

# CONFIGURA

## 2021 YEARBOOK





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## 2021 IN BRIEF

- We saw a 56 percent increase in users.
- We updated our Corporate Social Responsibility model. With eight hours annually allotted for each employee to dedicate to volunteering, Configurans can now choose to support their communities and the greater good during the workday.
- We closed the year with 288 Configurans around the world.
- Our annual event, CET Experience, had a record-breaking year. For the first time in its 14-year history, we reached over 1,000 participants and hosted the first CET Experience for our European users.
- We welcomed 35 new Extensions on our platform.
- We put in almost 100,000 production hours.
- We launched our new Flooring Extension as well as the Essential Pallet Racking.
- Work-life balance is important to Configura, which is why we updated our benefits package to include 16 hours of free time that can be used throughout the year.
- Our CET user community has grown more than 12 percent over the last year.
- During the year, we acquired ProjectMatrix to enable better support for the sales processes in commercial interiors and added a concept to manage structured data.
- We launched a completely redesigned website, including a blog, videos, testimonials and other materials, to better package and present our robust industry knowledge.
- Configura made a splash by winning Best of NeoCon Gold in the Integrated Solutions category with our new product Stage.

**WE SAW A 56 PERCENT  
INCREASE IN USERS.**

**WE CLOSED THE YEAR  
WITH 288 CONFIGURANS  
AROUND THE WORLD.**



LETTER FROM OUR CEO

# Investment and Growth



**I'm writing this letter today** as the pandemic is starting to loosen its grip on the western world and we see signs of a new normal arising in business and for employees. The last year pushed many Configurans and our community to adapt and manage a distributed way of working – and at the same time, we went through the most foundational change we have made since the birth of this company. Thank you all for that hard work; you are superstars.

**Even though 2021** was in some areas hard to manage, all Configurans and our customers all over the world did a fantastic job in moving us forward as we delivered new Extensions to the market and new functions for our users. We launched more than 35 new Extensions and our community of manufacturers continues to grow at a record pace.

**Many of our long-term customers** working within our legacy platform, Configura software, agreed to migrate to one of our three industry-based

CET solutions. My biggest reflection here is that, so far, not a single long-term customer has chosen to leave our partnership. For me, and for all of us, that is evidence that we are exceeding expectations and creating strong value for our partners over time.

**Additionally, in 2021 we recruited 47 people** to grow in all our business areas and functions. We also completed our first acquisition, bringing our long-term partner, ProjectMatrix – to the family. A total of 20 fantastic, talented people came over to Configura to help expand the product portfolio which will serve a broad spectrum of users now and in the future.

**During the year, our product portfolio evolved.** We launched industry versions of CET to better serve each industry – commercial interiors, kitchen and bath and material handling – with target functionality and provided best practices on both how to build Extensions and design processes for each industry's design flow.

**Our CET user community has grown** more than 12 percent over the last year. What started with a slight dip in users due to the COVID-19 pandemic – many within the CET Commercial Interiors user community – ended with a strong rebound as the number of users increased.

**Even though there are uncertainties** to what the future holds as the world navigates a global pandemic and other limiting factors, Configura decided to increase the investment pace in 2021 – including our offering, R&D capacity and industry related competence. We grew our operations in Germany and began organizing a new operation in Japan.

**We closed 2021 according to plan** and we will continue to invest in our people and products in 2022 with a goal of growing our revenues with double digit percentages.

Here's to a great 2022!

Linköping, June 2022

Stefan Persson, CEO, Configura

# VISION

Become the **leading solution provider** for communities who **DESIGN SPACES**



# MISSION

With our community and innovation, we create solutions that transform the way spaces are designed by improving efficiency, eliminating errors and reducing environmental waste.

# CORE BUSINESS

Configura is the global leader in Parametric Graphical Configuration (PGC) software solutions. We serve customers in three core markets:

- Commercial interiors
- Kitchen and bath
- Material handling

Our customers require solutions that simplify complex selling processes and enables an omnichannel experience. Configura delivers those solutions. Configura's platform includes tools for the entire value chain from content creation to professional and end-consumer tools. With PGC, customers always work with real products that know how to behave in relation to each other.

#### PGC helps our customers to reduce their costs by:

- Making it faster and easier to propose on a project
  - from weeks to days to hours
- Allowing real-time feasibility checks of specified products
- Reducing specification and order-entry errors to practically zero
- Increasing sales team retention with easy-to-learn software that quickly gets users up-to-speed on a gamut of products

#### PGC helps our customers to increase their revenues by:

- Improving efficiencies and cutting lead times, enabling engineering, design and sales staff to propose more and sell more
- Improving customer service through an omnichannel experience, faster response, quality proposals and accurate ordering
- Ensuring worldwide access to current product information
- Delivering products to market faster

As a result, profit margins can increase by as much as five percentage points depending on the industry.

Configura uses a subscription licensing model, which ensures regular product upgrades, and guarantees access to the most recent technology and engages users in product development.

This business model provides Configura with continuous and stable revenue, fully supporting our financial goals of sustainable, profitable growth. We will continue to achieve these goals by investing in research and development, employing a focused growth strategy, delivering value to our customers and making significant contributions to the global software industry.

## OBJECTIVES:

1. Lead as the originator and ongoing developer of PGC software
2. Deliver PGC solutions to three core global industries:
  - Commercial interiors
  - Kitchen and bath
  - Material handling
3. Build long-term relationships with customers through a software subscription licensing model
4. Share and expand on PGC solutions through an extensive partner network
5. Inspire our employees with creative, high-tech environments as well as continuing education and the opportunity to work internationally



# IT'S TIME TO **RETHINK** THE SALES PROCESS

Configura's focus has always been to equip designers, salespeople and engineers with the right tools they need to succeed.

In the past, this meant our efforts revolved around aiding in accurate calculations to ensure projects could run as smoothly and efficiently as possible. The need for this still rings true; however, we're constantly evolving. In a more digital world, we recognize the call to expand and revamp the sales process in order to meet customer's expectations.

Today, sales as we know it are part of an information and knowledge sharing process intertwined in multiple channels. Studies show that 70 percent of a customer's research is completed before they ever contact a sales representative or walk into a store. Depending on the type of business, a buyer's journey could even be entirely digital – where they search for product reviews, read website landing pages and browse online catalogues before ever seeking further information or making a purchase.

In order to meet the customer where they're at in the sales process – whether it's online or in-store – you need the right systems and tools in place. An omnichannel solution is the answer. This new sales perspective challenged us to invest in our technology and push boundaries. To answer the call, we are offering new tools to our customers, and we've seen great results when daring to think outside the box.

"The ability to use one set of data to drive CET and Stage has allowed us to serve two different platforms – web and CET," said Tim Hopper, strategic application manager at OFS Brands. "Thus, speeding our time to market, eliminating duplicate data and lowering our overall time spent maintaining two channels."

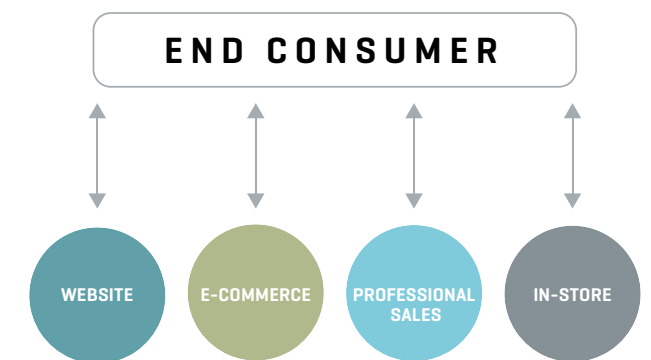
**AN OMNICHANNEL SOLUTION IS THE ANSWER. THIS  
NEW SALES PERSPECTIVE CHALLENGED US TO INVEST  
IN OUR TECHNOLOGY AND PUSH BOUNDARIES.**

## The right tools for an improved sales process

To succeed, the first step is to define what success in the sales process looks like for a business. Where is the business heading? What are the company's needs? What is required to run the business processes successfully? Next, we absorb and reflect on your answers together and work with you to select the right tools for your sales process.

