial targets have been defined in the following areas: Growth, Software Revenue and Profitability:

- 4C Strategies aims to exceed an average annual FX-adjusted organic net sales growth of 20 per cent in the medium term.
- 4C Strategies aims to reach software revenue in relation to net sales exceeding 70 per cent in the medium term.
- 4C Strategies aims to reach an adjusted EBIT margin exceeding 20% in the medium term. 4C Strategies' financial targets should not be seen as a forecast, but rather as the ambition for the Group decided by the Board and executive management.

Dividend policy

The Board has determined that generated cash flow is to be used for investments and further growth in the company, and no dividend is proposed in the short and medium term.

Corporate governance report

The corporate governance report is submitted on page 60–73 with a separate auditor statement.

Parent Company

The Parent Company's operations are primarily focused on product development and Group wide functions such as legal support, financial management and marketing activities. At year end, the Parent Company had an average of 72 (76) employees.

- Net sales amounted to SEK 142,035 thousand (199,576).
- Operating profit amounted to SEK -36,990 thousand (-22,683).
- Profit after financial items amounted to SEK -57,438 thousand (-17,287).
- The Parent Company's cash and bank balances as of 31 December 2025 amounted to SEK 5 thousand (1,312).

The Parent Company's financial information can be found on page 45–55 of the annual report.

Outlook

The Board of Directors assesses that the Group has sufficient financing for the coming twelve months, based on available credit facilities and the current business forecast. Liquidity is monitored continuously, and the company continues to implement prioritised measures to strengthen cash flow and its liquidity position.

During the year, the Group's cost base and investments were adjusted with the aim of improving profitability. Management assesses

that implemented and planned measures, in combination with the expected development of the business, create the conditions for a more stable cash flow in the coming period.

Risks and uncertainties

The geopolitical conflicts in Ukraine and the Middle East have continued to shape the global environment. Uncertainty remains regarding the further course of the conflicts and their direct and indirect effects on the global economy and market conditions.

Inflation has stabilised compared to previous years and interest rate levels have become more predictable, while uncertainty related to geopolitics, energy markets and global economic developments persists.

4C Strategies continuously monitors external developments to ensure preparedness and enable proactive action in the event of changing conditions.

The Board of Directors and the Chief Executive Officer assess that 4C Strategies is well positioned to achieve continued strong growth with competitive software and services, as well as an efficient organisation to maintain profitable growth.

Proposed allocation of profits

The following unrestricted equity of the Parent Company is at the disposal of the Annual General Meeting (kSEK):

	kSEK
Additional paid in capital	220 035
Profit/loss brought forward	-10 291
Net income for the year	-45 722
Total	164 022

The Board of Directors proposes to the Annual General Meeting that no dividend be paid, that the following (kSEK) be carried forward:

	kSEK
To be carried forward	164 022
Total	164 022

Overview fiscal years (MSEK)

	2025 Q1-Q4	2024 Q1-Q4	2023 Q1-Q4	2022 Q1-Q4	2021 Q1-Q4
Net sales	352.4	343.1	332.1	331.3	261.2
EBIT	8.6	-5.9	-5.9	28.6	47.1
EBIT margin (%)	2%	-2%	-2%	9%	18%
Adjusted EBIT	8.6	-5.9	-5.3	43.9	49.6
Adjusted EBIT margin (%)	2%	-2%	-2%	13%	19%
Income after financial items	-18.9	-3.1	-8.5	32.6	49.7
Total assets	517.5	437.6	386.4	391.6	243.9
Equity ratio (%)	52%	54%	59%	59%	44%
Average FTE	194	206	204	189	154
Earnings per share before dilution (SEK)	-0.44	-0.10	-0.27	0.79	1.26
Earnings per share after dilution (SEK)	-0.44	-0.10	-0.27	0.74	1.17

Consolidated statement of profit and loss

kSEK	Note	2025	2024
Net sales	2,3	352,386	343,102
Other revenue	2,8	726	3,156
Total revenue		353,111	346,257
Operating expenses			
Other external costs	4	-84,106	-85,692
Personnel costs	5	-255,717	-259,397
Capitalized work for own account	10	41,447	37,607
Other operating expenses	8	-3,345	-1,942
Total operating expenses		-301,720	-309,424
Operating income before depreciation and amortization		51,391	36,834
Depreciation	11,12	-22,015	-21,824
Amortization	10	-20,803	-20,942
Operating income		8,573	-5,932
Financial items			
Financial income	6	8,027	19,608
Financial expenses	7	-35,537	-16,732
Income after financial items		-18,936	-3,057
Taxes	9	2,181	-411
Net income for the year		-16,755	-3,468
Income attributable to:			
Parent company's shareholders		-16,755	-3,468
Other information			
Earnings per share before dilution (SEK)	18	-0.44	-0.10
Earnings per share after dilution (SEK)	18	-0.44	-0.10

Consolidated statement of other comprehensive income

kSEK	Note	2025	2024
Net income for the year		-16,755	-3,468
Other comprehensive income			
<i>Items which will be reclassified to the income statement (net of tax)</i>			
Translation adjustments attributable to foreign operations		-4,593	2,250
Adjustments		-	-30
Other comprehensive income for the period, net of tax		-4,593	2,220
Total comprehensive income for the period		-21,348	-1,249

Consolidated statement of financial position

kSEK	Note	2025-12-31	2024-12-31
ASSETS			
Intangible assets	10	113,962	93,318
Tangible assets	11	3,133	3,404
Right-to-use assets	12	37,974	45,398
Financial fixed assets		1,306	1,529
Contract assets	3	113,042	105,940
Deferred tax asset	9	20,814	9,556
Total non-current assets		290,231	259,145
Accounts receivables	13,19	30,343	14,219
Tax receivables		5,949	6,703
Contract assets	3	160,353	121,760
Other current receivables	14	19,138	11,582
Cash and cash equivalents	15,19	11,483	24,168
Total current assets		227,265	178,432
Total assets		517,496	437,577

kSEK	Note	2025-12-31	2024-12-31
EQUITY AND LIABILITIES			
Equity	17		
Share capital		670	615
Other contributed capital		220,035	167,192
Reserves		754	5,066
Retained earnings including net income for the period		47,402	64,439
Equity attributable to the parent company's shareholders		268,861	237,311
Total equity		268,861	237,311
Interest-bearing non-current liabilities		1,264	2,411
Non-current lease liabilities	12,13	19,324	24,058
Deferred tax liability	9	23,062	18,603
Total non-current liabilities		43,651	45,072
Interest-bearing current liabilities	13,19	92,256	44,071
Current lease liabilities	12,13	18,397	21,030
Accounts payables	13,19	15,209	13,411
Tax liabilities		4,253	2,664
Contract liabilities	3	29,830	37,613
Other current liabilities	13,19,20	45,039	36,406
Total current liabilities		204,985	155,195
Total equity and liabilities		517,496	437,577

Changes in consolidated equity

kSEK	Note	Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance 1 January 2024		598	155,149	2,816	67,937	226,501
Net income for the period		-	-	-	-3,468	-3,468
Other comprehensive income		-	-	2,250	-30	-30
Total other comprehensive income		-	-	2,250	-3,498	-1,249
Transaction with owners	5,17					
Exercise of warrants		16	12,042	-	-	12,059
Total transaction with owners		16	12,042	-	-	12,059
Closing balance 31 December 2024		615	167,192	5,066	64,439	237,311
Opening balance 1 January 2025		615	167,192	5,066	64,439	237,311
Net income for the period		-	-	-	-16,755	-16,755
Other comprehensive income		-	-	-4,311	-	-4,311
Adjustment		-	-	-	-282	-282
Total other comprehensive income		-	-	-4,311	-17,037	-21,348
Transaction with owners	5,17					
New share issues		55	52,156	-	-	52,211
Costs related to new share issues		-	-480	-	-	-480
Payment warrants		-	1,168	-	-	1,168
Total transaction with owners		55	52,843	-	-	52,898
Closing balance 31 December 2025		670	220,035	754	47,402	268,861

Consolidated cash flow statement

kSEK	Note	2025	2024
Cash flow from operating activities			
Operating income		8,573	-5,932
Adjustment for non-cash items	21	45,101	41,852
Interest received		-8	114
Interest paid		-6,884	-4,038
Financial items		-	6,800
Income tax paid	9	-2,420	1,394
Cash flow from operating activities, before changes in working capital		-44,363	40,190
Change in current assets		-88,143	-61,968
Change in current liabilities		-3,203	-3,926
Cash flow from operating activities		-46,984	-25,704
Cash flow from investing activities			
Acquisition of intangible assets	10	-41,447	-40,621
Acquisition of tangible assets	11	-1,433	-501
Acquisition of financial assets		25	-45
Cash flow from investing activities		-42,854	-41,167

kSEK	Note	2025	2024
Cash flow from financing activities			
New share issues		52,210	-
Costs related to new share issues		-480	-
Warrant premiums		1,168	-
Exercise of warrants		-	12,059
Change in liabilities to credit institutions		24,514	3,014
Change in loan from shareholders		15,000	-
Net change of overdraft account		9,509	41,483
Repayment of interest bearing debts		-1,985	-10,401
Cash payments for principal portion of the lease liability	12, 19	-20,506	-19,389
Cash flow from financing activities		79,430	26,766
Cash flow for the period		-10,409	-40,106
Change in cash and cash equivalents	15		
Cash and cash equivalents at the beginning of the year		24,168	62,227
Exchange rate differences in cash and cash equivalents		-2,277	2,047
Cash and cash equivalents at the end of the year		11,482	24,169

Group notes

Note 1 Significant accounting principles

Corporate information

4C Group AB's (reg.no. 556706-0412) and its subsidiaries' main business is to provide solutions for creating, verifying and maintaining readiness. The Group's customised solutions combine expertise and innovation to enable customers to manage both expected and unexpected events. The parent company is headquartered in Stockholm, Sweden. The address of the head office is Vattugatan 17, 111 52 Stockholm.

The Annual Report and Consolidated Financial Statements have been approved for publication by the Board of Directors on 15 April and presented to the Annual General Meeting on 21 May 2026.

Basis of consolidated accounts

The consolidated accounts have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and interpretations issued by the IFRS Interpretations Committee (IFRS IC) as adopted by the European Union (EU). In addition, the Group applies the Annual Accounts Act (1995:1554) and RFR 1 "Supplementary Accounting Rules for Groups" issued by the Financial Reporting Council.

The consolidated accounts have been prepared on a going concern basis. Assets and liabilities are measured at cost, except for certain financial instruments which are measured at fair value. The consolidated financial statements have been prepared in accordance with the purchase method of accounting.

The parent company applies the Annual Accounts Act (1995:1554) and RFR 2 Accounting for Legal Entities. The deviations that occur are due to restrictions in the possibilities to apply IFRS in the Parent Company as a result of the Annual Accounts Act and the applicable tax rules.

Changes in accounting principles 2025 and beyond

A number of new and amended accounting standards and interpretations have been published and will be valid from 2025 or later. The standards below are expected to have an effect on 4C's financial statements.

2025

No material changes in accounting standards during 2025 affect 4C or its preparation of financial statements.

2026

A number of new standards and interpretations will come into effect for financial years beginning on or after January 1, 2026, and have not been applied in the preparation of this financial report. None of these new IFRS or IFRIC changes are expected to have any significant effect on the Group's financial statements going forward.

IFRS 18 Presentation and Disclosure in Financial Statements will replace IAS 1 Presentation of Financial Statements and is to be applied from January 1, 2027. Retrospective application is required, and therefore, comparative information for the financial year ending December 31, 2026, will be restated. IFRS 18 introduces new requirements aimed at achieving comparability in reporting and providing users with more relevant and transparent information. The effects of the new standard on 4C Group's financial reports have not yet been fully evaluated.

Consolidation Subsidiaries

Subsidiaries are all companies over which the Group has a controlling influence. 4C Group AB controls a company when it is exposed to

or has the right to a variable return from its holding in the company and has the ability to influence the return through its influence in the company. Subsidiaries are included in the consolidated financial statements from the date on which control is transferred to the Group, and are excluded from the consolidated accounts from the date on which control ceases. Subsidiaries are accounted for using the acquisition method.

Related party transactions

A list of the Group's subsidiaries, which are also the parent company's related parties, is given in Note G16 Consolidated companies.

For information on remuneration of senior executives, see Note G5 Employees and personnel expenses.

The Group has an outstanding loan from a shareholder, which constitutes a related party transaction as defined in IAS 24. The loan has been entered into on market terms, see Note K23.

The Group has no related party transactions to disclose as defined in IAS 24 other than those disclosed in Note G5. Transactions between companies within the Group are made at arm's length.

Currencies

Functional currency and presentation currency

The functional currency of the parent company is Swedish kronor, which is the reporting currency for the parent company and the Group. All amounts are stated in thousands of SEK unless otherwise stated.

Transactions, assets and liabilities in foreign currency

Transactions in foreign currency are translated into the functional currency at the exchange rate on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate on the balance sheet date.

Non-monetary items measured at historical cost in a foreign currency are not translated. Exchange differences arising on translation are recognised in the income statement. Exchange gains and losses on operating assets and liabilities are included in the operating result as part of operating income and operating expense, while exchange gains and losses on financial assets and liabilities are recognised as financial items.

Restatement of foreign subsidiaries

Assets and liabilities of foreign operations are translated from the functional currency of the foreign operation into the Group's reporting currency at the exchange rate prevailing at the balance sheet date. Revenues and expenses of a foreign operation are translated into Swedish kronor at an average rate approximating the exchange rates prevailing at the dates of the transactions.

Translation differences arising on the translation of foreign operations are recognised in other comprehensive income and accumulated in the translation reserve in equity. When control of a foreign operation ceases, the related translation differences are reclassified from the translation reserve in equity to profit or loss.

Revenue from contracts with customers

Revenue is recognised when a performance obligation is fulfilled, which is when control of a promised good or service is transferred to the customer. The Group's revenue is mainly divided into the following revenue streams; Software (software products), Software related services (software consulting services) and Expert services. Software is divided into the sale of time-limited and perpetual licenses which are either hosted/ operated by the customer or by 4C Strategies. The licences are also sold with associated support services (SSA) and software development projects. Software related services consist of implementation and configuration of sold software and management/maintenance of the customer's software (managed services). Expert services are mainly divided into risk consulting, business continuity management and crisis management.

The Group's agreements with customers include the following performance commitments:

1. Sale of licenses (time-limited or perpetual) hosted/operated by customer

The sale of license rights is distinct from the The sale of license rights is distinct from the other promises in the contract and entitles the customer to a license key on the day the contract is signed. Revenue is recognised upon completion of the contractual delivery and when the customer has obtained control of the purchased licence(s) and no material obligations remain after the delivery date. This means that the licence revenue is recognised on the date the licence key is transferred to the customer at the contractually agreed fixed price. Revenue recognized as software in the segment reporting.

2. Sale of licenses (time-limited or perpetual) hosted/operated by 4C Strategies

The software is not installed on the customer's own servers but on servers that 4C Strategies operates from. This service includes license, support and maintenance as well as operation. The customer receives the license key at the time of signing the contract. The customer has the right to transfer the licence to its own, or third-party's, IT-environment during the contract period. The licence is distinct from the other performance obligations in the agreement and revenue is recognised upon completion of delivery under the agreement and when the customer has obtained control of the purchased licences and no material obligations remain after the delivery date. This means that the licence revenue is recognised on the date the licence key is transferred to the customer at the contractually agreed fixed price. Revenue recognized as software in the segment reporting.

3. Software support Agreement (SSA)

The Group sells support contracts for the software. Support agreements typically include maintenance and support as well as specified and/or unspecified upgrades. Support contracts are normally signed initially at the time of the sale of licenses and are then extended based on the agreed duration of the support

contract. However, the license works regardless of whether the SSA is signed or not. SSA agreements are distinct from the license whether the license is hosted by the customer or by 4C Strategies.

Revenue from support contracts is recognised using an input method based on time spent and/or cost as well as upgrades. Input is verified through individual assessments for the majority of support agreements. Specified upgrades normally take place at contract renewal and are deemed to be distinct. The allocated revenue is recognized when the upgrade is carried out. Where the Group's commitments consist of an indefinite number of activities over the contract period, revenue is recognised on a straight-line basis over the duration of the contract. Where the licence is hosted by the 4C Strategies, the hosting service and the SSA service are integrated with each other and constitute a performance commitment. Invoicing is normally done annually in advance. Revenue recognized as software in the segment reporting.

4. Software development

Customers sometimes order customisation linked to software. If such an order is placed, it is treated as a separate service commitment.

These services are provided on a recurring basis or as fixed price contracts. Both revenue from current account and fixed price contracts is recognised over time as the service is performed (time input method) at the agreed prices. Revenue recognized as software in the segment reporting.

5. Software-related consultancy and expert services

In addition to the above, the Group sells software-related consulting services consisting of implementation and configuration (implementation projects) and management/maintenance of the customer's software (managed services). Revenue recognized as software-related services in the segment

reporting.

The Group also provides risk management, business continuity management, training, incident and crisis management, and audit and review services with exercises and training to ensure that customers have the right capabilities and readiness. Revenue recognized as expert services in the segment reporting.

These services are provided on a recurring basis or as fixed price contracts. Both revenue from current account and fixed price contracts is recognised over time as the service is performed (time input method) at the agreed prices. If any circumstances arise that could change the original estimate of revenue, costs or stage of completion, the estimates are revised. These revisions may result in increases or decreases in estimated revenue or costs and affect revenue in the period in which the circumstances giving rise to the change came to the attention management.

Employee benefits

Short-term benefits

Short-term employee benefits such as salaries, social security contributions and holiday pay are expensed in the period in which the employees render the services.

Retirement benefits (pensions)

The Group's pension commitments are exclusively defined contribution pensions.

Share-related compensation – Share warrant program

The Group has share-based incentive plans consisting of warrants that have been offered to key employees and officers of the Group. See Note G5 Employees and personnel expenses for more information on the Group's various warrant programs

Income tax

Income taxes consist of current tax and deferred tax. Income taxes are recognised in profit or loss except where the underlying transaction is recognised in other comprehensive income or in equity, in which case the related tax effect is recognised in other comprehensive income or in equity.

Deferred tax is recognised in full, using the balance sheet method, on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts.

Intangible assets

Internally generated intangible assets

4C's intangible assets consist mainly of internally generated intangible assets relating to development costs for the Exonaut® platform.

