SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Guesty

Benchmarked against Lodgify, Hostaway, Beyond, and Hostfully.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Guesty	V2026 Q4	Quarterly

ABOUT THIS REPORT

An independent workforce view for portfolio decisions

Understand where your company stands against peers and which workforce gaps deserve attention.



Built from public signals

Professional profiles, job postings and company pages.



Complements management reporting

An outside view, with no data request to the portfolio company.

TRUSTED BY

accenture

BAIN & COMPANY

CRIF

Nextalia INVESTMENT MANAGEMENT

SCOPE OF THE REPORT

Guesty benchmarked against 4 relevant peers, using HR data covering 1,141 professionals.

PORTFOLIO COMPANY

Guesty

372 FTE

#5

COMPARABLE SET	SKILLSHERPA RANKING	769 FTE across 4 peers
Lodgify	#2	261 FTE
Hostaway	#3	254 FTE
Beyond	#1	187 FTE
Hostfully	#4	67 FTE

WORKFORCE IN VIEW

1,141 FTE

372 target, 769 comparables

REPORTING PERIOD

Q3 2026

Compared with **Q3 2025**

Data as of Sep 2026

METRICS BENCHMARKED

40+

12 in this Executive View

CORE BUSINESS | 1 OF 2

Headcount fell by 7 people, and the share that generates revenue held at the lowest in the set. The seat that owns technology and product is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CTO seat vacant

The executive who owns technology and product is missing while its share declines.

OTHER HEALTH METRICS ✓ in line ✗ worse than the set

- ✓ 0 seats changed in 12 months
  1.3 in the peer set
- ✓ 8.0 years average tenure
  3.5 years in the peer set
- ✗ 2 of 6 executive seats filled
  3.5 of 6 in the peer set
- ✓ 1 of 2 promoted internally (50%)
  40% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

BUSINESS STANCE

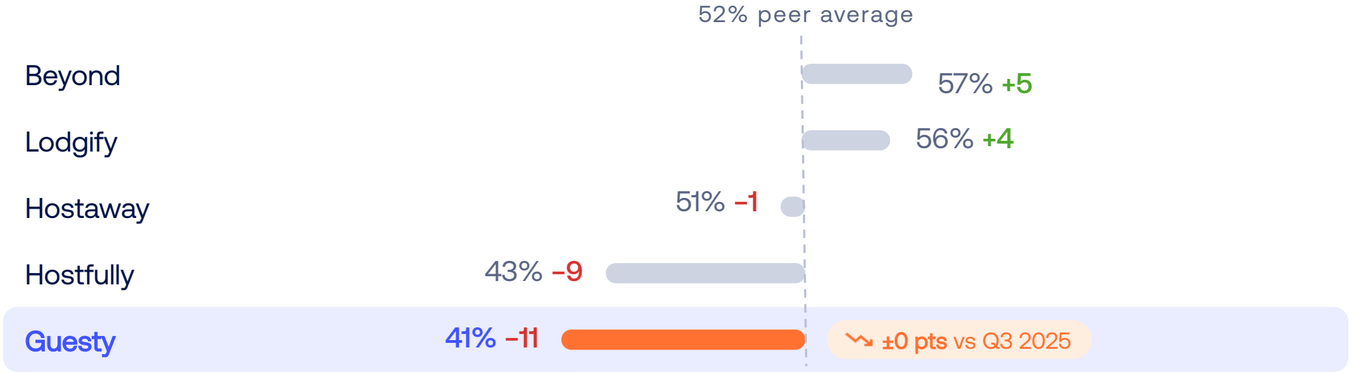
Neutral

from Focus on Revenue

WHERE THE −7 HEADCOUNT CAME FROM



3 from the Revenue Core (43%), 4 from outside of it



CORE BUSINESS The job families that directly generate, deliver and sell revenue, plus the leadership that owns them. Enabling functions such as HR and Office Management are excluded. Headcount as of 30 Sep 2026.

CORE BUSINESS | 2 OF 2

Software Eng. loses 67% of its new hires within a year, the worst in the set.