The competitive edge we see that manufacturers need today is the omnichannel approach where customers collect their data in one place and reuse it for multiple solutions. In this approach, a company's website, e-commerce platform, professional sales and in-store strategies work in tandem, rather than operating in silos – which was the case in the more traditional multichannel approach as shown in the figures.

## MULTICHANNEL:



## Benefits of an omnichannel strategy

In an omnichannel approach, a buyer's journey is interconnected regardless of which sales channels they employ. Choosing the right solution to support the sales process increases ROI and efficiency. The benefits of an omnichannel strategy include:

### 1. Enhanced customer experience

By creating integration between sales channels, your company delivers a top-notch customer experience regardless of channel. More consistency across your sales channels creates greater brand awareness – increasing the likelihood of a person becoming a customer and potentially a referral source for future customers.

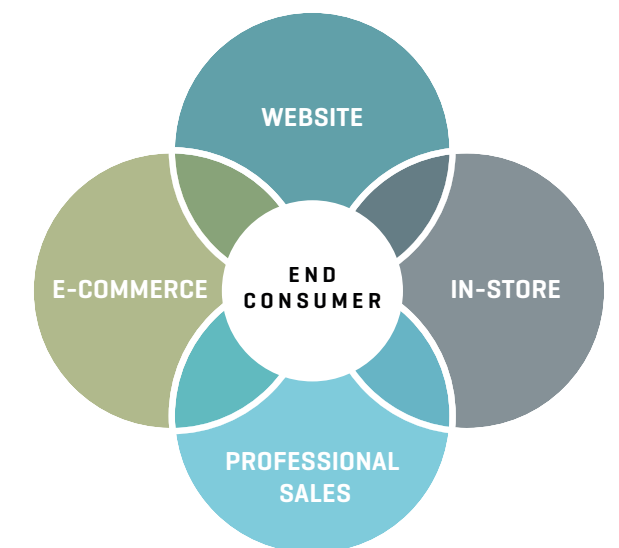
### 2. Data driven insights

An omnichannel approach allows manufacturers to collect and share customer data from the same source across all channels. The data can be used to create ideal customer profiles which can help develop targeted marketing campaigns or more accurately evaluate conversion rates. When you better understand your customer, you can ensure your message and sales channels provide the information necessary to convert prospects into legitimate leads.

### 3. Reduced internal costs

Through a traditional multichannel approach, customer data could be redundantly collected up to three different times over the course of the customer journey. By sharing customer insights across channels using an omnichannel approach, manufacturers can eliminate errors caused by manual input, reduce total cost of ownership for multiple solutions used in different channels, plus eliminate the duplication of services. Additionally, creating internal efficiencies frees up company resources, allowing you to accelerate current prospects through the sales pipeline.

## OMNICHANNEL:





Joonas Kesikallio, Business Concept Owner, Martela:

## “INCREASE DAILY BUSINESS PROCESS EFFICIENCY BY 43 PERCENT”

“Our daily business process efficiency increased significantly. Today, our sales system platform is simpler, there are fewer manual steps and data is properly maintained. Daily activities with sales systems are much quicker to complete.”

## “INCREASE SALES PER SALESPERSON BY 38 PERCENT”

“As a result of more efficient system processes, our sales teams now have more time for customers and proactive sales activities and can complete the quote-to-order process faster.”

### Increasing product offering and solutions to support multiple sales channels

As the digital landscape changes, customer service expectations are increasing and technological possibilities are continuing to evolve. Configura is meeting these needs by expanding our product offering. Our niche has always been accurate, real product design for professional users. As we're growing and adding resources, we now see possibilities to expand our offering with B2C solutions designed for our customer base to better support their sales processes, as well as more specialized tools for certain user groups.

During a recent project and follow up interview with Martela, the company described how it redesigned its sales system processes and introduced a new CRM and CET systems. Martela, a manufacturer of user-driven workspaces, achieved good business results in a relatively short project lead time with strong collaboration and communication throughout the project lifecycle.

### Introducing B2C solutions in the sales channel

We've released Stage, a 360-product configurator on the web that enables our customer base to utilize the same data they use in CET on their website or offer different kinds of e-commerce solutions. In addition, we're developing Design Studio as a means of offering space planning directly on the web.

Kelly Keess, Director Sales & Marketing at Spec Furniture:

“Stage has been extremely successful for us because we are able to support our community and tap into the markets that don't currently use CET.”

### Enhancing professional sales solutions

Through the acquisition of ProjectMatrix, we've also expanded our professional solutions from our all-in-one CET solution to the inclusion of more specific tools for certain user groups. With several additional tools now fully integrated into Configura's portfolio, we are even more equipped to support accurate specification.

### Adopting more tools to get started on our platform fast

Several new Industry Libraries (previously ProjectSymbols) continue to deliver data from hundreds of manufacturers to our CET user community, opening opportunities for smaller manufacturers to take advantage of our platform faster with more data-driven tools. Manufacturers can continue to build on top of this initial data to take advantage of the intelligence and automation Configura inherently provides.

## AN OMNICHANNEL HORIZON

Restructuring the sales process is not done overnight, but for a company looking to enhance and streamline sales, there are multiple areas throughout the whole sales cycle where a large ROI is present using an omnichannel approach. Increased overall efficiency means more time to take on additional business and an improved user experience. With one source of information, data are always up to date regardless of where the end-user is experiencing it – be that online or in-person.

You can meet your customers where they're at in the buyer journey by offering more opportunities for them to review your products during the time they spend researching on their own. This method also empowers customers – giving them the opportunity to take charge of their purchasing choices.

An omnichannel approach can even lead to new markets and opportunities. Where expansion once seemed too difficult, the right tools can aid in meeting new goals and continued growth.

Configura has the technical background and on-demand solutions to outfit an omnichannel sales approach. With a goal of continuous improvement, we are constantly working to develop our offering on a global scale in the three main industries that we serve.





# REPORT ON OPERATIONS

The COVID-19 pandemic continued to hold a strong grip on the world in 2021. For Configura, we saw a seven percent reduction in userbase to start the year due mainly to challenges in the commercial interiors industry in the United States. Throughout the year, we saw a recovery in the industry and growth within our other industries, which helped us end the year with more than a 12 percent increase in our CET community.

Our service business started the year slowly, with our manufacturer community hesitant to invest during a continuing global pandemic. However, during the summer and fall we saw a strong pickup in investment and several of our Configura software customers decided to begin migrating to CET. We ended the year with many projects in the pipeline for 2022.

We continue to invest in our team and our offerings. Our R&D capacity and sales teams were a strong focus in 2021 and we closed the year with 288 Configurans committed to our work.

