

A photograph of two women in a meeting, overlaid with a semi-transparent red and blue gradient. The woman on the left has blonde hair and is wearing a dark blazer over a light-colored top. The woman on the right has dark hair and is wearing a dark top. They appear to be looking at something off-camera.

# CAG Q3 2023: Growth and Stable Margins

We accelerate digital innovation for people.  
Leading technology. Lasting impact

Leading technology  
Lasting impact

**cag**

# 2005

Founded

# 450

Employees

# 10

Independent subsidiaries in  
Technology Consultancy  
Services and IT Service  
Operations

Listed on Nasdaq First North  
Premier

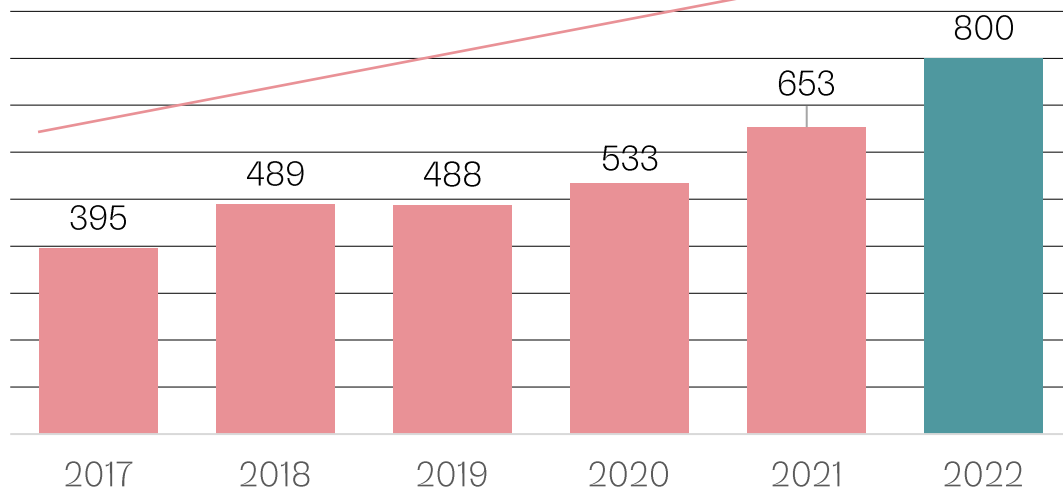
Erik Penser Certified Advisor  
and Liquidity Guarantor



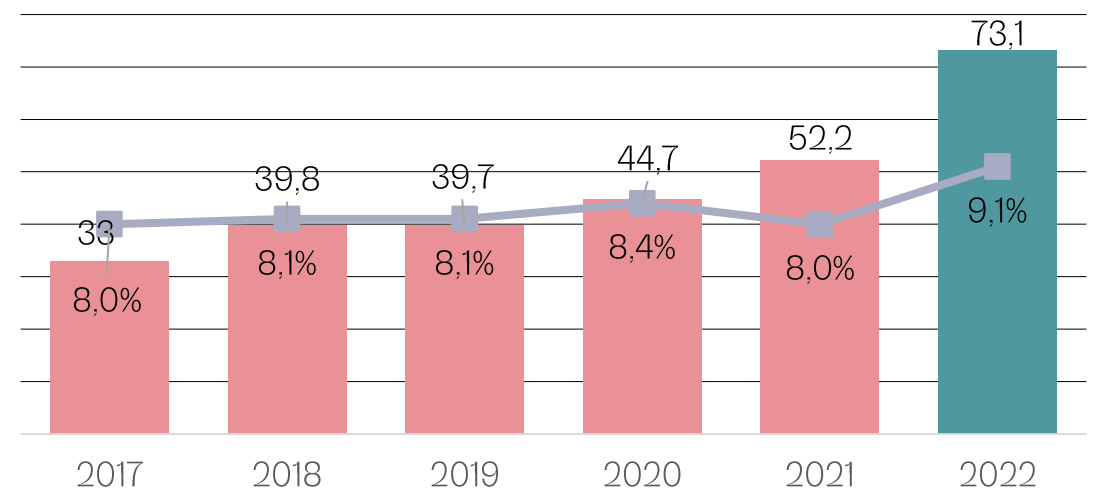
# CAG 2017-2022

CAGR 15%

Total Revenue, MSEK



Adjusted EBITA, % and MSEK



450

EMPLOYEES

20%

RECURRING REVENUE

>50%

DIVIDEND POLICY  
(AFTER-TAX PROFIT)

