



SOFTRONIC

# 2023 Annual Report

2023

# Record-setting earnings for Softronic in 2023

**Softronic delivers a record-setting year with growth and improved earnings** for both the fourth quarter and the full year compared to the previous year. The fourth quarter of the previous year was impacted by costs linked to a security incident, which further boosts the year's outcome in the comparison. Despite this, we are pleased to announce that we are reporting our best annual earnings ever.

## **Stable business model in a weaker economy**

In 2023, the persistent economic boom and strong demand in the Swedish IT industry slowed. Given the economic and political events of the past few years, some might say that the slow-down was late to arrive, but there is still resistance in the underlying demand related to digitalisation, automation and streamlining.

In 2023, many IT suppliers have had more challenges than before. As previously mentioned, Softronic has also seen a slow-down, with decisions on IT investments taking longer and an increase in the volume of available competence. However, Softronic was able to deliver continued strong earnings in part due to a high degree of turnkey solutions and bundled services for our customers, i.e., deliveries that are less sensitive to economic fluctuations.

## **Cloud and artificial intelligence clear focus areas for 2024**

During the autumn, we have seen stronger demand for cloud-based solutions and migration of existing solutions to the cloud. This type of cloud journey is not new in and of itself, but the interest and maturity surrounding streamlining via standardised solutions in the cloud is increasing. There is also interest in the possibility of migrating old, tailored systems.

Another area where interest has literally exploded is solutions that utilise artificial intelligence and chatGPT. Basically every company and organisation is looking into how AI can support and facilitate different processes in the operations. During the year we have worked closely with Microsoft and our customers on, among other things, Azure Open AI and Copilot. We are currently carrying out proof of concepts to analyse what is technologically possible and which AI strategy should be in place to efficiently manage information securely and responsibly.

## **Importance of continuous security work**

In 2023, investments in and work with security, both internally at Softronic and for our customers, have intensified. Attacks on IT systems are becoming more common and have a huge impact on society, which means that work to prevent and counteract cybercrime will continue.

We are proud to put a fantastic year behind us and step into a new, exciting year.

