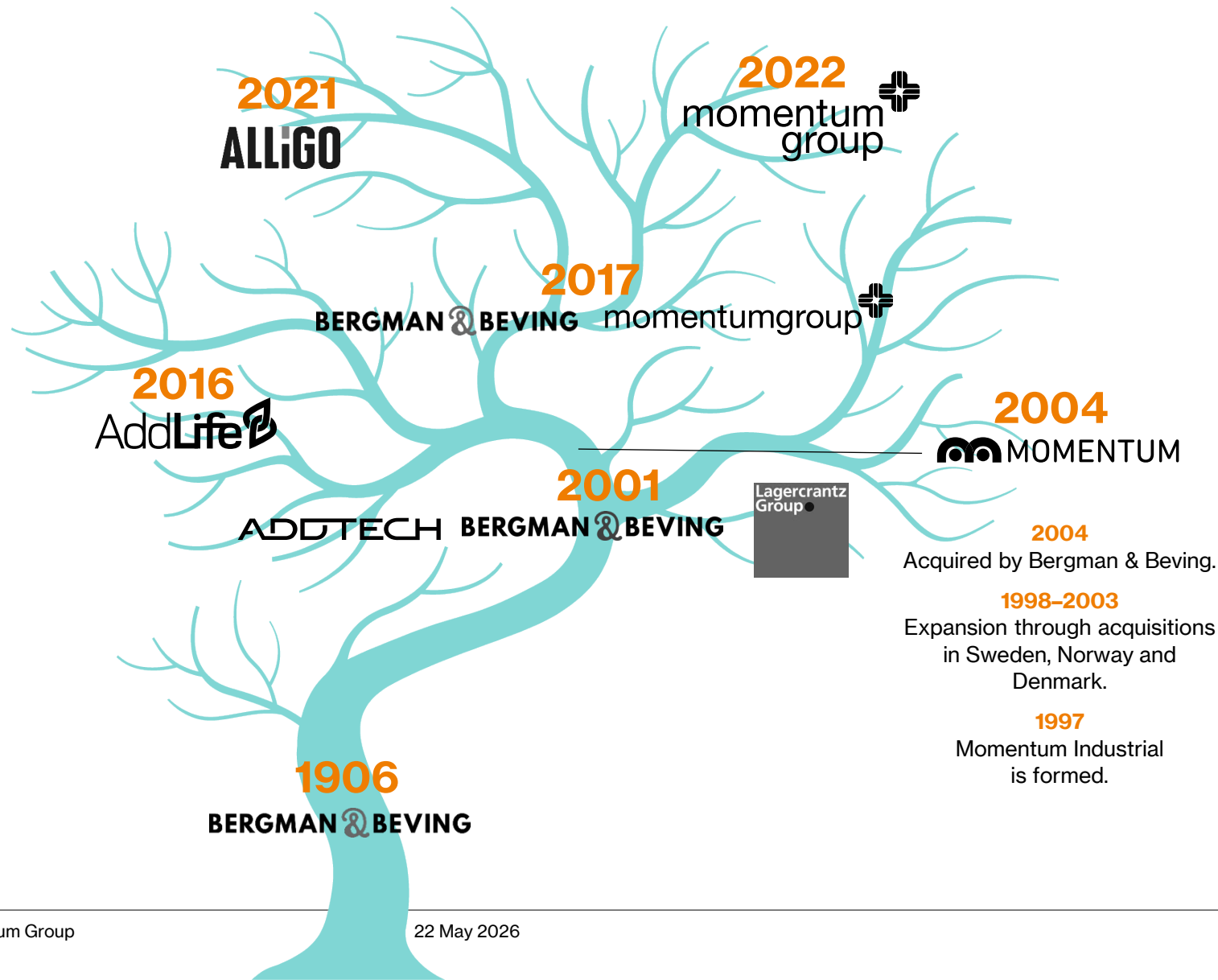


# Momentum Group

## ABG Sundal Collier Investor Days

**22 May 2026**

# History is who we are and why we are the way we are

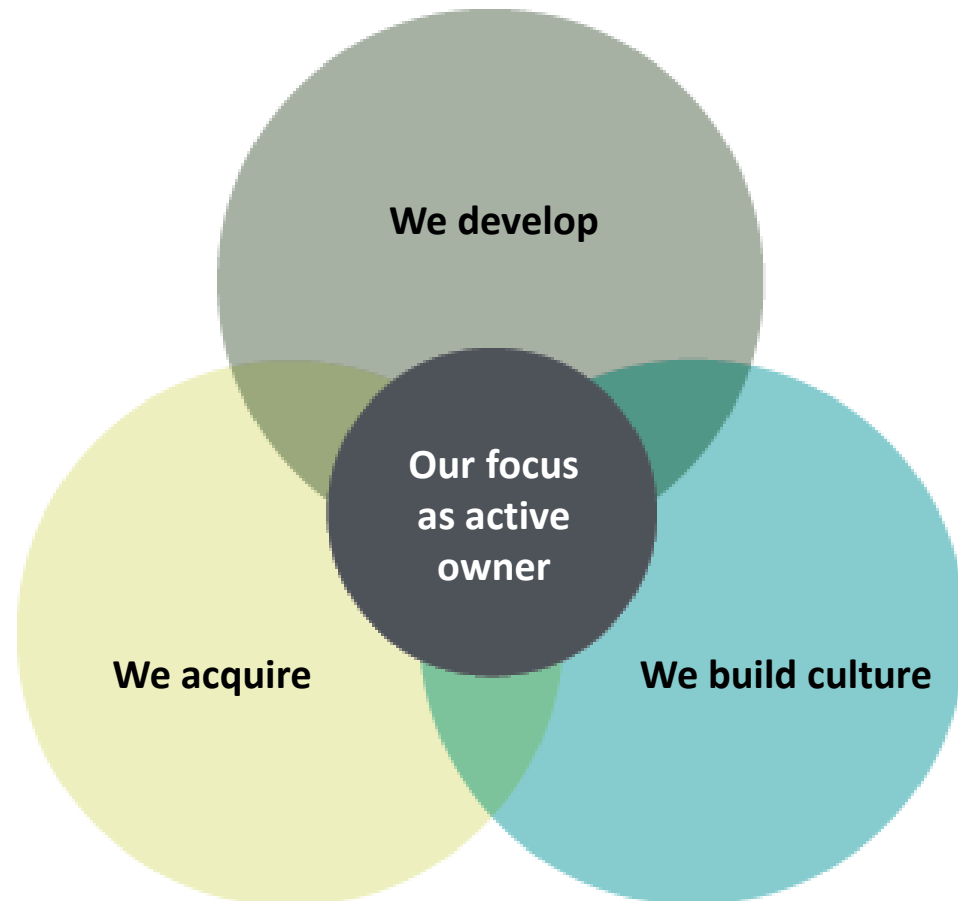


**180**  
SEK billion  
in total  
market cap

Market cap	
<b>2026</b>	<b>6.3</b> billion SEK
<b>2022 - MMG 2.0</b>	<b>3.8</b> billion SEK
<b>2021</b>	<b>10</b> billion SEK
<b>2017 - MMG 1.0</b>	<b>2</b> billion SEK
<b>2016</b>	<b>6</b> billion SEK
<b>2012 (CEO)</b>	<b>1.5</b> billion SEK
<b>2001</b>	<b>3</b> billion SEK
<b>1976</b>	<b>24</b> MSEK Bergman & Beving



# How we create value as an active owner



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

1

### Growth

Earnings growth >15%

2

### Profitability

EBITA/WC >45%

EBITA/WC

0%

25%

45%

Focus on profitability.

Focus on profitability and growth.

Focus on growth while maintaining profitability.