95

GREAT PLACE  
TO WORK INDEX



# July – September 2023



- Revenue 182 MSEK (177), growth 2.5%
  - Organic growth 1.6%, excluding subcontracting revenue 2.1%
  - Acquired growth 0.9%
- Adjusted EBITA 11.3 (11.3)
- **Adjusted EBITA margin 6.2% (6.4)**
- Cash flow from operations -18.5 MSEK (-2.5)
- Average number of employees 433 (440), at end of period 438 (441)
- After-tax profit 6.6 (5.4), an increase of 23%
- **Profit per share after dilution 0.92 (0.75) SEK, an increase of 23%**
- Number of shares 7 167 602 (7 158 306)

Note: Cash flow negatively affected by Sept 30, 2023 falling on a Saturday

# January – September 2023

- Revenue MSEK 642 (560), growth 14.5%
  - Organic growth 0.8%, excluding subcontracting revenue 2.1%
  - Acquired growth 13.7%
- Adjusted EBITA 56.4 (46.5), an increase of 21%
- Adjusted EBITA margin 8.8% (8.3)
- Cash flow from operations 35.0 MSEK (47.3)
- Avg number of employees 432 (392), at end of period 438 (441)
- After-tax profit 35.7 (30.2), an increase of 18%
- Profit per share after dilution 4.98 (4.26) SEK, an increase of 17%
- Number of shares 7 167 602 (7 083 463)

Note: Cash flow negatively affected by Sept 30, 2023 falling on a Saturday

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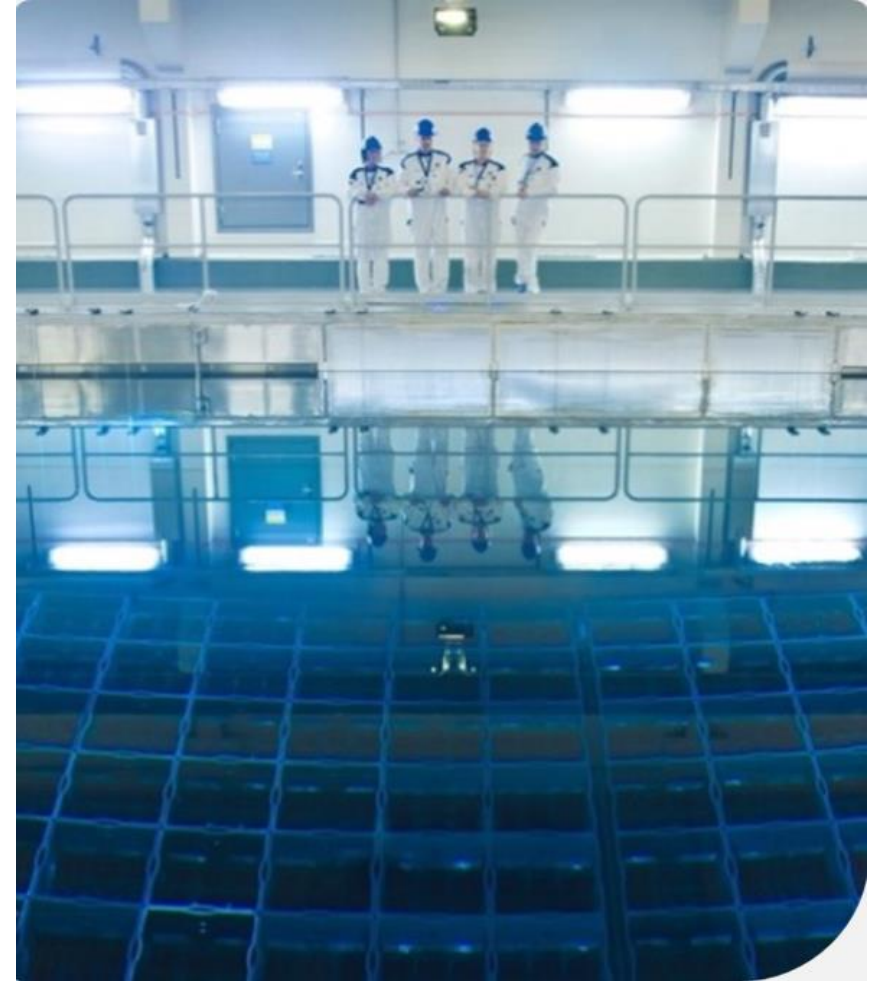
# Notable Events Q3 2023

