



4C STRATEGIES

4C Group AB
Q4 Year End Report
2024

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

**“Continued strong progress
in the fourth quarter”**

The period in summary

2024 Q4

- **Net sales (MSEK)**

113.1 (107.7)

- **Net sales growth**

5% (18%)

- **FX adjusted organic net sales growth**

2% (18%)

- **Software revenue in relation to net sales**

73% (67%)

- **Adjusted EBIT margin**

23% (15%)

- Solid end to the year with increased net sales and improved EBIT margin compared to the previous year
- Continued progress in North America strengthens our position in the defence sector
- The operational restructuring has delivered results, leading to reduced costs and increased efficiency

“In 2024 we have taken important steps towards restoring long-term profitable growth”

Jonas Jonsson, CEO

2024 Q1–Q4

- **Net sales (MSEK)**

343.1 (332.1)

- **Net sales growth**

3% (0%)

- **FX adjusted organic net sales growth**

2% (-3%)

- **Software revenue in relation to net sales**

69% (63%)

- **Adjusted EBIT margin**

-2% (-2%)

Key ratios

	2024 Q4	2023 Q4	2024 Q1–Q4	2023 Q1–Q4
Net sales (MSEK)	113.1	107.7	343.1	332.1
FX adjusted organic net sales growth (%)	2%	18%	2%	-3%
Software revenue (MSEK)	83.0	72.2	235.2	210.4
Software revenue in relation to net sales (%)	73%	67%	69%	63%
EBIT (MSEK)	26.5	16.6	-5.9	-5.9
EBIT margin (%)	23%	15%	-2%	-2%
Adjusted EBIT (MSEK)	26.5	16.6	-5.9	-5.3
Adjusted EBIT margin (%)	23%	15%	-2%	-2%
Net income for the period (MSEK)	24.3	16.2	-3.5	-9.3
Earnings per share before dilution (SEK)	0.69	0.48	-0.10	-0.27
Earnings per share after dilution (SEK)	0.69	0.46	-0.10	-0.27

2%

FX-adjusted organic net sales growth full year

69%

Software revenue in relation to net sales full year

-2%

Adjusted EBIT margin full year



A word from the CEO

Continued strong progress in the fourth quarter

The fourth quarter of 2024 continued in a positive direction. Our focused efforts on sales, delivery, and further development of our products and services, combined with a strong emphasis on cost control and profitability, resulted in a solid quarter to close the year. Market interest remains positive, and we have signed several key contracts, both extensions with existing customers and new projects in growing markets.

Net sales for the fourth quarter amounted to SEK 113.1 million (SEK 107.7), an increase of 5% compared to the previous year. The operating income reached SEK 26.5 million, with an EBIT margin of 23%. During the quarter, we also saw an improvement in cash flow.

EMEA

In EMEA, we have extended and expanded several strategic contracts. This includes continued trust from our defense customers in the UK, particularly with the British Army, where we have now secured collaboration until the end of 2028, with options for further extensions until 2030. Additionally, we have signed agreements for expanded deliveries directly to NATO, with projects aimed at strengthening military readiness and presence in Europe.

In the Resilience sector, our efforts to package solutions into more standardized products have shown results. We have initiated several

new projects in Sweden, focusing on business continuity and incident management for both public and private sector clients. An increasing interest among Swedish municipalities and authorities in total defense and preparedness aligns well with our market offering, leading to a rise in engagement in this sector. This is an important long-term trend that supports our growth within the Resilience segment.

North America

The development in North America remains positive within the defense segment. In the fourth quarter, we signed new contracts for our standardized training and exercise software, while agreements made in the third quarter entered the production phase.

One such contract is with the Joint Modernization Command (JMC) and its Project Convergence, a key initiative in the modernization of the U.S. Army. Project

“I, along with the entire 4C-team, am ready to embrace the challenges and opportunities that 2025 will bring”

Convergence focuses on testing and integrating new technologies and operational methods to enhance readiness and capabilities. Through our Exonaut software, 4C is demonstrating how our platform optimizes training, exercises, and experimentation, further solidifying our position in the U.S. Army’s modernization efforts. This creates opportunities for deeper collaboration within the Army command structure and paves the way for broader implementation of our solutions.

In Resilience, we are still in an market entry phase, but feedback from trade fairs and direct customer dialogues during the quarter points to a positive trajectory moving forward.

APAC

We are following our long-term strategy in APAC and continuously expanding our influence in the region. Our ongoing deliveries in support of one of the world’s largest military exercises, Talisman Sabre 2025, are progressing as planned. As a joint exercise between Australia and the United States, this commitment is strategically significant—not only by providing the Australian Defence Force with a critical capability for more efficient exercise planning but also by demonstrating how 4C can

support this type of operation for the 18 other participating nations in the region. Additionally, we have signed extended agreements to support Australian special forces with capability assessments and evaluations.

Expert Services

Our Expert Services offer ended the year strongly, with a solid order book heading into 2025. The increased interest in building more mature and prepared organizations is evident, particularly in the Nordic region. We also see growing interest from Europe, the UK, NATO, and the U.S. in learning from Sweden’s total defense concept, where we are well positioned to contribute.

Closing 2024 and looking forward

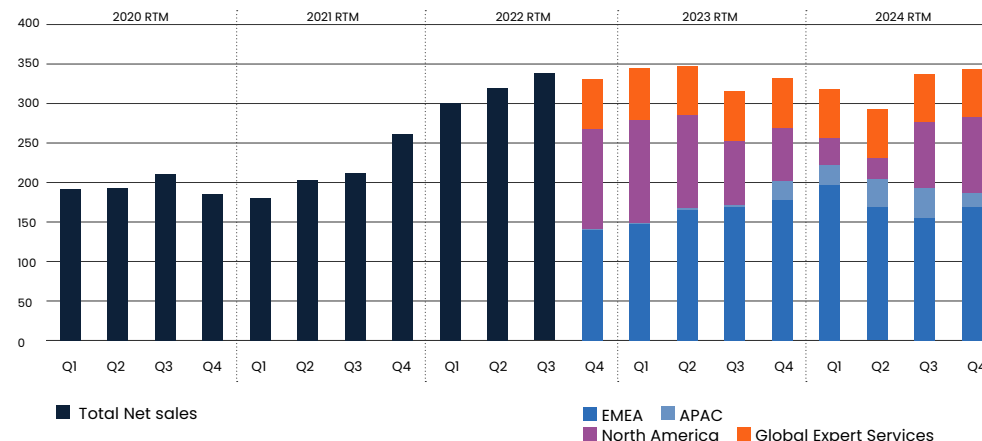
As a new CEO, there is always a strong drive to implement change quickly. In 2024, we have taken important steps towards restoring long-term profitable growth, but much work remains. Looking back at the year, we can see clear improvements. From a weak first half, we have regained momentum in North America, increased engagement in EMEA, restored profitability in Expert Services, and strengthened our position in APAC. At the same time, we have established a new internal structure and optimized costs within support functions.