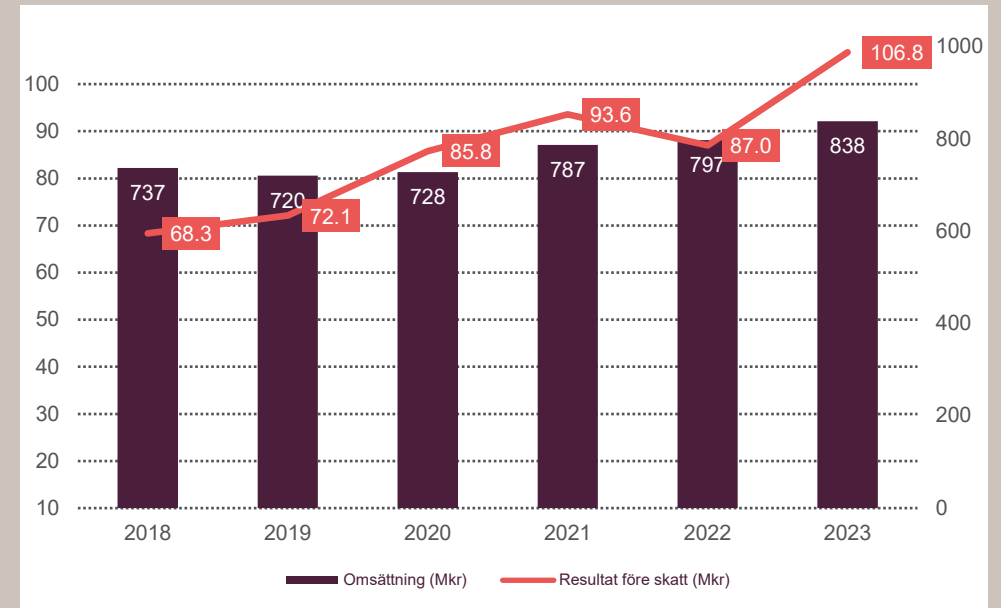
Charlotte Eriksson, CEO



**SOFTRONIC**

# A good year that shows the strength of Softronic's business model

- » **Profit/loss** after tax per share: SEK 1.60 (SEK 1.30)
- » **Cash flow** from operating activities amounted to MSEK 56.2 (MSEK 80.6)
- » **Proposed dividend** per share of SEK 1.35 (SEK 1.00)
- » **Total liquidity** as at 31 December 2023 was MSEK 131
- » **Equity/assets ratio** amounted to 62 % (58 %)



	2019	2020	2021	2022	2023
Sales, MSEK	720.0	728.5	786.5	797.1	837.5
EBITDA, MSEK	97.0	110.7	116.7	105.2	118.5
Profit/loss before tax, MSEK	72.1	85.8	93.6	87.0	106.8
Profit margin, %	10.0	11.8	11.9	10.9	12.8
Dividend, SEK	0.00	3.00	1.35	1.00	1.35
Number of employees at year-end	437	422	427	415	432

# GoodTech – leading technology that does good in society



-  A LISTED COMPANY SINCE 1998
-  CERTIFIED 14001, 27001 and Swedish Quality Base
-  7 OFFICES IN SWEDEN
-  HYBRID WORKPLACE



**432**

EMPLOYEES AT THE END OF 2023



DISTRIBUTION

72% men 28% women

**595**

CUSTOMER RELATIONSHIPS WHERE THE MAJORITY ARE REPEAT CUSTOMERS

Most of our customers stay 10- 20 years



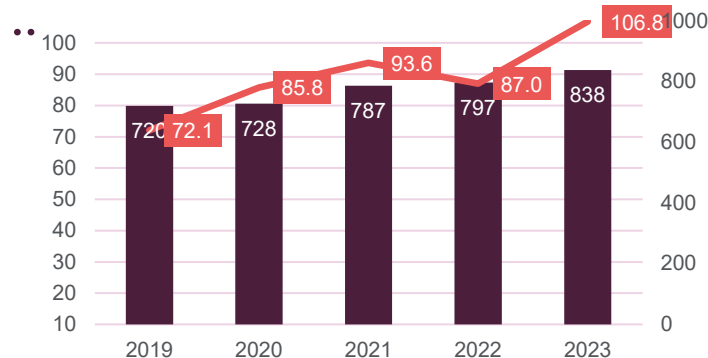
LEADING CONSULTANCY FIRM

- COMPLETE PARTNER
- STRONG CUSTOMER REFERENCES
- MEASURABLE RESULTS
- BREADTH AND DEPTH

## AN INCREDIBLE TEAM!

INDUSTRY EXPERIENCE AVERAGE: 22 YEARS

EMPLOYED AT SOFTRONIC AVERAGE: 7.2 YEARS



— Omsättning (Mkr) — Resultat före skatt (Mkr)



**SWEDEN'S MOST SATISFIED CUSTOMERS**

RADAR'S CUSTOMER SATISFACTION INDEX 2023

GOLD MEDAL FOR CSR FROM ECOVADIS 2023



WE HAVE BOTH BREADTH AND DEPTH

Outsourcing	Consultancy
Innovation	Advice
New development	Standard systems
App.Mgmt	Assignments
App. Operation	Services
Operation	Specialist

# ... and creates a real benefit to society



**9.8**

**MILLION**

user accounts in the E services



**1177**

**~22,000**

consultations by phone per day via 1177 Healthcare Guide



**5.3**

**MILLION**

Members in our membership system



**6 MILLION**

Travel bookings per year



**15 BILLION**  
in payouts

per year from unemployment insurance funds to approximately 240,000 beneficiaries