€126–980k

FORECAST | NEXT 12 MONTHS

Replacement cost, Software Eng. & Dev. only

at the current departure pace

7 exits × €18–140k per person. Estimate, to be validated.

7 of 30
people expected to leave

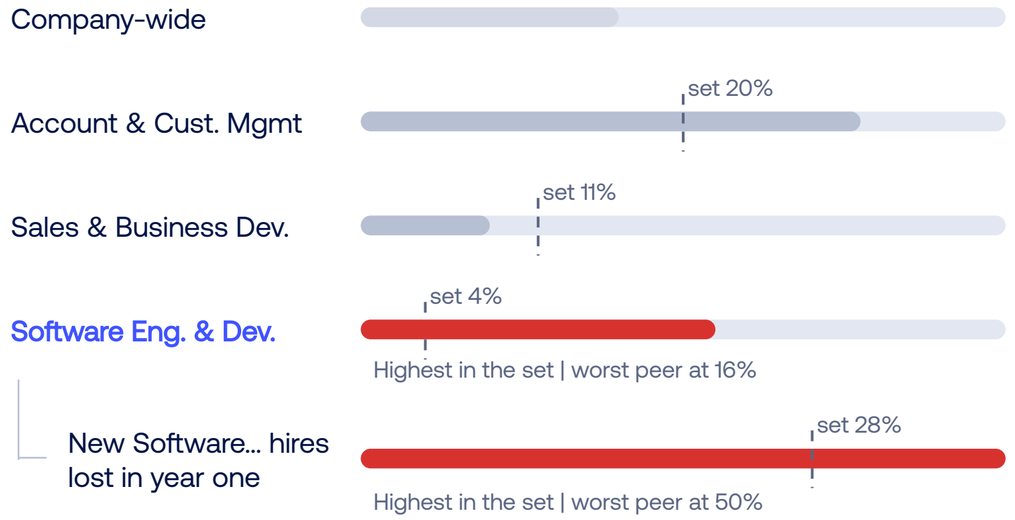
1
of them first-year hires

€18–140k
per replacement

⚠ The CTO seat, which owns the Software Engineering & Development organisation, is vacant. Read with Core Business – Health, page 04.

ANNUALISED ATTRITION BY JOB FAMILY

Bar = Guesty | dashed line = set average for that family | scale 0–40% | changes vs Q3 2025 not supplied



	Rate	GAP vs set average
Company-wide	16%	+3 pts
Account & Cust. Mgmt	31%	+11 pts
Sales & Business Dev.	8%	−3 pts
Software Eng. & Dev.	**22%**	**+18 pts**
New Software... hires lost in year one	67%	+39 pts

CORE BUSINESS The job families that directly generate, deliver and sell revenue, plus their leadership. First-year attrition measures exits within 12 months of joining. Headcount as of 30 Sep 2026.

SALES | 1 OF 2

Veterans represent 38% of Guesty's sales team. Peers average 35%.