- CAG welcomed **Prior Nilsson Fonder** as a new customer in IT Service Operations. Services include cloud transitioning followed by delivery of Managed365, Modern Workplace, user support, network and communications and cybersecurity services (SOC) for the fund's employees
- CAG helps a **leading Danish pharma company** improve processes and time-to-market in product development through its leading model-based Systems Engineering methodology
- CAG signed an agreement for a project in e-commerce and PIM (Product Information Management) for the state-run Norwegian Hospital Pharmacy **Sykehusapotekene**
- New assignments at, e.g., Husqvarna, Saab, BAE Systems Hägglunds, Finansinspektionen, Swedbank, Länsförsäkringar, E-hälsomyndigheten, FMV, PRV and Wallenberg Foundations



# Events After End-of-Quarter

- CAG was awarded a framework agreement with Kammarkollegiet regarding Programvaror och Tjänster, System development. The agreement is valid nationwide and can be used by government agencies, municipalities, and regions. Kammarkollegiet estimates the turnover of the framework agreement to a total of SEK 2.6 billion. Signing is in process and the agreement is expected to enter into force shortly, and thereafter run for a period of a maximum of 48 months



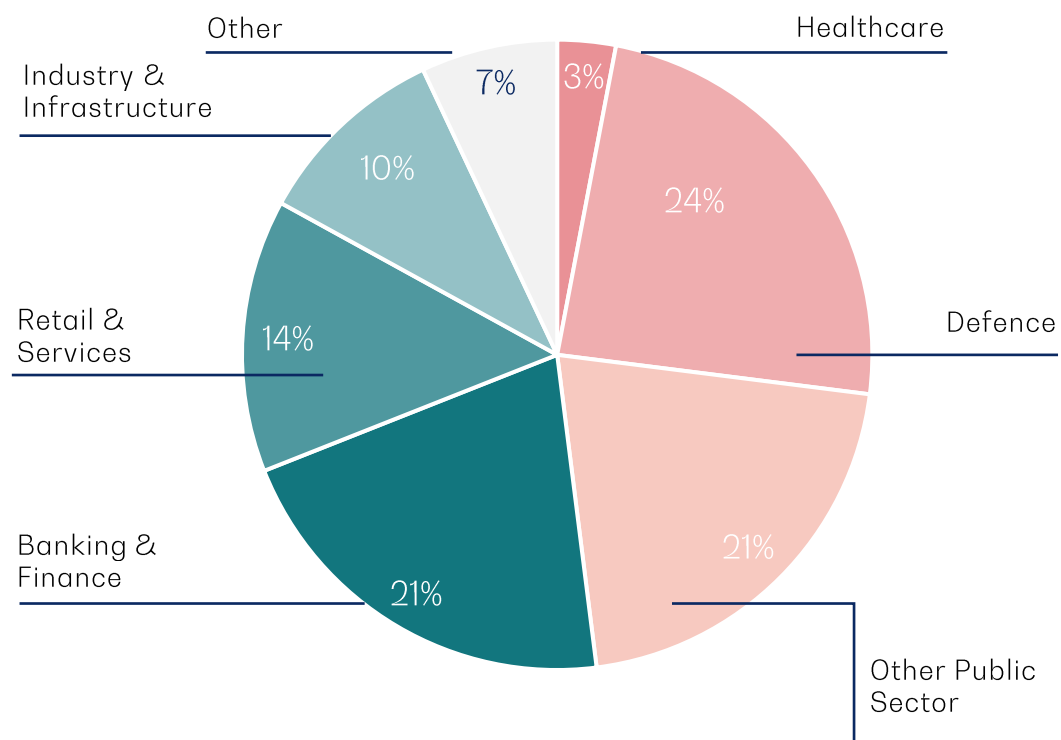
# AI@CAG

- LLM:s contribute to increased efficiency, also in creative and management tasks
- Increased efficiency in system development and IT-related business development
- Demand for system developers and technology experts will stay strong, in particular for senior competence
- Customers need advice on how to best utilize various forms of AI
- Software tools offer more advanced functionality, e.g., in AML, anti-fraud, cybersecurity, IT service provisioning, SW testing, image processing, etc etc
- Regulations are needed: EU AI Act expected in 2024
- CAG has adopted an AI Policy to ensure cybersecurity, confidentiality and ethical and non-discriminatory use