**24**

**Unemployment insurance funds**

All of Sweden's unemployment insurance funds are partner customers



**65,000**

**AGENCY JOBS**

we have created conditions for

**55**

**BILLION**

CM1-PEP and sanction checks per year



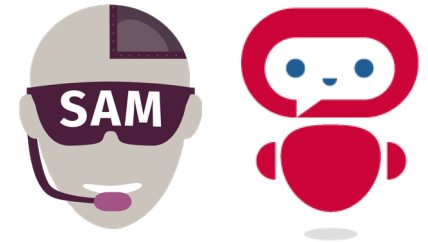
**5 MILLION**

packages delivered per year



Food for **5.7 billion**

are handled every year in our ERP systems



More than

**1.5 million**

successful conversations with our CHATBOTS



**1 million**

users of the Vklass school portal in more than 70 municipalities

## Owning shares in Softronic

- » Shares in Softronic have been listed on the Stockholm Stock Exchange since December 1998. The shares are traded on Nasdaq Stockholm Small Cap.
- » **The number of shareholders in Softronic totalled 11,316 as at 31 December 2023**
- » The aim is for the long-term dividend level to amount to around 50% of profits after tax, depending on the company's capital requirements for investments and changes to working capital, as well as the shareholders' desire for a good dividend yield.



# Board of Directors



**Johan Bergh, 1962**

Member since 2021.

Independent of the company, its management team and major shareholders.

A shares: -  
B shares: -



**Victoria Bohlin, 1973**

Member since 2019.

Other Board assignments: For some subsidiaries in the Capio Group.

Independent of the company, its management team and major shareholders.

A shares: -  
B shares: 12,000



**Andreas Eriksson, 1984**

Member since 2023.

Not independent to the company and its management due to previous employment. Not independent in relation to major shareholders.

A shares: 1,505,400  
B shares: 8,813,160



**Susanna Marcus, 1965**

Member since 2016.

Other Board assignments: Chair Kontract AB, Chair IAMIP AB.

Independent of the company, its management team and major shareholders.

A shares: -  
B shares: 12,000



**Cristina Petrescu, 1968**

Member since 2021.

Other Board assignments: Board member for some subsidiaries within Sodexo AB

Board member of RISE, Research Institute of Sweden.

Independent of the company, its management team and major shareholders.

A shares: -  
B shares: -



**Petter Stillström, 1972  
Chairman**

Member since 2008 (also 01-06). CEO and Board Member of AB Traction.

Other Board assignments (member): BE Group, Hifab Group.

Other Board assignments (Chairman): Ankarsrum Kitchen, OEM International, Nilörgruppen.

Not independent in relation to major shareholders.

Major shareholder in Traction that owns:  
A shares: 589,000  
B shares: 11,000,000



**Mikael Filén, 1975**

Employee representative since 2021. Employed since 1999.

Not independent of the company, but independent of its management team and major shareholders.

A shares: -  
B shares: -

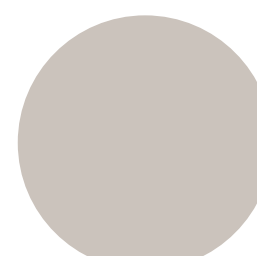


**Anna Hammarberg, 1973**

Employee representative since 2024. Employed since 2018.

Not independent of the company, but independent of its management team and major shareholders.

A shares: -  
B shares: 2,495



**Auditor**

**Nicklas Kullberg**

Authorised public accountant; Auditor in charge since 2017.

