

# CAG Q3 2024: Margin expansion in a Recovering Market

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

# 2005

Founded

# 450

Employees

# 10

Independent subsidiaries in  
Technology Consultancy  
Services and IT Service  
Operations

Listed on Nasdaq First North  
Premier

Carnegie Investment Bank  
Certified Advisor and  
Liquidity Guarantor



# Leading Technology, Lasting Impact



Leading technology  
Lasting impact

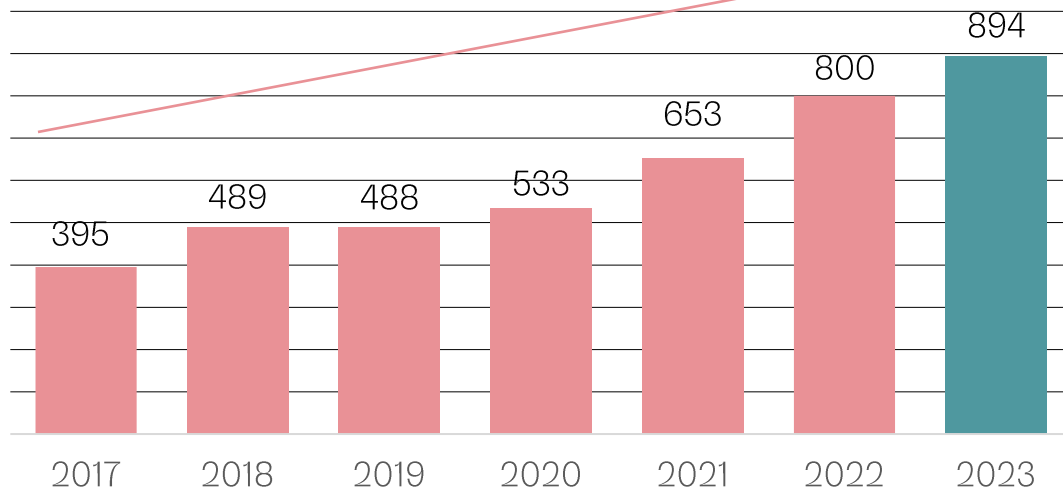
- System Development, Project Management, Test Automation, BI & Analytics
- Anti-Financial Crime, Payment Solutions
- IT Service Operations (Cloud, Workplace, Portfolio Management Systems)
- Security Operations Center (SOC)
- Cyber Security
- Systems Engineering & Lifecycle Management
- PIM and E-commerce
- ...in all of the above: AI in various forms



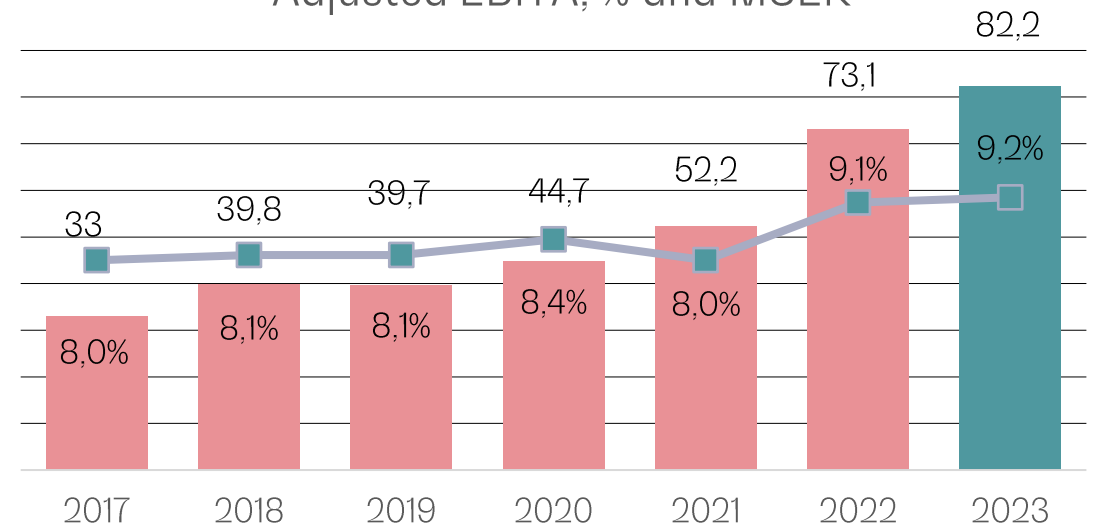
# CAG 2017-2023

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

cag

# Q324: Margin Expansion in a Recovering Market



- Revenue MSEK 182 (182), growth 0.3%
  - Organic growth 0.3%, excluding subcontracting revenue 1.6%
  - Acquired growth 0.0%
- EBITA grew by 16 percent to MSEK 12.9 (11.1)
- EBITA margin increased to 7.1% (6.1): record 3rd quarter margin
- Cash flow from operations increased to MSEK 12.7 (-18.5)
- After-tax profit increased to MSEK 7.1 (6.6)
- Profit per share grew by 8 percent to SEK 0.99 (0.92)
- Avg number of employees increased to 444 (433), at end of period 447 (438)