3

### Development

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



# Our business culture



- Freedom to lead and develop the business at company, regional or local level.
- Clear, measurable targets linked to individual performance.
- Decisions made close to customers by empowered employees.



- Continuous improvement is part of everyday work.
- Changes are long-term and embedded in operations.
- Agile mindset – adapting quickly to new conditions.



- Simplicity guides how we work and make decisions.
- Focus on clarity over complexity.
- Clear business models and offerings.



# 2025: A year of resilience and continued growth

- Delivered continued earnings growth, solid profitability and strong cash flow in a challenging market.
- Maintained disciplined cost control and operational efficiency.
- Strengthened the growth platform through an active acquisition agenda and strong financial position.

**94%** of cash flow invested in

**6** acquisitions that add

**300** MSEK in annualised revenue

**18%**  
Average annual EBITA growth since listing in 2022.

Financial targets	Target	Outcome 2025	
EBITA growth	>15%	<b>5%</b>	(2024: 22%)
EBITA/WC	>45%	<b>58%</b>	(2024: 59%)
Dividend	>30%	<b>37%</b>	(2024: 36%)
Sustainability goals	Target	Outcome 2025	
Sustainable workplaces	All employees are to have annual performance reviews	<b>86%</b>	(2024: 89%)
Sustainable industry	Increase share of purchases from CoC-classed suppliers	<b>84%</b>	(2024: 83%)
	Increase no. proven industrial improvements	<b>939</b>	(2024: 686)
Minimise climate impact	Reduce emissions from company cars (grCO <sub>2</sub> e/km)	<b>123</b>	(2024: N/A)
	Increase the proportion of fossil-free electricity	<b>97%</b>	(2024: 86%)

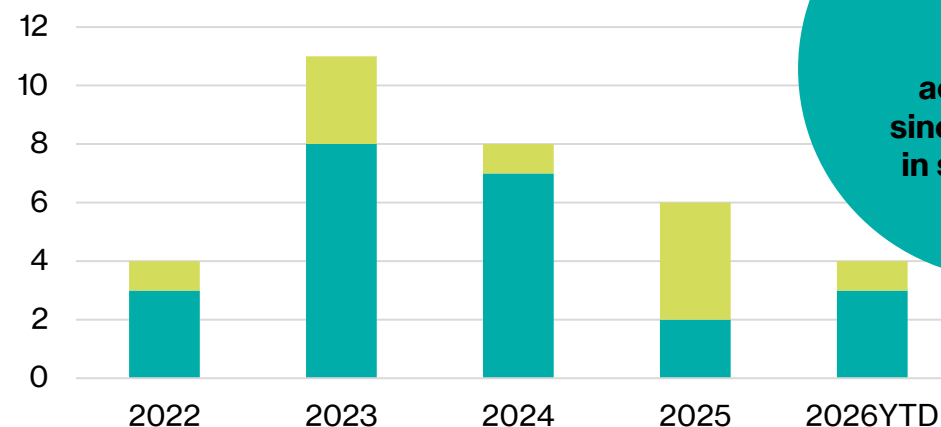
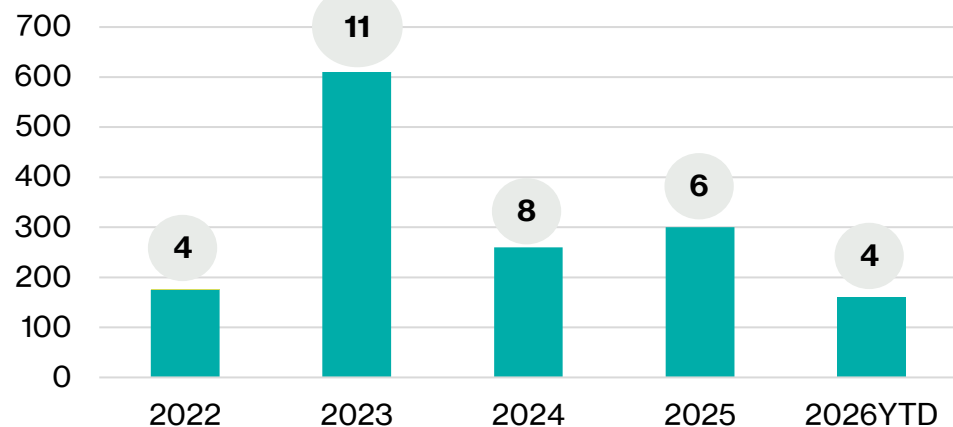