PricewaterhouseCoopers AB

# Management



**Charlotte Eriksson, 1976**

CEO

Employed since 2022

B shares: 19,780



**Mathias Kjellberg, 1971**

COO

Employed since 1999



**Anders Bergman, 1964**

CFO

Employed since 2004



**Joachim Lundberg, 1965**

Manager of Group functions

Employed since 1995

B shares: 163,600



**Claes Brikell, 1966**

Sales Manager

Employed since 1998



**Jenny Dock, 1977**

Head of People and Engagement

Employed since 2019





# Management, cont'd



**Christer Samuelsson, 1967**

Business Area Manager

Employed since 2022



**Jenny Magnell, 1972**

Business Area Manager

Employed since 2023



**Johan Andersson, 1972**

Business Area Manager

Employed since 1999



**Claes Ulväng, 1971**

Business Area Manager

Employed since 2020



**Per-Anders Hansen, 1965**

Business Area Manager

Employed since 2023

B shares: 1000



**Carl Fransson, 1975**

Business Area Manager

Employed since 2024



# **Financial summary**

# Profit and Loss Account and Balance Sheet

Profit and Loss Account, MSEK	2023	2022	2021	2020	2019
Revenue	837.5	797.1	786.5	728.5	720.0
Capitalised development costs	-	1.7	1.0	-	-
Operating expenses	-719.0	-693.6	-670.8	-617.8	-623.0
Depreciation and amortisation according to plan	-14.0	-17.3	-22.8	-23.9	-23.7
<b>Operating income</b>	<b>104.5</b>	<b>87.9</b>	<b>93.9</b>	<b>86.8</b>	<b>73.3</b>
Net financial income/expense	2.3	-0.9	-0.3	-1.0	-1.2
<b>Profit/loss after net financial income/expense</b>	<b>106.8</b>	<b>87.0</b>	<b>93.6</b>	<b>85.8</b>	<b>72.1</b>
Taxes	-22.8	-18.8	-19.9	-18.9	-16.3
<b>Profit/loss for the period</b>	<b>84.0</b>	<b>68.2</b>	<b>73.7</b>	<b>66.9</b>	<b>55.8</b>

Balance Sheet, MSEK	2023	2022	2021	2020	2019
<b>Assets</b>					
Intangible assets	112.0	112.7	111.3	110.2	111.5
Property, plant and equipment	4.7	5.4	1.3	3.1	5.6
Right-of-use asset	35.7	45.9	9.4	25.3	38.8
Other non-current receivables	3.3	3.3	3.3	2.3	2.4
Current assets	195.9	149.6	172.1	174.9	178.5
Cash and cash equivalents (incl. current investments)	107.9	117.0	130.6	199.8	117.2
<b>Total assets</b>	<b>459.5</b>	<b>433.9</b>	<b>428.0</b>	<b>515.6</b>	<b>454.0</b>
<b>Equity and liabilities</b>					
Equity	285.0	253.6	256.4	341.0	274.1
Liabilities*	174.5	180.3	171.6	174.6	179.9
<b>Total Equity and liabilities</b>	<b>459.5</b>	<b>433.9</b>	<b>428.0</b>	<b>515.6</b>	<b>454.0</b>

\*The company does not have any interest-bearing liabilities

# Key performance indicators

Key performance indicators, employees	2023	2022	2021	2020	2019
Avg. no. of employees	428	414	426	424	443
Sales per employee, TSEK	1,957	1,925	1,846	1,718	1,625
Staff costs per employee, TSEK	931	891	882	851	858
Profit/loss before tax per employee, TSEK	250	210	220	202	163

Shares, key figures	2023	2022	2021	2020	2019
Earnings per share, SEK	1.60	1.30	1.40	1.27	1.06
Dividend in TSEK*	71,054	52,633	71,054	157,898	-
Dividend per share, SEK*	1.35	1.00	1.35	3.00	-
Share price as of 31 Dec SEK	19.8	21.6	29.1	21.4	16.6
Dividend yield, %*	6.8	4.6	4.6	14.0	-
Equity per share, SEK	5.4	4.8	4.9	6.5	5.2

\* Board's proposal (there was an additional dividend of SEK 1.75 in 2020)

Cash flow, MSEK	2023	2022	2021	2020	2019
Cash flow from operating activities	56.2	80.6	111.3	103.1	76.4
Cash flow from investing activities	-0.7	-8.2	-2.4	-0.6	-0.8
Cash flow from financing activities	-64.6	-86.0	-178.1	-19.9	-71.4
<b>Cash flow for the year</b>	<b>-9.1</b>	<b>-13.6</b>	<b>-69.2</b>	<b>82.6</b>	<b>4.2</b>

# Customer case study

# Softronic develops digital services for 100-year-old industrial company

**Thermia is one of Europe's** leading manufacturers of heat pump systems for property heating. For more than 100 years, the company has manufactured advanced heating solutions in Arvika in Värmland.