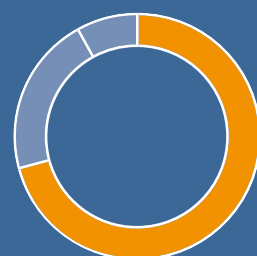
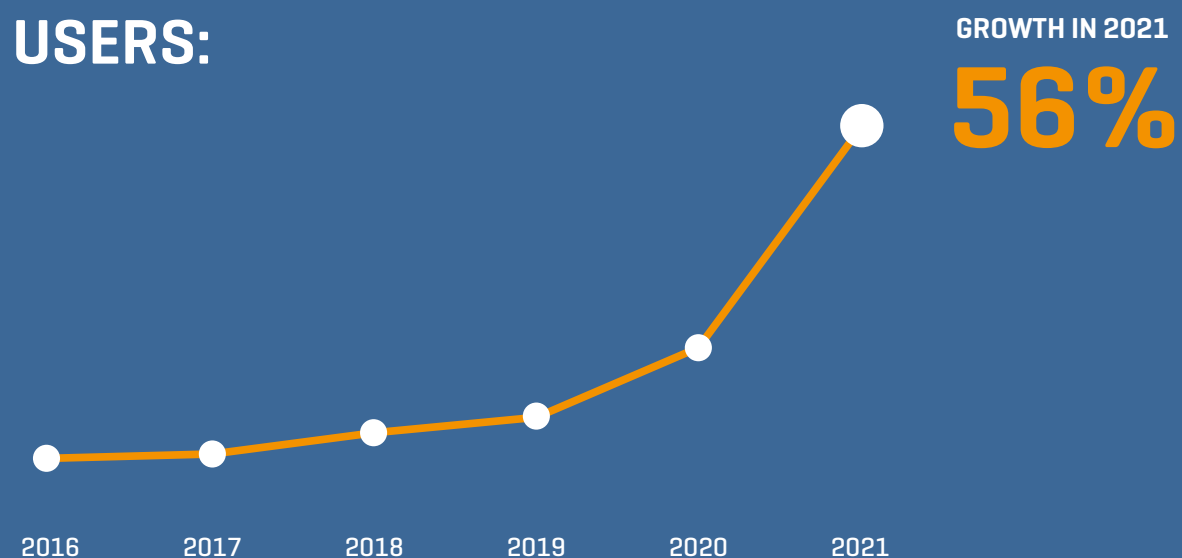
## 288

CONFIGURANS IN 2021

**WE SAW A RECOVERY IN THE INDUSTRY AND GROWTH WITHIN OUR OTHER INDUSTRIES, WHICH HELPED US END THE YEAR WITH MORE THAN A 12 PERCENT INCREASE IN OUR CET COMMUNITY.**

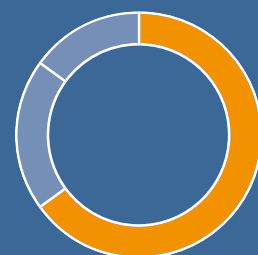


## USERS:



### USERS BY REGION

THE AMERICAS, **71%**  
EUROPE, 21%  
APAC, 8%



### USERS BY INDUSTRY

COMMERCIAL INTERIORS, **65%**  
MATERIAL HANDLING, 20%  
KITCHEN AND BATH, 15%

## WE HAVE A STRONG TECHNOLOGY FOUNDATION AND MORE THAN 30 YEARS OF EXPERIENCE IN OUR INDUSTRIES.

### RISK AND OPPORTUNITIES

We are taking a calculated risk with our investments. We consider many of these investments to be low-risk since we have close partnerships with the communities, strong position and finances as a company and the outlook for our industry markets are strong.

Our largest investment is our technology evolution and repositioning as a company. During the year we began working to execute on our three strategic pillars:

- First, we are a global organization with the ability to grow fast. In 2021, we fine-tuned the setup and implemented common processes and systems for onboarding Configurans efficiently and effectively with easy access to training that enables their capabilities. We increased investments in our German-based team and started a Japan-based team. Over time, these will become additional full-service sites for Configura.
- Second, we have a three-type industry focus. We have a strong technology foundation and more than 30 years of experience in our industries – commercial interiors, kitchen and bath and material handling. We're using all this knowledge to guide our customers and community to the right solutions within their industries and to enhance our products. We have several new industry experts coming on board and have started to document and communicate our best practices. We also created the first version of our industry frameworks that contains best practices for our community to align around.
- Third, we broadened our offering to our focus industries. During the year, we acquired ProjectMatrix to enable better support for the commercial interiors sales processes, and added a concept to manage structured data. We released new versions of our single product configurator, Stage, and our conceptual solution for online space design, Design Studio.

All these investments are about providing our community with a strong, efficient and process-enabling solution to support space planning and design throughout the world.

## ALL THESE INVESTMENTS ARE ABOUT PROVIDING OUR COMMUNITY WITH A STRONG, EFFICIENT AND PROCESS-ENABLING SOLUTION.



# FREDRIK JANSSON

## New Tools in Our Toolbox

### What do you think Configura did exceptionally well over the last year?

People have been extraordinarily good at transforming their work-life into a hybrid model on a global scale – where they move fluently back and forth between on-site and remote work. Although probably not as efficient as a traditional in-office model, I am amazed how well hybrid options work. Everyone has proven that we are a true global organization where cooperation and communication over distance, culture and time zones is a natural and integrated part of Configura.

### The 2021 ProjectMatrix acquisition is an integral part of Configura's strategy, why is this such an important milestone for Configura and what are some of the key benefits?

The acquisition of ProjectMatrix was the first acquisition by Configura. As such, it provides the company with one more tool in the toolbox to grow and expand our product offering. Moving forward, we have the option to pursue both organic and inorganic growth initiatives to expand our customer base, products and achieve greater adoption.

### What opportunities do you see emerging because of the recent acquisition?

ProjectMatrix is a company with great products and fantastic customer service. Given that both companies have a legacy of providing superior customer value to manufacturers and dealers in the commercial interiors industry, the fit is strong. The acquisition enables Configura to truly integrate products and offerings to better help our customers further adopt the technology they need to reach their annual business objectives.

### Configura is engaging in a period of growth. Where is the company heading and what does that mean for our market segments including commercial interiors, material handling and kitchen and bath?

Our strategy is to continue to grow Configura within our targeted industries. The recipe is simple: in cooperation with manufacturers, user community and partners, Configura will continue to develop innovative solutions and technology to help members of our community grow, increase efficiency and stay competitive. Configura will continue to make investments in people, products and processes in our focused market segments and geographies. Our strategy is to deliver the solution that works best for our customers within their respective industries. Customers can continue to expect Configura to deliver new and innovative solutions now and in the future.

## FAST FACTS

Fredrik Jansson  
VP Strategy  
Linköping, Sweden  
Two years at Configura

**Favorite drink:**  
Coffee and red wine

**Favorite free-time activity:**  
Time spent with family and friends



# CUSTOMER SUCCESS

2021 was another unusual year with a roaring pandemic, but one thing we learned is to always be prepared to adjust and change as the situation demands. Through it all, our Customer Success team grew to over 100 team members and we shifted from five functions to four.

With the acquisition of ProjectMatrix, we welcomed Industry Content as the newest function within Customer Success. Industry Content is a low entry way for manufacturers to get on board, leverage the power of our technology and explore a robust community. We are still in the early stages of what this will become and will continue to develop the technology during the coming year. Today, the Industry Content team supports over 200 manufacturers and we plan to grow during the second half of 2022 in all our supported industries.

## User Community and Training

Our Training team merged with the User Community team to form one aligned segment that will ensure better retention from our existing users and maximum adoption of potential users. Together, they provide the best possible ROI for our users, increase our number of CET advocates and strengthen our community.

We had a record-breaking year for our flagship event, CET Experience. For the first time in its 14-year history, we reached over 1,000 participants and hosted the first CET Experience for our European users and customers. The event was held virtually and in 2022 we plan to continue increasing the popularity of CET Experience by offering a hybrid attendance option.

## Support

Our support efforts continue to grow and the Support team is now caring for not only our users, but also QA teams, CET developers and providing support articles and release notes. The latest addition to our support offering is Customer core request. The goal is to give manufacturers more leverage when users are impacted by missing functionality. The project is currently in a beta phase but is expected to be available to all customers in Q3 or Q4 2022.

## Customer Delivery

Our goal is to streamline and create better synergy for all our customers, whether they use Configura or a partner. To achieve this, we decided to merge our Service & Development Partner team with our Customer Delivery team (previously called Production). We have worked tirelessly with our processes and put great effort into growing our project management team to further our progress in building a better experience for our customers that is consistent, proactive and excellent in quality.

Customer Delivery was off to a slow start in 2021 but picked up as the year moved on. We helped 35 manufacturers release innovative Extensions. We put in almost 100,000 hours to deliver these solutions.

The team has also been hard at work updating our Partner Program. We are planning a soft launch and believe the updated Partner Program will provide a much closer collaboration with our Service & Development Partners to assure better quality, compatibility and support.