Expenditure incurred during the development phase is capitalised as an intangible asset when, in the opinion of management, it is probable that future economic benefits associated with the expenditure will flow to the Group, the criteria for capitalisation are met, the expenditure can be measured reliably, and it is technically feasible to complete the asset so that it can be used in operations. The Group defines each version of the Exonaut platform as a separate product, i.e. each version of Exonaut is capitalised separately.

Internally generated intangible assets are recognised during the development phase at cost less any write-down. Expenditure capitalised includes direct salary and other directly attributable expenditure. All other costs that do not qualify for capitalisation are expensed as incurred. Internally generated assets under development are tested for impairment at least annually.

When the internally generated intangible assets are ready for use, the Group assesses the useful life of the asset. Subsequent recognition is at cost less accumulated amortisation and any impairment losses.

Tangible assets

Tangible assets are stated in the Group at cost less accumulated depreciation and any impairment losses.

The carrying amount of an asset is derecognised on disposal or when no future economic benefits are expected from its use. Gains or losses arising on the disposal of an asset is the difference between the selling price and the carrying amount of the asset less any direct costs to sell. Gains and losses are recognised as other operating income/expense.

Leases

4C Strategies is a lessee only.

Lease liabilities

At the inception of a lease, the Group recognises a lease liability equal to the present value of the lease payments to be made during the lease term.

For the calculation of the present value of the lease payments, the Group uses the implicit interest rate of the lease if it can be easily determined and in other cases the marginal borrowing rate at the inception date of the lease is used. After the commencement date of a lease, the lease liability increases to reflect the interest on the lease liability and decreases by the lease payments made. In addition, the value of the lease liability is remeasured as a result of modifications, changes in the lease term, changes in lease payments or changes in an assessment to purchase the underlying asset.

Right-of-use assets

The cost of right-of-use assets includes the initial value recognised for the related lease liability, initial direct expenses, and any upfront payments made on or before the lease commencement date, net of any incentives received. The Group recognises right-of-use assets in the statement of financial position at the commencement date of the lease (i.e. the date on which the underlying asset becomes available for use). Right-of-use assets are measured at cost less accumulated depreciation and any impairment losses, and adjusted for any

reevaluation of the lease liability, excluding foreign currency translation.

Provided that the Group is not reasonably certain that title to the underlying asset will pass at the end of the lease term, the right-of-use asset is depreciated on a straight-line basis over the shorter of the lease term and its useful life.

Application of practical exemptions

The Group applies the practical exceptions for short-term leases and leases where the underlying asset is of low value. Leases where the underlying asset is of low value include, for example, office furniture in the Group. Lease payments for short-term leases and leases where the underlying asset is of low value are expensed on a straight-line basis over the lease term. The Group also applies the exception of not separating non-lease components from lease components in lease agreements. Accordingly, lease components and related non-lease components are accounted for as a single lease component.

Impairment of non-financial assets

be impaired, i.e. whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. This also applies to right-of-use assets related to leases and internally generated intangible assets. The Group has no assets with indefinite useful lives which are tested for impairment at least annually.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Impairment losses are reversed only if there has been a change in the assumptions underlying the last calculation of the asset's recoverable amount. The amount reversed is not greater than the carrying amount that would have been determined had no impairment loss been recognised in prior periods. An impairment loss and any reversal of an impairment loss are recognised in the income statement.

Financial instruments

Financial instruments recognised in the Group's statement of financial position include, on the asset side, accounts receivables and cash and cash equivalents. Liabilities include amounts due to and trade payables. The presentation depends on the classification of the financial instruments.

Classification and valuation of financial liabilities

Financial liabilities, are classified at amortised cost. Financial liabilities carried at amortised cost are initially measured at fair value including transaction costs. After initial recognition, they are measured at amortised cost using the effective interest method.

Fair value is determined as described in Note G13 Financial instruments.

Impairment of financial assets

Financial assets, other than those classified at fair value through profit or loss or equity instruments measured at fair value through other comprehensive income, are subject to impairment for expected credit losses. Impairment for credit losses is forward-looking and a loss allowance is recognised when there is an exposure to credit risk, usually at the initial recognition of an asset or receivable. Expected credit losses reflect the present value of any shortfall in cash flows attributable to defaults either over the next 12 months or over the expected remaining life of the financial instrument, depending on the type of asset and on credit deterioration since initial recognition.

The simplified approach is applied to accounts receivables and contract assets. A loss reserve is recognised, under the simplified approach, for the expected remaining life of the receivable or asset.

The valuation of expected credit losses is based on different methods, see the Group's Note G13 Financial instruments. For credit-impaired assets and receivables, an individual assessment is made taking into account historical, current and prospective

information. The valuation of expected credit losses takes into account any collateral and other credit enhancements in the form of guarantees.

Financial assets are recorded in the balance sheet at amortised cost, i.e. net of gross value and loss reserve. Changes in the loss reserve are recognised in the income statement as other operating expenses.

Cash flow

The cash flow statement is prepared using the indirect approach.

Key estimates and judgements

The preparation of the financial statements requires management and the board of directors to make certain judgements and assumptions that impacts the carrying amounts of assets and liabilities and income and expense items, respectively, and other disclosures. These judgements are based on experience and assumptions that management and the board of directors believe are reasonable under the circumstances. The actual outcome may then differ from these judgements if other conditions arise. The estimates and assumptions are evaluated on an ongoing basis and are not considered to present a significant risk of material adjustments to the carrying amounts of assets and liabilities during the next financial year. Changes in estimates are recognised in the period in which the change is made if the change affects only the current period, or in the period in which the change is made and future periods if the change affects both the current period and future periods. The judgements and sources of estimation uncertainty that are most material in preparing the company's financial statements are described below.

Estimates and assumptions

Leases

Estimates are made regarding the Group's incremental borrowing

rate used in lease agreements.

Internally generated intangible assets

The Group capitalises certain development expenditure as intangible assets in the balance sheet, mainly related to the development of its own platform Exonaut®. The capitalisation of development expenditure is based, inter alia, on the assessment that future economic benefits will be generated by the asset and that it is technically feasible to complete the asset so that it can be used in operations. The Group estimates that the useful life of these assets is five years, which corresponds to the period over which it is estimated that future economic benefits from their internal use will accrue to the Group. However, depending on technological developments, the actual useful life may be shorter, which would result in a material impact on results through potential impairment losses.

Significant judgements applicable to the company's accounting principles

Leases

In accounting for leases where the Group is the lessee, management makes a number of assumptions regarding the duration of the leases including the notice period and the exercise of any renewal options.

Revenue from contracts with customers

In the case of the sale of licenses, it is the company's judgment that the license is distinct from other performance commitments in the customer agreements. This assessment applies to both customer-hosted solutions and 4C-hosted solutions. The customer obtains control of the licence at the time of handover of the licence key. This relationship applies to both operational solutions.

Where customers sign support contracts (with or without hosting/operations), the Group has adopted an input model to determine revenue recognition. A model whereby revenue is recognised over

time and from the commencement of the contract, based on hours and/or costs incurred. It is the company's judgement that a major part of the performance commitment (hours and/or costs) is delivered or met at the start of the contract.

Deferred tax assets

Deferred tax assets are recognised as described in the section "Deferred income tax" in Note G1 Significant accounting principles. The Group has made judgements about the extent to which there will be future taxable profits against which the accumulated tax losses can be utilised.

Assessment of the need for impairment of accounts receivable

The group assesses annually whether there is a need for impairment of accounts receivable and contract assets in accordance with the accounting principle described in note G19.

Note G2 Operating segment

The operating segments are reported in compliance with the internal reporting structure as provided to the chief operating decision maker for the Group (CODM). The CODM is the function responsible for allocation of resources and assessment of the operating segments' profit or loss. In the Group, this function is identified as the Chief Executive Officer (CEO).

The Group's operating segments are divided into EMEA Software, APAC Software, North America Software and Global Expert Services. The geographical segments share the same business model and are responsible for the sale and delivery.

Operating segments are assessed based on net sales and EBITDA. The evaluation excludes the management of assets and liabilities, which instead are managed centrally by group management. Internal transactions between the segments refer to cost allocation due to the use of resources between the entities.

The comparative figures for the segments have been restated for Q1 and Q2 2024. The recalculation therefore affects the aggregated figures for 2024. When recalculating the comparative figures, revenues and expenses have been allocated based on geographical region (EMEA, APAC and North America) and based on whether revenue and costs are attributable to software or services. Software and software-related services have been allocated to EMEA Software, APAC Software and North America Software, while expert services have been allocated to Global Expert Services.

2025-01-01 - 2025-12-31	EMEA Software	APAC Software	North America Software	Global Expert Services	Total Segment	Group Common	Elimina- tions	Group
Software	97,153	26,569	101,230	-	224,951	-	-	224,951
Software-related services	47,424	1,995	13,274	-	62,694	-	-	62,694
Expert services	-	-	-	64,741	64,741	-	-	64,741
Revenue from contracts with customers	144,577	28,564	114,504	64,741	352,386	-	-	352,386
Other revenue	513	49	-132	148	578	147	-	726
Internal revenue	3,100	749	930	2,271	7,050	5,868	-12,918	0
Total revenue	148,190	29,362	115,302	67,160	360,014	6,016	-12,918	353,111
Personnel costs	-43,697	-5,116	-16,279	-34,956	-100,047	-155,670	-	-255,717
Other external costs	-15,259	-9,450	-16,838	-12,161	-53,708	7,704	-	-46,003
Internal costs	-2,708	-176	-817	-4,467	-8,168	-4,750	12,918	0
Total cost	-61,664	-14,742	-33,934	-51,583	-161,923	-152,715	12,918	-301,720
EBITDA	86,526	14,620	81,368	15,577	198,091	-146,700	-	51,391
Amortization	-	-	-	-	-	-19,798	-	19,798
Depreciation	-	-	-	-	-	-23,020	-	-23,020
Financial income	-	-	-	-	-	8,027	-	8,027
Financial expenses	-	-	-	-	-	-35,537	-	-35,537
Income before tax	86,526	14,620	81,368	15,577	198,091	-217,027	-	-18,936

2024-01-01 - 2024-12-31	EMEA Software	APAC Software	North America Software	Global Expert Services	Total Segment	Group Common	Elimina- tions	Group
Software	126,286	15,193	93,701	-	235,180	-	-	235,180
Software-related services	42,753	1,875	3,384	-	48,012	-	-	48,012
Expert services	-	-	-	59,910	59,910	-	-	59,910
Revenue from contracts with customers	169,039	17,068	97,085	59,910	343,102	-	-	343,102
Other revenue	1,808	96	203	120	2,228	928	-	3,156
Internal revenue	14,611	718	14,484	1,188	31,001	18,950	-49,951	0
Total revenue	185,459	17,882	111,772	61,218	376,331	19,877	-49,951	346,257
Personnel costs	-65,648	-7,642	-31,165	-37,392	-141,847	-117,550	-	-259,397
Other external costs	-17,800	-5,952	-14,074	-8,282	-46,108	-3,919	-	-50,027
Internal costs	-7,243	-619	-1,754	-3,115	-12,731	-37,220	49,951	0
Total cost	-90,690	-14,213	-46,994	-48,789	-200,686	-158,689	49,951	-309,424
EBITDA	94,768	3,669	64,778	12,429	175,645	-138,812	-	36,834
Amortization	-	-	-	-	-	-20,942	-	-20,942
Depreciation	-	-	-	-	-	-21,824	-	-21,824
Financial income	-	-	-	-	-	19,608	-	19,608
Financial expenses	-	-	-	-	-	-16,732	-	-16,732
Income before tax	94,768	3,669	64,778	12,429	175,645	-178,702	-	-3,057

Net sales per customer group and segment	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Defence	133,385	151,962
Public	4,215	4,856
Corporate	6,977	12,221
EMEA Software	144,577	169,039
Defence	24,504	16,894
Public	3,912	-
Corporate	148	174
APAC Software	28,564	17,068
Defence	111,824	96,498
Public	-	-
Corporate	2,679	587
North America Software	114,504	97,085
Defence	-	745
Public	35,685	31,388
Corporate	29,056	27,778
Global Expert Services	64,741	59,910
Defence	269,713	266,098
Public	43,812	36,243
Corporate	38,860	40,760
Net sales	352,386	343,102

2025-12-31					
Timing of revenue recognition	EMEA	APAC	North America	Global Expert Services	Total segment
Software, Software-related services and Expert services delivered at a given time	53,152	23,570	61,505	-	138,227
Software, Software-related services and Expert services delivered over time	91,425	4,994	52,999	64,741	214,159
Revenue from contracts with customers	144,577	28,564		64,741	352,386

2024-12-31					
Timing of revenue recognition	EMEA	APAC	North America	Global Expert Services	Total segment
Software, Software-related services and Expert services delivered at a given time	78,380	13,575	78,514	-	170,469
Software, Software-related services and Expert services delivered over time	90,659	3,493	18,571	59,910	172,633
Revenue from contracts with customers	169,039	17,068	97,085	59,910	343,102

Geographical region

Assets and liabilities

Assets and liabilities are not monitored in segment reporting but only at Group level.

Non-current operating assets	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Sweden	200,193	154,795
United Kingdom	36,167	74,562
United States	46,612	24,120
Rest of the world	7,258	6,435
Total	290,231	259,913

Non-current assets for this purpose consists of intangible assets, tangible assets, right-to-use assets and contract assets.

Revenues

In 2025, two customers' revenues exceeded 18% of the Group's total revenue. The revenue from one customer amounts to SEK 29,120 thousand and is attributable to the North America and EMEA segment and the revenue from the other customer amounts to SEK 33,368 thousand and is attributable to the EMEA segment.

Geographical region	2025-01-01-2025-12-31	2024-01-01-2024-12-31
United Kingdom	59,848	113,847
United States	106,577	94,142
Sweden	80,237	86,693
Rest of the world	105,723	48,419
Total	352,386	343,102

External revenues are based on where customers are located and where each country represents more than 10% of the Group's revenue.

Note G3 Revenues from contracts with customers

Contract assets	2025-12-31	2024-12-31
Opening balance	227,700	131,991
Invoiced contract assets	-86,967	-59,039
Translation effects	-25,755	5,784
Additional contact assets	158,417	148,964
Closing balance	273,395	227,700

Contract liabilities	2025-12-31	2024-12-31
Opening balance	37,613	28,291
Recognized contractual liabilities	-25,323	-20,185
Additional agreements	17,540	29,507
Closing balance	29,830	37,613

Contract liabilities	2025-12-31	2024-12-31
Within a year	18,240	25,976
More than a year	11,591	11,637
Closing balance	29,830	37,613

Contract assets consist of accrued income, to which the company's right is conditional on continued performance under the contract. When the company's right to receive payment becomes unconditional, the asset is recognised as an account receivable. During the year, the impact of currency adjustments on the opening balances of contract assets has had only a marginal impact on the Group's income statement.

In terms of the company's commitments at contract level, the company has agreed with customers that payment will be made over the duration of the contract. The contracts relate both to components delivered at a specific time and to commitments delivered over time. Thus, there is no financing component.

Contract liabilities relate to advance payments from customers for which performance commitments have not been met. Contract liabilities are recognised as revenue when the contractual performance obligations are (or have been) fulfilled.

The Group has contract liabilities of SEK 29,830 thousand (37,613) of which SEK 18,240 thousand (23,348) is expected to be recognised as income within one year.

Accounts receivables	2025-12-31	2024-12-31
Opening balance	14,219	38,675
Paid accounts receivables	14,219	-38,566
Impairment	-	-
Translation effects	-689	-195
Additional accounts receivables	31,032	-14,306
Closing balance	30,343	14,219

Accounts receivables at the end of the financial year are presented above. Unpaid accounts receivables and exchange rate gains and losses that occurs on payments from customers in foreign currency are translated into SEK in the Group's financial statements. The impairment of accounts receivables is assessed continuously, see Note G19 for handling impairment needs within the Group.

During the year, no impairment has occurred.

Note G4 Auditor's fees

Audit engagement refers to the auditor's work for the statutory audit. Other services are those not included in the audit engagement or tax advice.

Ernst & Young AB	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Audit	1,898	1,551
Tax advice	47	194
Other services	93	292
Total	2,038	2,037

Shaw Gibbs (Harmer Slater)	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Audit	193	93
Tax advice	13	9
Other services	-	35
Total	206	137

Note G5 Employees and personnel costs

	2025-01-01 - 2025-12-31		2024-01-01 - 2024-12-31	
	Average number of employees	Of whom women, %	Medelantal anställda	Of whom women, %
Average FTE				
Parent company	74	23%	76	24%
Subsidiaries in:				
Sweden	37	46%	47	47%
United Kingdom	45	19%	52	24%
United States	31	16%	25	24%
Norway	-	0%	-	0%
Finland	-	0%	1	0%
Australia	7	13%	5	19%
Total in the Group	194	25%	206	29%

	2025-01-01 - 2025-12-31		2024-01-01 - 2024-12-31	
	Average number of employees	Of whom women, %	Medelantal anställda	Of whom women, %
Gender balance, board of directors and senior executives				
Board members	6	33%	6	41%
CEO and other senior executives	12	15%	11	13%
Total in the Group	18	22%	17	18%

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Personnel costs		
Parent company		
<i>Board of directors and other senior executives</i>		
Salaries and other remunerations	8,157	9,128
Social security contributions	2,563	2,868
Pension costs	1,228	1,243
Total	11,947	13,239
<i>Other employees</i>		
Salaries and other remunerations	47,816	47,713
Social security contributions	21,740	11,779
Pension costs	9,758	9,477
Total	79,314	68,969
Benefits, allowance and other personnel related costs	1,715	2,275
Total, parent company	92,977	84,482
Subsidiaries		
<i>Board of directors and other senior executives</i>		
Salaries and other remunerations	18,313	15,705
Social security contributions	2,255	1,950
Pension costs	1,502	889
Total	22,069	18,545
<i>Other employees</i>		
Salaries and other remunerations	107,949	122,473
Social security contributions	17,314	19,771
Pension costs	8,739	9,681
Total	134,001	151,925
Benefits, allowance and other personnel related costs	6,670	4,445
Total subsidiaries	162,740	174,915
Carrying amount, Group	255,717	259,397

Remuneration to board of director's

The chair of the board and the board members shall be remunerated in accordance with the decision of the annual general meeting. At the annual general meeting held on 21 May 2025 it was resolved that the board of director's remuneration for 2025 shall be paid in the following amounts:

- SEK 175,000 to each non-employed board member and SEK 350,000 to the chairman of the board, provided he is not employed.
- SEK 25,000 to committee chairman and SEK 15,000 to other members.