**In recent years, Thermia has** experienced strong growth and wants to increase its focus on connectivity and digital services linked to its products.

**Softronic won the task** of helping this customer build an organisation and processes for its continued digital development and delivering development capacity in order to be able to quickly increase the rate of development.

**By combining** structure capital with the right competence, Softronic and the customer have built up a strong development capacity that equips Thermia well to meet future needs for digital presence on the market.



“Our goal is to be the industry leader in digital services, and Softronic has helped us grow to where we want to be right now with high quality and speed.”

Magnus Larsson, R&D Manager, Thermia

# Softronic administers and develops IdrottOnline to support the Swedish sports world

The Swedish Sports Confederation (Riksidrottsförbundet, RF) is the umbrella organisation of the Swedish sports movement and is tasked with supporting, representing, leading and coordinating Swedish sports in common issues, both nationally and internationally. It has 19 districts (RF-SISU) that have a corresponding assignment at the regional and local level. It also has 72 member associations (special sports federations) that together have around 19,000 sports clubs. In total, the Swedish sports movement encompasses around 3.3 million members.

## Simpler administration, more time for sports

IdrottOnline is a digital operating system that constitutes the basis for communication and administration between members, clubs, special sport federations and the RF-SISU districts. All information about the sports movement's members and organisations is gathered here. All sports clubs registered with the Swedish Sports Confederation receive free access to IdrottOnline. Today, more than 17,000 sports clubs are using the system.

## The shared operating system of the sports movement

IdrottOnline links together member registers, organisation, administration of public education and application procedures and creates a single central and updated register of Swedish sports. This register serves as the basis for decision-making and advocacy work.

## Since the summer of 2022, Softronic administers and develops IdrottOnline.

The team consists of 6–7 persons who ensure that the operating system is available to support the entire sports movement every day.



“Softronic is an important and reliable partner both for operational administration and as a strategic partner in our digital transition. I look forward to continuing the journey together!”

Elisabet Borg, Head of IT & Digital Development,  
Riksidrottsförbundet/SISU idrottsutbildarna

# Automation of processes at unemployment insurance funds

Since 2020, Softronic has worked with automating the processes and procedures at our unemployment insurance fund customers.

In 2022, the unemployment insurance funds switched out one of their operational systems, which led to new processes and procedures in the administrators' day-to-day work. In order to relieve the burden on the administrator, Softronic started in March 2023 to automate some of these new processes and procedures.

The unemployment insurance funds today have more than 30 automated/roboticized processes.

The robots work like users in the unemployment insurance fund's operational system and help, among other things, to:

- Open cases
- Write notes
- Move cases
- Merge cases, etc.
- And, in some cases, process the entire case

Overall, this provides the unemployment insurance funds with relief corresponding to 15–20 full-time administrators.



“The robots that we developed together with Softronic truly make a contribution to the business. For a rather limited investment, we have gained extensive benefits in terms of time worked and work environment. The monotonous and repetitive work tasks our robots perform correspond to approximately 4–5 full-time employees. We can dedicate this time now to more advanced work tasks. This strengthens quality and also saves employees lots of unnecessary button-pushing, which improves the work environment.”

Alexander Löfgren, KAAK.