The Customer Success journey will continue with more improvements, striving for excellence in everything we do plus the launch of our revived Partner Program in 2022.

THE CUSTOMER SUCCESS JOURNEY WILL  
CONTINUE WITH MORE IMPROVEMENTS,  
**STRIVING FOR EXCELLENCE** IN EVERYTHING  
WE DO PLUS THE LAUNCH OF OUR REVIVED  
PARTNER PROGRAM IN 2022.

100+

TEAM MEMBERS

100,000

PRODUCTION HOURS

35

MANUFACTURERS GOT HELP  
TO CREATE EXTENSIONS

200+

MANUFACTURERS RECEIVED SUPPORT  
FROM THE INDUSTRY CONTENT TEAM





## FAST FACTS

Erin Corrill  
Global Head of Product Marketing  
Cincinnati, Ohio, USA  
One year at Configura

**Favorite drink:**  
Coca-Cola (regular), specifically  
a fountain pop from McDonalds

**Favorite free-time activity:**  
Reading by the campfire

# ERIN CORRILL

## Navigating Product Growth on a Global Scale

**You came to Configura via our 2021 acquisition of ProjectMatrix.  
Walk us through that experience; what has that process been like for you?**

This whole process has been extremely exciting. There is always a sense of trepidation and a curiosity about what the future holds, especially for a small company. When we heard about the acquisition, it felt like everything I had worked so hard to do at ProjectMatrix would live on and have a future with Configura. We put a lot of time and effort into the acquisition process – many of us worked long hours and on the weekends to make it happen. Once the secret was out, I felt this huge sense of relief. It was a whirlwind from beginning to end but also energizing and rewarding. And now we are an integral part of Configura!

**What is your role now that you are a Configuran?**

My official title is Global Head of Product Marketing, which is a new role for Configura. One of my main duties is to act as the conduit between the product and sales and marketing teams. I will work with the product team to understand the intricacies and nuances of new and existing products. I'll meet with the sales team to understand the market perspective and I'll combine and share my learnings with the marketing team so they can do what they do best – create engaging and lead-generating messaging. I am also tasked with communicating product knowledge and insights with our partners, as well as posting news on Configura's internal communication platform.

**What areas of growth or opportunities do you see emerging  
because of the acquisition?**

There are several growth opportunities that excite me about this acquisition. My first thought has to do with ProjectMatrix's 14-year history of working with Configura. ProjectMatrix was always a good company with a good product, but our weakness was that we were not global or in every dealership like our competitors were. Through this acquisition, dealerships will have easy access to complimentary software on a global scale. Also, in the coming months we will work to rebrand ProjectMatrix materials and products to meet Configura's branding guidelines and standards – of course, the integrity of legacy products will remain intact. Additionally, ProjectMatrix went from under 10 developers to over 70 by joining Configura. By fully integrating into Configura, we are creating an enhanced SaaS portfolio as one company with almost unlimited growth potential!



# SALES & MARKETING

During the past two years we have invested in increasing capacity in our sales organization, strengthening our industry experience and digitalizing our marketing team. During 2021, Configura began to see enhanced traction in several areas.

We continue to focus on our three key industries – commercial interiors, kitchen and bath and material handling – with a clear geographical focus. By utilizing our market research and industry experts, we have been able to zero in on key ecosystems of users and manufacturers that would benefit the most from adopting Configura's solutions.

The commercial interiors industry saw a rebound in sales during the year as people began to move back into offices. The kitchen and bath industry had similar success as consumers continued to invest in renovations of their homes. In all industries, but especially material handling, disruptions in the supply chain for key materials represented one of the key challenges to overcome.

We invested in creating sales integrated digital marketing processes and tools. We launched a completely redesigned website, including a blog, videos, testimonials and other materials, to better package and present our robust industry knowledge. Our clear focus has given us better opportunities to reach our markets and with that, we have seen an increased interest in our message and the value we create.

Since the announcement of the end of life for the Configura software, our teams have worked hard to co-create migration projects with our long-term customers on the platform. The majority of our customers finalized the decision to migrate to

the appropriate CET platform for their industry. We are very proud that to-date, no manufacturer has decided to discontinue our relationship or select another solution – a big testament to the value that Configura's solutions create for our users and manufacturers.

#### Public relations and social media

In 2021, we introduced new tools for our public relations efforts and media monitoring. Some highlights included the announcement of our acquisition of ProjectMatrix, the welcoming of 35 new Extensions on our platform and the hosting of our largest CET Experience yet. Press releases resulted in more than 100 articles and media mentions in 32 publications, including *Office Insight*, *Contract Furnishing News*, *Business of Furniture*, *MMQB*, *MHI Solutions Magazine*, *Material Handling Logistics*, *Kitchen Review* and many more.

Social media is continuing to be an important channel for building our brands, distributing relevant information and reaching our target audiences. Our Configura platforms have been used to reach potential employees, communicate industry news and promote our own blog, which we launched in November.

Our CET platforms are used to communicate with our user community, celebrate each CET User of the Month, as well as promote events like the CET Experience and CET Awards. With the introduction of our new industry products, we rolled out a new look to our CET social media posts while also renaming ourselves to @cet\_software, rather than @cetdesigner.

Our overall social media reach grew by 31 percent. We grew our overall followers by 23 percent – with the biggest increase on LinkedIn at 40.5 percent.

WE CONTINUE TO FOCUS ON OUR THREE KEY INDUSTRIES – COMMERCIAL INTERIORS, KITCHEN AND BATH, AND MATERIAL HANDLING – WITH A CLEAR GEOGRAPHICAL FOCUS.

#### Awards

Configura made a splash by winning Best of NeoCon Gold in the Integrated Solutions category with our new product Stage – a 360 product viewer on the web. Best of NeoCon is an annual competition where manufacturers and vendors in the industry submit their new products for the commercial interiors industry. Every year, hundreds of applicants apply for Best Of NeoCon within one or more of the 52 categories.

We also hosted our own competition: CET Awards. In 2021, we decided to rebrand the competition, giving it a new look and categories. The CET Awards is a celebration of our incredible users all around the globe and the amazing work they're able to produce using CET. We received more than 100 submissions divided over six categories: success story, rendering, student rendering, video, 360 panorama and innovative extension.

#### Exhibitions and conferences

Configura participated in several virtual initiatives, including the Virtual Interiors Event, LogiMAT and Logistech. We were also able to participate in three in-person events – NeoCon, China International Furniture Fair and CeMAT in China – where meeting our users and customers face-to-face once again gave a lot of energy to our teams. We're looking forward to the return of more in-person events in 2022.

During Configura's 2021 CET Experience, we answered the call to host the event virtually and invested in a new platform. The virtual event was a huge success and opened the possibility for more people than ever to attend, breaking the previous conference record with more than 1,000 attendees. With a great lineup of speakers – including keynotes

Matthew Luhn, Director at Blender and Agnes Larsson, Configura-veteran and now Vanilla Minecraft Game Director – the virtual CET Experience was a three-day event with lots of learning, networking and old and new friends coming together. In the future, we see value in offering a hybrid CET Experience option including both in-person and online conference options.

# 1000+

ATTENDEES AT CET EXPERIENCE  
– A NEW CONFERENCE RECORD

# 35

NEW EXTENSIONS

# 100

ARTICLES AND MEDIA MENTIONS



# FREDRIK ERIKSSON

## Delivering More with Full-Time Project Management

**In 2021, Configura decided to invest in full-time Project Management (PM) roles. Can you describe what you do as a PM and why this has been an important investment for Configura?**

My most important task as a Senior Project Manager is to be an enabler for the team and help keep our project goals and purpose in check. We have so many talented people with the skills and talent to produce what I describe as miracles. By adding project managers, Configura has increased our ability to be more predictable and deliver consistently when it comes to scheduling, content, development and the quality necessary to meet customer needs.

**How did Configura improve customer service and value over the last year?**

In 2021, we engaged in an extended focus on usability. Our user and customer centric development work are improving and growing. We also took the first steps necessary to strengthen our product management focus – which for me is a major prerequisite in building long-term quality products.