The total board of director's fee paid amounts to SEK 1,305,000 (SEK 1,191,250). For information on remuneration to other senior executives, see the previous table on personnel expenses.

Remuneration to senior executives Severance pay

There are no agreements on severance pay or similar to the CEO exceeding the equivalent of 6 months' remuneration.

Warrant programs

The Group has the following share warrant programs for employees and executives. The warrants are acquired at market value which means that they are not seen as a benefit and thus has no accounting impact.

Warrant program 2019/2024

The programme comprised 28,000 warrants. The premium paid for the warrants corresponded to the market value calculated using the Black-Scholes model. Exercise could take place during the period 2024-03-01 – 2024-03-31. Each warrant entitled the holder to subscribe for 20 shares in the company. The quota value was SEK 0.01750 per share, meaning that the increase in the company's share capital upon full exercise of the warrants amounted to a maximum

of SEK 9,800.

Warrant program 2020/2025

The programme comprised a maximum of 750 warrants. The premium paid for the warrants corresponded to the market value calculated using the Black-Scholes model. Exercise could take place during the period 2025-04-05 – 2025-05-05. Each warrant entitled the holder to subscribe for 20 shares in the company. The quota value was SEK 0.01750 per share, meaning that the increase in the company's share capital upon full exercise of the warrants could amount to a maximum of SEK 263.

Warrant program 2021/2026

Includes a maximum of 50,750 warrants. The premium earned on the warrants was equal to the market value calculated using the Black-Scholes model. Exercise can take place during the period 16/1 2026 – 16/2 2026. Each warrant enables the right to subscribe for 20 shares in the company. The quota value is SEK 0.01750 per share and thus the increase in the company's share capital can amount to a maximum of SEK 17,763 upon full exercise of the warrants.

Warrant program 2022/2027

Includes a maximum of 446,260 warrants. The premium earned on the warrants was equal to the market value calculated using the Black-Scholes model. Exercise can take place during the period 15/6 2027 – 30/6 2027. Each warrant enables the right to subscribe for one share in the company. The quota value is SEK 0.01750 per share and thus the increase in the company's share capital can amount to a maximum of SEK 7,809 upon full exercise of the warrants.

Warrant program 2023/2026

Includes a maximum of 222 600 warrants. The premium earned on the warrants was equal to the market value calculated using the Black-Scholes model. Exercise can take place during the period 15/6 2026 – 30/6 2026. Each warrant enables the right to subscribe for one share in the company. The quota value is 0.01750 per share and

thus the increase in the company's share capital can amount to a maximum of SEK 3,896 upon full exercise of the warrants.

Warrant program 2025/2028

Includes a maximum of 230,750 warrants. The premium earned on the warrants was equal to the market value calculated using the Black-Scholes model. Exercise can take place during the period 1/6 2028 – 30/6 2028. Each warrant enables the right to subscribe for one share in the company. The quota value is 0.01750 per share and thus the increase in the company's share capital can amount to a maximum of SEK 4,038 upon full exercise of the warrants.

Provisions

All employees have paid market value for the options. As a result of local regulations, social security contributions must be paid on the increase in value between the time of award and the time when the option is exercised, which is applied to our foreign subsidiaries in the US and United Kingdom.

The group makes a provision for warrant programs on an ongoing basis regarding social security contributions where the exercise price is lower than the share price on the balance sheet date, which means that the social security contributions reserved are based on the fair value of the warrants. This only applies to personnel employed in foreign subsidiaries. The provision as of 31 December 2025 is SEK 0 at the beginning of the year it amounted to KSEK 0.

	Average exercise price per warrant	Number of warrants
Number of warrant outstanding as of 2024-01-01	30	2,278,860
Allocated	-	-
Subscribed warrants	14	-545,000
Non-subscribed warrants	14	-15,000
Number of warrants outstanding as of 2024-01-01	31	1,718,860
Redeemable per 2024-12-31	31	1,718,860
Number of warrant outstanding as of 2025-01-01	31	1,718,860
Allocated	22	230,750
Subscribed warrants	-	-
Non-subscribed warrants	13	-35,000
Number of warrants outstanding as of 2025-12-31	27	1,914,610
Redeemable per 2025-12-31	27	1,914,610

In the table above, the number of warrants has been converted to the number of shares that each warrant gives the right to subscribe for, which is a result of the 1:20 share split that was carried out during 2022.

The table below shows the expiry dates and exercise prices of the outstanding warrants:

Date of allocation	Expiry date	Exercise price	Warrant premium	Warrants 2025-12-31	Warrants 2024-12-31
2017-12-01	2023-12-31	12.4	6.3	-	700,000
2019-03-01	2024-03-31	13.7	4.5	-	560,000
2020-04-05	2025-05-05	13.3	4.3	35,000	35,000
2021-02-16	2026-02-16	17.8	5.8	1,015,000	1,015,000
2022-06-15	2027-06-30	56.9	4.3	446,260	446,260
2023-06-30	2026-06-30	39.4	3.5	222,600	222,600
2025-06-30	2028-06-30	21.6	5.1	230,750	-
Total				1,949,610	2,978,860
Of which subscribed/expired				35,000	1,260,000
Remaining weighted average contractual life of outstanding options at the end of the period expressed in number of years:				0.8	1.5
Range of exercise prices for outstanding warrants at the end of the period:				17.8-56.9 SEK	13.3-56.9 SEK

The following tables describe the input data used in the model for the warrants granted in the Group. The market value of the warrants has been calculated using the Black-Scholes valuation model.

	Warrant program 2025/2028	Warrant program 2023/2026	Warrant program 2022/2027	Warrant program 2021/2026
Exercise price	22	39	57	17.81
Expected volatility (%)	53%	38%	28%	25%
Expected maturity (year)	3	2.8	5	5
Weighted average share price	15.85	30.27	35.37	8.9
Expected dividend yield (%)	0%	0%	0%	0.0%
Risk-free interest rate (%)	2%	3%	2%	-0.3%
Average weighted fair value at valuation date	5.1	3.49	4.3	5.8
Model	Black-Scholes	Black-Scholes	Black-Scholes	Black-Scholes

The expected maturity of the warrants is based on historical information and expected exercise behaviour of different categories of option holders and therefore cannot be taken as an indicative measure of actual exercise. The expected volatility has been determined through analysis of the development of 4C Group AB's share and the share price performance of other companies in related industries. The expected volatility in the valuation has increased over time, reflecting market-related factors.

Note G6 Financial income

Financial income consists of interest income and any realised gains on financial assets. Interest income is recognised using the effective interest method, which is the rate that discounts estimated future cash receipts and payments through the expected life of a financial instrument to the net carrying amount of the financial asset or liability. The calculation includes all fees paid or received by the counterparties that are part of the effective interest rate, transaction costs and all other premiums and discounts. Financial income is recognised in the period to which it relates.

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
<i>Assets measured at amortised cost:</i>		
Interest income, other financial assets	-8	114
Total interest income in accordance with effective interest rate method	-8	114
<i>Other financial income</i>		
Exchange rate differences - income, financial items	8,035	19,494
Total	8,035	19,494
Total financial income	8,027	19,608

Note G7 Financial expenses

Financial expenses consist mainly of interest expense on debt calculated using the effective interest rate method and interest expense on lease liabilities. Financial expenses are recognised in the period to which they relate.

Foreign exchange gains and losses recognised as financial income and expenses respectively are reported net.

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
<i>Liabilities measured at fair value:</i>		
Interest expense, liabilities to credit institutions	3,896	1,535
Interest expense, other financial liabilities	1,468	792
Total interest expense in accordance with effective interest rate method	5,364	2,327
<i>Other financial expenses:</i>		
Exchange rate differences - expenses, financial items	28,653	12,694
Interest expense, lease liabilities	1,519	1,710
Total	30,173	14 404
Total financial expenses	35,537	16 732

Note G8 Other revenue and operating expenses

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Other revenue		
Other revenue	7	546
Foreign exchange gain of operating nature	719	2,610
Total	726	3,156

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Other operating expenses		
Foreign exchange loss of operating nature	-3,345	-1,942
Total	3,345	-1,942

Note G9 Tax

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Current tax		
Current tax on net income for the year	-5,096	-1,938
Adjustments for previous years	-	-487
Total current tax	-5,096	-2,425
Deferred tax		
Deferred tax attributable to temporary differences	-4,439	-2,866
Deferred tax on tax losses	11,716	4,879
Total deferred tax	7,277	2,012
Recognized tax in profit or loss	2,181	-411
	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Avstämning av effektiv skattesats		
Income before tax	-18,936	-3,052
Tax according to applicable tax rate for the parent company (20,6%)	3,901	629
Tax effect of:		
Non-deductible expenses	-889	-541
Difference in tax rates between countries	-862	-13
Other tax effects	32	-
Adjustment of tax from previous year	-	-487
Recognized tax	2,181	-411
Effective tax rate	-12%	13%

The Group has no tax items recognized in other comprehensive income or directly in equity.

Disclosures on deferred tax assets and liabilities

The tables below specify the tax effect of the temporary differences:

Deferred tax asset	Right-of-use assets	Deduction of tax losses	Total
Opening carrying amount 2025-01-01	355	9,200	9,556
Through profit or loss	5	11,252	11,257
Other comprehensive income	-	-	-
Closing carrying amount 2025-12-31	360	20,453	20,813

Deferred tax asset	Right-of use assets	Deduction of tax losses	Total
Opening carrying amount 2024-01-01	327	3,765	4,092
Through profit or loss	28	5,436	5,464
Other comprehensive income	-	-	-
Closing carrying amount 2024-12-31	355	9,200	9,556

Deferred tax liability	Intangible assets	Accrual fund	Total
Opening carrying amount 2025-01-01	18,603	-	18,603
Through profit or loss	4,459	-	4,459
Other comprehensive income	-	-	-
Closing carrying amount 2025-12-31	23,062	-	23,062

Deferred tax liability	Intangible assets	Accrual fund	Total
Opening carrying amount 2024-01-01	15,170	-	15,170
Through profit or loss	3,433	-	3,433
Other comprehensive income	-	-	-
Closing carrying amount 2024-12-31	18,603	-	18,603

The deferred tax asset of SEK 360 thousand (355) is reported net in the balance sheet and consists grossly of a deferred tax asset attributable to the lease liability of SEK 7,760 thousand (9,267) and a deferred tax liability attributable to the right-of-use assets of SEK 7,406 thousand (8,913).

Tax loss carry-forwards amounted to SEK 93,536 thousand (41,967), for which deferred tax assets have been recognized in the balance sheet and relate to Sweden. Deferred tax assets have been recognized for these items as it is probable that the Group will use them to offset them against future taxable profits.

Note G10 Intangible assets

Principles of depreciation

Intangible assets with finite useful lives and the Group's tangible assets are depreciated from the date on which they are available for use.

The estimated useful lives of the Group's significant intangible assets are as follows:

Internally generated intangible assets:	5 years
Licenses:	5 years

Depreciation methods, residual values and useful lives applied are reviewed at each year-end.

	Internally generated intangible assets	Licenses	Total intangible assets
Acquisition cost			
As of 1 January 2024	175,677	23	175,699
Internally generated	37,607	-	37,607
Acquired separately	-	3,014	3,014
As of 31 December 2024	213,284	3,037	216,320
As of 1 January 2025	213,284	3,037	216,320
Internally generated	41,447	-	41,447
Acquired separately	-	-	0
As of 31 December 2025	254,731	3,037	257,768
Depreciation			
As of 1 January 2024	-102,038	-23	-102,059
Amortization for the year	-20,942	-	-20,942
As of 31 December 2024	-122,980	-23	-123,002
As of 1 January 2025	122,980	-23	-123,002
Amortization for the year	-19,798	-1,005	-20,803
As of 31 December 2025	-142,778	-1,027	-143,805
Intangible assets			
Closing carrying amount as of 2024-12-31	90,304	3,014	93,318
Closing carrying amount as of 2025-12-31	111,953	2,009	113,962

The Group has no costs related to development that have not been capitalized during the year.

Uncompleted assets

The value of the assets that have not been put into service amounts to SEK 39 564 thousand (32,314)

Impairment testing

The Group tests intangible assets not yet in use for impairment purposes at least annually. During the year, impairment losses on internally generated intangible assets not yet in use amounted to SEK 0 thousand (0).

Note G11 Tangible assets

Principles of depreciation

Tangible assets are depreciated systematically over the estimated useful life of the asset. The Group has considered that the straight-line method of depreciation best reflects the use of these assets. In determining the depreciable amount of assets, the residual value of the asset is taken into account where appropriate.

Periods of use estimated for the Group's significant tangible assets are as follows:

Machinery and equipment:	5 years
Computers:	3–5 years

Depreciation methods, residual values and useful lives applied are reviewed at each year-end.

	Machines and equipment	Total tangible assets
Acquisition cost		
As of 1 January 2024	8,213	8,213
Acquisitions for the year	501	501
Translation effects	412	412
As of 31 December 2024	9,126	9,126
Acquisitions for the year	1,433	1,433
Write-off	-225	-225
Translation effects	-774	-744
As of 31 December 2025	9,560	9,860
Accumulated depreciations		
As of 1 January 2024	-4,199	-4,199
Amortization for the year	-1,295	-1,295
Translation effects	-227	-227
As of 31 December 2024	-5,721	-5,721
Amortization for the year	-1,445	-1,445
Disposal of assets	269	269
Translation effects	471	471
As of 31 December 2025	-6,426	-6,426
Machines and equipment		
Closing carrying amount as of 31 december 2024	3,404	3,404
Closing carrying amount as of 31 december 2025	3,133	3,133
Tangible assets		
Closing carrying amount as of 31 december 2024	3,404	3,404
Closing carrying amount as of 31 december 2025	3,133	3,133

Note G12 Leases

The Group's material leases, for which the Group is the lessee, consist mainly of agreements relating to premises, vehicles and IT equipment. The table below presents the Group's closing balances for right-of-use assets, lease liabilities and changes during the year:

	Right-to-use-assets				Lease liabilities
	Premises	Vehicles	IT equipment	Total right-of-use assets	
Opening balance 2024-01-01	40,994	681	8,653	50,328	49,203
Additional leases	13,145	33	1,297	14,475	14,256
Depreciation	-16,417	-388	-3,722	-20,527	-
Terminated agreements	-	-151	-	-151	-
Translation difference	1,274	-	-	1,274	970
Interest expenses	-	-	-	-	1,706
Lease payments	-	-	-	-	-21,047
Closing balance 2024-12-31	38,996	175	6,228	45,398	45,088
Of which current liabilities					21,030
Of which non-current liabilities					24,058
Opening balance 2025-01-01	38,996	175	6,228	45,398	45,088
Additional leases	10,111	558	4,069	14,738	14,738
Depreciation	-17,366	-269	-2,935	-20,570	-
Terminated agreements	-	-	-	-	6
Translation difference	-1,592	-	-	-1,592	-1,604
Interest expenses	-	-	-	-	1,519
Lease payments	-	-	-	-	-22,025
Closing balance 2025-12-31	30,150	464	7,362	37,974	37,721
Of which current liabilities					18,397
Of which non-current liabilities					19,324

The amounts recognized in the consolidated statement of comprehensive income for the year attributable to leasing activities are presented below.

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Depreciation of right-of-use assets	-20,570	-20,527
Interest expense on lease liabilities	-1,519	-1,706
Total	-22,090	-22,233

The Group recognized a cash outflow attributable to leases in amortization, interest payments and expenses for low value assets amounting to SEK 20,506 thousand for the financial year 2025 (SEK 19,389 thousand for 2024).

The Group applies two exceptions in connection with lease accounting. Short-term contracts with a term of less than one year and without a purchase option but also low-value contracts that do not exceed EUR 5,000 are expensed. During 2025 and 2024 there has been no expenses for short-term leases. Expenses related to leases of low-value assets amounted to SEK 492 thousand in 2025 (0)

For a maturity analysis of the Group's lease liabilities, refer to Note G19 Financial risks.

Note G13 Financial instruments

Measurement of financial assets and liabilities 2025-12-31	Financial assets and liabilities measured at fair value	Financial assets and liabilities measured at amortized cost	Total carrying amount
Financial assets			
Other non-current receivables	-	1,306	1,306
Accounts receivables	-	30,343	30,343
Cash and cash equivalents	-	11,483	11,483
Total	-	43,132	43,132
Financial liabilities			
Liabilities to credit institutions	-	25,000	25,000
Overdraft facility	-	50,992	50,992
Accounts payables	-	15,209	15,209
Accrued expenses	-	9,304	9,304
Other non-current liabilities	-	1,264	1,264
Other current liabilities	-	20,203	20,203
Total	-	121,972	121,972

Measurement of financial assets and liabilities 2024-12-31	Financial assets and liabilities measured at fair value	Financial assets and liabilities measured at amortized cost	Total carrying amount
Financial assets			
Other non-current receivables	-	1,529	1,529
Accounts receivables	-	14,219	14,219
Cash and cash equivalents	-	24,168	24,168
Total	-	39,917	39,917
Financial liabilities			
Overdraft facility	-	41,483	41,483
Accounts payables	-	13,411	13,411
Accrued expenses	-	2,400	2,400
Other non-current liabilities	-	2,411	2,411
Other current liabilities	-	16,847	16,847
Total	-	76,552	76,552

For non-current receivables and payables, such as accounts receivables and payables, and for non-current liabilities with variable interest rates, the carrying amount is considered to be a good approximation of the fair value.

The Group has no financial assets or liabilities that have been offset in the accounts or that are subject to a legally binding netting agreement. The maximum credit risk of the assets is the net amount of the carrying amounts in the tables above. The Group has not received any collateral for the net financial assets.

Note G14 Other current receivables

Other current receivables	2025-12-31	2024-12-31
Accrued income and prepaid expenses	11,811	10,134
Other current items	7,327	1,448
Carrying amount	19,138	11,582

Accrued income and prepaid expenses	2025-12-31	2024-12-31
Prepaid insurances	898	586
Prepaid license costs	5,605	2,531
Other prepaid expenses	5,308	7,017
Carrying amount	11,811	10,134

Note G15 Cash and cash equivalents

Cash and cash equivalents are defined as cash on hand and at banks and short-term investments maturing within 3 months from the date of acquisition. All items included in cash and cash equivalents are relatively readily convertible to cash.

	2025-12-31	2024-12-31
Granted credit	66,209	68,046
Used credit	-50,992	-41,483
Carrying amount	15,217	26,563
Bank credit balances	11,483	24,168

Of the Group's bank balances, SEK 0 thousand (0) as at 2025-12-31 consists of blocked bank funds.