# Implementation of new customer portal and task handling application for AutoPlan

**Swedbank's vision is to be the leading** financial institution on the markets where it is present. Swedbank serves in total around 7 million private customers and 554,000 corporate customers with 145 offices in Sweden and 71 offices in Estonia, Latvia and Lithuania.

**AutoPlan is one of Swedbank's business areas** for administration/fleet management of large fleets of vehicles in Sweden. The administration covers the entire flow around customers' vehicles, including control and payment of ongoing operating expenses, document handling, calculation of benefit amounts, contact with drivers and pure consultancy services in the preparation of vehicle policies and much more.

**AutoPlan needed to digitalise** and modernise its entire customer process for lease customers. The process had previously been very much manual, with a lot of mailed customer communication plus manual handling of car orders.

**Softronic chose to implement** Dynamics 365 CRM Customer Service Module for internal administration of all tasks and orders. In addition, a new portal for My Pages was introduced – PowerPages Portal, where 24,000 external drivers can now report information with a link to Dynamics CRM. Softronic also has had the responsibility for creating and administering the entire Azure and Dynamics environment.

**The result has been a better** customer experience for AutoPlan's customers and external parties. The introduction of the CRM system also generated efficiency gains internally within AutoPlan through better task management. During the entire period, Softronic has come with improvement suggestions and recommendations and worked closely with AutoPlan's business.



“We have a well-functioning cooperation with Softronic, and we have learned from one another, which facilitates the cooperation. They are personal, easy to contact, and we always get fast service.”

Andreas Nilson, Swedbank

# Softronic helps Jetpak keep its customer promise for speed and precision

**The transport company Jetpak** provides services for those who need their packages delivered as quickly as possible. Jetpak delivers in the same town or city within 60 minutes. In Sweden and the Nordic countries, delivery is the same day, while it is the following day for Europe and the rest of the world.

**To keep its promise for speed and precision** that it makes to its customers, Jetpak enlisted the help of Softronic to design, implement and manage an advanced business and logistics system. This has been a long partnership, dating back to the year 2001.

Based on hundreds of thousands of possible alternatives, this system includes everything from searching for the quickest and most cost-effective transport routes by plane or on land to following up and guiding deliveries in real time using IoT and mobile units with drivers and at airports.

**In the transport industry every** contact with the customer is counted so that a company can distinguish itself from its competitors. Supported by Softronic, Jetpak has the perfect foundation to create satisfied customers. Work on developing Jetpak's service is an ongoing process.



**“Our collaboration goes back a long way and Softronic really understands our business and our needs. We work together every day as a team to continue to develop our system support”**

**Bjarne Gertz, CIO, Jetpak Group AB**

# Softronic supports UN Women Sweden

**UN Women is the UN's body for equality and women's and girls' rights.** It is active in almost 100 countries. For Softronic, it is important to be able to contribute to UN Women's important work.

**During the year, Softronic has worked in parallel** on two projects to contribute to this work. In one project, Softronic developed a new design for UN Women Sweden's website.

**The objective was to improve the information structure of the organisation's website** and make it more user friendly, accessible, suitable for mobile devices with well-organised content. Softronic created a new design based on the organisation's preferences and graphic profile and then built the website in Wordpress. The new website is currently live and aims to inform and engage the general public, thus increasing awareness for and donations to the organisation.

**In the other project, Softronic contributed to streamlining** UN Women's operational processes by implementing the CRM system Charity. This helps UN Women Sweden structure and collect data in order to facilitate donation work going forward. Focus in this project has been on Swish donations, donors, and members, and the next step is to continue to migrate their monthly donations and kick-start the campaign work.

**The objective is to continue to gather the parts of the organisation** in one location and thus reduce costs so that a larger share of the donations can go to the core operations and contribute to promoting equality.



“UN Women has received extensive help from the competence that Softronic has. This has both facilitated and developed our communication and collection work for women's and girls' rights in the world. We look forward to a continued positive cooperation.”

Louise Waller, Head of Fundraising and Communication, UN Women Sweden