GUESTY

38%

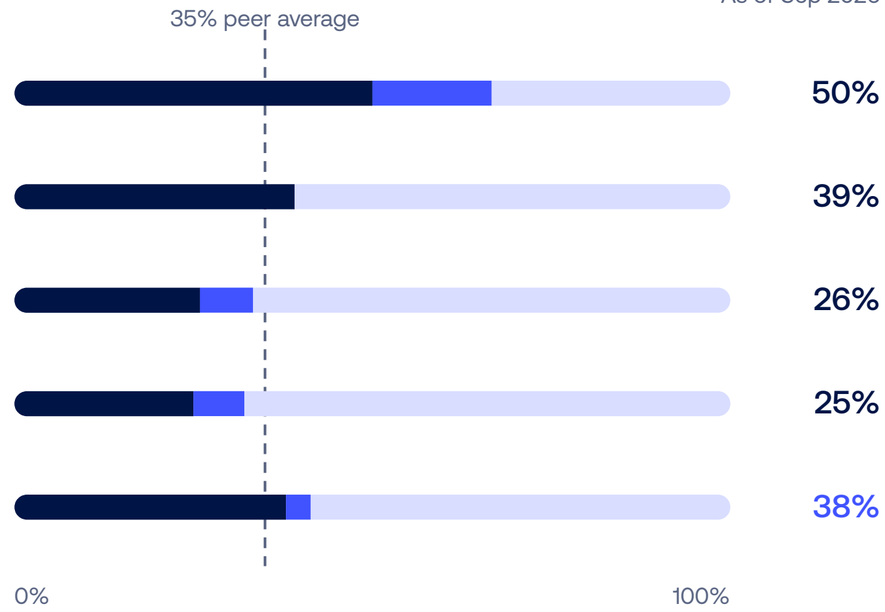
11 Veterans today, out of 29 sellers

38% Veterans | 3% Ramping | 59% Bets | 1 square ≈ 10%

0 Veterans missing against a team of 29 with the set's mix (35% × 29 ≈ 10.2)

SET COMPARISON

As of Sep 2026



Veterans
Sellers with at least three years of experience in the industry and past the ramp-up phase.

Ramping
Recent hires with prior experience in both the role and the industry.

Bets
No industry background, or in their first senior sales seat.

SALES | 2 OF 2

1 of 24 Bets hired since Oct 2023 became a Veteran; 6 have left.

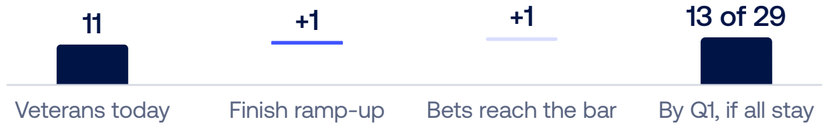
45%

UPPER BOUND | BY Q1 2027

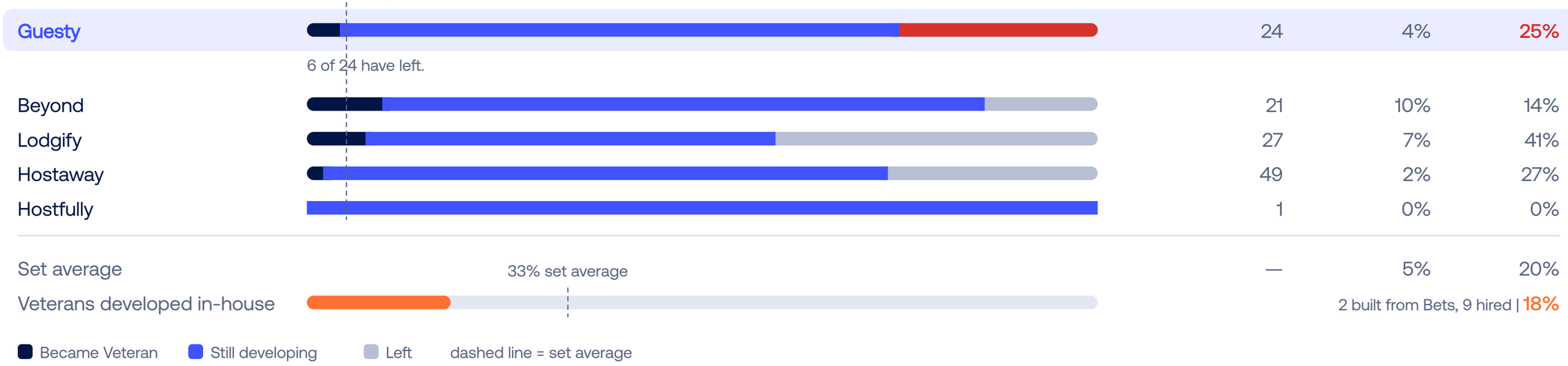
Veteran share by Q1 2027

if all 29 sellers stay | set 46%

Assumes no departures before Q1. Set computed the same way.