For a company with just over 200 employees, we have impressive global reach and strong customer trust. This creates opportunities for growth on multiple fronts. I see us expanding into new markets while also broadening our presence in existing areas, including new defense domains such as sea, air, and space.

2025 begins with a new political administration in the U.S., an ongoing war in Europe, and uncertainties surrounding inflation and the economic outlook. These factors reinforce the long-term relevance of our products and services, even if they pose short-term challenges. I, along with the entire 4C team, am ready to embrace the challenges and opportunities that 2025 will bring. We look forward to continuing to create long-term value for our customers, shareholders, and employees.

Jonas Jonsson
CEO

Net sales per segment, RTM



Financial overview

Net sales

Net sales in the quarter increased by 5% (18%) compared to same period previous year and amounted to MSEK 113.8 (107.7). Software revenue amounted to MSEK 83.0 (72.2) for the period. Revenue from software-related services amounted to MSEK 13.1 (16.5).

Our expert services business contributed with a revenue of MSEK 17.0 (18.9) during the quarter.

Net sales for the year amounted to MSEK 343.1 (332.1) reflecting in an increase of 3% (0%), compared to same period previous year. Software revenue amounted to MSEK 235.2 (210.4), software-related services amounted to MSEK 48.0 (58.3) and our expert service accounted for MSEK 59.9 (63.4) during the year.

The annual rate of recurring revenue (ARR*) at the end of the quarter was MSEK 163.8 (119.1). Software accounted for MSEK 129.2 (82.9).

Exchange rate fluctuations had an impact on net sales during the quarter and the year compared to the same period previous year. During the fourth quarter, the exchange rate effect on net sales was 3% (1%) in comparison to same period previous year, and for the year the exchange rate effect on net sales was 1% (3%).

Software revenue

Software revenue accounted for 73% (67%) of total net sales during the quarter, an increase by 6 percentage units.

Software revenue accounted for 69% (63%) of total net sales during the year, an increase in financial figures corresponding to 6 percentage units.

EBITDA

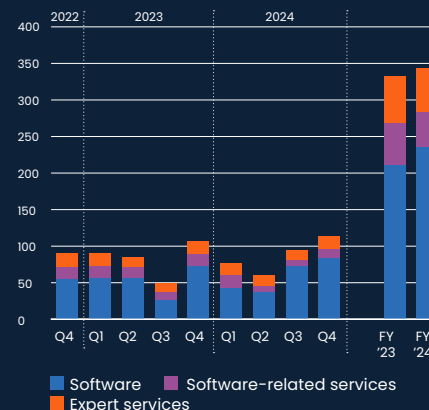
Operating income before depreciation and amortization (EBITDA) amounted to MSEK 37.6 (26.9), rendering an EBITDA margin of 33% (25%) during the quarter.

EBITDA amounted to MSEK 36.8 (31.6) during the year, rendering an EBITDA margin of 11% (10%).

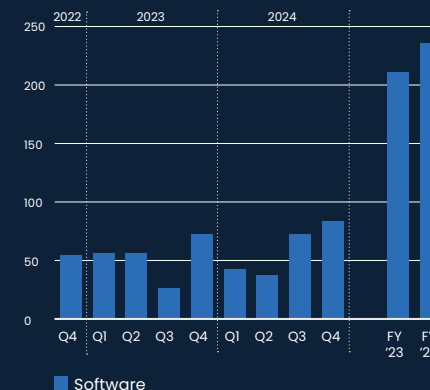
Adjusted EBITDA for the quarter at the same level as EBITDA, as no items are affecting comparability for the period.

Adjusted EBITDA for the year was MSEK 36.8 (32.2) with a margin of 11% (10%).

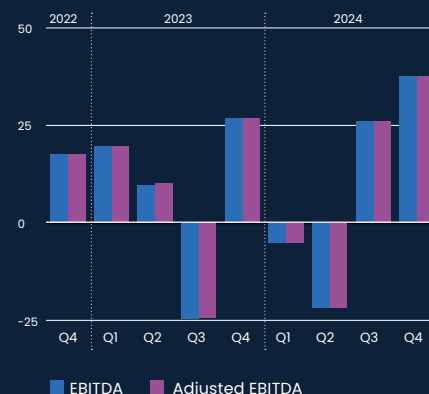
Net sales, MSEK



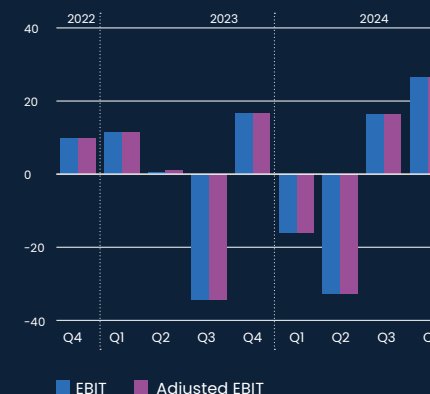
Software revenue, MSEK



EBITDA, MSEK



EBIT, MSEK



*For definition see page 18

EBIT

Operating income (EBIT) amounted to MSEK 26.5 (16.6), rendering an EBIT margin of 23% (15%) in the quarter. EBIT for the year was MSEK -5.9 (-5.9) with a margin of -2% (-2%).

Adjusted EBIT for the quarter at the same level as EBIT, as no items are affecting comparability for the period.