**How did the COVID-19 global pandemic impact your project management style?**

I can't say the global pandemic has impacted my way of running projects in a specific way. I am accustomed to running globally distributed teams and our project format works well in a hybrid model. Our global teams work seamlessly. Without the pandemic, we would likely have had more social events to get to know one another better. That can be hard to do at a distance, but we still managed to build a great team spirit and have a lot of fun together.

**In the age of hybrid work and support, how do you define customer value?**

For me, customer value is delivering the right features with the expected quality promised. How we optimize the total value for Configura and our customers is a large aspect of our hybrid work model. We put in the effort and time needed to understand our customers and our users. I still think the best way to get to know each other is through in-person meetings. I am really looking forward to getting to know customers, users and colleagues in-person, rather than just via Zoom or Teams.

**What 2021 project are you most proud of and why?**

I have to say my flooring team. Together we made it through all of 2021 while developing a new Extension for a totally new market that supports flooring products and design. We worked closely with flooring manufacturers to better understand their needs and balanced lessons learned with insight gleaned from our existing CET community. It has been a fun project to work on because although floors are very easy to understand, at the same time they can be very complex to design and calculate. In February 2022, we released the Flooring Extension to our CET Commercial Interiors users. We are all excited to hear initial reactions and feedback.

### FAST FACTS

Fredrik Eriksson  
Senior Project Manager, Product  
Linköping, Sweden  
Two years at Configura

**Favorite drink:**  
Chilled beer

**Favorite free-time activity:**  
Golf

# USABILITY



# PRODUCT

In 2021, we shifted from a regional, customized product environment to a more global and holistic product perspective with a focus on increasing value in specific industries.

Our technology is core to who we are, but we purposely acknowledge that our users – who they are, how they use our platforms, and how they define success – ultimately determine our product portfolio. Configura is putting significant resources into understanding how to get the most out of our unique technology.

## Improving time to market with product data

We are “product-ifying” more of our products and allowing user data to drive how we standardize specific tools and features for universal use by our users. With the launch of CET for three specific industries last year, including commercial interiors, kitchen and bath and material handling we’ve been able to focus on building strong foundational frameworks to use within each vertical. This means faster and more efficient implementation for new customers.

## A team perspective

Over the last year we’ve made great strides in how the R&D team is organized and structured for success. The team now covers the whole lifecycle for product creation: from product demand to ideation, to product research and development, to quality assurance and product marketing. This leadership team structure supports a more holistic, customer-focused and inclusive approach to our way of doing business.

We also implemented roadmap thinking – including the identification of capabilities, key targets to achieve and consistent progress check-ins to ensure project viability and success – to strengthen our existing products and develop new tools and solutions to meet new needs.

Our project roadmaps align people, product and purpose to help Configura best support our manufacturers, partners and users. In using clearly defined roadmaps, we are better equipped to bring customer value to the market faster. The new Flooring Extension, released for CET Commercial Interiors users in February 2022, is a prime example; as is Essential Pallet Racking for CET Material Handling. Both solutions are built with a more universal user perspective – connecting a streamlined user experience with more efficient product development processes. In implementing defined teams and usable project roadmaps, we feel confident in our future scalability.

## ProjectMatrix product expansion

From designers to salespeople and engineers, the addition of ProjectMatrix to Configura aids the advancement of our Software as a Service (SaaS) efficiency and effectiveness – allowing us to better serve our users. The acquisition enables Configura to truly integrate their products and offerings to help our customers further adopt the technology they need to reach their annual business objectives. Given that both companies have a legacy of providing superior customer value to manufacturers and dealers in the commercial interiors industry, the fit is strong.

## A view of the horizon

Configura’s technology is advancing in ways that allow our users to design much larger spaces than ever before. As a result, we continue to iterate and solve for new challenges that arise. As the core technology performance of our software is vital to our success, we continue to allocate significant time and resources into how Configura products are developed, tested, maintained and updated. Additionally, we are choosing to emphasize UX and UI needs as we extend our product development focus to begin with the user first. In the coming months, our roadmaps will be designed to support the significant time and energy we need to meet our UX and UI goals.

**POWERING PROGRESS THROUGH  
USER-INFLUENCED PRODUCTS.**

**“PRODUCT-IFYING” MORE MEANS FASTER  
AND MORE EFFICIENT IMPLEMENTATION  
FOR NEW CUSTOMERS.**



# MAY LEE LAI

## A Focus on Three Industries

### What product(s) are you the project owner for?

All three industry versions of CET including commercial interiors, kitchen and bath and material handling.

### Which 2021 CET changes or upgrades stand out to you as game changers?

Our team worked incredibly hard in 2021 to deliver several new features and improvements that helped our users create value and empower their creativity, and we are just getting started! First, we released CET editions which allow us to specialize in three key industries – commercial interiors, kitchen and bath and material handling – as well as deliver a truly unique and fantastic product experience.

Second, what really stood out to me was the technological leap we took to improve our rendering capabilities. Using Physically Based Rendering (PBR) materials, our renderings now look more natural and even more realistic. Additionally, we introduced Image-Based Lighting (IBL) to help users easily achieve lighting perspectives in background images that evoke various moods within individual renderings. I'm excited to see what amazing renderings our community will produce at the next CET Awards!

Last, but certainly not least, the acquisition of ProjectMatrix was a big game changer. With a long history in the contract furniture industry, the company brings with it a staple software addition to our commercial interiors segment. The merger allows Configura to expand and better support the industry using combined technologies.

### We recently launched CET for specific markets – commercial interiors, kitchen and bath and material handling – talk to us about why and fill us in on how it's going.

We launched CET editions for commercial interiors, kitchen and bath and material handling to support the growing interest in our software and to increase the relevance and overall experience of the product to suit each industry. While the changes are still in process, the re-launch of CET for these specific industries has enabled us to plan and prioritize better for each.

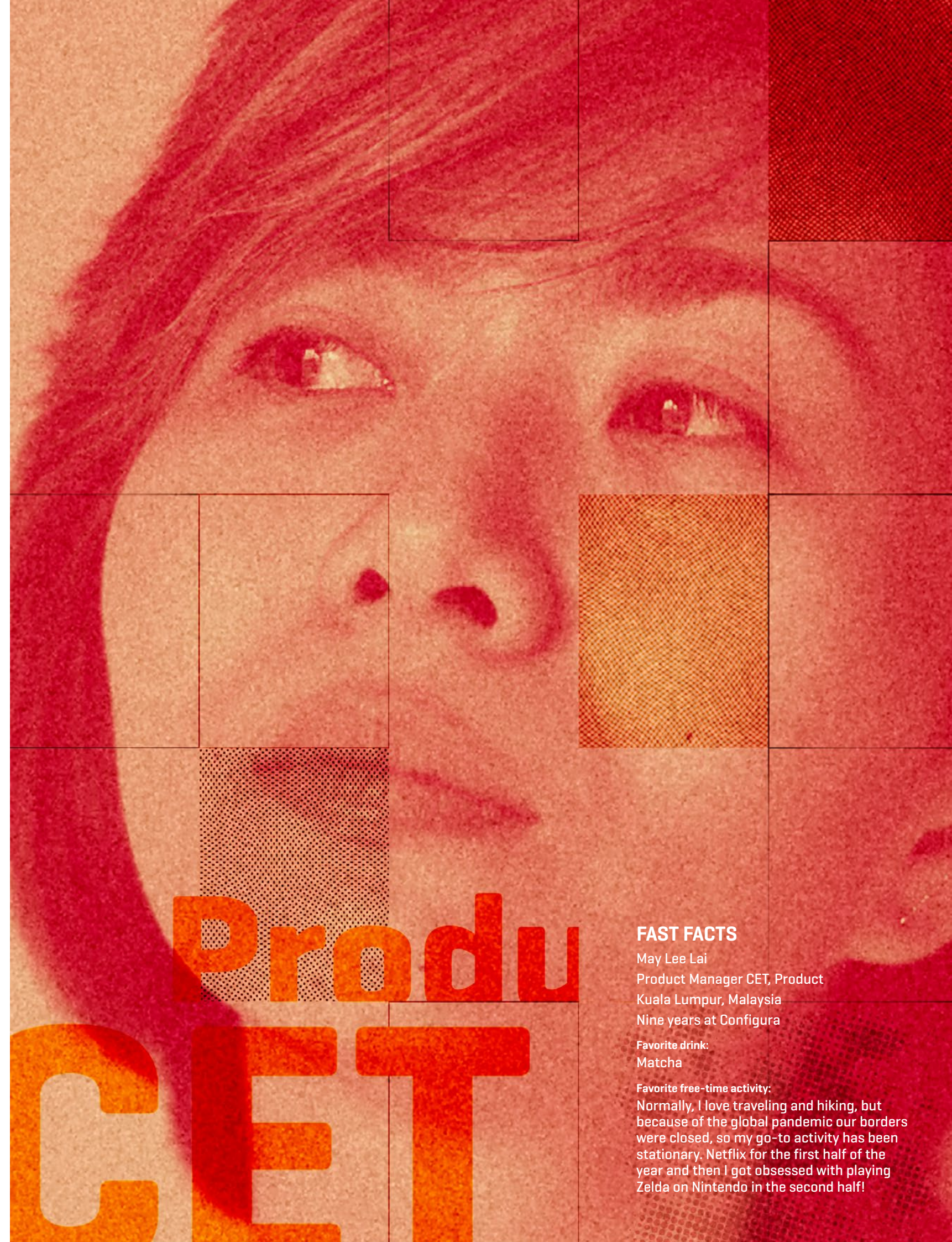
For kitchen and bath we see a bigger need for collaboration with the end-users, which is why we're focusing more on how to connect our professional solution CET to our consumer solutions through an omnichannel experience.

