

Interim Report Jan – Jun 2025



Earnings growth in a cautious market

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Q225

Highlights

- Overall stable performance in a challenging market with subdued demand.
- Improved earnings and continued stable cash flow.
- Our companies adopted well – maintaining high delivery capacity and effective cost control.
- Strong contribution from acquisitions.
- Healthy financial flexibility going forward.

Revenue:

+7%

EBITA-growth:

+5%

EBITA/WC:

58%



Acquisitions in Q2

Håland Instrumentation

A leading provider of solutions in valves, field instrumentation and fire and gas detection to industrial customers in Norway.

Holding: **70%**
Closing: **Apr 2025**
Annual revenue: **NOK 137 m**
Employees: **20**



TTP Seals

A leading specialist in sealing technology for industrial customers, both for OEM and aftermarket in Norway.

Holding: **70%**
Closing: **May 2025**
Annual revenue: **NOK 38 m**
Employees: **10**

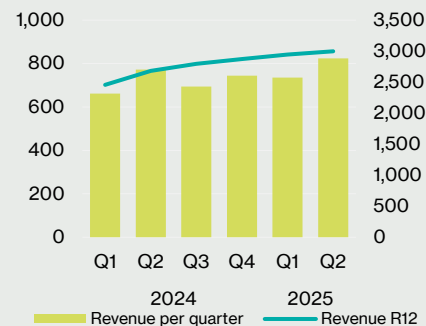


Sales performance Q2

- Several customers remained cautious with strong focus on costs.
- Weaker demand in the automotive, metal and mining industries and parts of electricity and heat production, but strong in defense related.
- Denmark positive development in demand, Norway stable on good levels whereas Finland continues to be subdued.
- Sales for comparable units declined by 2%, of which Industry +1% and Infrastructure -3%.
- In total, revenue increased by 7% to SEK 824 m (773).
- Contribution from acquisitions of SEK 78 m, adding 10% to growth.

Growth in comparable units vs Q2 2024

-2%

Revenue, SEK million

Sales performance

	Q2	Jan-Jun
%	2025	2025
Comparable units in local currency	-1.6%	-1.1%
Currency effects	-0.6%	-0.4%
Number of trading days	-1.6%	-0.7%
Acquisitions	10.3%	10.9%
Total change	6.5%	8.7%



Industry business area

Power Transmission

- Stable sales with slightly lower EBITA-margins, due to strong cost focus among some customers.
- Increased sales to customers in pulp and paper offset lower sales to the automotive, metal and mining industries.
- Effective cost control and lower logistics costs, partly thanks to new central warehouse.

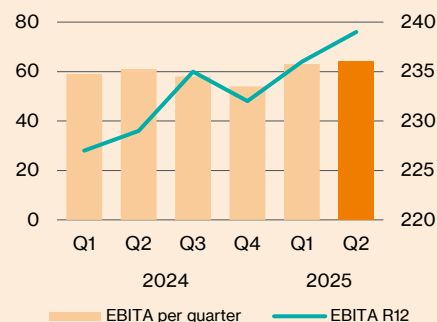
Specialist

- Sales for comparable units increased slightly with improved EBITA-margins.
- System and project sales remained at a lower level.
- Strong demand from defense sector in Sweden and Pharmaceutical sector in Denmark.
- Acquired businesses contributed SEK 10 m to revenue.

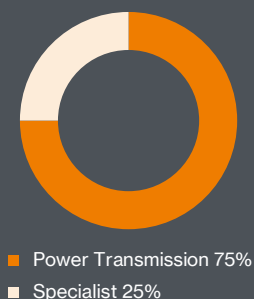
Revenue Q2 2025, SEK m

456

EBITA SEK m



Revenue per business unit



Key figures

MSEK	Q2			R12 Jun		
	2025	2024	Δ	2025	2024	Δ
Revenue	456	446	2%	1,735	1,687	3%
EBITA	64	61	5%	239	229	4%
EBITA margin	14.0%	13.7%		13.8%	13.6%	
Return on working capital (EBITA/WC)				69%	69%	



Infrastructure business area

Flow Technology

- Sales for comparable units decreased slightly, while EBITA margins improved.
- Strong sales trend in several operations.
- Lower project and service sales to electricity and heat production in Sweden.
- Acquired businesses contributed SEK 46 m to revenue with healthy profit contributions.

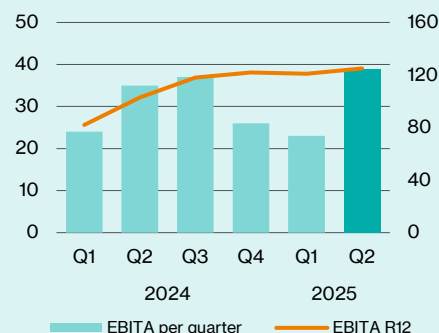
Technical Solutions

- Reduced sales and lower earnings for comparable units.
- Capacity utilisation in workshops impacted by more restraint demand, particularly in the automotive, metals and mining sectors.
- Measurement technology operations were also affected by more restraint customers.
- Acquired businesses contributed SEK 19 m to revenue with healthy margins.