Adjusted EBIT for the year amounted to MSEK -5.9 (-5.3) with an adjusted EBIT margin of -2% (-2%).

Financial position

The equity ratio at the end of the quarter was 54% (59%). Interest-bearing debt amounted to MSEK 91.6 (61.6) at the end of the quarter whereof MSEK 45.1 (49.2) refers to leasing liabilities. The rest of the interest-bearing debt of MSEK 46.5 (12.4) refers to partly postponed tax payments of MSEK 1.9 (12.4), partly financing of software license of MSEK 3.0 (0.0) and overdraft facility of MSEK 41.5 (0.0). The total debt of postponed tax payments is planned to repaid during 2025.

Cash and cash equivalents amounted to MSEK 24.2 (62.2) at the end of period. The net debt position thereby totalled to MSEK 67.4 (-0.6).

Equity amounted to MSEK 237.3 (226.5) corresponding to a SEK 6.8 (6.6) per outstanding share and SEK 6.8 (6.4) per outstanding share after dilution at the end of the quarter.

Liquidity & Cash flow

- Cash flow from operating activities for the quarter amounted to MSEK 43.7 (10.9) and during the year MSEK -25.7 (-17.7). The cash flow has been positively affected by increased operating income for the quarter. Meanwhile the cash flow has been negatively affected by changes in working capital for the year due to increased contract assets.
- Cash flow from investing activities for the quarter amounted to MSEK -12.5 (-11.5) and during the year MSEK -41.2 (-37.4). The change in cash flow refers to development and investments of Exonaut.
- Cash flow from financing activities for the quarter amounted to MSEK -8.9 (-5.6) and during the year MSEK 26.8 (-29.1). The change in cash flow for the comparable quarter relates to payments of postponed tax and lease amortization and used overdraft facility. For the period we have made payments related to postponed tax of MSEK 0.5 (4.6).

Quarter

- Cash and cash equivalents amounted to MSEK 24.2 at the end of period, and MSEK 1.1 at the beginning of the period.

Full year

- Cash and cash equivalents amounted to MSEK 24.2 at the end of period, and MSEK 62.2 at the beginning of the period.

The company has access to a credit facility of approximately MSEK 68 at the end of the year, of which MSEK 41.5 was utilized at the end of the period. At the corresponding time last year, the credit facility was approximately MSEK 37.5 and was unutilized.

Our financial results for the year have negatively impacted our liquidity position. We monitor our cash situation closely and expect an improved and more stable cash flow moving forward. Management's assessment is that the company has sufficient financing for the next 12 months, based on the current forecast and available credit facilities.

The 4C share

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

Number of new shares issued were 0 (280,000) during the period. Total shares at the end of period were 35,132,142 (34,199,142).

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. The number of full-time employees at the end of the period was 207 (204) whereof 61 (63) were women.

The Parent Company

The Parent Company business is primarily focused on product development and group administration. The financial statements for the Parent Company can be found on page 12-13.

Other significant events during and after the period

No significant events have occurred during or after the period.

Annual general meeting (AGM)

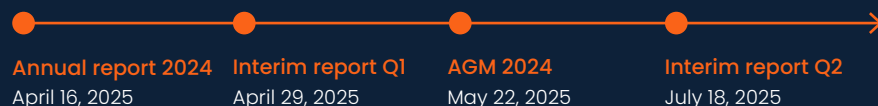
The AGM 2024 was held on the 15th of May 2024.

The Board of Directors proposed no dividend for the financial year of 2023, which is in line with our dividend policy. 4C Strategies intend to use generated cash flow for investments and further growth of the company. In addition, the following decisions were made in brief:

- The income and balance statement for the financial year of 2023 were adopted.
- The board members and CEO were discharged of liability for the financial year of 2023.
- Further information can be obtained from the minutes that can be found on our [website](#).

Financial Reporting Information

Financial calendar



Report information

4C Group AB (publ) has published the report in both English and Swedish. This is an unaudited translation of the Swedish interim report. If any disparities between the Swedish and the English version would exist, the Swedish version shall prevail. This report has been subject to review by the company's auditor. The information inside this report is information that 4C Group AB (publ) is obliged to make public pursuant to the EU Market Abuse Regulation (MAR).

Financial reports and calendar are available on 4C's website, investors.4cstrategies.com.

The Board of Directors and the CEO declares that the interim report provides a fair view of the parent company's and the Group's business, financial position and results of operations.

Jonas Jonsson, CEO
4C Group AB (publ)

14th February 2025
Stockholm, Sweden

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

Andreas Hedskog
Chairman

Louise Bagewitz
Board Member

Anders Fransson
Board Member

Erik Ivarsson
Board Member

Christine Rankin
Board Member

Jörgen Ericsson
Board Member

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Jonas Jonsson
CEO



Anders Nordgren
CFO

Consolidated statement of profit and loss in summary

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Net sales	113,060	107,693	343,102	332,101
Other revenue	781	599	3,156	3,082
Total revenue	113,841	108,292	346,257	335,183
Operating expenses				
Other external costs	-19,896	-27,531	-85,692	-91,814
Personnel costs	-65,313	-63,973	-259,397	-244,550
Capitalized work for own account	9,297	11,424	37,607	36,085
Other operating expenses	-327	-1,328	-1,942	-3,274
Total operating expenses	-76,240	-81,408	-309,424	-303,553
Operating income before depreciation and amortization	37,602	26,884	36,834	31,629
Depreciation	-5,361	-5,390	-21,824	-19,995
Amortization	-5,754	-4,859	-20,942	-17,537
Operating income	26,487	16,636	-5,932	-5,902
Financial income	9,088	5,396	19,608	15,039
Financial expenses	-4,283	-9,291	-16,732	-17,657
Income after financial items	31,292	12,740	-3,057	-8,521
Taxes	-6,996	3,455	-411	-822
Net income for the period	24,296	16,195	-3,468	-9,343
Income attributable to:				
Parent company's shareholders	24,296	16,195	-3,468	-9,343
Other information				
Earnings per share before dilution (SEK)	0.69	0.48	-0.10	-0.27
Earnings per share after dilution (SEK)	0.69	0.46	-0.10	-0.27