BETS HIRED SINCE OCT 2023



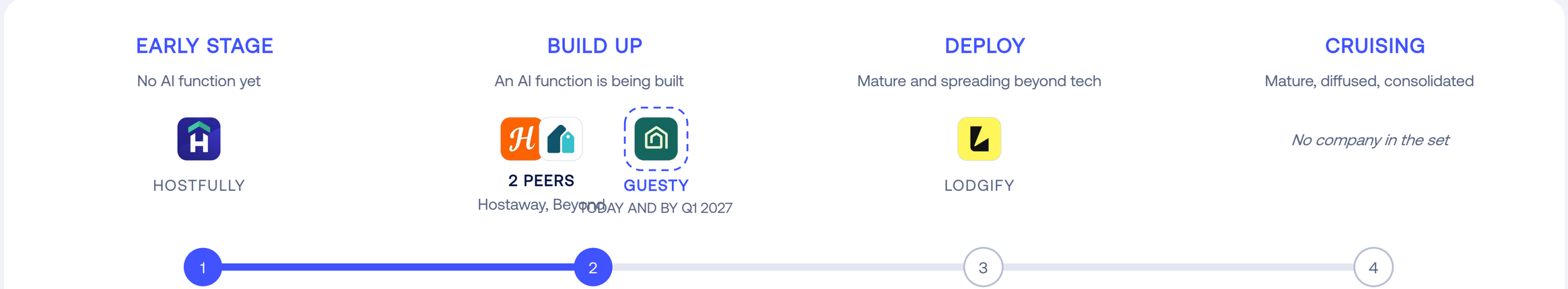
OUTCOME

	Hired	Veteran	Left
Guesty	24	4%	25%
Beyond	21	10%	14%
Lodgify	27	7%	41%
Hostaway	49	2%	27%
Hostfully	1	0%	0%
Set average	—	5%	20%
Veterans developed in-house		2 built from Bets, 9 hired | 18%	

COHORT Sellers who joined as Bets from Oct 2023 to Sep 2026, followed to 30 Sep 2026. Leavers stay in the denominator. Headcount as of 30 Sep 2026.

AI WORKFORCE IMPACT | 1 OF 2

Guesty is in Build Up and should still be there by Q1 2027.



NEXT STEP | 2 OF 3 MET

✓ No AI professionals, or a first single hire	✓ AI function growing, or created recently	✓ AI function growing faster than peers	○ Mature and diffused, as in Deploy
✓ Or a low-maturity team that shrank or never grew	✓ Maturity below peers, or AI still confined to tech	✓ AI-ready people outside Technology & Data	○ Growth in line with or below peers
✓ Workforce AI readiness shows the potential	✓ No slide back to Early unless the function shrinks	○ Maturity above peers (AI density and readiness): 35 today, 75 needed	○ More than three AI professionals

■ Guesty today ⬚ By Q1 2027, if AI professionals keep growing at the current pace

AI WORKFORCE IMPACT How large a company's AI function is, how fast it grows and how far AI skills have spread beyond tech, read against the AI readiness of the workforce. AI professionals are roles explicitly defined as AI.

AI WORKFORCE IMPACT | 2 OF 2

Maturity is what keeps Guesty out of Deploy.

	STAGE	MATURITY Peer percentile (sector peers) AI readiness		MOMENTUM 24-month growth	DIFFUSION AI-ready outside tech
		Deploy bar | 75			
Guesty	Build Up		✕ 35	✓ +200%	✓ 13%
		35 against a Deploy bar of 75: 40 points to close. AI readiness is below the set (36.2 vs 37.9); AI density is in line (2%).			
Lodgify	Deploy		59	+125%	6%
Hostaway	Build Up		36	New	0%
Beyond	Build Up		46	+25%	31%
Hostfully	Early Stage		9	—	0%
Set average			37	+75%	9%

■ Stage reached ▭ Guesty by Q1 2027 ✓ Meets the Deploy bar ✕ Not yet Set average = the four comparables Detail per company: page 10

HOW THE STAGE IS SET Maturity averages the peer percentiles AI readiness, measured on the whole workforce. Momentum is the 24-month growth of AI professionals against the peer median. Diffusion is the share of AI-ready people outside Technology & Data. Peers share sector and size and set the thresholds; they are not the four comparables. Headcount as of 30 Sep 2026.