Note G16 Group companies

The holdings of the parent company, 4C Group AB, in direct and indirect subsidiaries included in the consolidated accounts are shown in the table below:

Companies	Reg. Number	Location	Vote share	
			2025-12-31	2024-12-31
4C GROUP AB	556706-0412	Stockholm	Parent company	Parent company
4C Strategies AB	556598-6436	Stockholm	100%	100%
4C Europe UK Limited	07450958	London	100%	100%
4C North America Inc.	81-2766199	Delaware, USA	100%	100%
4C International AB	556976-8905	Stockholm	100%	100%
4C Strategies Norway AS	827186112	Oslo	100%	100%
4C Strategies Asia Pacific PTY Ltd	660383568	Queensland	100%	100%
4C Strategies Finland OY	3375477-3	Helsinki	100%	100%
4C Strategies North America Inc.	93-1494208	Virginia, USA	100%	100%

Note G17 Equity

The company's share capital consists of ordinary shares. The share capital is recorded at its nominal value and the excess is recorded as Other paid-in capital. Transaction costs directly attributable to the issue of new shares are recognized, net of tax, in equity as a deduction from the proceeds of the issue.

Share capital

As of 31 December 2025, the registered share capital comprises SEK 38,274,999 (35,132,142) shares with a par value of SEK 0.01750 per share.

The share	Class A-share
Share class	Ordinary share
Voting value	1,00
Quota value 31 December 2020	0.00550
Quota value 31 December 2021	0.00550
Quota value 31 December 2022	0.01750
Quota value 31 December 2023	0.01750
Quota value 31 December 2024	0.01750
Quota value 31 december 2025	0.01750

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Number of shares, beginning of the year	35,132,142	34,199,142
Increase through new share issue	3,142,857	933,000
Number of shares outstanding at year-end	38,274,999	35,132,142

Holders of ordinary shares are entitled to dividends declared from time to time and shareholdings entitle them to vote at the

company's general meeting. All shares carry equal rights to the Group's remaining net assets. All shares are fully paid and no shares are reserved for transfer. No shares are held by the company itself or its subsidiaries.

Other contributed capital

Other contributed capital consists of capital contributed by the Group's shareholders in the form of share premium from new issues, premiums from warrants and shareholder contributions.

Reserves

The Group's reserve relates in full to a translation reserve, which includes all exchange differences arising on the translation of the financial statements of foreign operations that have prepared their financial statements in a functional currency other than the currency in which the Group's financial statements are presented. The Group presents its financial statements in Swedish kronor. The cumulative translation difference is recognized in profit or loss on disposal of the foreign operation.

Note G18 Earnings per share

For the purpose of accounting for earnings per share, – IAS 33 Earnings per share is applied. The calculation of earnings per share is based on the profit for the year of the Group attributable to owners of the parent and on the weighted average number of shares outstanding during the year. For the calculation of diluted earnings per share, the average number of shares is adjusted to take into account the effects of warrants issued.

For more information on existing share warrant programs, see note G5.

Weighted average number of shares before and after dilution	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Weighted average number of shares	38,233,707	34,995,892
Weighted average number of warrants at year-end	8,750	140,000
Weighted average number of shares outstanding after dilution	38,242,457	35,135,892
	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Earnings per share		
Income attributable to Parent company's shareholders (kSEK)	-16,755	-3,468
Weighted average number of shares	38,233,707	34,995,892
Earnings per share before dilution (SEK)	-0.44	-0.10
Income attributable to Parent company's shareholders (kSEK)	-16,755	-3,468
Weighted average number of shares outstanding after dilution	38,242,457	35,135,892
Earnings per share after dilution (SEK)	-0.44	-0.10

Note G19 Financial risks

The Group's profit, financial position and cash flow are impacted both by changes in the world and by the Group's own actions. The objective of risk management activities is to define and analyse the risks faced by the company and, to the greatest extent possible, to prevent and limit any negative effects.

Through its operations, the Group is exposed to various types of financial risk: credit risk, market risk (interest rate risk, currency risk and other price risk), liquidity risk and refinancing risk. The board of directors is ultimately responsible for the Group's risk management, including financial risks. Risk management involves identifying, assessing and valuing the risks faced by the Group. Priority is assigned to those risks which, on an overall assessment of potential impact, likelihood and consequence, are deemed to have the most negative impact on the Group. The Group's overall objective for financial risks is to find an appropriate balance of financial risks to ensure the execution of the strategy on which the Group operates.

Credit risk

Credit risk is the risk that the Group's counterparty in a financial instrument is unable to fulfil its obligations and thus causes the Group to incur a financial loss. The Group's credit risk primarily arises through receivables from customers and from the investing cash and cash equivalents. The Group assesses the credit risk of existing exposures at each reporting date, taking into account forward-looking factors.

Credit risk in accounts receivables (simplified approach for credit risk provision)

Credit risk for the Group is primarily found in accounts receivables and the Group's aim is to have preventive controls in place to

ensure that no significant customer losses occur. The Group has established policies to ensure that sales of products and services are made to customers with an appropriate credit history. Payment terms are normally 30 days. The Group's customers are mainly public sector entities in Sweden, the UK and the US, indicating that the risk in these receivables are normally very low. In addition, the Group has a significant proportion of private companies, mainly in Sweden. However, these businesses are smaller in size and more numerous in number, so the risk in these receivables can be considered well spread.

The Group applies the simplified approach of accounting for expected credit losses on accounts receivables. This means that expected credit losses are reserved for the remaining maturity, which is expected to be less than one year for all receivables. The Group applies an individual assessment per receivable for the calculation of expected credit losses based on probability of default, expected loss and exposure at default. Where an external credit rating is not available for the counterparty, an internal assessment of the counterparty's credit rating is made based on the Company's past experience with the customer and other available information. For credit-impaired assets and receivables and for receivables that amount to material amounts, an individual assessment is made taking into account historical, current and prospective information. For non-impaired assets and receivables not amounting to material amounts, a collective assessment is made.

The Group has defined default as when payment of the receivable is 90 days or more past due, or if other factors indicate default. In such cases, an individual assessment is performed to estimate the expected credit loss in excess of the loss share. The Group writes off a receivable when there is no longer any expectation of payment and active steps to obtain payment have been completed.

Past due customer invoices

	Accounts receivables not yet due	0-30 days	31-90 days	> 90 days	Total
2025-12-31					
Public customers, gross	12,509	13	245	-	12,767
Corporate companies, gross	16,325	1,015	-35	271	17,577
Total accounts receivables, gross	28,834	1,028	210	271	30,343
Expected loss	0%	0%	0%	0%	0%
2024-12-31					
Public customers, gross	5,975	120	336	-	6,430
Corporate companies, gross	5,970	1,697	11	111	7,789
Total accounts receivables, gross	11,944	1,817	347	111	14,219
Impairment	0%	0%	0%	0%	0%
Expected loss	0%	0%	0%	0%	0%

The credit quality of receivables that are not more than 90 days past due is deemed favourable, based on historically low customer losses and considering forward-looking factors. As of 2025-12-31, the company has made an impairment assessment of kSEK 0 thousand (0). The impairment has been performed through an individual estimate and assessment of the specific account receivable.

Expected credit losses for accounts receivables (simplified approach)	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Opening carrying amount	-	-
Impairment	-	-
Recognised credit losses	-	-
Closing carrying amount	-	-

Contract assets

The Group's credit risk also arises from the contract assets held, the Group's objective is to have preventative controls in place to

ensure that no significant customer losses occur. The Group has established policies to ensure that sales of products are made to customers with an appropriate credit history. The Group's customers are largely public sector entities in Sweden, the UK and the US, meaning that the risk in these contract assets is considered to be very low in principle.

The Group applies the simplified approach of accounting for expected credit losses on short-term contract assets. This means that expected credit losses are reserved for the remaining term to maturity. The Group applies a rating-based approach to calculate expected credit losses based on probability of default, expected loss and exposure at default.

The Group applies the general approach to the recognition of expected credit losses on long-term contract assets. Under the general approach, credit risk is measured for the next 12 months. The Group applies a rating-based approach where expected credit losses are measured at the product of probability of default, loss

given default and exposure at default. Other known information and forward-looking factors are also taken into account in assessing expected credit losses.

No significant increase in credit risk has been identified for any receivable or asset at the balance sheet date.

Cash and cash equivalents

The Group's credit risk also arises from the investment of cash and cash equivalents and surplus liquidity. The Group's objective is to have a continuous monitoring of credit risk related to investments. For investments in bank accounts, the objective is that the counterparty should have a high credit rating of at least investment grade A-/BBB (S&P).

Loss allowance for expected credit losses

For other items subject to expected credit losses, a three-step impairment method is applied. Under the general approach, the credit risk is measured for the next 12 months.

The Group applies a rating-based approach where expected credit losses are measured at the product of probability of default, loss given default and exposure at default. Other known information and forward-looking factors are also taken into account in assessing expected credit losses. No significant increase in credit risk has been identified for any receivable or asset at the balance sheet date. Such assessment is based on whether payment is 30 days or more past due, or whether significant deterioration in creditworthiness occurs, resulting in a credit rating below investment grade. In the case of a significant increase in credit risk, the credit risk is measured for the remaining life of the exposure. The Group has defined default as when payment of a receivable is 90 days or more past due, or if other factors indicate that a default exists.

Credit risk exposure and credit risk concentration

The Group's credit risk exposure consists of accounts receivables, other receivables and cash and cash equivalents. Cash and cash

equivalents of SEK 11 483 thousand (24,168 per 31 December 2024) are placed with financial institutions with a high credit rating. The majority of cash and cash equivalents are invested with banks rated A+ by S&P rating assessment.

The Group's accounts receivables are spread across a number of customers, with some concentration of credit risk to certain larger public sector customers. The 5 largest accounts receivables represent SEK 16,955 thousand (6,088), which corresponds to 56% (43%) of total accounts receivables.

Market risk

Market risk is the risk that the fair value of or future cash flows from a financial instrument will vary due to changes in market prices. IFRS divides market risk into three types: currency risk, interest rate risk and other price risk. As most of the business is conducted outside Sweden, currency risk is the primary market risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The objective is not to be exposed to future fluctuations in interest rates that affect the Group's cash flows and results to a greater extent than the Group can withstand. A significant factor affecting interest rate risk is the duration of the interest rate fixation. The Group's main exposure to interest rate risk relates to the Group's loans to credit institutions. The Group's borrowings are normally at floating rates. Interest rate risk is low as the Group's interest expenses are low in relation to total income.

Given the interest-bearing assets and liabilities at the balance sheet date, an interest rate increase/decrease of 2 percentage points at the balance sheet date will have an impact on profit before tax of SEK ± 1,464 thousand (930) and an impact on equity after tax of SEK ± 738 thousand (738).

The following table specifies the conditions and repayment dates for each interest-bearing liability:

	Due date	Interest	2025-12-31	2024-12-31
Overdraft facility (SEK)	Ongoing	STIBOR 1W + 3 03%	-	-
Total			-	-

Currency risk

Currency risk is the risk that the fair value or future cash flows from a financial instrument will vary due to changes in foreign exchange rates. Currency risk mainly arise on the translation of the assets and liabilities of foreign operations into the functional currency of the parent entity, known as translation exposure. The Group's sales and purchases in foreign currencies, known as transaction exposure, also represent a currency risk. In summary, the Group operates in many parts of the world with a local currency revenue and cost base and is thus exposed to currency risk.

Currency exposure	2025-01-01 - 2025-12-31		2024-01-01 - 2024-12-31	
	Operating revenue	Operating expenses	Operating revenue	Operating expenses
GBP	65,115	-78,040	116,837	-61,280
USD	128,188	-67,403	116,476	-87,680
EUR	27,392	-1,652	5,070	-1,895
Other currencies	43,848	-18,682	11,352	-
Sensitivity analysis - Exchange rate fluctuations against SEK	Effect on profit before tax	Effect on equity	Effect on profit before tax	Effect on equity
USD				
+ 10%	6,078	7,727	5,556	6,721
-10%	-6,078	-7,727	-5,556	-6,721
GBP				
+ 10%	-1,292	565	2,880	4,661
- 10%	1,292	-565	-2,880	-4,661
EUR				
+ 10%	2,574	2,574	317	317
- 10%	-2,574	-2,574	-317	-317

A significant proportion of purchases and hence trade payables are in foreign currencies and are therefore exposed to currency risks. For purchases, discount rates are used. A large proportion of the Group's sales are also denominated in currencies other than the Swedish krona (SEK), whereby significant currency risks exist. As shown in the table below, the Group's main transaction exposure consists of USD, GBP and EUR.

The Group aims to match purchases and sales in the same currencies where possible, but results will still be affected by exchange rate movements in the future. The Group continuously considers whether to initiate currency hedging but in 2025 this has not been considered justified.

Liquidity risk and refinancing risk

Liquidity risk is the risk that the Group may encounter difficulties in meeting its payment obligations associated with financial liabilities and other commitments that are settled in cash or another financial asset. The Group manages liquidity risk through continuous monitoring of operations, liquidity planning and ongoing forecasting of future cash flows based on different scenarios. The Company's liquidity position is monitored on an ongoing basis.

The Group's liquidity is primarily based on available credit facilities, including overdraft facilities, as well as shareholder loans. The total liquidity reserve consists of cash and cash equivalents and unutilized credit facilities. Changes in terms, reduced availability or termination of credit facilities, as well as limited access to additional financing, may affect the Group's liquidity and financial position.

Refinancing risk refers to the risk that the Group may not be able to maintain, extend, increase or refinance existing financing, or that such financing may only be obtained on terms that are unfavorable to the Group. The need for refinancing is regularly reviewed by management and the Board of Directors. The Company continuously evaluates opportunities to develop its financing structure in order to reduce the proportion of shareholder loans and strengthen its long-term financing. The Board of Directors simultaneously assesses that the Group has sufficient liquidity for the coming twelve months. Refinancing risk is mitigated by initiating refinancing processes in a structured and timely manner and by maintaining an ongoing dialogue with lenders and other financiers.

The Group's contractual and undiscounted interest payments and re-payments of financial liabilities are shown in the table to the right. Financial instruments with variable interest rates have been calculated using the interest rate prevailing at the balance sheet date. Liabilities have been included in the period in which repayment is earliest due.

Maturity analysis	2025-12-31				
	< 3 months	3-6 months	6-12 months	> 1 year	Total
Accounts payables	15,209	-	-	-	15,209
Lease liabilities	4,728	4,728	9,455	21,473	40,383
Accrued expenses	1,780	30	4,702	2,792	9,304
Other current liabilities	16,267	-	-	3,937	20,204
Interest-bearing current liabilities	41,264	-	50,992	-	92,256
Other non-current liabilities	-	-	-	-	-
Interest-bearing non-current liabilities	-	-	-	1,264	1,264
Total	79,248	4,758	65,149	29,466	178,621

Maturity analysis	2024-12-31				
	< 3 months	3-6 months	6-12 months	> 1 year	Total
Accounts payables	13,411	-	-	-	13,411
Lease liabilities	5,291	5,291	10,581	25,724	46,887
Accrued expenses	2,400	-	-	-	2,400
Other current liabilities	11,588	-	-	3,676	15,264
Interest-bearing current liabilities	2,459	530	41,081	-	44,070
Other non-current liabilities	-	-	-	-	-
Interest-bearing non-current liabilities	-	-	-	2,411	2,411
Total	35,149	5,821	51,662	31,811	124,443

The credit agreements/frameworks entered into by the Group are presented below

	2025-12-31	2024-12-31
Overdraft facility	66,209	-68,046
<i>of which utilized</i>	-50,992	-41,483

Change in financial liabilities	2025-01-01	No-cash changes		2025-12-31
		Cash flow	Change in lease liabilities	
Liabilities to credit institutions	3,014	24,514	-	27,528
Overdraft facility	41,483	9,509	-	50,992
Shareholder loan	-	15,000	-	15,000
Lease liabilities	45,088	-20,506	13,140	37,722
Total	89,585	28,517	13,140	131,242

Change in financial liabilities	2024-01-01	No-cash changes		2024-12-31
		Cash flow	Change in lease liabilities	
Liabilities to credit institutions	-	3,014	-	3,014
Overdraft facility	-	41,483	-	41,483
Shareholder loan	-	-	-	-
Lease liabilities	49,203	-19,389	15,274	45,088
Total	49,203	25,108	15,274	89,585

Capital management

Capital is defined as total equity. The Group's objectives with respect to capital are to safeguard the Group's ability to continue its operations over the long term, so that it can continue to generate returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to keep the cost of capital low.

The Group's equity ratio is 52% (54%) and the total capital revenue rate is 0.68 (0.78). Key performance measures that the Group will continue to strive to maintain or improve. In order to maintain or adjust the capital structure, the Group may change the dividend paid to shareholders, issue new shares or sell assets to reduce debt. The board of directors and management evaluate future payment obligations on an ongoing basis and decide, based on an overall assessment, how to manage the Group's funds.

Note G20 Other current liabilities

Other current liabilities	2025-12-31	2024-12-31
Accrued expenses and prepaid income	24,849	20,099
Other current items	20,191	16,307
Carrying amount	45,039	36,406

Accrued expenses and prepaid income	2025-12-31	2024-12-31
Accrued holiday pay	6,749	5,768
Accrued social security charges	2,251	1,853
Accrued salaries and fees	5,749	7,042
Accrued commissions	-	166
Other accrued expenses	10,100	5,270
Carrying amount	24,849	20,099

Note G21 Statement of cash flows

Adjustments for non-cash items	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Adjustments in operating income		
Amortization for the year	42,818	42,766
Translation adjustments	2,626	-668
Other	-343	-246
Total	45,101	41,852

Note G22 Pledge assets and contingent liabilities

Pledge assets and contingent liabilities	2025-01-01	2024-12-31
Floating charges	110,000	65,000
Shares in subsidiaries	38,652	30,938
Total	148,652	95,938

The floating charges is provided for an approved overdraft facility.

Note G23 Transactions with related parties

A list of the Group's subsidiaries, which also constitute related parties to the Parent Company, is presented in Note 16 Subsidiaries.

For information regarding remuneration to key management personnel, see Note G5 Employees and personnel costs.

At the end of the year, the Company entered into an agreement with three major shareholders, who have representatives on the Board of Directors, regarding a credit facility of SEK 37 million. The agreement was signed on 22 December 2025 and allows the Company to utilise the facility until 21 December 2026. The credit facility was entered into on market terms and carries an interest rate of 12 percent. As of 31 December, the amount utilised under the facility amounted to SEK 15 million.