When it comes to commercial interiors we see a lot of potential in the acquisition of ProjectMatrix and their products – which are complimentary to CET.

### What do you envision for the future of CET?

CET is a software built upon the dreams of many visionaries. On a high-level, there are four main areas that we as a company envision moving forward including industry excellence, an omnichannel platform, scalability and product experience.

We have started on this path with the CET editions, as well as the development of the industry frameworks we already have in place. We are working to make content creation even faster, smarter and easier, with the overall goal being to reduce the time to market, as well as increase return on investment for our customers. As our capabilities and ecosystem continue to grow, we are putting the product experience at the center of everything we do. The company is investing heavily in product design, user experience and overall product experience to continue to serve the rapidly growing user base.



## FAST FACTS

May Lee Lai  
Product Manager CET, Product  
Kuala Lumpur, Malaysia  
Nine years at Configura

Favorite drink:  
Matcha

Favorite free-time activity:  
Normally, I love traveling and hiking, but because of the global pandemic our borders were closed, so my go-to activity has been stationary. Netflix for the first half of the year and then I got obsessed with playing Zelda on Nintendo in the second half!



**CONFIGURA MADE A SPLASH BY WINNING  
BEST OF NEOCON GOLD IN THE INTEGRATED  
SOLUTIONS CATEGORY WITH OUR NEW  
PRODUCT STAGE – A 360 PRODUCT VIEWER  
ON THE WEB.**

## INDUSTRY HIGHLIGHTS: **MATERIAL HANDLING**

The last couple of years have created new challenges but also new opportunities for companies in the material handling industry. The pandemic has changed consumer behavior and accelerated the growth of e-commerce.



Rendering by Alexander Tutt, Configura

The expectation and requirement for the material handling industry to be more efficient has increased significantly. Everything from product handling and shipping to the time to develop new distribution centers, as well as a call for the decrease in project time and time to quote new projects, are in high demand. Adding to the trend, we see an influx of configure-to-order products and product platforms.

Configura is dedicated to continuing to invest in the material handling industry in order to become the leading software provider that supports the industry's ongoing transformation. For more than 30 years, Configura has provided a technology that helps companies with complex solution selling and visual configuration. We continue to build on our strong technology base. Our next step in this journey is aimed at providing an enhanced industry platform that decreases time to implement and maintains manufacturer specific solutions while empowering end-users to handle complex solution selling.

### **Key milestones:**

- The release of a new framework and our Essential Pallet Racking will increase performance and lower the threshold for new manufacturers, dealers and integrators to start using CET Material Handling when selling storage solutions.

A lot more is in the pipeline for our material handling community. Configura's increased investment in our product offering will continue to allow us to form strong partnerships within the industry while building upon our robust ecosystem.

**WE WANT TO DECREASE TIME TO IMPLEMENT  
AND MAINTAIN MANUFACTURER SPECIFIC SOLUTIONS  
WHILE EMPOWERING END-USERS TO HANDLE  
COMPLEX SOLUTION SELLING.**



# INDUSTRY HIGHLIGHTS:

## COMMERCIAL INTERIORS

Like the rest of the world, the pandemic hit the commercial interiors industry hard. But, in 2021, we have started to see a rebound in sales as people started to move back into their offices.



Rendering by Justin Babcock, BOS-Business Office Systems

Commercial interiors continues to be our largest industry to date. Our presence in this industry is constantly growing, especially with the acquisition of ProjectMatrix further increasing the number of users that we serve. We believe our success in this industry is due to the close collaboration with our customers, where we collect feedback through different events and actively work together to improve the platform.

Configura continues to invest and harvest our strong partnerships with our customers in this industry.

**OUR PRESENCE IN THIS INDUSTRY IS CONSTANTLY GROWING, ESPECIALLY WITH THE ACQUISITION OF PROJECTMATRIX FURTHER INCREASING THE NUMBER OF USERS THAT WE SERVE.**

### Key milestones:

- We have been working on a new Extension for flooring that will help support this sub-segment of the commercial interiors industry. The Extension has been developed in close collaboration with flooring manufacturers to truly address and improve the problem areas in the industry.
- Renderings have always been an important aspect for success in this industry and we're excited to further enhance rendering capabilities.
- We're implementing content levels for Extensions to support all manufacturers big or small.

When we look ahead to the future, there is a lot more on the roadmap for this industry to continue to support them.

# INDUSTRY HIGHLIGHTS:

## KITCHEN AND BATH

Throughout 2021, many people continued to invest in home renovations, which positively impacted the kitchen and bath industry. One challenge the industry faced is disruptions in supply chains for key materials as well as attracting and retaining the labor force.



Rendering by Hanna Fägersjö, Configura

Configura continues to build awareness in the kitchen and bath industry and has developed a solid foundation on which to build our ecosystem within this community. We have participated in associations and attended tradeshow to provide brand awareness and strengthen our relationships within this industry. We have also sharpened our message to support omnichannel and digital transformation capabilities and have continued to enhance and improve the Extensions of our current customers.

### Key milestones:

- Our current investments in developing a kitchen framework will increase performance and lower the threshold for new manufacturers to start using CET Kitchen & Bath.
- We've defined our omnichannel offering and how CET Kitchen & Bath combined with Stage and Design Studio can create a seamless sales process to meet the customers where they're at in the sales journey.

It is a bright future for this industry, and we are excited to continue to invest and focus on it across the world.

**OUR CURRENT INVESTMENTS IN DEVELOPING A KITCHEN FRAMEWORK WILL INCREASE PERFORMANCE AND LOWER THE THRESHOLD FOR NEW MANUFACTURERS TO START USING CET KITCHEN & BATH.**



# PEOPLE & CULTURE

The People organization’s main task is to care for the employees at Configura. The most important areas in our People organization that affect the employee journey include Recruitment, Onboarding, Leadership, Individual and Team.

The People organization has an in-person presence at three different sites throughout the world. We are a truly global company: we operate globally while caring for local needs. To contribute to our growth journey and further develop Configura in 2021, we chose to invest in digitizing our HR processes, improving our benefits packages and strengthening the skillset of our leadership team.