APPENDIX | AI WORKFORCE IMPACT

The numbers behind the maturity score, by company.

	STAGE	AI PROFESSIONALS	AI DENSITY	AI READINESS (WORKFORCE)
Guesty	Build Up	6	2%	36.2
Lodgify	Deploy	9	3%	42.2
Hostaway	Build Up	4	2%	37.5
Beyond	Build Up	5	3%	38.5
Hostfully	Early Stage	0	0%	33.5
Set average		5	2%	37.9

Maturity is the average of the sector-peer percentiles of AI density and AI readiness. Size gives context but does not decide the stage. Set average = the four comparables. Headcount as of 30 Sep 2026.

HOW THE STAGE IS SET Maturity averages the peer percentiles of AI density (AI professionals over headcount) and AI readiness, measured on the whole workforce. Momentum is the 24-month growth of AI professionals against the peer median. Diffusion is the share of AI-ready people outside Technology & Data. Peers share sector and size and set the thresholds; they are not the four comparables.

DEEP DIVE | 1 OF 4

Workforce gaps worth €6.6M; overstaffing is the only one still growing.

€6.6M

Twelve-month estimate

Value creation opportunity

+€0.3M vs Q3 2025

twelve-month value of the three gaps

€17.9k

PER FTE

€6.6M over 372 FTE



COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q3 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€5.7M	Increasing	Total headcount 379 → 372	Revenue-supporting share 59% → 59%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€513k	Decreasing	Attrition, last 12 months 20% → 16%	Families above the set average 1 of 3 → 2 of 3
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€478k	Stable	First-year attrition, company 17% → 15%	First-year attrition, Software En... 0% → 67%

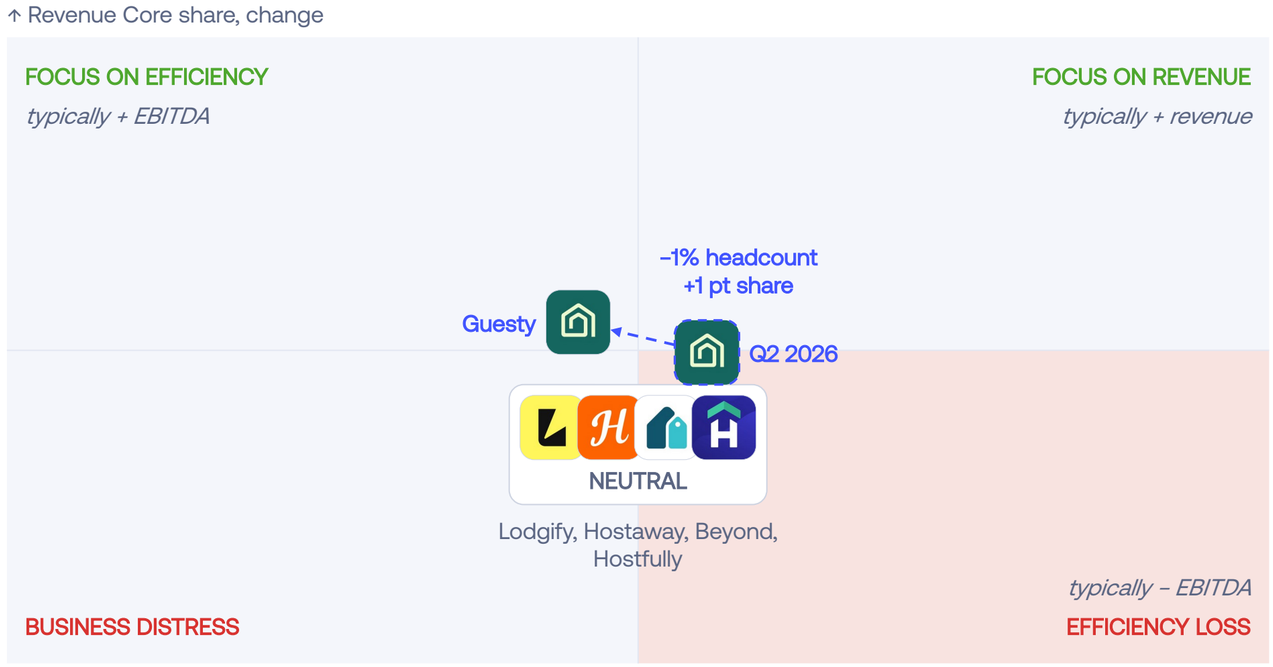
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q3 2025 with today. Headcount as of 30 Sep 2026.