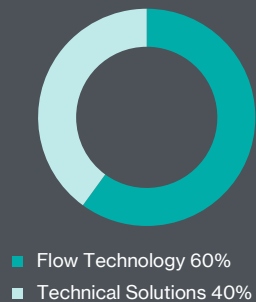
Revenue Q2 2025, SEK m

381

EBITA SEK m



Revenue per business unit



Key figures

MSEK	Q2			R12 Jun		
	2025	2024	Δ	2025	2024	Δ
Revenue	381	332	15%	1,292	1,011	28%
EBITA	39	35	11%	125	103	21%
EBITA margin	10.2%	10.5%		9.7%	10.2%	
Return on working capital (EBITA/WC)				57%	58%	



Earnings performance Q2

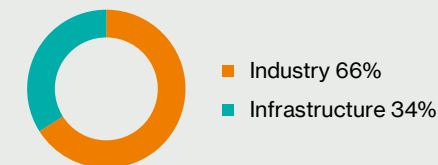
- EBITA increased 5% to SEK 92 m (88) with positive contributions from acquisitions.
- Operating profit increased by 1% to SEK 78 m (77).
 - Increase in amortisation due to acquisitions.
- Net profit SEK 54 m (54) – earnings per share SEK 1.05 (1.05).

MSEK	Q2		
	2025	2024	Δ
Operating profit	78	77	1%
of which: Items affecting comparability	0	0	
of which: Amortisation of intangible assets in connection with acquisitions	-14	-11	
EBITA	92	88	5%
of which: Industry	64	61	5%
of which: Infrastructure	39	35	11%
of which: Group-wide and eliminations	-11	-8	
Operating margin	9.5%	10.0%	
EBITA margin	11.2%	11.4%	

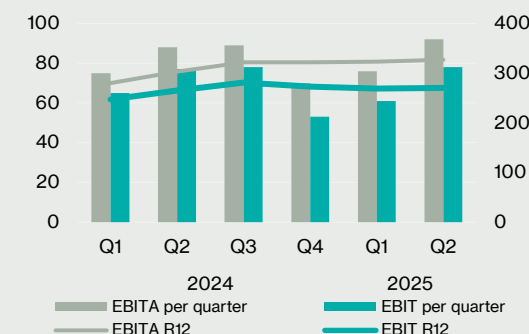
EBITA growth
vs Q2 2024

+5%

EBITA per business area



Earnings, SEK m



Profitability, cash flow and financial position

- EBITA/WC 58% (59).
- Return on equity 25% (29).
- Cash flow from operating activities for the reporting period of SEK 152 m (133)
 - IFRS effects on cash flow¹ SEK 45 m (39).
- Cash flow from investing activities SEK –242 m (–108)
 - of which acquisitions SEK –206 m (–90).
- Cash flow from financing activities SEK 166 m (12)
 - refers mainly to change in interest-bearing liabilities.
- Operational net loan liability of SEK 456 m (252 at the beginning of the year)
 - change mainly from cash flow from operating activities, paid dividend and acquisitions.

¹ Positive effect on cash flow from operating activities, negative effect on financing activities. Net is zero.

Equity/assets ratio

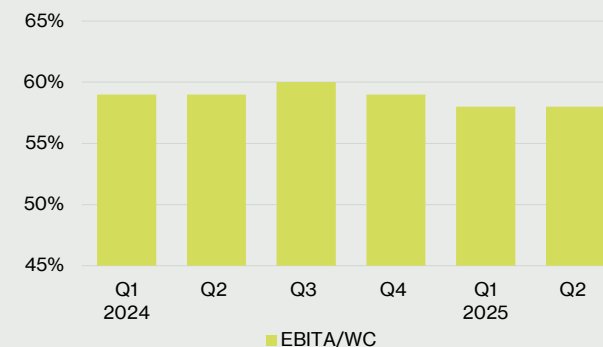
29%

Available cash and cash equivalents, SEK m

645



EBITA/WC (R12 per quarter)



January–June 2025 period

- Revenue increased by 9% to SEK 1,559 m (1,434).
- Operating profit decreased by -2% to SEK 139 m (142).
- EBITA increased by 3% to SEK 168 m (163).
- EBITA margin of 10.8% (11.4).
- Net profit SEK 98 m (97).
- Earnings per share SEK 1.90 (1.90).



Going forward

How we create value as an active owner



Three fundamental requirements for our companies – for long-term profitable growth

Growth

Earnings growth >15%

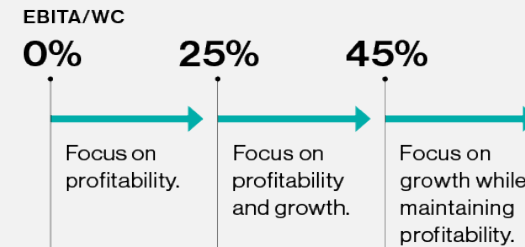
- The foundation for long-term profitability.
- Easier to create opportunities for our loyal employees.
- Offer our customers and business partners a long-term partnership.