Consolidated statement of other comprehensive income in summary

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Net income for the period	24,296	16,195	-3,468	-9,343
Other comprehensive income				
<i>Items which will be reclassified to the income statement (net of tax)</i>				
Translation adjustments attributable to foreign operations	1,312	-1,210	2,250	-28
Other comprehensive income for the period, net of tax	1,312	-1,210	2,250	-28
Total comprehensive income for the period	25,608	14,985	-1,218	-9,371

Consolidated statement of financial position in summary

KSEK	2024-12-31	2023-12-31
ASSETS		
Intangible assets	93,318	73,639
Tangible assets	3,404	4,014
Right-to-use assets	45,398	50,328
Financial fixed assets	1,529	1,362
Contract assets	106,708	38,781
Deferred tax asset	9,556	4,093
Total non-current assets	259,913	172,217
Accounts receivables	14,219	38,675
Tax receivables	6,703	8,379
Contract assets	120,992	93,211
Other current receivables	11,582	11,731
Cash and cash equivalents	24,168	62,227
Total current assets	177,664	214,222
Total assets	437,577	386,440

KSEK	2024-12-31	2023-12-31
EQUITY AND LIABILITIES		
Equity		
<i>Equity attributable to the parent company's shareholders</i>	237,311	226,501
Total equity	237,311	226,501
Interest-bearing non-current liabilities	2,009	1,985
Non-current lease liabilities	24,058	29,801
Deferred tax liability	18,603	15,170
Other non-current liabilities	-	497
Total non-current liabilities	44,670	47,453
Interest-bearing current liabilities	44,473	10,401
Current lease liabilities	21,030	19,402
Accounts payables	13,411	10,815
Tax liabilities	2,664	694
Contract liabilities	37,613	28,291
Other current liabilities	36,406	42,882
Total current liabilities	155,596	112,486
Total equity and liabilities	437,577	386,440

Changes in consolidated equity in summary

KSEK	Share capital	Other contributed capital	Reserves	Profit/loss brought forward	Total equity
Opening balance 1 January 2023	594	151,038	2,844	77,280	231,756
Net income for the period	-	-	-	-9,343	-9,343
Other comprehensive income	-	-	-28	0	-28
Total other comprehensive income	0	0	-28	-9,343	-9,371
Transaction with owners					
New share issues	5	3,372	-	-	3,377
Payment warrants	-	777	-	-	777
Repurchased warrants	-	-38	-	-	-38
Total transaction with owners	5	4,111	0	0	4,116
Closing balance 31 December 2023	598	155,149	2,816	67,937	226,501
Opening balance 1 January 2024	598	155,149	2,816	67,937	226,501
Net income for the period	-	-	-	-3,468	-3,468
Adjustment	-	-	-	-30	-30
Other comprehensive income	-	-	2,250	-	2,250
Total other comprehensive income	0	0	2,250	-3,498	-1,249
Transaction with owners					
New share issues	16	12,042	-	-	12,059
Total transaction with owners	16	12,042	0	0	12,059
Closing balance 31 December 2024	615	167,192	5,060	64,439	237,311

Consolidated cash flow statement in summary

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Cash flow from operating activities				
Operating income	26,487	16,636	-5,932	-5,902
Adjustment for non-cash items	11,752	11,171	41,852	36,676
Financial items	4,805	-3,896	2,876	-2,619
Income tax paid	4,487	-1,316	1,394	-6,702
Cash flow from operating activities, before changes in working capital	47,531	22,595	40,190	21,453
Change in working capital	-3,790	-11,729	-65,894	-39,199
Cash flow from operating activities	43,741	10,866	-25,704	-17,746
Cash flow from investing activities				
Acquisition of intangible assets	-12,311	-11,424	-40,621	-36,085
Acquisition of tangible assets	-220	-121	-501	-990
Acquisition of financial assets	-1	-3	-45	-370
Other	-	3	-	-
Cash flow from investing activities	-12,531	-11,545	-41,167	-37,445

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Cash flow from financing activities				
New share issues	-	3,377	12,059	3,377
Warrant premiums	-	56	-	739
Change in liabilities to credit institutions	3,014	-	3,014	-
Net change of overdraft account	-6,896	-	41,483	-
Repayment of interest bearing debts	-516	-4,622	-10,401	-15,531
Cash payments for principal portion of the lease liability	-4,535	-4,403	-19,389	-17,669
Cash flow from financing activities	-8,933	-5,592	26,766	-29,084
Cash flow for the period	22,277	-6,271	-40,106	-84,275
Change in cash and cash equivalents				
Cash and cash equivalents at the beginning of the year	1,122	70,167	62,227	146,805
Exchange rate differences in cash and cash equivalents	770	-1,669	2,047	-303
Cash and cash equivalents at the end of the period	24,168	62,227	24,168	62,227

Parent company income statement

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Operating revenue				
Net sales	85,880	55,330	199,576	187,246
Other revenue	-3	28	101	7
Total revenue	85,878	55,359	199,677	187,253
Operating expenses				
Other external costs	-53,690	-20,709	-113,203	-91,744
Personnel costs	-21,988	-32,476	-108,425	-124,924
Other operating expenses	-36	-	-171	-
Total operating expenses	-75,715	-53,185	-221,799	-216,668
Operating income before depreciation and amortization	10,163	2,173	-22,122	-29,415
Depreciation and amortization	-144	-129	-562	-455
Operating income	10,019	2,044	-22,683	-29,870
Financial income and expenses	2,414	-2,613	5,396	1,077
Income after financial items	12,433	-569	-17,288	-28,793
Appropriations	-7,500	20,970	-7,500	9,120
Income before tax	4,933	20,401	-24,788	-19,673
Taxes	-825	3,661	4,879	3,661
Net income for the period	4,108	24,062	-19,909	-16,012

