

CAG Group Q1, 2026

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

Key Take-Aways

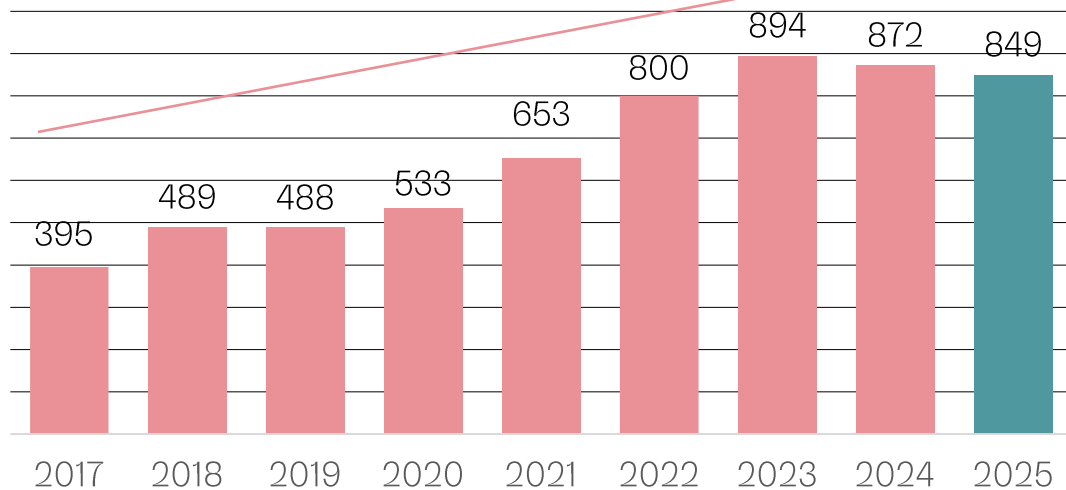
- Peter Strömberg, new CEO per May 7
- Acquisition of Clara Financial Consulting April 1
- Three balanced segments: Defence, Banking & Finance, System Development
- Frame agreement with FMV and FM (through NESP), 3+4 years
- Q2 and Q4: + 1 working day vs 2025



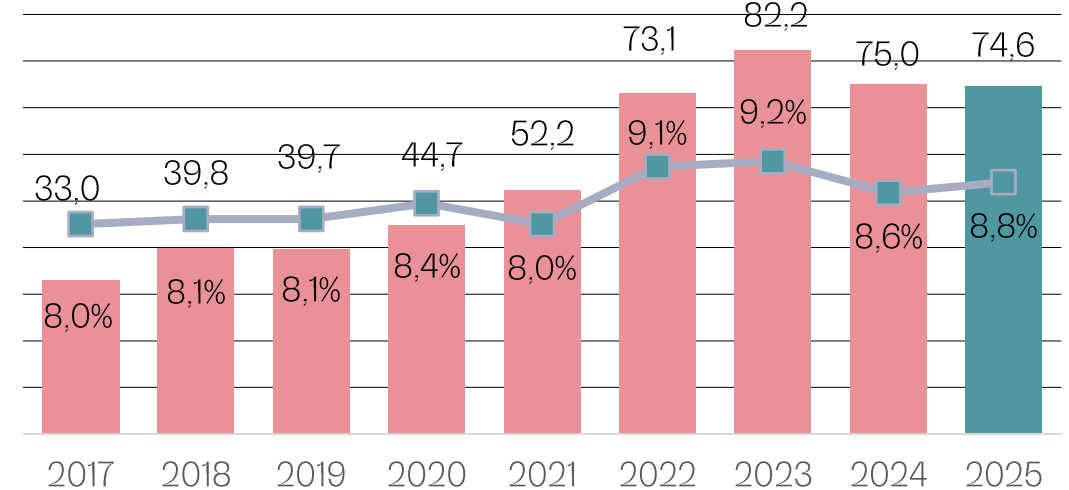
Consistent Growth and Profitability

CAGR 10%

Total Revenue, MSEK



Adjusted EBITA, % and MSEK



450

EMPLOYEES

Leading technology
Lasting impact

>20%

RECURRING REVENUE

>50%

DIVIDEND POLICY
(AFTER-TAX PROFIT)

60

EXCELLENT
eNPS INDEX



January – March 2026



- Revenue 216.1 (230.4) MSEK, - 6.2%, excl subcontractors -5.1%. Half attributable to discontinued subsidiary in Q1 2025
- Adj EBITA margin 8.3% (9.9), adj EBITA 18.0 (22.8) MSEK
- Cash flow from operations 16.7 (14.5) MSEK
- After-tax profit 12.0 (13.5) MSEK
- Profit per share 1.68 (1.88) SEK
- Avg no of employees 389 (429), at end of period 390 (429)
- Dividend of SEK 4.30 (4.10), yield approx. 4 %