# Acquisition output since listing in 2022

## Acquisitions before 2022



## Acquisitions 2022-2026



**33**  
acquisitions  
since our listing  
in spring 2022

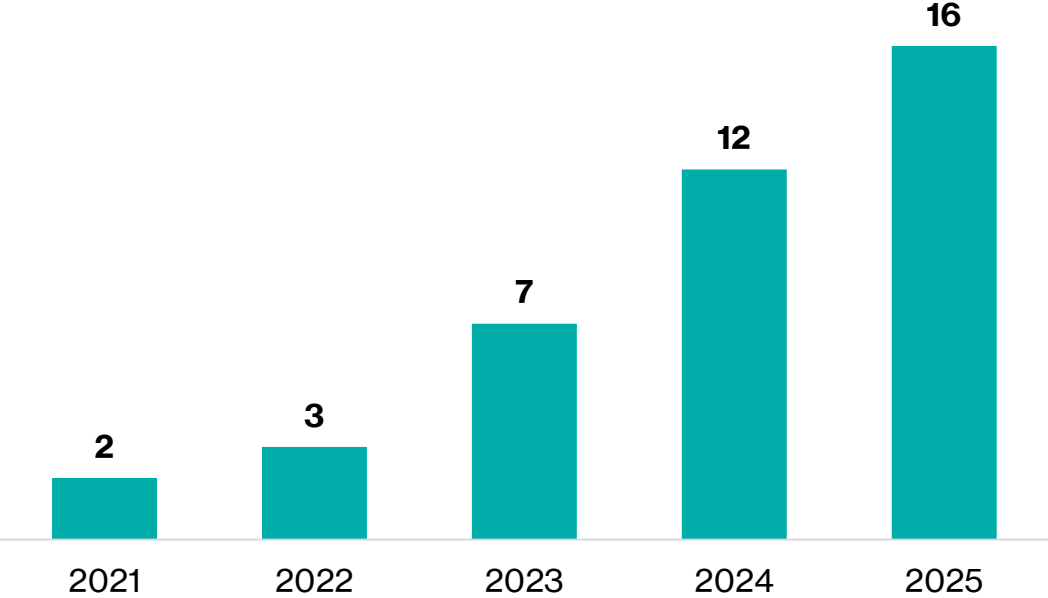
■ Acquired annualised revenue, SEK m    ● No. of acquisitions

■ No. of acquisitions in Sweden    ■ No. of acquisitions outside Sweden

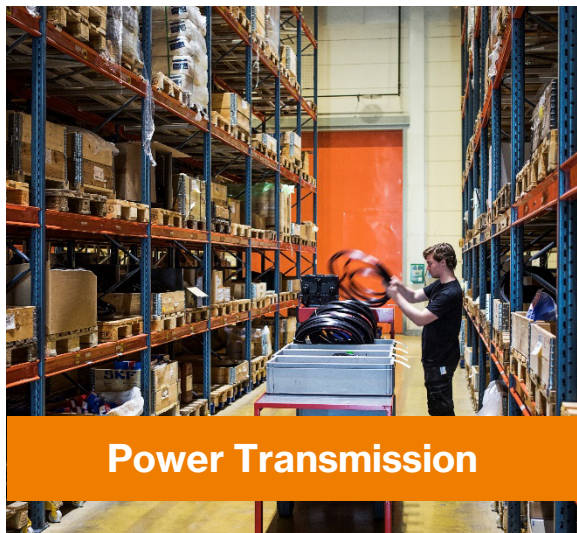


# A growing and increasingly diversified group

Number of companies representing >80% of group revenue



## Industry business area



**Power Transmission**

Market-leading supplier of industrial components and services, with a focus on industrial improvements for the aftermarket.