Note G24 Events after the balance sheet date

4C Strategies' operations have not changed since the end of 2025. The company's activities continue according to plan and the strategic direction for growth remains unchanged.

After the end of 2025, the company secured a five-year Exonaut agreement within the U.S. defense sector valued at approximately SEK 23.9 million, entered into a five-year Exonaut agreement with the Canadian Department of National Defence valued at approximately SEK 20 million, and received a call-off order from the Swedish Armed Forces valued at approximately SEK 20 million, with delivery scheduled for 2026 and 2027. Furthermore, the Company has entered into an agreement with NATO regarding support in testing and experimentation activities, valued at approximately SEK 21.6 million.

No other significant events have occurred after the balance sheet date.

Parent company income statement

kSEK	Note	2025	2024
Operating revenue			
Net sales		142,035	199,576
Other revenue		74	101
Total revenue		142,109	199,677
Operating expenses			
Other external costs	2,3	-84,453	-137,145
Personnel costs	4	-92,977	-84,482
Other operating expenses		-125	-171
Total operating expenses		-177,555	-221,799
Operating income before depreciation and amortization		-35,446	-22,122
Depreciation and amortization	10	-1,544	-562
Operating income		-36,990	-22,683
Financial income	5	5,675	16,206
Financial expenses	6	-26,123	-10,810
Income after financial items		-57,438	-17,287
Appropriations	7	0	-7,500
Income before tax		-57,438	-24,787
Taxes	9	11,716	4,879
Net income for the period		-45,722	-19,909

Parent company balance statement

kSEK	Note	2025-12-31	2024-12-31
ASSETS			
Fixed assets			
<i>Tangible assets</i>			
Intangible assets	8	2,009	3,014
Machinery and equipment	10	981	1,472
Total tangible fixed assets		2,990	4,486
<i>Financial fixed assets</i>			
Shares in subsidiaries	11	21,680	21,680
Deferred tax asset	9	20,270	8,555
Total financial fixed assets		41,950	30,235
Total fixed assets		44,940	34,721
<i>Current assets</i>			
Current intercompany receivables	11, 12	241,372	147,393
Contract assets		1,066	1,260
Other current receivables		1,727	1,781
Accrued income and prepaid expenses	15	8,663	7,802
Cash and cash equivalents	16	5	1,312
Total current assets		252,833	159,548
Total assets		297,773	194,269

kSEK	Note	2025-12-31	2024-12-31
EQUITY AND LIABILITIES			
Equity	17		
<i>Restricted equity</i>			
Share capital		670	615
Total restricted equity		670	615
<i>Unrestricted equity</i>			
Additional paid in capital		220,035	167,192
Profit/loss brought forward		-10,292	9,618
Net income for the period		-45,722	-19,909
Total unrestricted equity		164,022	156,901
Total equity		164,692	157,515
Untaxed reserves			
<i>Non-current liabilities</i>			
Other non-current liabilities	14	1,264	2,411
Total non-current liabilities		1,264	2,411
<i>Current liabilities</i>			
Current interest bearing liabilities		16,264	603
Accounts payables	13	7,939	10,266
Current intercompany liabilities	13	83,478	6,811
Other current liabilities	13	13,795	6,208
Contract liabilities		-	2,013
Accrued expenses and prepaid income	16	10,343	8,442
Total current liabilities		131,819	34,343
Total equity and liabilities		297,773	194,269

Parent company changes in consolidated equity

kSEK	Note	Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance 1 January 2024		598	155,149	-	9,618	165,365
Net income for the period		-	-	-	-19,909	-19,909
Other comprehensive income		-	-	-	-	-
Total other comprehensive income		-	-	-	-19,909	-19,909
Transaction with owners						
Exercise of warrants		16	12,042	-	-	12,059
Total transaction with owners		16	12,042	-	-	12,059
Closing balance 31 December 2024		615	167,192	-	-10,292	157,515
Opening balance 1 January 2025		615	167,192	-	-10,292	157,515
Net income for the period		-	-	-	-45,722	-45,722
Other comprehensive income		-	-	-	-	-
Total other comprehensive income		-	-	-	-45,722	-45,722
Transaction with owners						
New share issues		55	52,156	-	-	52,211
Costs related to new share issues		-	-480	-	-	-480
Payment warrants		-	1,168	-	-	1,168
Total transaction with owners		55	52,843	-	-	52,898
Closing balance 31 December 2025		670	220,035	-	-56,014	164,692

Parent company cash flow statement

kSEK	Note	2025	2024
Cash flow from operating activities			
Operating income		-36,990	-22,683
Adjustment for non-cash items	19	1,552	631
Financial income		5,675	5,395
Interest paid		-26,123	-
Income tax paid		27	1,988
Change in current assets		-640	925
Change in current liabilities		-12,216	-23,787
Cash flow from operating activities		-68,715	-37,531
Cash flow from investing activities			
Acquisition of intangible assets		-	-3,014
Acquisition of tangible assets	10	-5	-259
Acquisition of financial assets		-	-
Cash flow from investing activities		-5	-3,273

kSEK	Note	2025	2024
Cash flow from financing activities			
New share issues		52,211	-
Costs related to new share issues		-480	-
Exercise warrants			12,059
Warrant premiums		1,168	-
Change in liabilities to credit institutions	13	-486	3,014
Group contributions made	7	-	-7,500
Change in loan from shareholders		15,000	-
Cash flow from financing activities		67,412	7,572
Cash flow for the period		-1,307	-33,232
Change in cash and cash equivalents			
Cash and cash equivalents at the beginning of the period		1,312	34,543
Cash and cash equivalents at the end of the period	16	5	1,311

Parent company notes

Note P1 Significant accounting principles

The parent company has prepared its annual report in accordance with the Annual Accounts Act (1995:1554) and the recommendation issued by the Financial Reporting Council RFR 2 "Accounting for legal entities". The parent company applies the same accounting principles as the Group with the exceptions and additions specified in RFR 2. This means that IFRS is applied with the deviations listed below. The accounting policies set out below for the parent entity have been applied consistently to all periods presented in the parent entity's financial statements, unless otherwise stated.

Presentation

The income statement and balance sheet are prepared for the parent company in accordance with the forms of the Annual Accounts Act, while the statement of comprehensive income, the statement of changes in equity and the statement of cash flow are based on IAS 1 Presentation of financial statements and the IAS 7 Statement of Cash Flows respectively.

Leasing

The rules on the recognition of leases under IFRS 16 do not apply in the parent company. This means that lease payments are recognized as cost on a straight-line basis over the lease term, and that rights of use and lease liabilities are not included in the parent company's balance sheet. However, identification of a lease is made in accordance with IFRS 16, i.e. that a contract is, or contains, a lease if the contract transfers the right to determine for a certain period the use of an identified asset in exchange for compensation.

Taxes

In the parent company, deferred tax liabilities attributable to the untaxed reserves are recognized with gross amounts in the balance sheet. The appropriations are reported with the gross amount in the income statement.

Shares in group companies

Shares in group companies are recognized in the parent company in accordance with the cost method. The recorded amount of units in group companies is tested for impairment in accordance with IAS 36, Impairments. An impairment analysis is carried out at the end of each reporting period and any write-down is charged to the income statement. Where a previous write-down is no longer justified, it is reversed. Transaction costs are included in the carrying amount of the holding.

When assessing impairment requirements, assumptions are made about future conditions to calculate future cash flows that determine the recoverable amount. The recoverable amount is compared with the carrying amount of these assets and is the basis for any write-downs or reversals. The assumptions that affect the recoverable amount the most are future earnings development, discount rate and useful life. If future external factors and conditions change, assumptions may be affected so that the carrying amounts of the parent's assets change.

Group contributions and shareholder contributions

The parent company reports both received and made group contributions as well as appropriations for the financial statements in accordance with the alternative rule. Shareholder contributions made by the parent company are carried directly against the equity of the recipient and are recognized as shares and shares with the parent company. Shareholder contributions received are recognized as an increase in unrestricted equity.

Financial instruments

Due to the relationship between accounting and taxation, the rules on financial instruments under IFRS 9 do not apply in the parent company as a legal entity, but the parent entity applies in

accordance with the ÅRL cost method. In the parent entity, financial fixed assets are thus measured at cost and financial current assets according to the lowest value principle, applying impairment for expected credit losses under IFRS 9 in respect of assets that are debt instruments.

The parent applies the exemption not to value financial guarantee agreements for the benefit of subsidiaries and associates and joint ventures in accordance with the rules of IFRS 9, but instead applies the principles of measurement under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

Write-down of financial assets

Financial assets, including intercompany receivables, are written down for expected credit losses. For method regarding impairment for expected credit losses, see the Group's Note 19 Financial Risks.

Expected credit losses for cash and cash equivalents have not been recognized, as the amount has been deemed to be immaterial.

Significant estimates and assessments

When preparing the financial statements, management and the Board of Directors must make certain assessments and assumptions that affect the carrying amount of asset and liability items and income and cost items, respectively, and provided information in general. The following are the assessments and sources of uncertainty in estimates that are most material in the preparation of the entity's financial statements.

Deferred tax assets

See description under the accounting principles for the Group.

Shares in subsidiaries

Shares in group companies are recognized in the parent company in accordance with the cost method. The recorded amount of units in group companies is tested for impairment in accordance with IAS 36, Impairments. An impairment analysis is carried out at the end of each reporting period and any write-down is charged to the income statement.

Note P2 Remuneration to auditors

Ernst & Young AB	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Audit	1,895	1,235
Tax advice	47	-
Other services	93	292
Total	2,035	1,527

Note P3 Leasing

Future minimum lease fees	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Within a year	13,415	12,878
Between 1-5 years	12,009	20,634
Total	25,424	33,512

Note P4 Employees and personnel costs

For information on remuneration to employees and senior executives and information about the number of employees, see the Group's Note G5 Employees and personnel costs.

Note P5 Financial income

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
<i>Assets and liabilities valued at amortized cost</i>		
Financial income from bank account	0	113
Financial income from tax account	-14	14
Total interest income in accordance with effective interest rate method	-14	127
<i>Other financial income</i>		
Exchange rate differences - income, financial items	5,690	16,079
Total	5,690	16,079
Total financial income	5,675	16,206

Note P6 Financial expenses

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
<i>Assets and liabilities valued at amortized cost</i>		
Interest expenses from other financial assets	-624	-214
Total interest expense in accordance with effective interest rate method	-624	-214
<i>Other financial expenses:</i>		
Exchange rate differences - expenses, financial items	-25,499	-10,596
Total	-25,499	-10,596
Total financial expenses	-26,123	-10,810

Note P7 Untaxed reserves

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Submitted Group contributions	-	-7,500
Total	-	-7,500

Note P8 Intangible assets

	Licenses	Total intangible assets
<i>Acquisition cost</i>		
As of 1 January 2024	-	-
Acquisitions for the year	3,014	3,014
Acquisitions value per 31 December 2024	3,014	3,014
Acquisitions value per 1 January 2025	3,014	3,014
Acquisitions for the year	-	-
Acquisitions value per 31 December 2025	3,014	3,014
<i>Depreciations</i>		
Accumulated depreciation per 1 January 2024	-	-
Amortization for the year	-	-
Accumulated depreciation per 31 December 2024	-	-
Accumulated depreciation per 1 January 2025	-	-
Amortization for the year	-1,005	-1,005
Accumulated depreciation per 31 December 2025	-1,005	-1,005
Intangible assets		
Closing carrying amount as of 2024-12-31	3,014	3,014
Closing carrying amount as of 2025-12-31	2,009	2,009

Note P9 Tax

	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Current tax		
Deferred tax	11,716	4,879
Recognized tax	11,716	4,879
	2025-01-01-2025-12-31	2024-01-01-2024-12-31
Effective tax rate		
Income before tax	-57,438	-24,787
Tax according to applicable tax rate for the parent company (20,6%)	11,832	5,106
Tax effect of:		
Non-deductible expenses	-116	-227
Adjustment of tax from previous year	-	-
Recognized tax	11,716	4,879
Effective tax rate	20%	20%
	Deduction of tax losses	Total
Deferred tax assets		
Opening carrying amount 2025-01-01	8,555	8,555
Through profit or loss	11,716	11,716
Other comprehensive income	-	-
Closing carrying amount 2025-12-31	20,270	20,270
	Deduction of tax losses	Total
Deferred tax assets		
Opening carrying amount 2024-01-01	3,676	3,676
Through profit or loss	4,879	4,879
Other comprehensive income	-	-
Closing carrying amount 2024-12-31	8,555	8,555

Note P10 Tangible assets

	Machinery and equipment	Total tangible assets
<i>Acquisition cost</i>		
As of 1 January 2024	2,615	2,615
Acquisitions for the year	259	259
Acquisition value per 31 December 2024	2,874	2,874
Acquisition value per 1 January 2025	2,874	2,874
Acquisitions for the year	56	56
Disposal of assets	-51	-51
As of 31 December 2025	2,879	2,879
<i>Depreciation</i>		
Accumulated depreciation per 1 January 2024	-840	-840
Amortization for the year	-562	-562
Accumulated depreciation per 31 December 2024	-1,402	-1,402
Accumulated depreciation per 1 January 2025	-1,402	-1,402
Amortization for the year	-540	-540
Disposal of assets	43	43
Accumulated depreciation per 31 December 2025	-1,898	-1,898
Tangible assets		
Closing carrying amount as of 2024-12-31	1,472	1,472
Closing carrying amount as of 2025-12-31	981	981

The parent company has no financial assets or liabilities that have been set off in the accounts or that are covered by a legally binding netting agreement. The maximum credit risk of the assets consists of the net amounts of the carrying amounts in the tables above. The parent company has not received any collateral for the net financial assets.

Note P11 Shares in subsidiaries

	2025-12-31	2024-12-31
Opening balance	21,680	21,680
Closing carrying amount	21,680	21,680

Companies	Reg no.	Location	Voting share
4C Strategies AB	556598-6436	Stockholm	100%
4C Europe UK Limited	07450958	London	100%
4C North America Inc.	81-2766199	Delaware, USA	100%
4C International AB	556976-8905	Stockholm	100%
4C Strategies Norway AS	827186112	Oslo	100%
4C Strategies Finland OY	3375477-3	Helsinki	100%
4C Strategies North America Inc.	93-1494208	Virginia, USA	100%
4C Strategies Asia Pacific PTY Ltd	660383568	Queensland	100%

The following list includes shares and shares directly owned by the parent company. The parent company does not have any indirectly owned shares and shares.

Parent company	Number of shares	Equity 2025-12-31	Net income 2025	Carrying amount 2025-12-31	Carrying amount 2024-12-31
4C Strategies AB	1,679	1,022	606	11,079	11,079
4C Europe UK Limited	1	18,580	2,704	-	-
4C North America Inc.	1	16,278	7,169	10,327	10,327
4C International AB	50	1,866	1,627	50	50
4C Strategies Norway AS	300	-571	-4	31	31
4C Strategies Finland OY	10,000	-12	-74	12	12
4C Strategies North America Inc.	1	208	-11	108	108
4C Strategies Asia Pacific PTY Ltd	1	699	27	73	73
Total				21,680	21,680

Note P12 Intercompany receivables

Companies	2025-12-31	2024-12-31
4C Strategies AB		
4C Europe UK Limited	85,130	68,381
4C North America Inc.	103,088	63,040
4C International AB	37,623	6,232
4C Strategies Norway AS	734	793
4C Strategies Finland OY	36	-
4C Strategies Asia Pacific PTY Ltd	14,761	8,947
Total	241,372	147,393

Note P13 Financial instruments

For short-term receivables and liabilities, such as trade receivables and accounts payable, the carrying amount is considered a good approximation of fair value.

The maximum credit risk of the assets is the carrying amounts. The parent company has not received any collateral for the financial assets.

Measurement of financial assets and liabilities 2025-12-31	Financial assets and liabilities measured at fair value	Financial assets and liabilities measured at amortized cost	Total carrying amount
Financial assets			
Intercompany receivables	-	241,372	241,372
Cash and cash equivalents	-	5	5
Total	-	241,377	241,377
Financial liabilities			
Liabilities to credit institutions	-	2,528	2,528
Liabilities to shareholders	-	15,000	15,000
Accounts payables	-	7,939	7,939
Accrued expenses	-	10,343	10,343
Other current liabilities	-	13,795	13,795
Intercompany liabilities	-	83,478	83,478
Total	-	133,083	133,083

Measurement of financial assets and liabilities 2024-12-31	Financial assets and liabilities measured at fair value	Financial assets and liabilities measured at amortized cost	Total carrying amount
Financial assets			
Intercompany receivables	-	147,393	147,393
Cash and cash equivalents	-	1,312	1,312
Total	-	148,705	148,705
Financial liabilities			
Liabilities to credit institutions	-	3,014	3,014
Accounts payables	-	10,266	10,266
Accrued expenses	-	497	497
Other current liabilities	-	8,221	8,221
Intercompany liabilities	-	6,811	6,811
Total	-	28,809	28,809

The parent company has no financial assets or liabilities that have been set off in the accounts or that are covered by a legally binding netting agreement. The maximum credit risk of the assets consists of the net amounts of the carrying amounts in the tables above. The parent company has not received any collateral for the net financial assets.

Maturity analysis for financial liabilities	2025-12-31				
	< 3 months	3-6 months	1-3 years	> 3 years	Total
Liabilities to credit institutions		1,264	1,264	-	2,528
Liabilities to shareholders	15,000	-	-	-	15,000
Accounts payables	7,939	-	-	-	7,939
Accrued expenses	653	30	2,792	-	3,475
Other current liabilities	11,476	-	2,319	-	13,795
Intercompany liabilities	-	83,478	-	-	83,478
Maturity analysis for financial liabilities	2024-12-31				
	< 3 months	3-6 months	1-3 years	> 3 years	Total
Liabilities to credit institutions	-	603	2,411	-	3,014
Accounts payables	10,266	-	-	-	10,266
Accrued expenses	287	203	-	-	490
Other current liabilities	5,808	399	-	-	6,207
Intercompany liabilities	-	6,798	-	-	6,798

Note P14 Long-term liabilities

	2025-12-31	2024-12-31
Liabilities to credit institutions	1,264	2,411
Total	1,264	2,411

Note P15 Prepaid costs

	2025-12-31	2024-12-31
Prepaid rent	2,721	2,671
Other current receivables	5,942	5,131
Carrying amount	8,663	7,802

Note P16 Cash and cash equivalents

	2025-12-31	2024-12-31
Bank balances	5	1,312
Carrying amount	5	1,312

Note P17 Equity

For information on share transactions and mandates approved by the General Meeting, see the Group's Note G17 Equity. The parent company's equity is divided into restricted and unrestricted equity.