Profitability

EBITA/WC >45%

- Financing our continuing development.
- Financing of growth via acquisitions.
- Return to shareholders.

Our internal focus model "capital allocation"

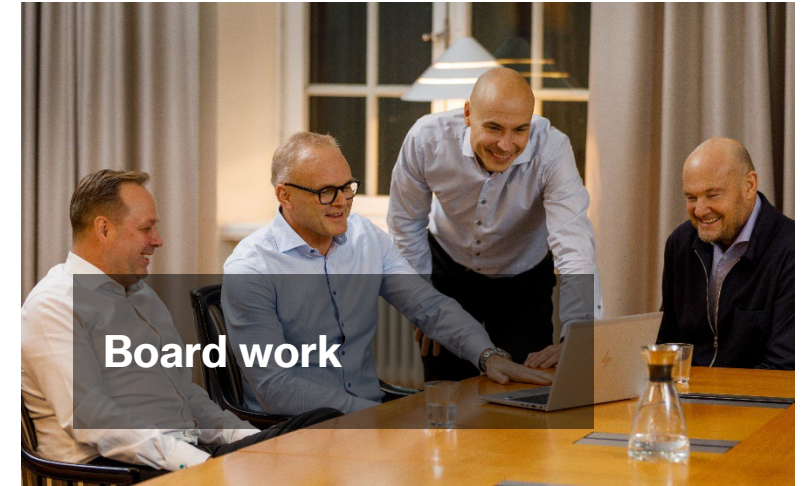


Development

Successful companies and their employees have to continuously dare to develop and change over time.



1. We develop "Sharing & Caring"



2. We build culture



Decentralised responsibility

- Freedom to independently lead, develop and improve the business operations.
- Clear, measurable targets.
- Important business decisions are made close to customers and suppliers by competent employees with great personal responsibility.



Will to improve “Better than yesterday”

- Every day, we should be slightly better than we were yesterday.
- Changes –improvements – are to be enduring within Momentum Group.
- It is important for us to be able and willing to rapidly adapt to new conditions and challenges in a market that is constantly changing.



Simplicity

- Simplicity is to reflect our way of working.
- Simplicity is not a matter of working quickly and carelessly, but of working in a deliberate and concentrated manner.
- To us, simplicity is about simplifying problems and not becoming lost in a sea of details.

3. We acquire “our DNA”

Acquisitions before 2021



Acquisitions during 2021-2025



28 acquisitions completed since our listing in spring 2022:

- 4 in 2022 (total annual revenue SEK 175 million)
- 11 in 2023 (total annual revenue SEK 610 million)
- 8 in 2024 (total annual revenue SEK 260 million)
- 6 so far during 2025 (total annual revenue SEK 300 million)



A proven model for identifying, implementing and successfully onboarding and developing companies

Acquisitions before 2021



Acquisitions during 2021-2025



Acquisitions at subsidiary level

Subsidiaries that meet the profitability target:
>45% EBITA/WC

Often add-on acquisitions to strengthen the offering or geographical expansion.

The subsidiary's CEO is commercially responsible with support from other parts of the Group.

Acquisitions at business area level

Power Transmission – companies that can complement the operations within Momentum Industrial in Sweden, Norway and Finland.

Specialist – companies in leading specialist positions in their respective market niches in the Nordic region.

Flow Technology – companies in fluid technology in the Nordic region.

Technical solutions – companies in technical industrial services and in measurement, mainly in Sweden.

Acquisitions at Group level

Larger acquisitions.

Supports the companies and business areas with specific expertise in transactions, financial analysis, communication and more.



Active owner, an example: BPS

BPS 2022

Revenue, SEK m: **~50**

EBITA, SEK m: **~11**

EBITA margin: **~23%**

EBITA/WC: **~90%**

Value creation plan:

Aim to exceed 100 MSEK in revenue while sustaining high profitability.

BPS Group 2024

Revenue, Sek m: **>100**

EBITA, SEK m: **>21**

EBITA margin: **>21%**

EBITA/WC: **>99%**

Value creation:

- Business school
- Sales school
- Way Forward
- Geographical expansion
- Product expansion
- 2 acquisitions and cross selling
- Successful succession completed



Momentum Group as an investment

1

Stable and profitable growth

2

Proven ability to acquire and develop operations

3

Decentralised business model

4

Acquisition-driven growth in a fragmented market

5

Resilient business model

6

Strong cash flows enable self-financed growth

Corporate governance

- Organic growth by constantly developing our companies – “Better than yesterday.”
- Cash flow generated by healthy profitability (EBITA/WC >45%) to finance our expansion and development.
- Focus on margins and capital turnover rate to ensure an EBITA/WC of >45%.
- # acquisitions per year.
- Proprietary and loan-financed growth with reasonable ratio of net debt to EBITDA.
- Capital allocation through our internal focus model and share repurchasing.

Increase earnings per share and generate a healthy return for our shareholders.



Contact us

Please email us at ir@momentum.group
if you have any questions.



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