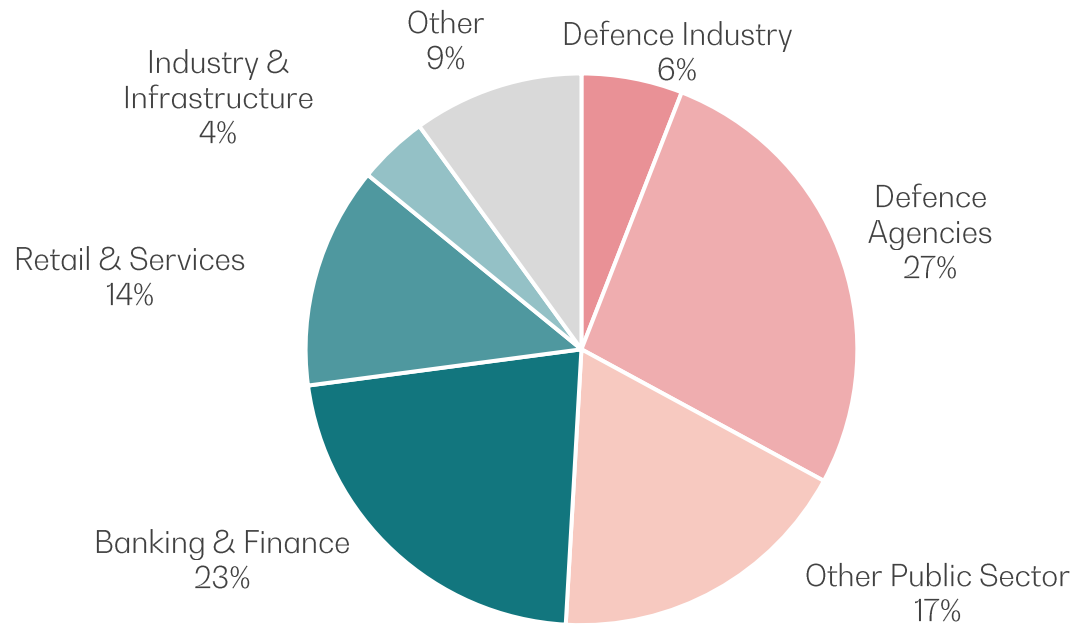


# Jan – Sept 2024: Staying the Course



- Revenue MSEK 640.5 (641.7), Growth -0.2 %
  - Organic growth -0.2%, excluding subcontracting revenue 1.1%
  - Acquired growth 0.0%
- EBITA MSEK 53.3 (56.0) MSEK
- EBITA margin 8.3% (8.7)
- Cash flow from operations MSEK 52.1 MSEK (35.0)
- After-tax profit MSEK 33.8 (35.7)
- Profit per share SEK 4.71 (4.98)
- Average number of employees increased to 446 (432), at end of period 447 (438)

# Revenue per Segment YTD 2024



- ~300 active customers
- Defence segment, ~33 percent of revenue
- Largest customer, ~20 percent of revenue
- Recurring revenue, ~ 20 percent
- 10 largest customers, ~ 40 percent of revenue

Public sector 44%

Private sector 56%

percent of total revenue

Leading technology  
Lasting impact





# New Agreements & Assignments: Q3



## New customers:

- Vitamin Well
- VetFamily (part of Vimian)
- Syre
- Hansen Advokatbyrå
- MacGregor
- Several penetration testing and DORA assignments in the financial and public sector

# New Agreements & Assignments: Q3



## Existing customers:

- Expansion at new fintech customer
- Several projects within Microsoft 365 Copilot
- Trafikförvaltningen, E-hälsomyndigheten
- SEB, Länsförsäkringar
- SOS International, Praktikertjänst
- FMV (e.g., Command & Control, Military Medical Services), BAE Systems Hägglunds, SAAB