Proposal for profit allocation

The following retained earnings are at the disposal of the annual general meeting:

Additional paid in capital	220,035
Profit/loss brought forward	-10,291
Net income for the year	-45,722
Carrying amount	164,022
<i>Disposed of as follows:</i>	
Dividend to be distributed to shareholders	-
To be retained	164,022

Note P18 Accrued expenses

	2025-12-31	2024-12-31
Accrued holiday pay	4,112	4,500
Accrued social security charges	1,104	1,007
Accrued interest	-	194
Accrued salaries and fees	1,788	2,398
Other	3,338	342
Carrying amount	10,343	8,442

Note P19 Cash flow statement

	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Adjustments for non-cash items		
<i>Adjustments in operating income</i>		
Unrealized currency impact	-8	-69
Depreciation	-1,544	-562
Total	-1,552	-631

Note P20 Pledged assets and contingent liabilities

	2025-12-31	2024-12-31
<i>Pledged assets for own liabilities to credit institutions</i>		
Shares in subsidiaries	11,079	11,079
Total	11,079	11,079

Guarantees in favour of group companies are attributed to the overdraft facilities used.

Note P21

Transactions with related parties

Subsidiaries	2025-01-01- 2025-12-31	2024-01-01- 2024-12-31
Sale of goods/services	138,924	218,845
Purchase of goods/services	-40,892	-88,026
Receivable at the balance sheet date	241,372	147,393
Liability at the balance sheet date	-83,478	-6,811
Shareholders	-15,000	-

Note P22

Events after the balance sheet date

4C Strategies' operations have not changed since the end of 2025. The company's activities continue according to plan and the strategic direction for growth remains unchanged.

No other significant events have occurred after the balance sheet date.

Declaration

The Board and the CEO declare that the annual report has been prepared in accordance with generally accepted accounting principles in Sweden and the consolidated financial statements have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards.

The annual report and consolidated financial statements provide a true and fair view of the Parent Company's and the Group's position and earnings. The director's report for the Parent Company and the Group respectively provides a fair overview of the development of the Parent Company's and the Group's operations, position and earnings and describes significant risks and uncertainties faced by the Parent Company and the companies included in the Group.

The annual report and the consolidated financial statements were approved for issue by the Board of Directors and the Chief Executive Officer on 15 April 2026.

2026-04-15
Stockholm, Sweden

Board of Directors of 4C Group AB (publ):

Andreas Hedskog
Chairman

Louise Bagewitz
Member

Anders Fransson
Member

Erik Ivarsson
Member

Jörgen Ericsson
Member

Christine Rankin
Member

Jonas Jonsson
CEO

Our audit report was submitted on 2026-04-16

Peter Gunnarsson
Authorized public accountant
Ernst & Young AB

Auditor's report

To the general meeting of the shareholders of 4C Group AB (Publ), corporate identity number 556706-0412

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of 4C Group AB (Publ) except for the corporate governance statement on pages 60–73 for the year 2025. The annual accounts and consolidated accounts of the company are included on pages 8–56 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2025 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do

not cover the corporate governance statement on pages 60–73. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated

accounts and is found on pages 4–7. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual

accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures

made by the Board of Directors [and the Managing Director].

- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated accounts. We are responsible for

the direction, supervision and performance of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of 4C Group AB (Publ for the year 2025 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical

responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional scepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the

accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence to be able to assess whether the proposal is in accordance with the Companies Act.

Malmö 16 April 2026
Ernst & Young AB

Peter Gunnarsson
Authorized Public Accountant

Corporate Governance

As listed on Nasdaq First North Premier Growth Market, 4C Strategies follows the Swedish Code of Corporate Governance, the regulatory framework to be applied by companies whose shares are traded on a regulated market. The purpose of the Code is to promote sustainable, responsible, and efficient management of companies. In this section, 4C provides an overview of its corporate governance, including the Annual General Meeting, the work of the Board of Directors, governance structures, and principles for remuneration.

Corporate Governance Report

4C Group AB (publ) ("4C" or the "Company") is a Swedish public limited company listed on Nasdaq First North Premier Growth Market since 24 May 2022 with registered office in Stockholm.

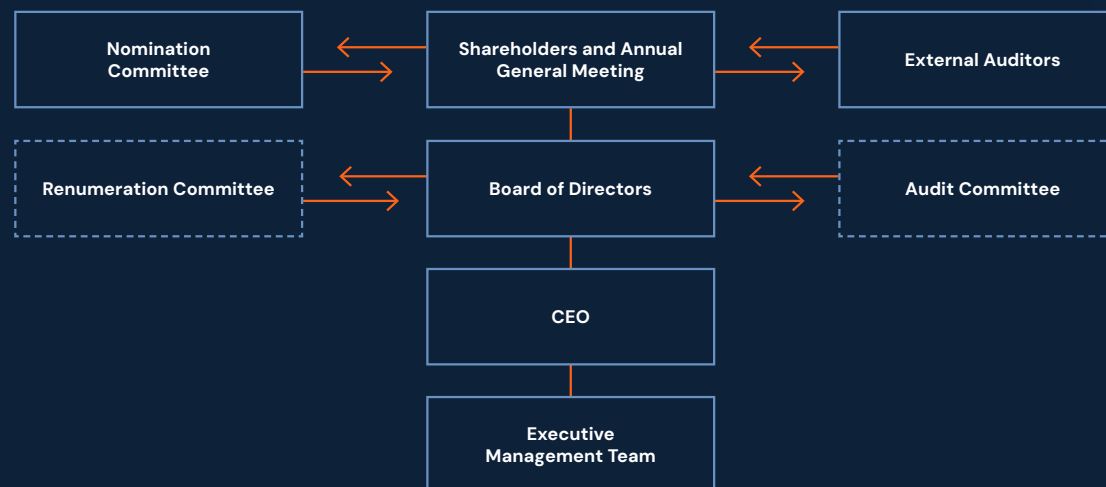
Corporate governance describes how rights and responsibilities are distributed in a company according to applicable laws, rules and internal processes. Corporate governance also defines the decision-making systems and structure through which shareholders directly or indirectly control a company and its operations. 4C's corporate governance is based on Swedish legislation, such as the Swedish Companies Act, the Accounting Act, the Annual Accounts Act and other applicable laws, ordinances, and internal regulations. 4C follows the Swedish Code of Corporate Governance, (the "Code") and Nasdaq Stockholm's Rulebook for Issuers.

This Corporate Governance Report has been prepared in accordance with applicable Swedish legislation and the Code. 4C Group's auditors have read this report and a statement from the auditor has been appended to it. No deviations from the Code or other regulations have taken place in 2025.

4C's governance model sets out the division of responsibilities within the group, with mandates and role descriptions designed to create a clear and transparent division of functions and areas of responsibility.

The illustration on the right shows the formal corporate governance structure.

Corporate governance structure



Shares an Shareholders

The shares in the Company were on 24 May 2022 listed on Nasdaq First North Premier Growth. At year-end 2025, the Company had a market capitalization of 484 MSEK, distributed between 38,274,999 shares per the last day of trade 2025. 4C's share register is maintained by Euroclear Sweden AB. Each share corresponds to one vote at the Annual General Meeting ("AGM") and gives equal rights to shares in the Company's assets and earnings. As of December 31, 2025, the largest single shareholder was Hedskog Equity AB, whose holding was 10.47 % of the shares. The four largest shareholders accounted for 35.1 % of the shares and votes in the Company.

The main shareholders in the Company by year-end 2025 were:

Name	Number of shares	Votes	Capital
Andreas Hedskog	4,006,663	10.47%	10.47%
Martin Gren (Grenspeialisten)	3,561,417	9.30%	9.30%
Klas Lindström	3,012,533	7.87%	7.87%
Fjärde AP Fonden	2,837,857	7.41%	7.41%
Total	13,418,470	35.1%	35.1%

General Meetings

The highest decision-making body of the Company is the General Meeting where the shareholders exercises their influence.

According to the company's Articles of Association, the notice of the General Meetings shall be made by announcement in the Official

Swedish Gazette and by posting the notice on the Company's website. Notification that the invitation has been issued is announced in the daily national paper Dagens Industri.

Notice of the General Meetings shall be issued no earlier than six weeks and no later than four weeks before the meeting if it is an AGM or if amendments of the articles of association will be raised. Notice of any other General Meeting shall be given no earlier than six weeks and no later than two weeks before the meeting. The AGM is held within six months of the end of the financial year and takes place in Stockholm.

The AGM's resolutions include, among other things:

- Election of the Board of Directors and remuneration for board members, including for committee work.
- Discharge from liability for board members and the CEO.
- Election of the auditor.
- Adoption of the income statement and balance sheet.
- Disposition of the bank's profit or loss.
- Remuneration guidelines for the CEO and certain other senior executives.

All shareholders who are registered in the share register and who have notified their participation in time have the right to attend and vote. The Board of Directors may collect proxies at the company's expense in compliance with the procedure set out in the Swedish Companies Act.

The Board of Directors may resolve, ahead of

a General Meeting of the shareholders, that the shareholders shall be entitled to exercise their voting rights by post prior to the meeting.

A shareholder that wishes to have a certain matter discussed on the General Meeting shall request this in writing to the Board of Directors. The matters shall be discussed at the General Meeting if the request has been received by the Board of Directors at least seven weekdays prior to the time when the convening notice may be submitted at the earliest, or thereafter if within time to include the matter in the convening notice to the General Meeting.

The Articles of Association do not contain restrictions on the number of votes for each shareholder at a General Meeting. Members of the Board of Directors are appointed and dismissed in accordance with the Swedish Companies Act and the articles of association does not contain special rules for this. Amendments to the Articles of Association are decided in the manner that follows from the Swedish Companies Act and the Articles of Association contain no special rules for this.

Annual General Meeting 2025

The AGM was held in Stockholm at Vattugatan 17 on 21 May 2025. The notice to the AGM was published on the company's website and in the Swedish Official Gazette. An announcement with information that the notice has been issued was published in the daily national paper Dagens Industri. Fourteen shareholders, accounting for 42 percent of the votes and 42 percent of the shares, were represented at the AGM.

The AGM passed, for example, resolutions on:

- Adopting the parent company's income statement and balance sheet as well as the group income statement and group balance sheet.
- To treat the result in accordance with the proposal of the Board of Directors in the annual report, meaning that the result is carried forward.
- Discharging the directors of the board and the CEO from liability in relation to the Company.
- The remuneration to the Board of Directors and members of Committees.
- Re-election of the Board of Directors and Chair of the Board. Re-election of the registered auditing company Ernst & Young AB. Ernst & Young appointed Certified public accountant, Peter Gunnarsson, as responsible auditor.
- Adopting guidelines for remuneration to senior executives and the instruction for the Nomination Committee.
- Authorize the Board of Directors to issue shares, warrants and/or convertibles.
- Resolution regarding an incentive program for senior executives and employees within the group.

Extraordinary General Meeting

During the financial year, an extraordinary general meeting was held at which a resolution was passed to issue new shares. The purpose of the share issue was to provide the Company with capital to support its ongoing operations and growth strategy. The resolution was adopted in accordance with the Swedish Companies Act and the Company's Articles of Association.

Annual General Meeting 2026

The AGM will be held on Wednesday, 21 May 2026 at Vattugatan 17, Stockholm.

Information about the registration for the AGM and proposals from the Nomination Committee will be published on the Company's website. 4C's revised annual report, proxy form, and proposals for resolutions will be available at the Company's headquarters and website.

Nomination Committee

The Swedish Corporate Governance Code requires 4C to have a Nomination Committee. According to the current principles for the appointment of the Nomination Committee adopted by the AGM on 21 May 2025, the Nomination Committee shall consist of three shareholder representatives represented by the largest shareholders or shareholder groups in the company according to the share register from Euroclear Sweden AB as of 30 September each year. In addition to these three members, the Chairman of the Board may be an adjunct member of the Nomination Committee. In accordance with the Code, a member of the Nomination Committee shall carefully consider whether a conflict of interest or other circumstances exist that make it inappropriate to participate in the Nomination Committee before accepting the assignment. The Nomination Committee shall apply the Code.

The members of the Nomination Committee shall be published on 4C's website no later than six months before the AGM. If any of the three largest

shareholders or shareholder groups refrains from appointing a shareholder representative or if a shareholder representative resigns before the mandate has been fulfilled without the shareholder or shareholder group that appointed the Nomination Committee member appointing a new representative, the Chair of the Board shall invite the next largest shareholder or shareholder group (i.e. the fourth largest shareholder or shareholder group) to appoint a shareholder representative within one week. This process will continue until the Nomination Committee is composed of three shareholder representatives. In the event of a change in the ownership of the company affecting the composition of the three largest shareholders or groups of shareholders, the shareholder or group of shareholders that does not have an owner representative on the Nomination Committee may contact the Chair of the Nomination Committee with a request to appoint a member. The Chair of the Nomination Committee shall then inform the other members of the request. If the change of ownership is not insignificant, a member appointed by a shareholder or group of shareholders no longer belonging to the three largest shall make his/her seat available and the new shareholder or group of shareholders shall be allowed to appoint a member.

The majority of the members of the Nomination Committee shall be independent of the company and its management. In addition, at least one of the members of the nomination Committee shall be independent of the largest shareholder or group of shareholders in the company with voting rights who cooperate in the management

of the company. Members of the Board of Directors may be members of the Nomination Committee, but shall not constitute a majority of the members of the Nomination Committee. If more than one director is on the Nomination Committee, no more than one of them may be dependent in relation to the company's major shareholders. The Chair of the Board or any other member of the Board of Directors shall not be the Chair of the Nomination Committee. The Chief Executive Officer or any other member of senior management shall not be a member of the Nomination Committee.

No fees shall be paid to the members of the Nomination Committee. The Nomination Committee shall be entitled to charge the company with costs such as recruitment consultants or other costs necessary for the Nomination Committee to fulfil its mandate.

The Nomination Committee is to draft proposals on the following issues for resolution by the 2026 AGM:

- the chair of the AGM
- the election of Chair of the Board,
- other members of the Board of Directors of the company,
- the remuneration of the Board of Directors divided between the Chair and the other members and the principles for possible remuneration for committee work,
- the election and remuneration of the auditor
- decision on the principles for the appointment of a new Nomination Committee.

The Nomination Committee for the 2026 AGM is composed by the following members:

- Erik Syrén (appointed by Hedskog Equity AB). Chair of the Nomination Committee.
- Josef Weidman (appointed by Aktiebolag Grenspecialisten), and
- Klas Lindström (representing himself),
- Adjunct member Andreas Hedskog – Chairman of the Board for 4C Group AB.

Together, Hedskog Equity AB, Aktiebolag Grenspecialisten, and Klas Lindström represent approximately 27.6 percent of the total voting rights in 4C Group AB (publ) as of December 31, 2025.

Shareholders who have proposals relating to the work of the Nomination Committee should submit these to email address NominationCommittee@4cstrategies.com.

The Board Of Directors

The Board of Directors is the highest decision-making body after the General Meeting, and the highest executive body. In accordance with the established Rules of Procedure, the Board of Directors is responsible for the control, overall organization and management. The Board of Directors shall comprise of a minimum of 3 and maximum of 9 directors. The Board is elected at the annual general meeting for the period until the end of the next annual meeting. There is no time limit for how long a director can be a part of the board.

The 2025 AGM decided on the re-election of Erik Ivarsson, Anders Fransson, Christine Rankin, Louise Bagewitz and Jörgen Ericsson as full board members. The AGM re-elected Andreas

Hedskog as chairman of the board. Andreas Hedskog (chairman of the board) is judged to be dependent in relation to the Company and company management and in relation to major shareholders. The other board members are deemed to be independent both in relation to the Company and company management as well as in relation to major owners. The board thus fulfils the requirement according to the Code, that a majority of the board members must be independent in relation to the Company and company management and that at least two board members must also be independent in relation to the Company's major shareholders.

Additional information about the board of directors and the executive management team is available at www.4cstrategies.com.

Work of The Board of Directors in 2025

The Rules of Procedure include regulations of the distribution of work and responsibilities between the board members and the CEO, as well as between the Board of Directors and the various committees of the board. The Board of Directors determine the company's strategy and targets, the operational frameworks and the business plan and appoints, dismisses and evaluates the CEO. The Board of Directors shall further regularly evaluate the company's financial situation and ensure that the company has appropriate routines for control and reporting and that laws and regulations are followed. The Board of Directors is also ultimately responsible for ensuring that 4C has an appropriate organisation and corporate governance which includes adopting policies and instructions for operating

activities within the company.

During 2025, the Board of Directors held 33 meetings. At the regular meetings, the Board addressed the items set out in the agenda in accordance with the Board's rules of procedure, including reporting on business developments, forecasts, financial performance, operating results, financial position and liquidity, as well as the annual financial statements and interim reports. Board meetings during the year also covered matters such as risk management, budgeting, organizational resources, strategy, and business planning. Senior executives attended Board meetings as required. A dedicated Board meeting focusing on strategy and business planning is held in early summer, followed by a specific follow-up meeting in early autumn.

During the autumn, and prior to year-end, the Board considers the budget and business plan for the coming year. Board meetings are held quarterly to resolve on the publication of quarterly, interim, and annual reports. Meetings to resolve on the notice to the Annual General Meeting, annual accounts, corporate governance documentation, and other matters are held prior to the AGM. At one regular Board meeting, the Group's auditor presented observations from the review of the Group's internal control and financial statements. A statutory Board meeting was held following the AGM, at which decisions were made regarding, among other things, authorized signatories, the Board's rules of procedure, instructions for the CEO, instructions for financial reporting, and the schedule for regular Board meetings during the year.

The Board also held extraordinary meetings during the year, for example to consider information and decisions relating to business opportunities. In accordance with the Board's rules of procedure, the CEO and CFO normally attend Board meetings. The duties of Board secretary were performed by the General Counsel in 2025. Prior to each Board meeting, the members received written materials regarding the matters to be addressed. These materials include the CEO's written report on operations, which is distributed to the Board on a monthly basis.

The main focus of the Board of Directors in 2025 has been the groups short- and long-term strategy, reaching the financial targets and financial matters.