### Enhancing our HR processes

We implemented a new Human Resources Management (HRM) system to streamline our recruitment and onboarding process and to create a better candidate experience (improve speed and quality in recruiting) for future Configurans. With a HRM system in place, we not only minimize the time we spend on administration but we ensure efficiency in our internal processes – thus, allowing time for value-creating opportunities that focus on the individual and the team.

We are currently working to digitize employee surveys to better measure employee engagement and feedback on a regular basis. We value our employees and as the company grows globally, we saw a need to invest in a tool to help us understand how our employees are feeling around the world. This data-driven insight, combined with dedicated leaders and a professional HR team, helps us to continue to make Configura a great place to work.

### Work-life balance is a priority

Work-life balance is important to Configura. When we asked our employees what they would like to supplement our benefit offer with, they replied “more free time with family and for recovery.” During the spring, we updated our benefits package to include 16 hours of free time that can be used throughout the year to shorten days and extend weekends as desired.

We also introduced paid parental leave for all sites to give parents additional time and flexibility to spend with their new child. We believe the ability to provide flexibility and family-friendly policies are essential to cultivating an environment for employees to succeed at Configura.

### Investing in leadership

We empower our leaders by creating training opportunities to help them build confidence, increase collaboration and cooperation, as well as offer them the right tools to grow.

Configura is growing rapidly and leading through growth requires a lot of effort and energy from both managers and employees. That is why we are investing in a leadership program for all managers and leaders at Configura. The program is designed to provide the tools and methods for individuals to develop as a leader and to understand the different stages of development that all teams move through over time. The program covers different areas which are important to the role of a leader – like efficient collaboration, self-insight, feedback, team development, change management and managing difficult conversations.



### AGE

20-29, 33%  
30-39, 41%  
40-49, 18%  
50-59, 7%  
60-69, 1%



### FUNCTION

PRODUCT, 37%  
CUSTOMER SUCCESS, 35%  
SALES AND MARKETING, 12%  
PEOPLE, 8%  
FINANCE, 3%  
IT SERVICE MANAGEMENT, 3%  
CEO AND STRATEGY, 2%



### EMPLOYEES

SWEDEN, 39%  
MALAYSIA, 30%  
USA, 26%  
CHINA, 3%  
GERMANY, 1%  
JAPAN, 1%



### GENDER

MALE, 69%  
FEMALE, 31%



# WEI JUIN LEE

## Pride in Supporting Our People

### What does it mean to work in the People function at Configura?

It means having a full-time job that's all about people! During my first seven years at Configura, I was part of the Customer Delivery team. Back then we did not have the people function for team managers and project managers and it was a constant juggle between functional goals and people. The People function was introduced to support our people – who we refer to as Configurans – throughout their journey to achieve company and personal goals. With the right solutions, processes and policies in place, Configura's work culture and global teams will continue to flourish.

### What are some of the activities Configura teams around the globe participated in this year?

Thanks to the global funmittee (fun committee!), we had activities like the Configura Global Music Quiz, Configura Step Challenge, Global Book Club and Board Game Night. Participants in the Global Music Quiz listened to snippets of a song and answered a question based on the song. The quiz had a global flare to it because we featured songs from our different regions. We also ran – or in all honesty, walked – the Configura Step Challenge twice in 2021. Configurans were divided randomly into different groups, tracked their steps and then ended the challenge with team scores. Prizes were given to the winning teams and the individuals who scored the highest in the competition were crowned the step King and Queen!

### Paid volunteer hours are available to all Configura employees, in what ways did Configurans give back to their communities in 2021?

In 2021, Malaysia was hit by one of the worst floods in decades. The amount of rain that fell in one day was equivalent to the average rainfall generally accumulated in one month. People had to evacuate their homes and seek shelter elsewhere or choose to remain with little to no access to electricity, clean water or food. On Christmas Eve, six Configurans spent their working hours volunteering at a Sikh temple to help with food preparation and care packages for the flood victims. Many who couldn't participate in-person donated food and supplies. It's great to see Configurans coming together for a good cause – it brings about lots of positive energy and good vibes!

### How has Configura adapted to a hybrid work environment?

Just like most companies, the COVID-19 pandemic was our main catalyst to adopting a hybrid work model – which we see as the future work environment for Configura. Our return-to-work plan involved three phases: invite, encourage and expect. Most offices began in the invite phase, where anyone who wanted to work at the office could do so. In Phase 2, Configurans were encouraged to work at the office more regularly. In Phase 3, the office transitioned back to the primary place to work. We recognize that people have different needs and preferences, and that they each have different roles within the company. Finding the right balance will be key as we transition back to the office.

## FAST FACTS

Wei Juin Lee  
Site Manager APAC, People  
Kuala Lumpur, Malaysia  
Nine years at Configura

Favorite drink:  
Hojicha latte

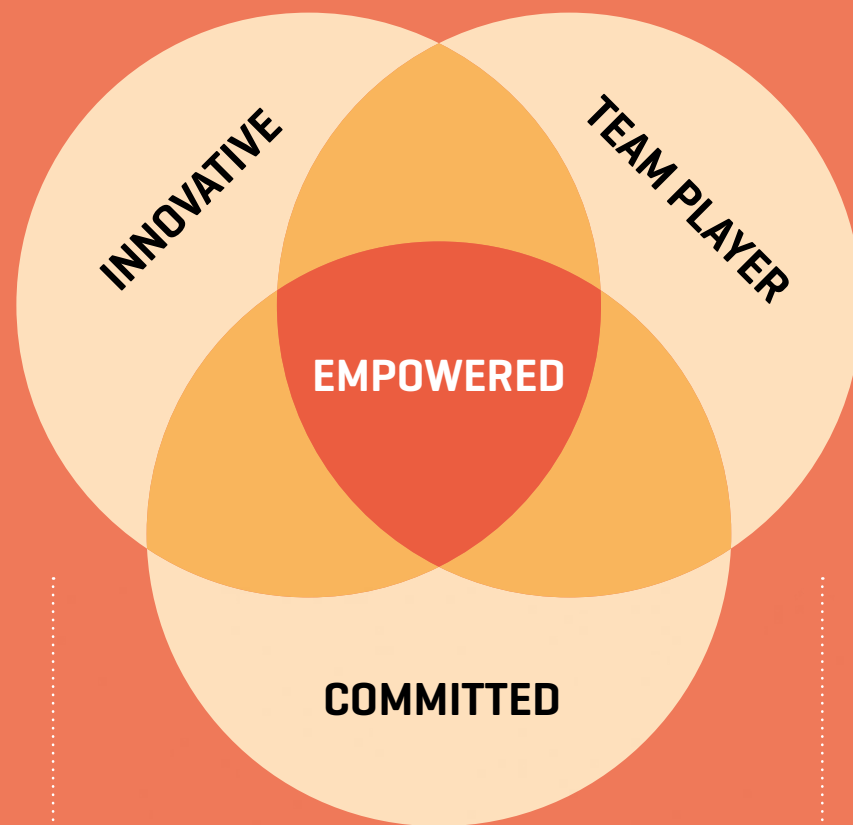
Favorite free-time activity:  
Swimming

# FUNMITTEE



# CORPORATE CLIMATE

Configura's corporate climate is defined by three guiding keywords: innovative, team player and committed. Together, these three qualities empower Configurans to reach their full potential.



Driven by curiosity for new ideas, Configurans invest in inventive and long-lasting solutions.

Motivated by a shared vision, each Configuran plays an important part in the Configura journey.

Configurans foster cooperation with a prestigeless approach and strong work enthusiasm.

**WE BELIEVE THE ABILITY TO PROVIDE FLEXIBILITY AND FAMILY-FRIENDLY POLICIES ARE ESSENTIAL TO CULTIVATING AN ENVIRONMENT FOR EMPLOYEES TO SUCCEED AT CONFIGURA.**



# ENVIRONMENTAL & CORPORATE SOCIAL RESPONSIBILITY

Configura's organizational culture centers around collaboration and community. Our people work together and strive to make a positive difference in the world.