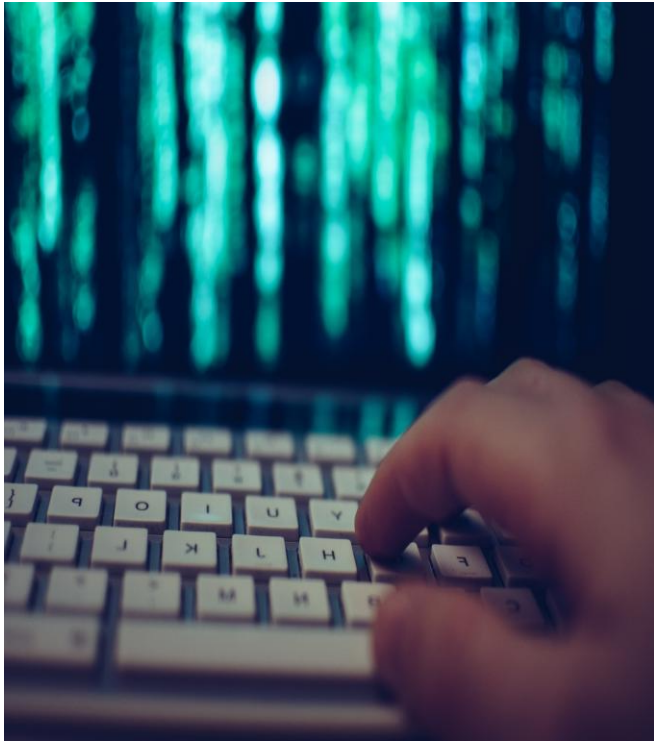
Leading technology
Lasting impact

A Stronger Banking & Finance Segment

- Banking & Finance with focus on Asset Management
- 2025 revenue 102 MSEK, EBITA margin 22%, 40 employees
- Leading partner to SimCorp in the Nordics (SCD)
- Customers: public and private asset managers
- Total consideration 123.5 MSEK:
 - Initial payment 63.75 MSEK cash
 - CAG shares, 21.25 MSEK
 - Earn-out max 38.5 MSEK. Three yearly tranches subject to profitability criteria

Clara
FINANCE & TECHNOLOGY

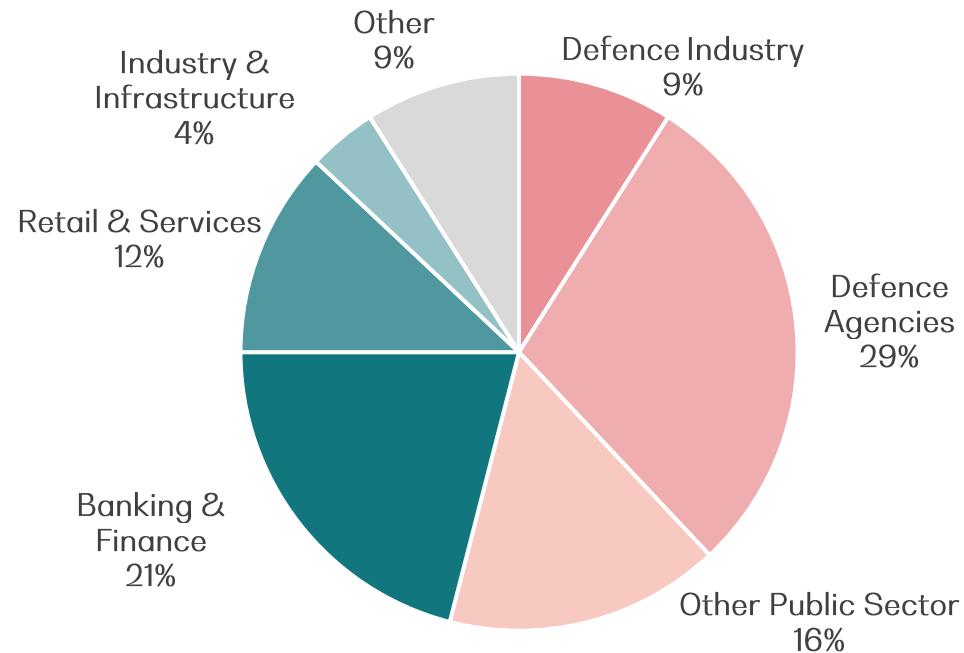
New Assignments and Frame Agreements, Q1



Leading technology
Lasting impact

- **FMV and FM** via NESP, systems engineering/life cycle management for the Swedish Armed Forces' technical systems.
Valid 3 + 4 years. Estimated annual volume 140 MSEK
- **Defence:** FMV, Saab, BAE Systems Hägglunds
- **Banking & Finance:** Finansinspektionen, Swedbank Försäkring och Swedbank Hypotek
- **IT Service Operations:** Major insurance company, educational services customer
- **Other:** Teracom, NCC, Atlas Copco

Focused Customer Segments (figures per Q1 2026)



- ~300 active customers
- Defence segment, 38 (35) percent of revenue
- Largest customer, 21 (20) percent of revenue
- Recurring revenue, >20 percent
- 10 largest customers, 49 percent of revenue

- Public sector 45%
 - Private sector 55%
- percent of total revenue

Leading technology
Lasting impact



Solid Customer Base



Leading technology
Lasting impact

Financial Position Enables M&A

Financial Position (KSEK)	March 31, 2026	March 31, 2025
Cash at end-of-period	128 008	110 643
Net cash (+) / Net debt (-)	98 204	62 340
Net cash (+) / Net debt (-) exclusive of leasing	123 342	87 309
Equity	349 884	332 449
Total Assets	550 900	564 463
Equity Ratio (%)	63,5%	58,9%

New debt: 50 MSEK

Net Debt*/Equity: ~ -0.3

Net Debt*/EBITDA: ~ -1.3

Share mandate of 10 % of outstanding shares

* Excl leasing; Annual EBITDA

Key Take-Aways

- Acquisition of Clara Financial Consulting April 1
- Three balanced segments: Defence, Banking & Finance, System Development
- Frame agreements with FMV and FM (through NESP)
- Q2 and Q4: + 1 working day vs 2025
- Peter Strömberg, new CEO per May 7



Peter Strömberg, CEO per May 7

- M. Sc. Business & IT, University of Stockholm
- Swedish Marines (Kustjägarskolan)
- Nasdaq/OMX Technology/OM, VP Market Technology Solutions
- RSA, Head of IT Operations & Service Management
- Avanza Bank, CIO, CPTO
- Foxway, CDO
- Board member in various tech start-ups/scale-ups
- CAG Group, Board member since 2020



A Final Word... Thank You!



Thank You! Questions?

Åsa Landén Ericsson, CEO CAG Group