# Revenue per Segment YTD 2023



340 active customers, none accounting for > 20 percent of revenue

10 largest customers account for 39 percent of revenue

20 percent recurring revenue

Public sector 48%

Private sector 52%

percent of total revenue

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# A Solid Customer Base

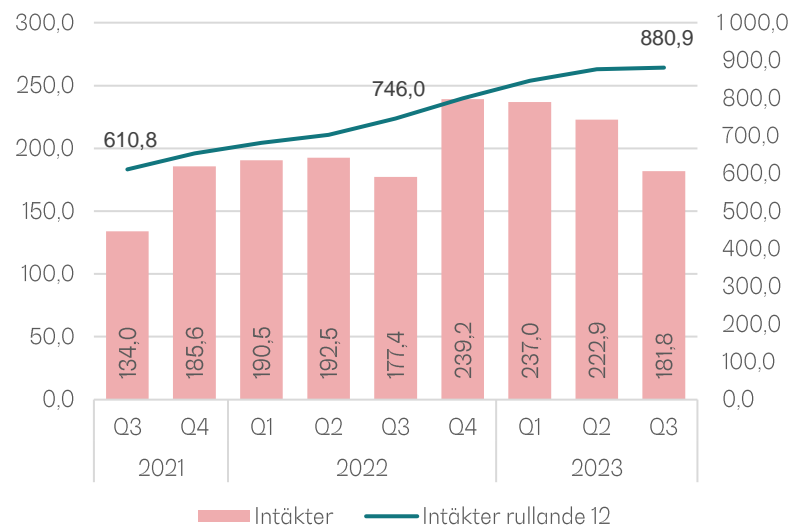


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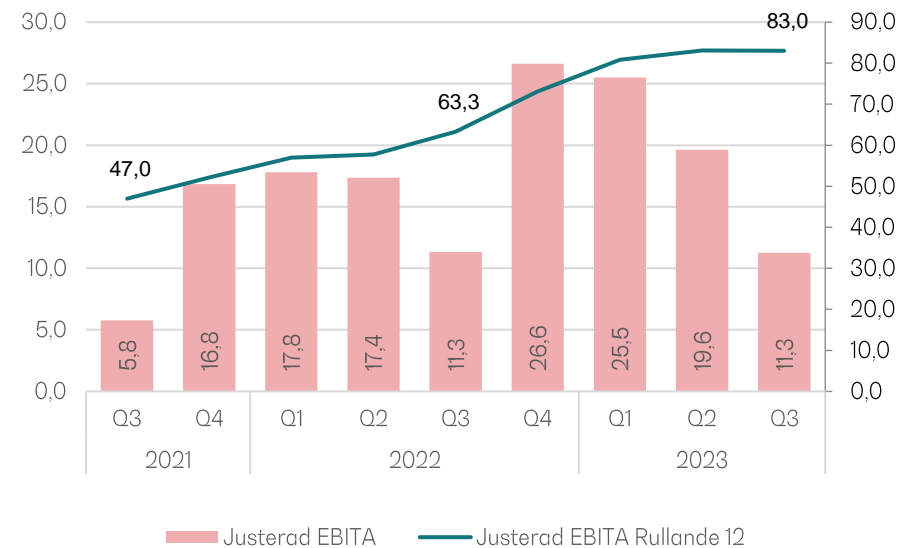


# Steady Revenue and Profit Growth

## Revenue per Quarter and R12



## Adjusted EBITA per Quarter and R12



# Financial Position Enables Further M&A Activity

Financial Position (KSEK)	30 Sept, 2023	30 Sept, 2022
Cash at end-of-period	88 236	97 418
Utilized credit facility (checkkredit)	-	-
Long term debt, interest-bearing	-37 667	-71 000
Long term debt, leasing	-9 151	-11 156
Short term debt, interest-bearing	-28 667	-24 000
Short term debt, leasing	-12 315	-16 154
Net cash (+) / Net debt (-)	436	-24 892
Net cash (+) / Net debt (-) exclusive of leasing	21 902	2 418
Unutilized credit facility	7 500	7 500
Total credit facility	7 500	7 500
Equity	281 839	252 899
Total Assets	552 651	557 243
Equity Ratio (%)	51.0%	45.4%

Net Debt\*/Equity: 0.08

Net Debt\*/EBITDA: -0.16

Share mandate of 10% of outstanding shares

\* Excl leasing

# FINANCIAL TARGETS 2022 - 2025



CAG Group's ambition is to grow under stable profitability by combining organic growth and acquisitions and to reach SEK 1 billion in turnover by the end of FY 2025