Revenue, SEK m:

**1,270**



**Specialist**

Leading in niche areas like hydraulics, pneumatics and automation. Sales, maintenance and custom manufacturing of components and systems.

Revenue, SEK m:

**430**

## Infrastructure business area

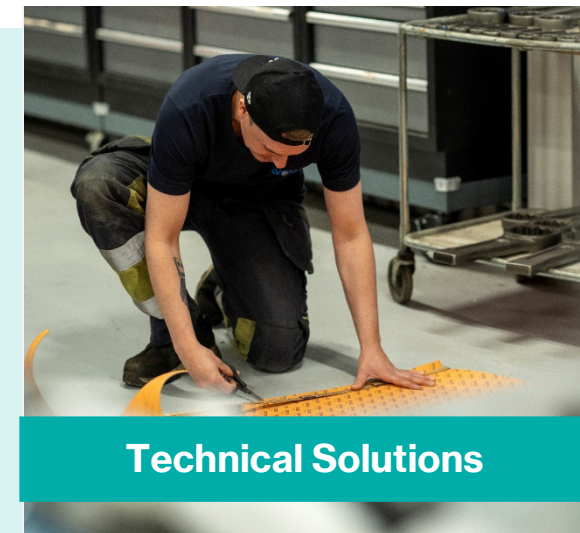


**Flow Technology**

Solutions for mechanical flows and fluid handling, with focus on critical functions within industrial processes and critical social infrastructure.

Revenue, SEK m:

**870**



**Technical Solutions**

Solutions that control and enhance the efficiency of plant operation, while also extending the service life and improving the efficiency of machinery.

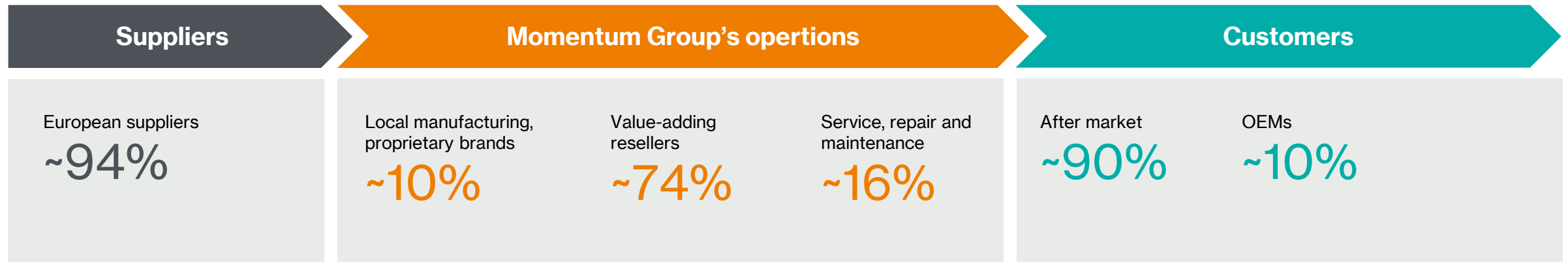
Revenue, SEK m:

**530**

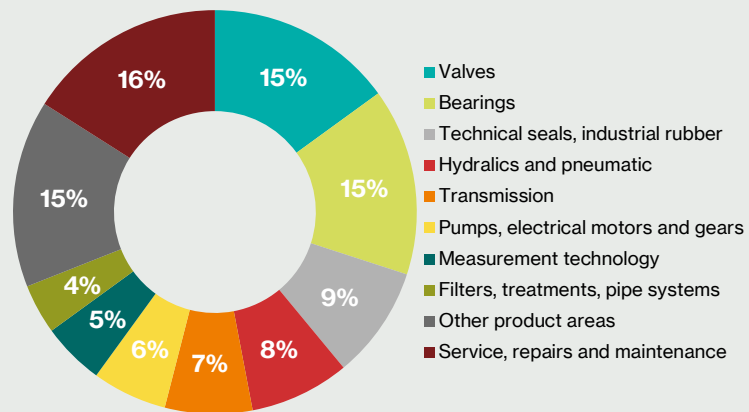
<sup>1</sup> Revenue refers to net sales R12 until 31 Mar 2026.



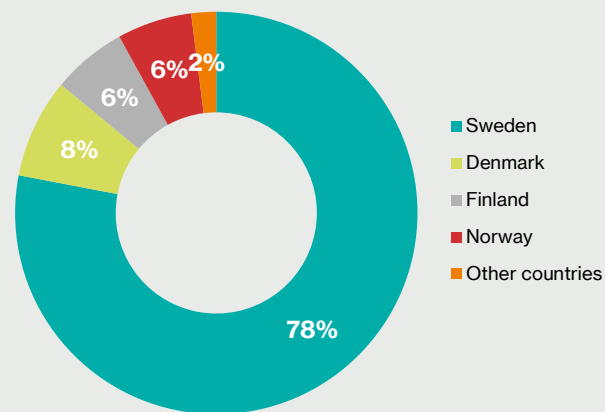
# Momentum Group's value chain



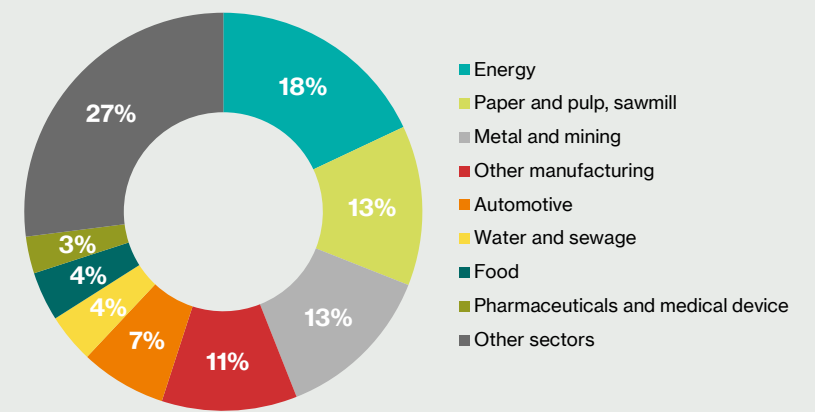
Revenue by product area, 2025



Revenue by country, 2025



Revenue per customer segment, 2025



# Our next five-year journey

## Building further on a proven business model

### Organic development

Continued improvements in current companies.

Focus on increasing the value add (gross margin+) and efficiency (cost of sales-).

### Expansion in value chain and product verticals

Structured and selective steps where clear customer value is created.

Build on technical expertise, application knowledge.

### Geographic expansion

Continued growth in the Nordics.

Selective expansion beyond the Nordic region.

Target by end of 2030: EBITA ~SEK **680** m

Our goal is to achieve **at least 15%** annual earnings growth over a business cycle.  
This requires systematic work to increase revenue, improve margins and keep overheads under control.



# Requirements for being an attractive 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

- Drive organic growth: "Better than yesterday."
- Maintain EBITA/WC >45% to fund expansion.
- Prioritise margins and capital turnover.
- Execute multiple acquisitions annually.
- Balance growth with reasonable ratio of net debt to EBITDA.
- Allocate capital via internal focus and share buybacks.

Aim to increase earnings per share and deliver solid shareholder returns.





**Momentum Group**

[momentum.group](https://momentum.group)