

Flow & Partners Appoints Jessica Sparrfeldt as CEO to Tackle Europe's €1.4 Trillion Working Capital Problem

Swedish working capital provider emerges from stealth as part of European financial services venture builder and investor ØTO9's portfolio.

STOCKHOLM, SWEDEN. 24 MARCH, 2026: Flow & Partner Finance, a financial services company providing working capital solutions for fast-growing European businesses, emerges from stealth today and announces Jessica Sparrfeldt as its Chief Executive Officer.

Sparrfeldt spent two decades in senior banking roles across Sweden's largest financial institutions, serving as Nordic Head of Business Finance at Avida Finans AB and Head of Business Banking at Northmill. Most recently, she held a senior position at PayEx, part of Swedbank.

Flow & Partners provides working capital to medium to large-sized growth-stage businesses by purchasing invoices addressed to their end customers, converting long-dated receivables into cash on hand. The debt stays off the client's balance sheet, and credit insurance reduces portfolio risk. Facilities can reach up to €50 million per customer.

The company currently operates in Sweden, Norway, Poland and Germany, with Spain and Italy planned for later this year, and a further 21 European markets on the roadmap. Clients include Norwegian rail infrastructure company Onrail – which replaces 100,000 truck journeys by shifting cargo from road to rail each year, generating approximately €34 million (NOK 380 million) in annual revenue - with additional customers in the pipeline across the infrastructure, industry and city development sectors.

Flow & Partners competes with legacy bank growth departments but differentiates through its pan-European scope and a partner-led model that sits closer to clients and their owners, particularly private equity and investment firms.

The company operates as a distinct business unit within ØTO9, the financial services venture builder and investor. ØTO9's model involves identifying structural gaps in financial services, then recruiting and backing operators who can build companies to fill them. Working capital emerged as a clear opportunity in that model, and Sparrfeldt was the standout choice.

Unlocking Europe's Trapped Capital

Working capital has been the through-line of Sparrfeldt's career in finance. Roughly €1.4 trillion in working capital sits unused across Europe's 1,000 largest companies, locking in cash that could otherwise fund investment, expansion and acquisitions. The problem is compounded by Europe's late payments crisis, where average payment periods now exceed 60

days in B2B transactions across the EU. By ending late payments, European SMEs could unlock over €100 billion in additional cash flow each year.

Flow & Partners recognise that even businesses with creditworthy customers still face cash shortfalls that stall expansion plans, delay acquisitions, or force them to take on expensive, unnecessary debt. Some of Europe's most promising scale-ups relocate to the US to access deeper capital markets and faster financing, a trend that policymakers from the European Commission to the Draghi report have flagged as a growing competitive risk.

Sparrfeldt's appointment marks the next phase in Flow & Partners' pan-European expansion and ØTO9's strategy to build specialist financial companies that strengthen Europe's ability to scale.

Jessica Sparrfeldt, CEO of Flow & Partners, said: "Europe's fastest-growing companies need a partner that understands their sector, sits close to their owners, and can move quickly when opportunities arise - whether that's an acquisition, a new market, or a major contract win. Companies have come to expect flexible financing to support their growth and boost liquidity, and that's the role we're here to play."

Siduri Polj, Partner and CMO at ØTO9, said: "Working capital was one of the gaps we knew we needed to address at ØTO9, as we kept hearing from executives that Europe lacked the financial infrastructure to help them build quickly. When I met Jessica, someone who has lived and breathed this product for years, it was clear she should build Flow & Partners with us. Her appointment is part of our broader commitment to strengthening Europe's ability to scale, not just talking about the growth gap but building the infrastructure that closes it."

About Flow & Partners

Flow & Partners Finance, a distinct business unit within ØTO9, provides European growth companies with access to cash flow-based financing and factoring solutions. The company helps unlock capital tied up in receivables, inventory, and payables - deals that have been completed but are not yet liquid. Flow & Partners works closely with large and mid-sized B2B companies across Europe, and finances transactions of up to EUR 50 million. The company currently operates in four European markets and aims to expand to 21 markets under the leadership of CEO Jessica Sparrfeldt.

About ØTO9

ØTO9 is a European financial services venture builder and investor. Founded in Sweden by Oliver Hildebrandt, ØTO9 provides entrepreneurs with the capital, compliance, talent, technical and operational support needed to start and scale licensed financial companies in months rather than years. ØTO9 operates under European financial services licences, allowing its portfolio companies to launch regulated financial products immediately.

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