Parent company balance statement

KSEK	2024-12-31	2023-12-31
ASSETS		
Fixed assets		
Intangible assets	3,014	-
Tangible assets	1,472	1,775
Total tangible fixed assets	4,486	1,775
<i>Financial fixed assets</i>		
Shares in subsidiaries	21,680	21,680
Deferred tax asset	8,555	3,676
Total financial fixed assets	30,235	25,357
Total non-current assets	34,721	27,132
<i>Current assets</i>		
Current intercompany receivables	140,582	129,771
Contract assets	1,260	-
Other current receivables	1,781	6,301
Accrued income and prepaid expenses	7,802	7,455
Cash and cash equivalents	1,312	34,543
Total current assets	152,737	178,070
Total assets	187,458	205,202

KSEK	2024-12-31	2023-12-31
EQUITY AND LIABILITIES		
Equity		
<i>Restricted equity</i>		
Share capital	615	598
Total restricted equity	615	598
<i>Unrestricted equity</i>		
Additional paid in capital	167,192	155,149
Profit/loss brought forward	9,618	25,630
Net income for the period	-19,909	-16,012
Total unrestricted equity	156,901	164,767
Total equity	157,515	165,366
Untaxed reserves		
<i>Interest-bearing non-current liabilities</i>		
Total non-current liabilities	2,009	0
<i>Current liabilities</i>		
Interest-bearing current liabilities	1,005	-
Accounts payables	10,266	7,606
Current intercompany liabilities	-	14,473
Current tax liabilities	-	-
Other current liabilities	8,221	8,713
Accrued expenses and prepaid income	8,442	9,044
Total current liabilities	27,934	39,836
Total equity and liabilities	187,458	205,202

Notes

Accounting principles

This interim report has been prepared in accordance with IAS 34 Interim Financial Reporting and the Swedish Annual Accounts act. The group's financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and the accounting policies which constitute the accounting standard for this interim report, are stated in the most recent annual report. New accounting principles that came into effect on 1 January 2024 have not had any significant impact on the Group's reporting as of 31 December 2024. Preparing the financial reports in accordance with IFRS requires the 4C management team to decide on how to apply the accounting policies which may impact the reported figures of assets, liabilities and result.

The Parent Company prepares its financial statements in accordance with the Swedish Annual Accounts Act and RFR 2 Accounting for Legal Entities. The same accounting policies have been applied in the interim report.

Note that rounding in the financial tables may incur differences of maximally 1 KSEK in column subtotals or totals.

Risks and uncertainties

4C Strategies is exposed to risks in its operations, both business and financial, and these are described together with other risks in the latest published report, the Annual Report, 17th of April 2024. With the ongoing Russian invasion in Ukraine, escalation in the Israel-Palestinian conflict, continued high inflation rates and interest rates, as well as other uncertainties across the world, 4C Strategies has implemented measures for securing that risks that are emerge and actualized can be handled. There have been no other changes to risk and uncertainty factors during the period.

Currency translations

The Group operates in different countries and currently the following currencies are managed: Swedish Krona (SEK), Sterling Pound (GBP), US Dollar (USD), Norwegian Krone (NOK), Australian Dollar (AUD) and Euro (EUR). Assets and liabilities in foreign exchange are translated at the closing rate on the date of the balance statement.

Transaction differences of operational balance items due to translation are recognized as 'Other Revenue' and 'Other Operating Expenses'. The differences of other balance sheet items in foreign currency, such as 'Cash and cash equivalents', are recognized within financial items. Differences that occur from translating net sales and operating expenses in foreign currency are recognized under respective revenue and cost item.

Transactions with related parties

Any transactions with related parties have been conducted on market terms. No significant transactions with related parties to be considered for the period.

Taxes

The tax expense has been based on the earnings in each subsidiary and the current tax situation in each domestic area.

Earnings per share

The calculation of Earnings per share is based on the period's earnings in the Group attributable to the parent company's owners and on the weighted average number of shares outstanding during the period. When calculating Earnings per share after dilution, the average number of shares is adjusted to take into account the effects of issued options. The dilution effect from warrants is only accounted for if a conversion to shares results in a lower profit per share or a higher loss per share.

Financial instruments

The Group's financial instruments are valued at accrued acquisition value. The carrying amount of all the Group's financial instruments is considered to be a good approximation of the fair value.

Segment summary

The Group's operating segments are divided into EMEA Software, APAC Software, North America Software and Global Expert Services. These operating segments have the same business model, i.e. sales and delivery.

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.

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.

Segment reporting

The comparative figures for the segments have been restated for periods earlier than Q3 2024, for the full financial year 2023 and Q1 and Q2 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.

KSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q4 2024								
Software	61,315	1,150	20,491	-	82,956	-	-	82,956
Software-related services	11,220	725	1,170	-	13,115	-	-	13,115
Expert services	-	-	-	16,989	16,989	-	-	16,989
Revenue from contracts with customers	72,535	1,875	21,661	16,989	113,060	0	0	113,060
Other revenue	532	96	-36	142	734	47	-	781
Internal revenue	1,866	127	378	267	2,638	9,260	-11,898	0
Total revenue	74,933	2,098	22,003	17,398	116,432	9,308	-11,898	113,841
Personnel costs	-12,999	-2,325	-4,439	-9,624	-29,386	-35,927	-	-65,313
Other external costs	-3,384	-735	-2,905	-2,658	-9,682	-1,244	-	-10,926
Internal costs	-2,863	-130	-447	-452	-3,892	-8,007	11,898	0
Total cost	-19,245	-3,190	-7,790	-12,734	-42,960	-45,178	11,898	-76,240
EBITDA	55,688	-1,092	14,213	4,664	73,472	-35,871	0	37,602
Amortization	-	-	-	-	0	-5,754	-	-5,754
Depreciation	-	-	-	-	0	-5,361	-	-5,361
Financial income	-	-	-	-	0	9,088	-	9,088
Financial expenses	-	-	-	-	0	-4,283	-	-4,283
Income before tax	55,688	-1,092	14,213	4,664	73,472	-42,180	0	31,292
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	55,688	-1,092	14,213	4,664	73,472	-42,180	0	31,292

KSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q4 2023								
Software	42,142	21,580	8,524	-	72,246	-	-	72,246
Software-related services	16,494	-	31	-	16,525	-	-	16,525
Expert services	-	-	-	18,922	18,922	-	-	18,922
Revenue from contracts with customers	58,636	21,580	8,555	18,922	107,693	0	0	107,693
Other revenue	1,259	-	87	110	1,456	-857	-	599
Internal revenue	6,782	40	7,864	1,601	16,287	5,034	-21,321	0
Total revenue	66,677	21,620	16,506	20,633	125,436	4,177	-21,321	108,292
Personnel costs	-18,784	-1,801	-10,549	-10,095	-41,229	-22,745	-	-63,973
Other external costs	-8,263	-660	-2,761	-2,769	-14,452	-2,983	-	-17,434
Internal costs	-3,082	-300	-2,602	-1,410	-7,394	-13,927	21,321	0
Total cost	-30,129	-2,761	-15,912	-14,273	-63,075	-39,654	21,321	-81,408
EBITDA	36,549	18,859	593	6,360	62,361	-35,477	0	26,884
Amortization	-	-	-	-	0	-4,859	-	-4,859
Depreciation	-	-	-	-	0	-5,390	-	-5,390
Financial income	-	-	-	-	0	5,396	-	5,396
Financial expenses	-	-	-	-	0	-9,291	-	-9,291
Income before tax	36,549	18,859	593	6,360	62,361	-49,621	0	12,740
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	36,549	18,859	593	6,360	62,361	-49,621	0	12,740

KSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q1-Q4 2024								
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	0	0	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	0	36,834
Amortization	-	-	-	-	0	-20,942	-	-20,942
Depreciation	-	-	-	-	0	-21,824	-	-21,824
Financial income	-	-	-	-	0	19,608	-	19,608
Financial expenses	-	-	-	-	0	-16,732	-	-16,732
Income before tax	94,768	3,669	64,778	12,429	175,645	-178,702	0	-3,057
Items affecting comparability	-	-	-	-	0	-	-	0
Adjusted EBT	94,768	3,669	64,778	12,429	175,645	-178,702	0	-3,057

KSEK	EMEA	APAC	North America	Global Expert Services	Total Segment	Group Common	Eliminations	Group
Q1-Q4 2023								
Software	122,308	23,593	64,547	-	210,448	-	-	210,448
Software-related services	56,087	-	2,172	-	58,259	-	-	58,259
Expert services	-	-	-	63,394	63,394	-	-	63,394
Revenue from contracts with customers	178,394	23,593	66,720	63,394	332,101	0	0	332,101
Other revenue	2,448	-	87	137	2,672	410	-	3,082
Internal revenue	24,663	128	30,264	2,640	57,695	16,777	-74,472	0
Total revenue	205,505	23,722	97,070	66,171	392,468	17,187	-74,472	335,183
Personnel costs	-71,166	-4,985	-43,873	-36,948	-156,972	-87,578	-	-244,550
Other external costs	-26,095	-1,308	-9,755	-7,806	-44,964	-14,039	-	-59,003
Internal costs	-9,029	-1,129	-3,042	-4,859	-18,059	-56,413	74,472	0
Total cost	-106,290	-7,422	-56,670	-49,613	-219,995	-158,031	74,472	-303,553
EBITDA	99,216	16,299	40,401	16,557	172,473	-140,844	0	31,629
Amortization	-	-	-	-	0	-17,537	-	-17,537
Depreciation	-	-	-	-	0	-19,995	-	-19,995
Financial income	-	-	-	-	0	15,039	-	15,039
Financial expenses	-	-	-	-	0	-17,657	-	-17,657
Income before tax	99,216	16,299	40,401	16,557	172,473	-180,994	0	-8,521
Items affecting comparability	-	-	-	-	0	589	-	589
Adjusted EBT	99,216	16,299	40,401	16,557	172,473	-180,405	0	-7,932

Net sales by income stream

The Group's income streams are Software, Software-related services and Expert services. Software consists of revenue from our Exonaut software which can be divided into licenses, software development and service and support agreements (SSA). Software-related services refers to software consultancy related to Exonaut. Software consultancy involves both implementation and integration of software, as well as Managed Services. Expert services incorporate our advisory and consulting services which refer to building risk, business continuity and crisis management capability of organizations.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Software	82,956	72,246	235,180	210,448
Software-related services	13,115	16,525	48,012	58,259
Expert services	16,989	18,922	59,910	63,394
Net sales	113,060	107,693	343,102	332,101

Net sales by sector

The Group finds their customers in three different sectors which are named Defence, Public and Corporate. In the Defence sector, most of the customers can be found in the world's leading armed forces. In the Public and Corporate sector, the majority of the customer originates from government institutions and large international corporations. Net sales by sector is presented to describe how the Group's revenue is divided depending on what type of market the customers are operating in.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Defence	92,881	70,306	266,098	226,418
Public	10,333	14,028	36,243	51,628
Corporate	9,846	23,359	40,760	54,055
Net sales	113,060	107,693	343,102	332,101

Key Ratios

Alternative Performance measures (APM)

Alternative performance measures (APM) have been identified, which are believed to enhance management and investors' possibility to evaluate the company's performance. The APMs presented in the report may differ from equivalently named measures used by other companies, thereby a definition of each measure can be found under the section Key Ratios. The APMs should be seen as a supplement to the key ratios defined by IFRS.

FX adjusted organic net sales growth

FX adjusted organic net sales growth consists of organic net sales growth adjusted for foreign exchange effects. The measure neutralizes the effects of currency effects on the net sales growth and indicates what the real growth is. This is a financial target for 4C.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Software	82,956	72,246	235,180	210,448
Software-related services	13,115	16,525	48,012	58,259
Expert services	16,989	18,922	59,910	63,394
Net sales	113,060	107,693	343,102	332,101
Net sales growth (%)	5%	18%	3%	0%
FX adjusted organic net sales growth (%)	2%	18%	2%	-3%

The currency translation effect on net sales growth during the quarter amounted to 3% (1%), and during the year 1% (3%).