In 2021, we updated our Corporate Social Responsibility model from simply donating money to various initiatives to a more inclusive model where we seek employee voices to determine where, what and when Configura contributes to the greater good – be that with time, talent or treasure. As a company, we are very interested in sustainability and the environment, and we encourage Configurans to seek volunteer opportunities that support these two tracks.

With the introduction of paid volunteer hours, Configurans can choose to support their communities and the greater good during the workday. With eight hours annually allotted for each employee to dedicate to volunteering, giving back is now a built-in aspect of our company culture. People are encouraged to volunteer in small groups or teams to boost morale and share their time and talents to benefit community, be that locally or globally.

To assure value, volunteer activities that Configurans participate in are related to the United Nation's Sustainable Development Goals which include climate action, care for life on land and in the sea, quality education, sustainable cities and communities and ensure availability and sustainable management of water and sanitation for all.

## A glimpse at Configura's 2021 volunteer impact

At the end of 2021, Malaysia experienced the worst flooding in decades. Water levels were up as high as shoulder level in some areas and tens of thousands of flood victims were left homeless – including some of our colleagues. On Christmas Eve, six Configurans in the Kuala Lumpur office volunteered to assist flood victims. The team helped with food preparation and delivered care packages. Configura contributed food and supplies. Together, we supported a community in need.

## Volunteer

8 HOURS FOR EACH EMPLOYEE

# EIGHT HOURS





# BOARD

## OF CONFIGURA



**THOMAS SÖLD**  
Board Member

**GÖRAN RYDQVIST**  
Chief Technology Officer and Co-Founder

**TOMMY JOHANSSON**  
Chairman of the Board

**HARALD HØEGH**  
Board Member

**JOHAN LYREBØRN**  
Chief Evangelist and Co-Founder

## 2021 FINANCIAL

# REPORT



## FIVE-YEAR SUMMARY

### Summary of the Configura Group's financial development 2017-2021

	2021	2020	2019	2018	2017
Net sales, SEK T	226,932	228,062	220,516	177,627	151,109
Profit/loss after financial items, SEK T	-13,846	1,368	16,513	22,707	9,214
Total assets, SEK T	335,310	298,652	308,307	289,307	57,927
Number of employees	260	231	192	154	143
Equity/assets ratio, %	58	73	75	79	25
Operating margin, %	neg	3	7	12	8

### Consolidated statement of changes in equity

	Share capital	Contributed capital	Other capital contributions and net profit for the year	Total equity
Opening balance, 1 January 2020	267	199,932	30,567	230,766
Dividend to shareholders		-12,024		-12,024
Issuance of warrants			1,361	1,361
Change in translation difference			-1,452	-1,452
Net profit for the year			-686	-686
<b>Closing balance, 31 December 2020</b>	<b>267</b>	<b>187,908</b>	<b>29,790</b>	<b>217,965</b>
Opening balance, 1 January 2021	267	187,908	29,790	217,965
Dividend to shareholders		-12,025		-12,025
Change in translation difference			1,840	1,840
Net profit for the year			-13,298	-13,298
<b>Closing balance, 31 December 2021</b>	<b>267</b>	<b>175,883</b>	<b>18,332</b>	<b>194,482</b>

### Proposed appropriation of profits

Available for appropriation by the Shareholders' meeting:

Retained earnings, SEK	188,580,480
Net profit for the fiscal year, SEK	-2 908 819
	<b>185,671,661.00</b>

The Board of Directors and the CEO propose that the profit be appropriated as follows:

Dividend to the shareholders, SEK	12,024,000.00
To be carried forward, SEK	173,647,661.00
	<b>185,671,661.00</b>

## CONSOLIDATED INCOME STATEMENT

SEK thousand	2021	2020
<b>Operating income</b>		
Net sales	226,932	228,062
Other sales	1,990	-461
<b>Total operating income</b>	<b>228,922</b>	<b>227,601</b>
<b>Operating expenses</b>		
Other external expenses	-71,163	-65,009
Personnel expenses	-174,974	-152,099
Depreciation of tangible fixed assets	-5,376	-4,101
Other operating expenses	-1,166	-211
<b>Total operating expenses</b>	<b>-252,679</b>	<b>-221,420</b>
<b>Total operating income</b>	<b>-23,757</b>	<b>6,181</b>
<b>Income from financial investments</b>		
Income from securities and receivables which are fixed assets	0	5,124
Other interest income	9,939	403
Interest expense and similar financial items	-29	-10,340
<b>Total income from financial investments</b>	<b>9,910</b>	<b>-4,813</b>
<b>Income after financial items</b>	<b>-13,846</b>	<b>1,368</b>
<b>Tax on income for the year</b>	<b>548</b>	<b>-2,054</b>
<b>Net income for the year</b>	<b>-13,298</b>	<b>-686</b>



# CONSOLIDATED BALANCE SHEET

SEK thousand	12/31/2021	12/31/2020
<b>ASSETS</b>		
<b>Fixed assets</b>		
<b>Intangible fixed assets</b>		
Capitalized development expenses	37,855	2,672
Goodwill	66,536	0
<b>Total intangible fixed assets</b>	<b>104,391</b>	<b>2,672</b>
<b>Tangible fixed assets</b>		
Costs of improvements to leased property	1,452	1,628
Equipment, tools, fixtures and fittings	3,028	3,174
Construction in progress and advanced payments for property, plant and equipment	1,314	0
<b>Total tangible fixed assets</b>	<b>5,794</b>	<b>4,802</b>
<b>Financial fixed assets</b>		
Other securities held as non-current assets	30,000	30,000
Other long-term receivables	3,284	3,505
<b>Total financial fixed assets</b>	<b>33,284</b>	<b>33,505</b>
<b>Total fixed assets</b>	<b>143,469</b>	<b>40,979</b>
<b>Current assets</b>		
<b>Inventories, etc.</b>		
Finished goods and goods for resale	0	38
<b>Total inventories, etc.</b>	<b>0</b>	<b>38</b>
<b>Current receivables</b>		
Accounts receivable – trade	63,139	12,738
Current tax assets	6,839	2,684
Other current receivables	584	1,260
Prepaid expenses and accrued income	18,986	24,799
<b>Total current receivables</b>	<b>89,548</b>	<b>41,481</b>
<b>Cash and bank balances</b>	<b>102,293</b>	<b>216,154</b>
<b>Total current assets</b>	<b>191,841</b>	<b>257,673</b>
<b>Total assets</b>	<b>335,310</b>	<b>298,652</b>

SEK thousand	12/31/2021	12/31/2020
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Share capital	267	267
Contributed capital	175,883	187,908
Other equity including result for the year	18,332	29,790
<b>Total equity</b>	<b>194,482</b>	<b>217,965</b>
<b>Provisions</b>		
Deferred tax liabilities	580	2,327
<b>Total provisions</b>	<b>580</b>	<b>2,327</b>
<b>Current liabilities</b>		
Advance payment from customers	111,536	55,365
Accounts payable – trade	10,017	7,751
Other current liabilities	4,001	1,654
Accrued expenses and deferred income	14,694	13,590
<b>Total current liabilities</b>	<b>140,248</b>	<b>78,360</b>
<b>Total equity and liabilities</b>	<b>335,310</b>	<b>298,652</b>



## The Configura Group

Configura Sverige AB is the parent company of the Configura Group (referred to as Configura), which also includes the subsidiaries Configura CET AB, Configura Inc., Configura Pacific Sdn Bhd, Configura Software Technology (Shenzhen) Co., Ltd., Configura GmbH and Configura Ltd. (Tokyo). Configura's operations are based on its proprietary software platform, containing the following products: CET, Stage, Design Studio, Catalogue Creator, and CET Developer. Configura licenses its software to customers based on a subscription model, with the license fee including new versions and support.



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