



Appendix to item 9

MOMENTUM GROUP'S REMUNERATION REPORT 2022

Introduction

This report describes how the guidelines for remuneration for senior management of Momentum Group AB (publ), adopted by the Annual General Meeting in February 2022, were applied during the financial year 2022. The report also includes information on the remuneration of the President & CEO and Executive Vice President and a summary of the company's outstanding share-based incentive programmes. The report has been prepared in accordance with the Swedish Companies Act and the *Rules on Remuneration of the Board and Executive Management and on Incentive Programmes* (the "Remuneration Rules") issued by the Swedish Corporate Governance Board.

Further information on remuneration to senior executives can be found in Note 4 on pages 88–90 in Momentum Group's Annual Report for the financial year 2022. Information on the work of the Remuneration Committee during 2022 can be found in Momentum Group's Corporate Governance Report on pages 37–42 of the Annual Report for 2022.

Directors' fees are not included in this report. Such fees are decided annually by the Annual General Meeting and are recognised in Note 4 and in the Corporate Governance Report in Momentum Group's Annual Report for 2022.

Significant events 2022

The President & CEO summarises the significant events and overall performance of the company on pages 7–8 of the Annual Report 2022.

Guidelines for remuneration to Momentum Group's senior management

Momentum Group has a clear strategy to achieve profitable growth and create shareholder value. A prerequisite for the successful implementation of the company's business strategy and protection of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified personnel. Hence, it is necessary that the company offers competitive remuneration in relation to what applies in the country or region of employment of each member of the group management. The company's remuneration guidelines enable the company to offer senior management a competitive total remuneration. For further information about the company's strategy, refer to the company's website.

The terms of remuneration are to emphasize "performance-based rewards" and vary depending on individual performance and the Group's results. The total remuneration package for Group management is to reflect market conditions and may comprise the following components: fixed salary, variable salary, pension benefits and other benefits.

The current guidelines for remuneration of senior management, adopted by the Annual General Meeting in February 2022, can be found on pages 89–90 of Momentum Group's Annual Report for 2022. In 2022, the company has complied with the applicable remuneration guidelines adopted by the General Meeting. No deviations from the guidelines have been made and no deviations have been made from the decision-making process to be applied to determine the remuneration according to the guidelines. The auditor's statement on the company's compliance with the guidelines is available on the company's website www.momentum.group. No remuneration has been reclaimed during the year. No remuneration other than those covered by the remuneration guidelines has been paid.

Total remuneration of the President & CEO Ulf Lilius and the Executive Vice President & CFO Niklas Enmark for the financial year 2022 (12 months):

tSEK SENIOR MANAGEMENT	FIXED SALARY		VARIABLE REMUNERATION ¹	EXTRA- ORDINARY POSTS	PENSION COSTS ²	TOTAL REMUNERATION	PERCENTAGE OF FIXED AND VARIABLE REMUNERATION
	Salary ³	Other benefits ⁴					
Ulf Lilius, President & CEO	4,659	4	2,228	0	1,339	8,230	Fixed: 73% Variable: 27%
Niklas Enmark, Executive Vice President & CFO	2,706	88	1,022	0	820	4,636	Fixed: 78% Variable: 22%

Total remuneration of the President & CEO Ulf Lilius and the Executive Vice President & CFO Niklas Enmark for the financial year 2021 (as of 1 November, 2 months):

tSEK SENIOR MANAGEMENT	FIXED SALARY		VARIABLE REMUNERATION ⁵	EXTRA- ORDINARY POSTS	PENSION COSTS ²	TOTAL REMUNERATION	PERCENTAGE OF FIXED AND VARIABLE REMUNERATION
	Salary ³	Other benefits ⁴					
Ulf Lilius, President & CEO	765	2	370	0	222	1,359	Fixed: 73% Variable: 27%
Niklas Enmark, Executive Vice President & CFO	424	14	170	0	129	737	Fixed: 77% Variable: 23%

For the time that Momentum Group has been an operating segment within Alligo, Ulf Lilius has been business area manager and President & CEO of the Alligo Group and Niklas Enmark has been Executive Vice President & CFO of the Alligo Group. Personnel costs according to the table above correspond to the period from 1 November 2021 when the employment in Momentum Group started.

Share-based incentive programmes

Outstanding share-based incentive programmes

Momentum Group has no share-based incentive programmes.

Application of performance criteria

The performance criteria for the President & CEO and Executive Vice President's variable remuneration have been determined to deliver on the company's strategy and profitability performance and to encourage behaviour that is in the long-term interests of the company. The non-financial performance criteria also contribute to sustainability adaptations and the company's values.

¹ Variable remuneration earned in financial year 2022 and paid in financial year 2023.

² The pension is a defined contribution pension with a contribution of 30 per cent of the monthly salary including holiday allowance. The pension cost is considered as a fixed remuneration.

³ Includes annual leave pay.

⁴ Includes other benefits such as company car, travel allowance, extra health insurance and occupational health care.

⁵ Variable remuneration earned in financial year 2021 and paid in financial year 2022.

In the selection of performance criteria for variable remuneration to the President & CEO and Executive Vice President, both the strategic and long-term objectives and the short-term business priorities for the 2022 financial year have been taken into account. The performance criteria for the variable remuneration to these persons are thus, as before, based on the development of earnings and profitability* for the Group as a whole. For the financial year 2022, the outcome of the performance criteria gave a 100 per cent outcome for the variable remuneration to the President & CEO and Executive Vice President.

* Based on the outcome for EBITA and the profitability measure EBITA/WC respectively.

Comparative information on changes in remuneration and company performance

Remuneration of the President & CEO Ulf Lilius and the Executive Vice President & CFO Niklas Enmark and the Group's performance and profitability in the financial year 2022:

	OUTCOME FOR 2022 (12 MONTHS) COMPARED WITH 2021 (12 MONTHS)*	OUTCOME FOR 2022
Total remuneration to Ulf Lilius, President & CEO	+45 tSEK [+0,5%]	8,230 tSEK
Total remuneration to Niklas Enmark, EVP & CFO	+68 tSEK [+1,5%]	4,636 tSEK
Group's EBITA	+33 MSEK [+19 %]	204 MSEK
Group's EBITA margin	+0.2 percentage points	11.7%
Group's EBITA/WC	[+/- 0 %]	61 %
Average remuneration based on the number of full-time equivalent employees in Momentum Group AB ⁶	+1 tSEK [+0.2%]	591.4 tSEK

* Data for 2021 (12 months) has been taken from the prospectus regarding admission to trading of class B shares in Momentum Group AB (publ) on Nasdaq Stockholm (March 2022). For comparability, adjustment has been made for the settlement of historical saved excess holiday days in 2022.

Stockholm, April 2023

Momentum Group AB (publ)

The Board of Directors

⁶ Measured as salaries and other remuneration and pension for the group excluding the Group's senior management (President & CEO and Executive Vice President) in relation to the average number of employees excluding the Group's senior management.

This document is in all respects a translation of the Swedish original. In the event of any differences between this translation and the Swedish original, the latter shall prevail.