Software revenue

Software revenue consists of revenue from our Exonaut software. Software as a percentage of net sales indicates the share of total sales that is derived from Exonaut sales. This is a financial target for 4C.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Software	82,956	72,246	235,180	210,448
Software-related services	13,115	16,525	48,012	58,259
Expert services	16,989	18,922	59,910	63,394
Net sales	113,060	107,693	343,102	332,101
Software as a percentage of net sales (%)	73%	67%	69%	63%

Recurring revenue

Revenue of an annually recurring nature such as software and software-related services related income. The measure obtains the amount of revenue that are of recurring nature of the total revenue during the period.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Software	69,825	36,432	192,103	105,279
Software-related services	6,462	11,063	28,617	35,883
Recurring revenue	76,286	47,494	220,720	141,162
Recurring revenue growth (%)	61%	14%	56%	24%

TKR	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Recurring revenue	76,286	47,494	220,720	141,162
Net sales	113,060	107,693	343,102	332,101
Recurring revenue, as percentage of net sales (%)	67%	44%	64%	43%

Annual recurring revenue (ARR)

Recurring revenue at 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. The total recognized recurring revenue is affected by contract initiation date and especially, by the initiation date of contract extensions.

KSEK	2024 Q4	2023 Q4
Software	129,151	82,923
Software-related services	34,682	36,198
Annual recurring revenue	163,833	119,121
Annual recurring revenue growth (%)	38%	11%

EBITDA

Earnings before depreciation and amortization on fixed assets. The measure indicates the performance of the operational activities.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Operating income	26,487	16,636	-5,932	-5,902
Depreciation	5,361	5,390	21,824	19,995
Amortization	5,754	4,859	20,942	17,537
EBITDA	37,602	26,884	36,834	31,629
Net sales	113,060	107,693	343,102	332,101
EBITDA (%)	33%	25%	11%	10%

EBIT

Earnings before interest and tax. The measure indicates the performance of the operational activities including the cost of capital investments and the company's earning ability.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Operating income	26,487	16,636	-5,932	-5,902
EBIT	26,487	16,636	-5,932	-5,902
Net sales	113,060	107,693	343,102	332,101
EBIT (%)	23%	15%	-2%	-2%

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, which are defined in the table below.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Expenses related to public listing	-	-	-	589
Items affecting comparability	0	0	0	589

Adjusted EBITDA

EBITDA before items affecting comparability. The measure is a supplement to EBITDA adjusted for items affecting comparability and enables the comparison with other periods.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
EBITDA	37,602	26,884	36,834	31,629
Items affecting comparability	-	-	-	589
Adjusted EBITDA	37,602	26,884	36,834	32,218
Net sales	113,060	107,693	343,102	332,101
Adjusted EBITDA (%)	33%	25%	11%	10%

Adjusted EBIT

EBIT before items affecting comparability. The measure is a supplement to EBIT adjusted for items affecting comparability and enables comparison with other periods. The measure is a financial target for 4C.

KSEK	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
EBIT	26,487	16,636	-5,932	-5,902
Items affecting comparability	-	-	-	589
Adjusted EBIT	26,487	16,636	-5,932	-5,313
Net sales	113,060	107,693	343,102	332,101
Adjusted EBIT (%)	23%	15%	-2%	-2%

Net working capital

Net of current assets excluding cash and cash equivalents, and current liabilities excluding interest-bearing items. The purpose is to show the business' short term liquidity and operational efficiency.

KSEK	2024-12-31	2023-12-31
Current assets excl cash and cash equivalents	153,496	151,996
Current liabilities excl interest-bearing items	90,094	82,683
Net working capital	63,402	69,313

Net debt

Net of cash and cash equivalents and interest-bearing liabilities. Net debt ratio calculated as a percentage of adjusted EBITDA RTM. The measure shows the real level of debt and indicates the ability to fulfil financial commitments.

KSEK	2024-12-31	2023-12-31
Interest-bearing non-current liabilities	26,067	31,786
Interest-bearing current liabilities	65,502	29,803
Cash and cash equivalents	24,168	62,227
Net debt	67,401	-637
Adjusted EBITDA RTM	36,834	32,218
Net debt ratio	1.83	-0.02

Earnings per share

Earnings per share and Earnings per share after dilution are defined in accordance to IFRS.

	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Weighted average number of shares	34,995,892	33,989,142	34,995,892	33,989,142
Dilution effect after dilutive shares	140,000	1,217,000	140,000	1,217,000
Weighted average number of shares after dilution	35,135,892	35,206,142	35,135,892	35,206,142

The dilution effect from warrants is only accounted for if a conversion to shares results in a lower profit per share or a higher loss per share.

	2024 Q4	2023 Q4	2024 Q1-Q4	2023 Q1-Q4
Net income for the period (KSEK)	24,296	16,195	-3,468	-9,343
Income attributable to Parent company's shareholders (KSEK)	24,296	16,195	-3,468	-9,343
Weighted average number of shares	34,995,892	33,989,142	34,995,892	33,989,142
Earnings per share before dilution (SEK)	0.69	0.48	-0.10	-0.27
Weighted average number of shares after dilution	35,135,892	35,206,142	35,135,892	35,206,142
Earnings per share after dilution (SEK)	0.69	0.46	-0.10	-0.27