The board – position, attendance and compensation

Name	Position	Elected	Independent ¹⁾	Board meetings	Audit Committee	Remuneration Committee	Board compensation	Committee compensation
Andreas Hedskog	Chairman of the Board	2011	No/No	33/33			350,000	
Erik Ivarsson	Member	2024	Yes/Yes	32/33	5/5		175,000	15,000
Anders Fransson	Member	2024	Yes/Yes	33/33		4/4	175,000	15,000
Christine Rankin	Member	2022	Yes/Yes	32/33	5/5		175,000	25,000
Louise Bagewitz	Member	2022	Yes/Yes	31/33			175,000	
Jörgen Ericsson	Member	2023	Yes/Yes	33/33		4/4	175,000	25,000

1. Refers to independence in relation to the company and its management or independence in relation to major shareholders in the company.

Executive management

The business is managed by the CEO. According to the Instructions for financial reporting, the CEO is responsible for the financial reporting and shall ensure that the board of directors receives sufficient information to evaluate the Company's financial situation. The CEO shall also regularly provide the board with information regarding events that are significant to the Company's progress, results, financial position, liquidity or other information that may be of importance.

The CEO has appointed an executive management team. In 2025, the executive management has consisted of the CEO, deputy CEO, the Vice Presidents of the subsidiaries, the CFO, CTO, CoS and the CPO. Executive management meets on average once a week and performs business reviews every month. Additional information about the executive management can be found at www.4cstrategies.com.

Remuneration Committee

The Remuneration Committee operates under instructions adopted by the Board of Directors and evaluates and consults on matters relating to remuneration policies and remuneration and other terms of employment of senior management. Further, the Remuneration Committee shall ensure that remuneration is commensurate with prevailing market conditions and that the company's offering to its employees is competitive. The CEO's remuneration is approved by the Board of Directors. Remuneration of other senior executives is decided by the CEO after consulting with the Remuneration Committee.

The Remuneration Committee shall consist of at least two members and forms quorum if a majority of the members is present. The chairman has a casting vote if the vote is tied.

In 2025, the Remuneration Committee's members were the Directors Jörgen Ericsson (Chair of the Committee) and Anders Fransson. During the fiscal year 2025, the Remuneration Committee met on four occasions.

Audit Committee

The Audit Committee operates under instructions adopted by the Board of Directors and exercises oversight over the Group's financial accounting and reporting, as well as audits carried out. This includes tasks such as ensuring the quality of the Group's financial reporting through reviewing interim reports, annual reports, evaluating the work of the auditors, and reviewing and assessing the Group's internal control work. The Committee is responsible for ensuring that the Group complies with applicable laws and regulations, and monitoring legal and tax issues.

The Audit Committee shall consist of at least two members, which shall not be employees of the company. The majority of the members shall also be independent of the company and its management. At least one member must also be independent of the company's major shareholders and have accounting or auditing proficiency. The Audit Committee forms quorum if a majority of the members is present. The chairman has a casting vote if the vote is tied.

During 2025, the Audit Committee's members

were the Directors Christine Rankin (Chair of the Audit Committee) and Erik Ivarsson. During the fiscal year 2025, the Remuneration Committee met on four occasions during the year and has, among other things, dealt with internal governance and control, the auditor's audit and reporting and internal financial reporting.

Auditor

Ernst & Young Aktiebolag is 4C's auditor with Peter Gunnarsson as responsible auditor. Peter Gunnarsson was re-elected the Company's auditor on the AGM 21 May 2025. Peter Gunnarsson is an authorised public accountant and member of FAR (Institute of the Accountancy Profession in Sweden).

Ernst & Young Aktiebolag's address is Box 7850, 103 99 Stockholm, Sweden.

Fees are paid to the auditors on the basis of current agreements and for extra contributions according to invoice. Further information about remuneration to the auditor, see Note G4 in the Annual Report 2025.

Internal controls and risk management

4C strives to create long-term value for shareholders and other stakeholders. This involves ensuring an effective organizational structure, systems for internal control and risk management, as well as transparent internal and external reporting. The description of our risk management below is based on the COSO framework, which is a system used to establish internal controls to be integrated into business processes. These controls provide reasonable assurance that the organization

is operating ethically, transparently and in accordance with established industry standards.

Control environment

The Board of Directors is responsible for the internal control as regulated in the Swedish Companies Act and the code. The Board of Directors has adopted e.g. Code of Conduct, Insider Policy, Information Policy and other policy documents comprising instructions and procedures for operations that must be monitored regularly and reported.

The Executive Management team's work is based on the Board's established routines and procedures, as well as instructions for the CEO and reporting instructions. The Executive Management team and their function's staff lead the day-to-day operations primarily through policy instruments such as budgets, performance management, regular reporting and monitoring. To achieve efficient operations, 4C has a delegated the decision-making structure within operational entities and functional hierarchies with the CEO as the highest decision making authority.

The control environment for financial reporting is based on a division of roles and responsibilities in the organization, with accounting and reporting guidelines to support the process.

Financial information in financial reports is compared with related plans and variances are analysed. 4C's external reporting such as quarterly reports, the annual report and other financial reports are based on the International Financial Reporting Standards (IFRS) and are always processed by the Board of Directors before they

are published.

In order to maintain and develop a well-functioning control environment and complying with applicable laws and regulations, the Board of Directors has resolved a number of fundamental documents for risk management and financial reporting. These includes the Board of Directors' Rules of Procedure, instructions for the CEO, authorization regarding the organization of operations as well as internal policy documents. It is mandatory for all group employees to read specific policies both at the start of the employment and annually. 4C regularly conduct education and training on the adopted policies to ensure that the employees understand the content of relevant policies, routine descriptions and instructions. The Board of Directors is responsible for internal control of financial reporting which has been delegated to the CEO and CFO through reporting guidelines which aims to provide reasonable assurance of the reliability of external and internal financial reporting. Finally, all 4C's policies are subject to the Board of Directors annual review at the statutory meeting.

Risk assessment

Risk assessments is the process of analysing and evaluating the company's main risks and creating proper internal controls, risk responses and mitigation plans.

The work with risk assessment in a broad perspective is a fundamental part of the Board and the executive management's mission. This includes, for example, assessing, monitoring and

mitigating financial risks, operational risks, and key business risks. Within 4C, risks assessments in all relevant areas of the company are regularly reported to the Board.

Control activities

Control activities are designed to minimize the risks identified in the risk assessment. A various of control activities are carried out in the organization and comprise of a mix of preventive and detective controls including: approvals of authorized individuals at different levels in the organization, applying the arm's length principle, two-party approval for payments, clear attestation and clear decision-making procedures. These control activities, among others, are applicable for all entities within 4C Group, and monitored at group level.

The Audit Committee is engaged in the discussions regarding the financial risk assessments and internal governance and control activities.

Information and communication

An important part of internal control work is to ensure effective dissemination of relevant information to internal and relevant external stakeholders. 4C's routines and systems for providing information aim to provide the market with relevant, reliable, accurate and up-to-date information about the group's development and financial position.

The company CEO and CFO has jointly, on behalf of the Board of Directors, been given the overall responsibility for handling matters relating to

insider information and IR communication. The Board of Directors has appointed 4C's CFO as responsible for the management of the insider list.

Internal communication takes place, for example, through 4C's intranet, on group monthly meetings, weekly meetings in the specific operational entities or in the respective group departments. Other formal internal communication, such as 4C's policy framework, guidelines and instructions, are communicated and accessible on the intranet.

Monitoring

Management closely monitors the Company's business development, financial performance, and other significant events affecting the Company. The finance function and management perform monthly analyses of financial figures, including detailed follow-up against established targets.

The Company's operational reporting is subject to continuous development and improvement in terms of content, system support, and accessibility for operational managers. Furthermore, the Audit Committee oversees 4C's financial reporting and the effectiveness of the Company's internal financial controls, internal audit, and risk management.

Remuneration of the board of directors and senior executives

It was resolved at the AGM 2025 to adopt the guidelines for remuneration to senior executives. The guidelines apply to the CEO and other senior executives in the group as well as to any remuneration to the Board of Directors, other than approved director fees. The guidelines do not

apply to any remunerations that has specifically been approved by the General Meetings or any remuneration in the form of shares, warrants, convertibles or other share-related instruments such as synthetic options or employ stock options, which require specific approval by the General Meeting.

It was decided at the AGM 2025, that the fee to the Chairman of the Board should amount to SEK 350,000 and SEK 175,000 to each non-employed board member. It was also decided that special fees for Committee work shall be paid, with SEK 15,000 to a member of a Committee and SEK 25,000 to the Chairman of a Committee.

Further information about remuneration to the CEO and executive management, see Note G5 in the Annual Report 2025.

Articles of association

The Articles of Association stipulate, among other things, the company's operations, election and the number of Directors and auditors, changes to the articles of association, procedure for convening shareholders' meetings, matters for consideration at the AGM as well as share capital and number of shares. The Articles of Association are available at the company website: www.4cstrategies.com.

Guidelines for remuneration to senior executives

In order to meet 4C's business strategy and to the safeguard the company's long-term interests, 4C needs to recruit and retain skilled and qualified employees. The guidelines shall also

stimulate an increased interest in the business and the result as a whole as well as increase the motivation of the senior executives and increase the belonging within the company. This requires that the company can offer market-based and competitive remuneration in each market where the company operates. Individual remuneration levels are based on experience, competence, responsibility, and performance. In accordance with the company's guidelines for remuneration to the CEO and group executives, remuneration must be market-based and consist of the following components: fixed cash salary, possible variable cash salary and other benefits and pension payments in accordance with the Company's policy, as applicable. The total cash remuneration, including pension benefits, shall, on a yearly basis, be in line with market practice and competitive on the labour market where the senior executive is based and consider the individual responsibilities, competences, qualifications and experiences of the senior executive as well as reflecting any notable achievements. Fixed and variable cash salary shall be related to the senior executives' responsibility and authority as well as how the Company is performing. The fixed cash salary shall be revised on a yearly basis. In addition, the guidelines provide both the Company and the shareholders with an advantage as they give key individuals the opportunity for personal and long-term ownership engagement. Such ownership engagement is expected to stimulate increased interest in the business and overall performance development, as well as achieve greater alignment of interests between the participants and the company's shareholders

Fixed salary

The fixed salary will be based on the individual senior executive's area of responsibility, authority, competence, experience, and performance.

Variable remuneration

Senior executives may receive variable compensation in addition to the fixed cash salary. The variable salary should be designed to create incentives for the individual to contribute to the Company's short- and long-term goals based on their role in the organization. The goals should be set and documented annually. The variable compensation should be based on the outcome of actual predetermined goals based on 4C's business strategy and the long-term business plan approved by the board. The goals may include option-based or financial goals, operational goals, employee engagement, or customer satisfaction. Financial criteria may, for example, be based on the 4C Group's operating profit (EBIT).

Pension and insurance

The cornerstone of our employment benefits is a competitive occupational pension plan for our employees, to create long-term financial security for our staff. We provide occupational pensions in all countries, in accordance with local practices and legislation. The pension plan should be defined contribution and based on a fixed agreed salary. Variable cash compensation does not entitle to any pension contributions/fees. Exceptions to this are made if local laws or applicable collective agreements deviate from this.

Other benefits

4C may provide other benefits to senior executives in accordance with the company's policies. Such other benefits may include company healthcare and education.

Agreement on severance pay to senior executives

Upon termination of employment, the period of notice may not exceed 12 months. Fixed cash salary during the period of notice and severance pay may not exceed one year's fixed cash salary. In the event of termination of employment by the executive, the period of notice may not exceed six months without entitlement to severance pay.

The decision-making process for establishing, reviewing, and implementation of the guidelines

The duties of the Remuneration Committee include preparing the Board of Directors' decisions on proposed guidelines for remuneration for executive management. The Remuneration Committee will also monitor and evaluate programs for variable remuneration for senior management, the application of guidelines for remuneration to senior executives, and applicable remuneration structures and levels in the Company. The members of the Remuneration Committee are independent in relation to the Company management. The CEO and other members of the executive management are absent during the course of the Board of Directors consideration of and decisions on remuneration-related matters, where they are affected by such issues.

Board of Directors



Andreas Hedskog (born 1974)
Chair of the Board 4C Group AB since 2011

Education: MA from the University of Cambridge and OPM from Harvard Business School. Reserve Officer Mj, Swedish Defence University.

Background: Andreas Hedskog is the founder of 4C Strategies and was the CEO of the company for eleven years, before becoming Chairman of the board in 2011.

Other ongoing assignment: Chair of the board, Clavister AB (publ), Hedskog Equity AB and Pantbanken Malmö AB. Board Member of Micro Systemation AB (publ), HAEVE AB, Newbury Pharmaceuticals AB (publ), and Deputy director of Bold Communication Sweden AB.

Previous assignment (last five years): Chairman of the board Southside Padel AB, Board member Stiftelsen SCUR and Säkerhets- och Försvarsföretagen and SnigelDesign AB.

Holdings/shareholdings in 4C: 4,006,663

Independence: Dependent in relation to the company and its management (CPO until 2021). Dependent in relation to the owners, as one of the Company's biggest shareholders.



Louise Bagewitz (born 1981)
Board member 4C Group AB since 2022

Education: Master in Business Administration & Management from Stockholm School of Economics and Certificate of Management Excellence from Harvard Business School.

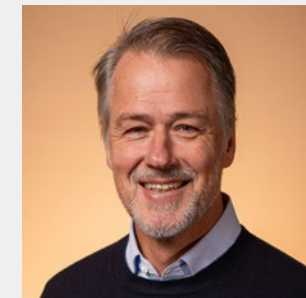
Background: Louise has a long experience of working in the intersection between business and tech, and has held positions as CIO, COO and CEO in multiple entities. Louise has previously been CEO of Crowd Collective Group AB, Managing Director at Fortnox Finance AB, acting CEO of IST Group AB, and IT Director at Nobia AB.

Other ongoing assignments: Managing Director at Academic Work Sweden AB and its subsidiaries Academic Work Technology AB, Academic Work HR Service AB, Academic Work Consulting AB, Academic Work IT AB, Academic Work Finance AB and Acentra AB. Member of the Board at Northmill Bank AB, Northmill Group AB (publ), Kompetensföretagen and Director of Linden Invest AB.

Previous assignments (last five years): Group CEO of Crowd Collective, CEO in Crowd Collective Group AB and Crowd Collective Holding AB. Managing Director Fortnox Finance AB and acting CEO of IST Group AB. Chairman of the board of IST Sverige AB, Sigfridshäll i Växjö AB and Lärandets Hus AB. Member of the Board of JaRocka Roll Studios AB, Schoolido AB, Capcito Finance AB, Capcito Lending 2 AB and Capcito Systems AB.

Holdings/shareholdings in 4C: 4,366

Independence: Independent in relation to the Company, its management and biggest shareholders.



Anders Fransson (born 1967)
Board member 4C Group AB since 2024 and member of the Remuneration committee

Education: Anders holds a MSc in engineering from Lund Institute of Technology and has studied business administration at Lund University

Background: Anders Fransson has 25 years of experience from the software and investment industries with positions such as founder, sales manager, CEO and member of the board. His background includes founder/managing director at LundaLogik (Lime Technologies), managing director at Bisnode Marknad, business unit manager at Innovation Skåne and senior investment manager at Tibia Konsult AB. Anders has also held numerous board positions at, and acted as an adviser to, growing profitable B2B software companies and scalable technology start-ups. Anders has extensive experience in sales and business development, organizational scale up, and leading/supporting software companies into profitable growth.

Other ongoing assignments: Anders is a senior investment manager at Tibia Konsult AB. Current Board assignments are Image Systems AB, Prorenata AB, Invoice Finance AB, Billmate AB, CR Competence AB and Logisk Resursutveckling AB.

Previous assignments (last five years): Board assignments in Infrsight Labs and Mikrodust AB.

Holdings/shareholdings in 4C: 272,314

Independence: Independent in relation to the Company, its management and biggest shareholders.



Jörgen Ericsson (born 1968)
Board member 4C Group AB since 2023 and
Chair of the Remuneration Committee

Education: MSc from Stockholm School of Economics and has studied at the MBA exchange programme at the Wharton School of the University of Pennsylvania.

Background: Jörgen has over 25 years of experience as an entrepreneur, investor, and in senior management in the software and data/analytics industries, both in Sweden and in the United States. His background includes Senior Executive positions at Cisco Systems, Vice President at Snowflake, Senior Partner at KPMG, and CEO at two software companies. Jörgen has also been a General Partner in a venture fund investing in scalable technology start-ups. Jörgen has extensive experience in sales and business development, IT/tech and leading product development companies into profitable growth.

Other ongoing assignments: Industry Advisor at EQT. Member of the Board in Hopsworks AB.

Previous assignments (last five years): Vice President, Global Head of Industry Solutions at Snowflake and Senior Partner, Data/Analytics Advisory at KPMG USA.

Holdings/shareholdings in 4C: -

Independence: Independent in relation to the Company, its management and biggest shareholders.



Christine Rankin (born 1964)
Board member 4C Group AB since 2022 and
Chair of the Audit

Education: Bachelor's degree in Business Administration and Economics from Stockholm University.

Background: Christine Rankin was formerly a Chartered Accountant and Partner at PwC where she worked from 1988–2014, where she mainly worked with listed companies. Christine Rankin has also held several senior positions at Spotify AB and Cherry AB (CFO).

Other ongoing assignments: Director and Chair of the Audit and Risk Committee of Coinshares International Ltd. Director and Chair of the Audit Committee of Orexo AB (publ). Director and Chair of the Audit Committee of Bonesupport AB (publ). Director and Chair of the Audit Committee of SOS Alarm Sverige AB and Oncopeptides AB (publ).

Previous assignments (last five years): Head of Corporate Control at Veoneer Inc. Chair of the Board of Zeunity AB. Director of Adventure Box Technology AB (publ). CFO of Cherry AB (publ). Director and Chair of the Audit Committee of Starbreeze AB (publ).

Holdings/shareholdings in 4C: 850

Independence: Independent in relation to the Company, its management and biggest shareholders.



Erik Ivarsson (born 1992)
Board member 4C Group AB since 2024 and
member of the Audit committee

Education: MSc in Economics from the University of Lund.

Background: Erik works since 2018 as portfolio manager and investment analyst at Grenspecialisten, a privately owned Swedish investment company. Erik has experience in investment management and supporting software companies into profitable growth.

Other ongoing assignments: Portfolio manager and investment analyst at Grenspecialisten. Member of the Board in Formpipe Software AB (publ), Generic Sweden AB (publ), Micro Systemation AB (publ) (MSAB) and Precio Fishbone AB (publ).

Previous assignments: -

Holdings/shareholdings in 4C: 42,000

Independence: Independent in relation to the Company, its management and biggest shareholders.