DEEP DIVE | 2 OF 4

Neutral: headcount (–1%) and the Revenue Core share (+1 pt) barely moved.

BUSINESS STANCE MAP

Neutral | Business Stance on page 04



WHAT MOVED | Q2 2026 → TODAY

Headcount

375 → 372 **–3**

0%

0 from the Revenue Core, 3 from outside it

Revenue Core share

40% → **41%** +1 pt vs Q2

Q2 2026

Today

Sales & Business Development share

7% → **7%** ±0 pts vs Q2

Q2 2026

Today

Sales added one seller while the company lost three (page 06).

BUSINESS STANCE Position on quarterly headcount growth and on the change in the Revenue Core share. Neutral when both changes are small. P&L reads under the quadrant names are typical outcomes, not measured ones. Headcount as of 30 Sep 2026.

DEEP DIVE | 3 OF 4

Predicted to stay in Neutral next quarter, with high confidence.

Q2 2026	TODAY	Q4 2026 | PREDICTED
NEUTRAL	NEUTRAL	NEUTRAL

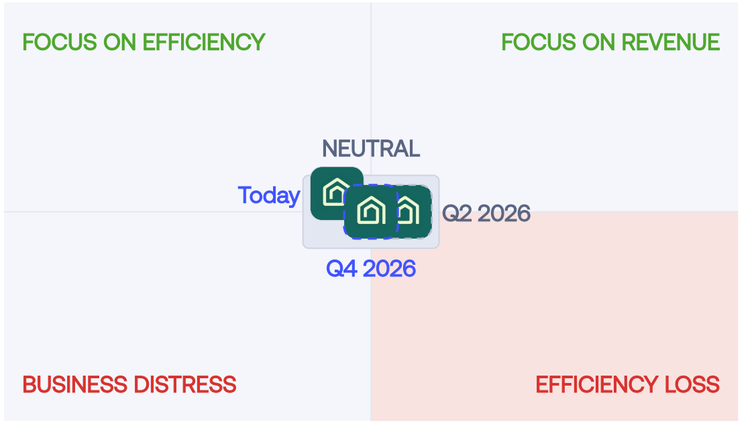
Confidence ■■■■■ HIGH

Backtest hit rate
next-quarter stance, portfolio and industry

46%

STANCE MAP

↑ Revenue Core share, change



Q2 2026 ■ Today Q4 2026 Headcount growth →

WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 4 OF 5 VISIBLE

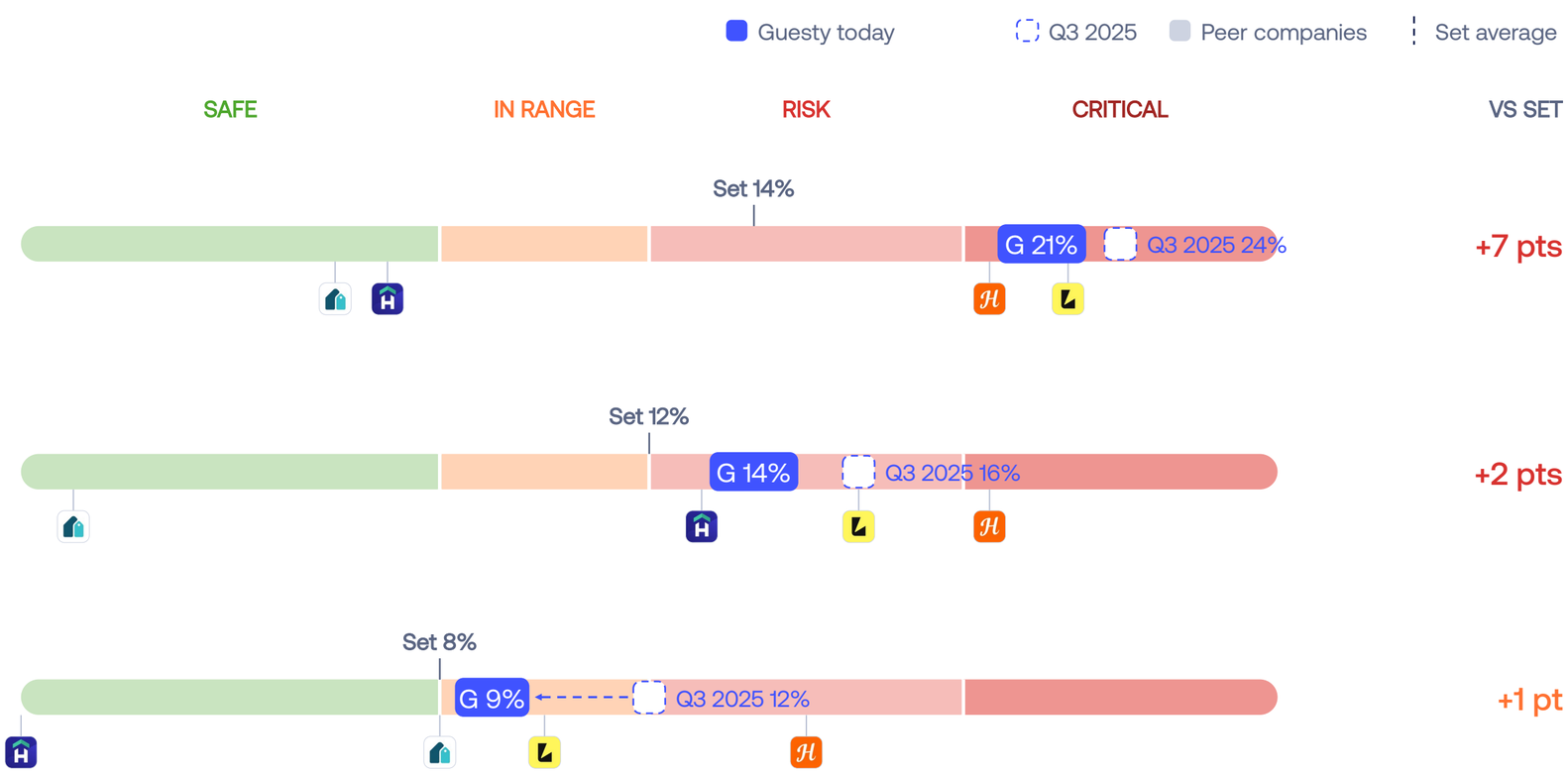
	SIGNAL	TODAY	SOURCE
✓	No net hiring in Account and Software Engineering	±0 and –1 people this quarter	
✓	Sales share does not rise	**7%**, unchanged from Q2	page 12
✗	Ramping sellers keeps leaving before ramp-up	**1** of 29 sellers still ramping	page 06
✓	Software Engineering first-year attrition stays above the 28% set average	**67%** of new hires lost in year one	page 05
✓	Supporting roles keep growing faster than the Revenue Core	**–3** inside it, –4 outside it	page 04

PREDICTION Next-quarter Business Stance of Guesty, validated by backtesting on portfolio and industry companies. The listed signals are what the prediction needs to hold. The AI outlook on page 08 looks two quarters ahead, to Q1 2027.

DEEP DIVE | 4 OF 4

One of three clusters moved into a lower attrition band since Q3 2025.

ATTRITION BY CLUSTER



ATTRITION Exits in the trailing window over average monthly headcount. Bands: safe below 8%, in range 8–12%, risk 12–18%, critical 18% and above. Middle & executive = Middle-Management and Executive levels. Clusters overlap and use a different base from the job families on page 05.

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PORTFOLIO MONITORING REPORT

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