Selected historical financials per quarter and year

	2024 Q4	2024 Q3	2024 Q2	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1	2022 Q4	2024 YTD	2023 YTD	2022 YTD
Net sales (MSEK)	113.1	93.8	60.5	75.7	107.7	49.1	85.4	89.9	91.0	343.1	332.1	331.3
Net sales growth (%)	5%	91%	-29%	-16%	18%	-39%	3%	18%	-7%	3%	0%	27%
FX adjusted organic net sales growth (%)	2%	93%	-29%	-17%	18%	-41%	-1%	13%	-13%	2%	-3%	18%
Software revenue (MSEK)	83.0	72.3	37.3	42.6	72.2	26.2	56.3	55.8	54.3	235.2	210.4	211.6
Software as a percentage of net sales (%)	73%	77%	62%	56%	67%	53%	66%	62%	60%	69%	63%	64%
Recurring revenue (MSEK)	76.3	72.7	34.3	37.4	47.5	28.4	39.5	25.8	41.7	220.7	141.2	114.0
Annual recurring revenue (MSEK)	163.8	152.0	129.9	120.7	119.1	110.5	109.8	108.2	107.2	163.8	119.1	107.2
Annual recurring revenue - Software (MSEK)	129.2	117.5	94.0	85.2	82.9	75.0	73.4	72.7	70.5	129.2	82.9	70.5
Annual recurring revenue - Software-related services (MSEK)	34.7	34.4	35.9	35.6	36.2	35.5	36.4	35.5	36.8	34.7	36.2	36.8
EBITDA (MSEK)	37.6	26.1	-21.8	-5.1	26.9	-24.5	9.7	19.5	17.5	36.8	31.6	58.0
EBITDA margin (%)	33%	28%	-36%	-7%	25%	-50%	11%	22%	19%	11%	10%	18%
EBIT (MSEK)	26.5	16.3	-32.6	-16.1	16.6	-34.3	0.5	11.3	9.7	-5.9	-5.9	28.6
EBIT margin (%)	23%	17%	-54%	-21%	15%	-70%	1%	13%	11%	-2%	-2%	9%
Items affecting comparability (MSEK)	-	-	-	-	-	0.1	0.5	-	-	-	0.6	15.3
Adjusted EBITDA (MSEK)	37.6	26.1	-21.8	-5.1	26.9	-24.4	10.2	19.5	17.5	36.8	32.2	73.3
Adjusted EBITDA margin (%)	33%	28%	-36%	-7%	25%	-50%	12%	22%	19%	11%	10%	22%
Adjusted EBIT (MSEK)	26.5	16.3	-32.6	-16.1	16.6	-34.2	1.0	11.3	9.7	-5.9	-5.3	43.9
Adjusted EBIT margin (%)	23%	17%	-54%	-21%	15%	-70%	1%	13%	11%	-2%	-2%	13%
Net income for the period (MSEK)	24.3	11.1	-27.5	-11.4	16.2	-34.2	1.0	7.6	5.2	-3.5	-9.3	26.3
Earnings per share before dilution (SEK)	0.69	0.32	-0.79	-0.33	0.48	-1.01	0.03	0.22	0.16	-0.10	-0.27	0.79
Earnings per share after dilution (SEK)	0.69	0.32	-0.79	-0.33	0.44	-1.01	0.03	0.21	0.15	-0.10	-0.27	0.74
Net working capital (MSEK)	63.4	76.7	68.9	67.9	69.3	62.0	69.6	61.3	37.7	63.4	69.3	37.7
Net debt (MSEK)	67.4	89.3	59.8	13.3	-0.6	-1.1	-44.1	-54.5	-76.3	67.4	-0.6	-76.3

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.

This is 4C

4C Strategies

4C Strategies was founded in 2000 and is a leading global provider of software solutions and expert services for organizational readiness, training, and crisis management. Through the Exonaut® software platform, 4C Strategies offers a complete platform for building organizational readiness. Exonaut enables effective, secure, and seamless management of incidents, crises, risks, and compliance assurance. Exonaut also supports the sustainment and continuity of operations affected by disruptions and crises and provides a software solution for both military and civilian customers in training management and capability development.

In addition to Exonaut, 4C also provides software-related services and expert services. We provide our solutions primarily to customers in mission-critical environments such as defence forces, public organizations, and companies in the corporate sector that have a need of managing risks and training for sudden and critical events.

4C Strategies has its headquarter in Sweden and has a global presence with offices in the Nordics, UK, US and Australia.

Sustainability

4C Strategies recognizes that its business activities have direct and indirect environmental and social impacts, which the company believes it has an obligation to manage to the best of its abilities. Therefore, 4C Strategies has since 2005 been a member of the UN Global Compact, an initiative designed to encourage companies to adopt sustainable and socially responsible policies and to report on their implementation to bring about positive change in human rights, labour, the environment, and corruption.

For more examples of our sustainability work, please visit our website: investors.4cstrategies.com.



Vision

4C's vision is to always be the preferred provider of solutions that create and maintain organizational readiness.



Our values

4C is a value-driven organization. Our core values are primarily regard how we live and interact with each other, as well as with customers, partners, providers and other stakeholders. They are summed up in four words.

Results

We always strive to deliver clear results that exceed our customers' expectations and to advance the development of our solutions through incremental and ground-breaking innovations.

Integrity

We handle the information that we receive and the trust that has been granted to us with the utmost professionalism and discretion.

Fun

We enjoy going to work and we actively contribute to a pleasant, inclusive and respectful work environment.

Competence

We attract, develop and motivate exceptional colleagues to deliver value to our customers and grow as individuals and as an organization.



Mission

4C's mission is to combine the power of digital innovation with industrial expertise to build a safe society.



Financial targets

The overall target areas for 4C have been set to: Growth, Software revenue and Profitability.

● 4C Strategies strives to achieve an average annual currency-adjusted organic net sales growth exceeding 20 per cent in the medium term. **20%**

● 4C Strategies strives for software revenue to exceed 70 per cent of net sales in the medium term. **70%**

● 4C Strategies aims to achieve an adjusted EBIT margin of at least 20 per cent in the medium term. **20%**

Dividend policy: The board of directors have 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.

Our offering

Exonaut software

Resilience platform

Exonaut is a complete platform for building organizational readiness and enabling the efficient, secure and seamless management of incidents, crises and risks, as well as ensuring compliance. Exonaut is accredited for use by numerous defence forces, blue-light authorities (e.g. ambulance, police, fire, rescue services) and critical infrastructure providers and is classified for NATO SECRET and NATO UNCLASSIFIED, among other things.

Training and exercise platform

Exonaut is a world-leading software solution for both military and civilian customers in training management and capability development. Exonaut's exercise platform is used by, among others, NATO and the Swedish, US, British and Australian defence forces.

Consultancy services

Software-related services

Our software consultants provide ongoing technical support to our customers. To begin with, this relates to scoping, initiating and implementing Exonaut. After commissioning, we support customers for example on site during large-scale exercises and provide follow-up reports based on training data. Furthermore, our customers are offered technical support depending on the needs and service delivery model in the form of digital innovation and further development of Exonaut.

Expert services

We have an integrated approach to risk, continuity and crisis management with a focus on assisting our clients in building organizational resilience. Meeting our customers' expectations is key to us and we have high quality standards in everything we do. Together, we strengthen the client's capability to prevent, manage and learn from adverse events.

Global operations with local presence





4C STRATEGIES

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.

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