Over the period, CAGs adjusted EBITA margin shall increase to 10 percent of revenue

# Shareholders per Sept 30, 2023

SHAREHOLDER	NO OF SHARES	SHARE OF OWNERSHIP
Bo Lindström, privat och genom bolag	1 442 096	20.1%
Nordea Fonder	1 065 239	14.9%
Creades	773 600	10.8%
The Northern Trust Company (Chelverton Asset Management)	194 979	2.7%
HSBC Bank (Canaccord Genuity Wealth Management)	143 328	2.0%
Avanza Pension	130 269	1.8%
Mattias Reimer	129 410	1.8%
Morgan Stanley & Co Intl	125 432	1.7%
Johan Widén	113 800	1.6%
Markus Åkesson	110 000	1.5%
Summa 10 största ägarna	4 228 153	59.0%
Övriga aktieägare	2 939 449	41.0%
<b>Summa</b>	<b>7 167 602</b>	<b>100.0%</b>

# Invest in CAG

## BALANCED SECTOR MIX

- Stable segments
- >30% in Defence, now both public and industry
- Society-critical projects
- Stockholm geographical focal point

## 20% RECURRING REVENUE

- IT Service Operations
- Banking & Finance:
  - 3 year contracts
  - Blue-chip customers
  - Higher profitability

## VALUE- CREATING TECHNOLOGY AREAS

- Cyber Security, AML, payments, SLCM
- Macro trends support market demand
- Senior competence

## M&A-DRIVEN

- 1-2 deals per year
- Strong balance sheet
- Decentralized structure attracts and simplifies integration

## ...IN ADDITION...

- Stable and increasing dividend payments
- Strong company culture
- Blue-chip institutional investors and high internal ownership
- Erik Penser Bank liquidity guarantor



Thank You! Questions?

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