# What We Do: Defence



- Jas 39 Gripen, Helicopter 14
- Airbase capacity ramp-up
- Surface & amfibie vessels, submarines
- Combat vehicles, weapons systems, air defence systems
- Command & Control systems
- Defence Medical Services
- Cyber Security, radio, IT & comms solutions
- NATO compliance

Leading technology  
Lasting impact

# Defence Agencies

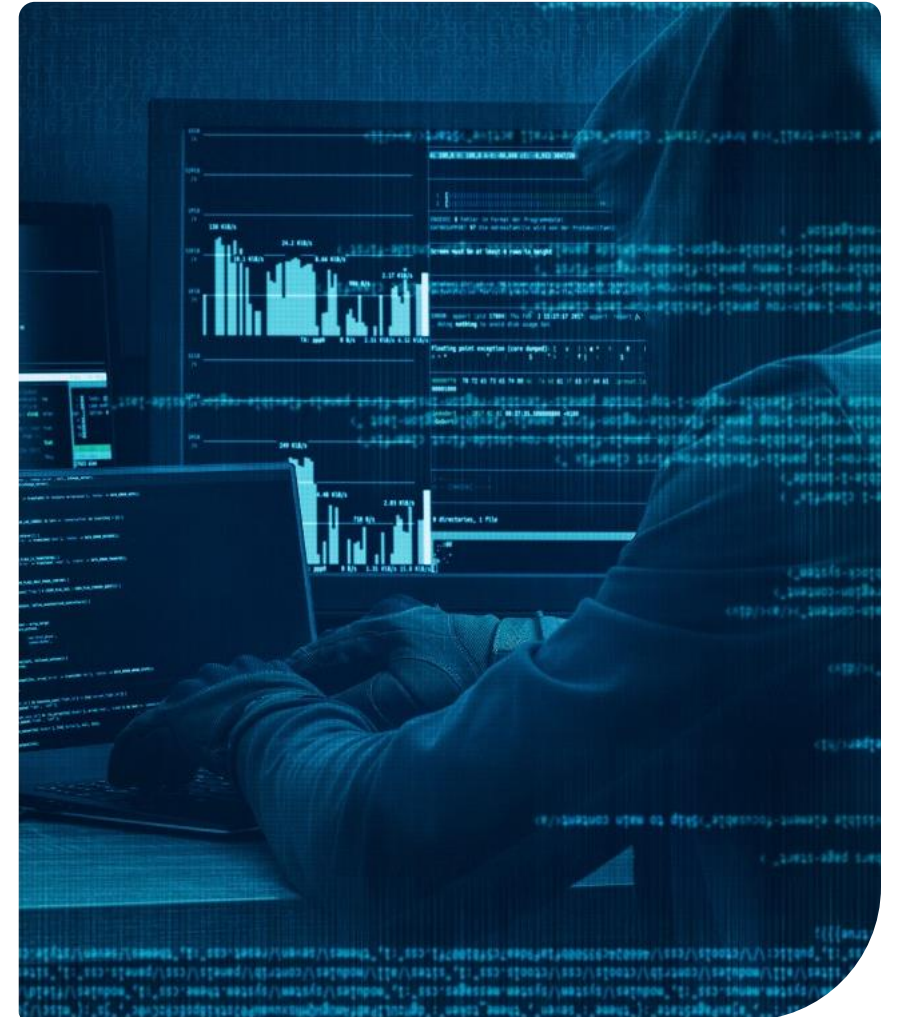


- FMV
- Försvarsmakten
- FMA, FLO (No), FDF (LOGCOM, Fin), DALO (DK)
- Nato (NSPA)
- FRA, MSB, Fortifikationsverket, etc
- Many framework agreements in both Sweden and Norway



# Defence Industry

- SAAB (Surveillance, Dynamics, Kockums, Aeronautics)
- BAE Systems Hägglunds, Bofors
- Scania
- Rheinmetall, Kongsberg, Weibel
- Other Nordics equipment makers
- Framework agreements with SAAB, strategic partnership agreement with BAE Systems Hägglunds





# Defence: Future Prospects

- Significant budget increases
- Industry order-books full
- Long lead-times from funding to orders
- Bright outlook – both in the short and long run
- Increasing demand for Infrastructure and societal preparedness projects not to be forgotten



# Outlook Q4 and 2025



- Solid demand in Defence
- Recovering general market activity
- Slower price and salary inflation
- Regulatory requirements drive demand for qualified advisory services (NIS-2, DORA, CSRD)
- M&A market will pick up in 2025

# Thank You! Questions?

Åsa Landén Ericsson, CEO CAG Group





Leading technology  
Lasting impact