Executive management



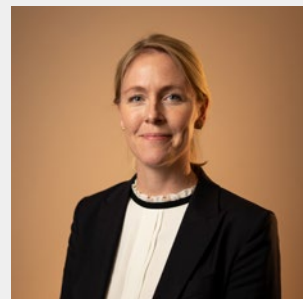
Jonas Jonsson (born 1985)
CEO 4C Group AB since 2024

Education: Master of Law studies from Lund University and Reserve Officer in the Navy, Swedish Armed Forces.

Background: Jonas has been with the 4C Group since 2013, holding various key roles including Head of Legal, Senior Consultant, and Director of Sales. He has extensive experience in software implementation and has played a pivotal role as a commercial and legal advisor in many of the Group's strategic software deals. Appointed as Managing Director for the International segment in 2017, Jonas drove the Group's international expansion and oversaw UK operations from 2019. In 2024, he became CEO of 4C Group AB.

Other ongoing assignments: Chairman of the Board 4C Strategies AB, 4C Europe UK Ltd, 4C Strategies Finland Oy, 4C International AB and 4C Strategies Norway AS. Member of the Board 4C Strategies Asia Pacific Pty Ltd

Previous assignments (last five years): –
Holdings/shareholdings in 4C: 168,516



Veronica Wallin (born 1986)
CFO 4C Group AB since 2025

Education: Degree of Master of Science in Business and Economics from Stockholm University. Studies in marketing, PR, communication, and accounting at The State University of New York at New Paltz.

Background: Veronica joined from her most recent role as CFO at Episurf Medical AB. She has extensive experience in financial leadership within publicly listed companies, with a strong focus on scaling businesses both nationally and internationally. Held positions as board member in Alligator Bioscience, CFO at the pharmacy company ApoEx AB and as an auditor at BDO.

Other ongoing assignment: Member of the Board Irlab Therapeutics AB (publ), Episurf DE GmbH, Episurf India Limited, and Integrative Research Laboratories Sweden AB.

Previous assignment (last five years): Member of the Board Alligator Bioscience AB (publ), Episurf Europe AB, Episurf Operations AB, Episurf IP-Management AB, Episurf UK Ltd and Episurf Australia Pty Ltd.

Holdings/shareholdings in 4C: 9,900



Klas Lindström (born 1975)
Deputy CEO 4C Group AB since 2006

Education: Bachelor's degree in political science from Uppsala University. Completed the Owners/ Presidents course at Harvard Business School. Intelligence officer (major) in the reserve. Graduated from École supérieure des officiers de réserve spécialistes d'état-major at Ecole Militaire in Paris 2023.

Background: Klas has held a number of positions within the 4C Group since its start – member of the Board, Chief Sales Officer, Managing Director for the Nordics. Klas has over 20 years of experience in risk and crisis management internationally and in Sweden. He has broad expertise in strategic development and planning for the management of defence forces and societal critical functions.

Other ongoing assignments: Deputy CEO 4C Group AB. Member of the Board 4C Strategies AB, Lagga Invest AB, Sapere Aude Handelsbolag and La Pluie de rose AB. Deputy director of 4C International AB and Mikael Edqvist AB.

Previous assignments (last five years): Member of the Board OBSIT Communication AB.

Holdings/shareholdings in 4C: 3,012,533



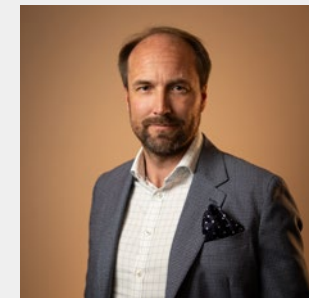
Chris Wildman (born 1976)
Chief of Staff since 2024

Education: Royal Military Academy Sandhurst
Background: Chris joined 4C Strategies in 2014, as the Key Account Manager for the British Army. Since then, he has held various roles within sales, software delivery and consultancy, this has included Head of UK Delivery, Principal Consultant (Consulting Operations) and Director of Operations. In 2024 he was appointed to be Chief of Staff of 4C Group. Prior to joining 4C, Chris commissioned into the British Army in 1998 after attending The Royal Military Academy Sandhurst. He served for 16 years in a variety of operational command and leadership roles, reaching the rank of Major
Other ongoing assignments: -
Previous assignments (last five years): -
Holdings/shareholdings in 4C: 10,000



Mattias Altin (born 1973)
Chief Technology & Product Officer since 2025

Education: Master of Science in Computing
Background: Mattias has over 25 years of experience in technical leadership and product development. Before joining 4C Strategies, he was CTPO & Deputy CEO at Hups AB and Senior Director of Engineering at Volvo Cars, where he established the Stockholm Tech Hub. He has also held leadership roles at Spotify and Klarna, focusing on customer-facing technologies and technical transformation. Prior to the tech sector, he spent 17 years in finance in London. Mattias' expertise includes digital transformation, organizational scaling, and product-driven growth
Other ongoing assignments: CEO and owner of Ledarmedjan AB. Advisor to startup founders and CTOs, as well as an advisor at Antler. Mentor at Manara and Yrkesdörren.
Previous assignments (last five years): CTPO & Deputy CEO at Hups; Senior Director of Engineering at Volvo Cars; Director of Engineering at Spotify
Holdings/shareholdings in 4C: -



Mikael Grape (born 1982)
Chief Sales Officer since 2026

Education: Master's degree in political science from Uppsala University.
Background: Mikael has worked at 4C Strategies in various positions since 2011. Previous positions have included Managing Director of 4C Strategies AB, Senior Consultant and Head of Business Development. Previous experience includes serving as an analyst in the Swedish Armed Forces, including assignments at the defence attaché offices in Belgrade and Sarajevo. In 2023 he was appointed President of 4C Strategies North America, serving the North American Public & Corporate segments.
Other ongoing assignments: Director of Hässlingby Gärd AB. Deputy director of Catharina Bildt AB.
Previous assignments (last five years): -
Holdings/shareholdings in 4C: 102,850



Paul Steel (born 1979)
Chief Delivery Officer since 2024

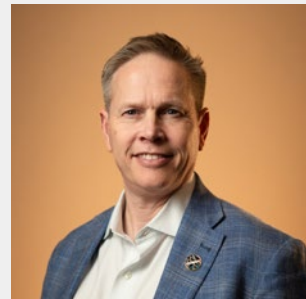
Education: Bachelors Degree in Financial Studies from Sheffield Hallam University. Officer Training at the Royal Military Academy Sandhurst. Postgraduate Diploma in Battlespace Technology from Cranfield University. A Masters in Business Administration (MBA) from Henley Business School. He has also completed multiple Project and programme management qualifications.

Background: Paul joined 4C Strategies in 2023 as a Sales Director, progressing into a business unit role for the UK. Prior to joining 4C Strategies Paul held senior roles in multiple large defence primes, including as a Vice President with Leonardo and as a deputy programme director for Lockheed Martin UK. He has significant experience in P&L leadership, portfolio, programme and project management including the delivery of large complex and critical national defence programmes. Prior to joining industry Paul Steel served for 11 years in the British Army as an Infantry Officer.

Other ongoing assignments: Member of the Board 4C Europe UK Ltd.

Previous assignments (last five years): VP Fast Jet Support at Leonardo, Head Training & Logistics Solutions UK, Lockheed Martin.

Holdings/shareholdings in 4C: -



Guy Jones (born 1972)
Vice President North America Defense since 2023

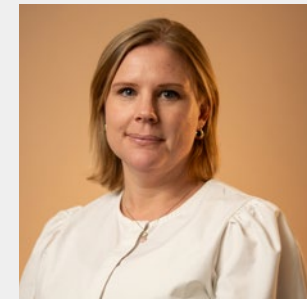
Education: Bachelor's degree in Nuclear Engineering from Texas A&M University. A Master's of Science degree in Military Strategy from the US Army School of Advanced Military Studies (SAMS), Fort Leavenworth, Kansas. Post graduate work in Negotiation and Conflict Resolution at the Carter School of Peace and Conflict Resolution at George Mason University.

Background: Guy Jones served 32 years in the US Army rising to the rank of Brigadier General. His last assignment was with Army Future Command where he was responsible for synchronizing and coordinating future concepts, material and non-material requirements, experimentation, and science/technology development. He previously served as an Assistant Division Commander in Korea for two years coaching, training, developing and sustaining readiness, and maintenance of a large unit. He also served as the Commander of the Army's Mission Command Training Program. During his years in the US Army, Guy served in combat for a total of seven years between 2002 and 2016.

Current Positions: President of Integrated Process Leads Profits LLC.

Previous Positions (last 5 years): -

Holdings/shareholdings in 4C: -



Josefine Rosén (born 1986)
Vice President Expert Services since 2024

Education: Master of Science in Business and Economics, Stockholm School of Economics. Courses in project management training and business continuity and CBCI Certified.

Background: Josefine has worked in 4C Group in various positions since 2010. Previous positions have included being a consultant, working mainly towards clients in the financial sector, being manager for several consultant teams, and most recently being the operations director of 4C Strategies AB. She has over 15 years of experience as principal consultant within organisational resilience and related areas such as incident and crisis management, enterprise risk management, business continuity management and training and exercises. She was appointed as Managing Director for the Nordic segment 2023 and Vice President for Global Expert Services in 2024.

Other ongoing assignments: Deputy Board member 4C Strategies AB.

Previous assignments (last five years): -

Holdings/shareholdings in 4C: 19,500



Miles MacDonald (born 1972)
Vice President APAC since 2023

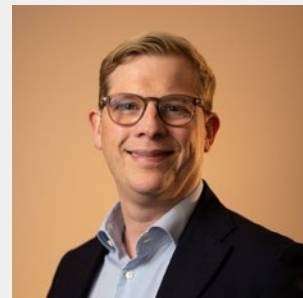
Education: Miles holds a Master of Arts in Strategy and Management from the University of New South Wales and a Post Graduate Diploma in Business and Administration from Massey University. He has also completed additional graduate diplomas in Defence Studies and Management, along with a Bachelor of Arts in Politics. He is a Graduate of the Australian Command and Staff College and the Australian Institute of Company Directors.

Background: Miles Macdonald has over 25 years of leadership experience in both the defence and corporate sectors. Since joining 4C Strategies in 2022, he has established the Asia Pacific business unit, leading new market entry, expanding the military customer base, and achieving a positive return on investment inside two years. In 2024, he joined the 4C Executive Leadership Team. Previously, Miles served as General Manager and Director of Operations at Cubic Defence, where he oversaw a business unit of over 250 staff across Australia and New Zealand. His role included strategic planning, business development, profit and loss responsibility, and maintaining strong customer satisfaction. Before his corporate career, Miles spent 20 years in the New Zealand Army, holding various leadership, training and operational roles.

Other ongoing assignments: Member of the Board 4C Strategies Asia Pacific Pty.

Previous assignments (last five years): General Manager, Cubic Defence Australia and New Zealand.

Holdings/shareholdings in 4C: -



Stefan Liebig (born 1981)
Vice President Public & Corporate since 2024

Education: Bachelor's degree in International Relations from TU Dresden, Germany, Master's degree in International Security Studies from the University of Bradford, UK.

Background: Stefan Liebig joined the Company in August 2020 starting out as a sales manager for Europe and subsequently Sales Director, Public & Corporate at 4C International. Stefan has 20 years of experience from the international public and private sectors where he has worked on issues related to diplomacy, conflict, security, and crisis management both at the operational and strategic level, among others for the UN and the EU. Prior to joining 4C, Stefan also launched a start-up focused on fundraising for development projects and worked in the consulting sector on security risk management.

Other ongoing assignments: -

Previous assignments (last five years): CEO, ALL IN Foundation. Humanitarian Affairs Officers, United Nations.

Holdings/shareholdings in 4C: 9,522

Auditor's report on the corporate governance statement

To the general meeting of the shareholders of 4C Group AB (Publ), corporate identity number 556706-0412.

Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2025 on pages 60-73 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Malmö, 16 april 2026

Ernst & Young AB

Peter Gunnarsson

Authorized Public Accountant

Definitions

SEK

The currency Swedish Krona.

kSEK

The currency Swedish Krona in thousands.

mSEK

The currency Swedish Krona in millions.

RTM

Rolling twelve months, the past 12 consecutive months.

Software (revenue)

The total revenue from our Exonaut software, which can be divided into licenses and software development, as well as income from service and support agreements (SSA).

Software-related services

The total revenue of our software consultancy services, which include both implementation and integration of software, as well as income from managed services.

Expert services

The total revenue of advisory and consulting related income.

Net sales

The total revenue of software, software-related services and expert services.

Other revenue

The total revenue of FX-effects and items that cannot be defined into one of the other categories.

Recurring revenue

Revenue of a recurring nature such as software and software-related services related income.

Annual recurring revenue

Recurring revenue in the last month of the quarter, recalculated to a 12-month period. There is thus no direct connection between the ARR-figure and future software revenues. The figure should be seen as an indication.

FX adjusted organic net sales growth

Organic growth in net sales adjusted for foreign exchange effects.

Items affecting comparability

Items affecting comparability refers to items that are reported separately since they affect comparability and are considered to be divergent to the company's ordinary operations. Examples are expenses related to public listing, restructuring and acquisition-related expenses.

EBITDA

Operating income before depreciation and amortization.

Adjusted EBITDA

Operating income before depreciation, amortization and items affecting comparability.

EBITDA margin

EBITDA as a percentage of net sales.

EBIT

Operating income before financial income and expenses, and taxes.

Adjusted EBIT

Operating income before financial income and expenses, taxes and items affecting comparability.

EBIT margin

EBIT as a percentage of net sales.

EBT

Income before taxes, after financial income and expenses.

Adjusted EBT

Income before taxes and items affecting comparability, after financial income and expenses.

Net income

Net profit after tax.

Earnings per share before dilution

Net income divided by the average number of shares during the period.

Earnings per share after dilution

Net income divided by the average number of shares after dilution during the period.

Net working capital

Net of current assets excluding cash and cash equivalents, and current liabilities excluding interest-bearing items.

Equity ratio

Total equity as a percentage of total assets.

Net debt

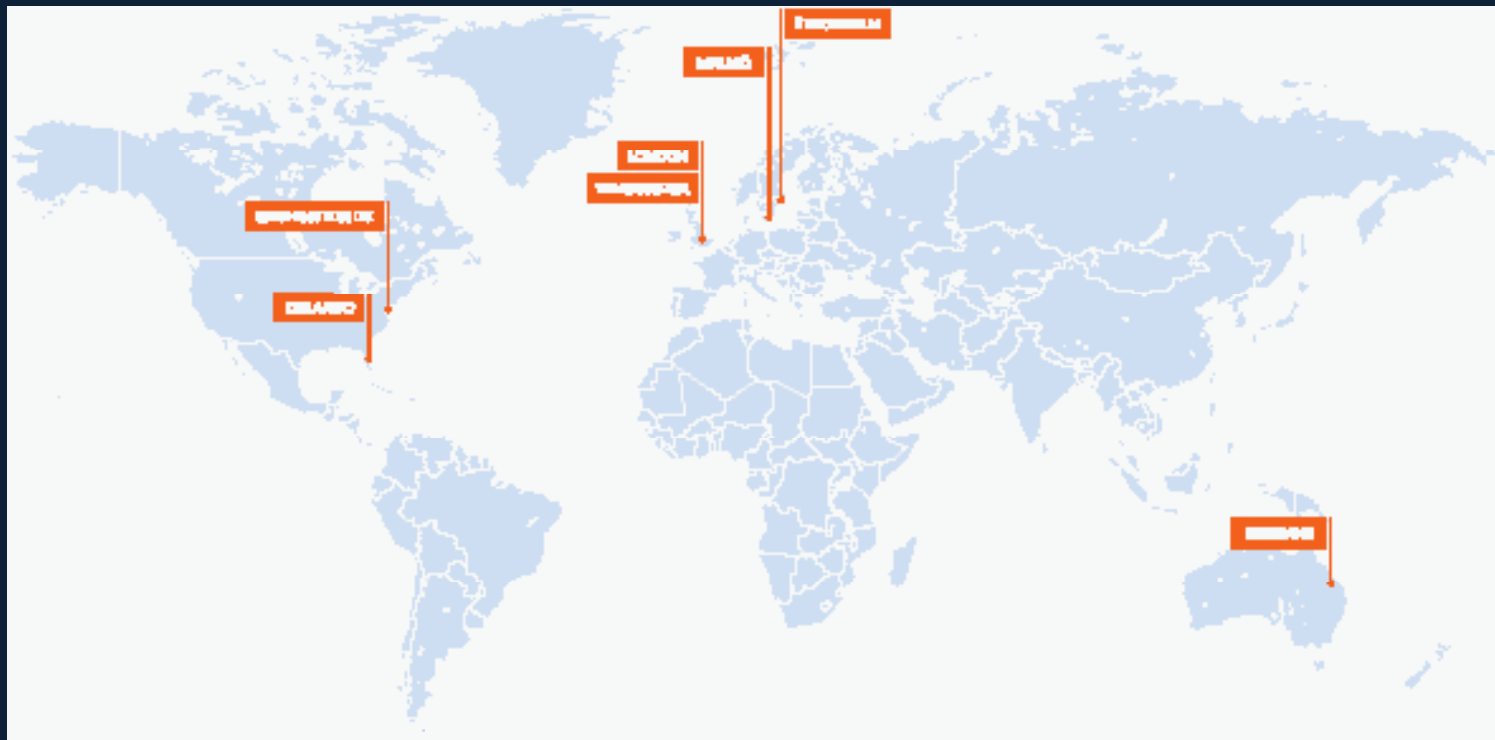
Net of cash and cash equivalents and interest-bearing liabilities.

Net debt ratio

Net debt as a percentage of adjusted EBITDA RTM.

Number of employees

Number of employees are presented as an average of full time employees during the last 12-month period considering normal working hours during a year.



 **4C Strategies**

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Visit
[4C Investors Hub](#)
for more information.

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United Kingdom

Washington
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Place
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USA





4C Strategies is the leading provider of training readiness and organisational resilience solutions. With over 20 years of expertise, we support high-profile international institutions, global enterprises and armed forces across 100 countries. We help you to train effectively and be ready for the resilience challenges ahead.

Our innovative Exonaut® platform empowers capability development, building on key insights for when it matters the most. Our experts work alongside you to prepare your operations for the future, allowing you to transform training, rethink risk, manage crises, and uphold continuity. With offices around the world, we are never far away.

Be Ready.
Be Resilient.
Foresee.