SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Hightouch

Benchmarked against Fivetran, Rudderstack, Firebolt, and Coalesce.lo.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Hightouch	V2026 Q3	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

Hightouch benchmarked against 4 relevant peers, using HR data covering 925 professionals.



PORTFOLIO COMPANY

Hightouch

77 FTE

#4

COMPARABLE SET	SKILLSHERPA RANKING	848 FTE across 4 peers
Fivetran	#3	698 FTE
Rudderstack	#1	71 FTE
Firebolt	#5	46 FTE
Coalesce.lo	#2	33 FTE

WORKFORCE IN VIEW

925 FTE

77 target, 848 comparables

REPORTING PERIOD

Q2 2026

Compared with **Q2 2025**

Data as of Jun 2026

METRICS BENCHMARKED

40+

12 in this Executive View

Core Business – Health

CRITICAL | LAST OF 5

CORE BUSINESS | 1 OF 2

Headcount grew by 29 people, and the share that generates revenue rose but is still the lowest in the set. The seat that owns the commercial engine is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CRO/CMO seat vacant

The executive who owns the commercial engine is missing while its share grows.

OTHER HEALTH METRICS ✓ in line ✗ worse than the set

- ✓ 0 seats changed in 12 months
  0 in the peer set
- ✓ 14.8 years average tenure
  6.7 years in the peer set
- ✓ 1 of 6 executive seats filled
  0.3 of 6 in the peer set
- ✗ 0 of 1 promoted internally (0%)
  100% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

BUSINESS STANCE

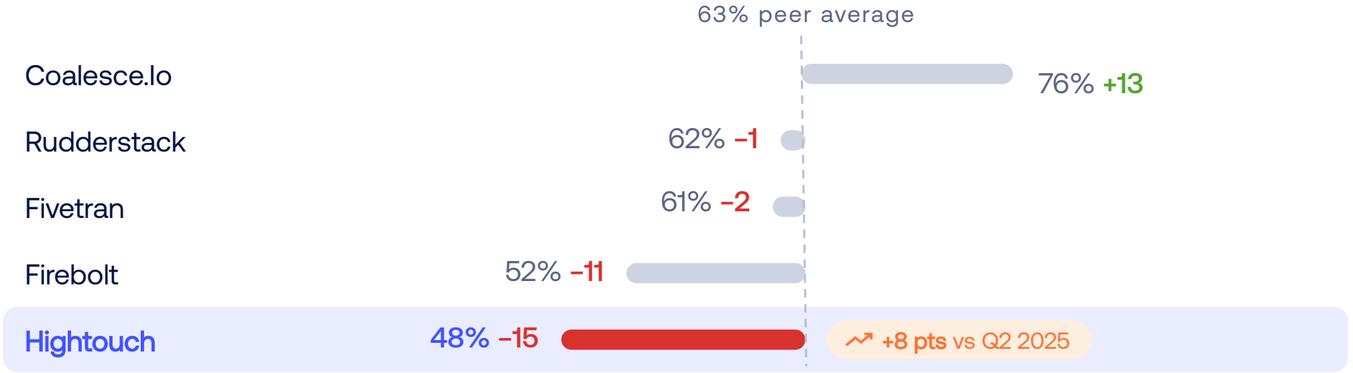
Focus on Revenue

from Efficiency Loss

WHERE THE +29 HEADCOUNT WENT



18 into the Revenue Core (62%), 11 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 Jun 2026.

CORE BUSINESS | 2 OF 2

Sales loses 20% of its new hires within a year, 17 points below the set average.

€309–336k

FORECAST | NEXT 12 MONTHS

Replacement cost, Sales & Business Dev. only

at the current departure pace

3 exits × €103–112k per seller. Estimate, to be validated.

3 of 16
sellers expected to leave

2
of them first-year hires

€103–112k
per replacement

⚠ The CRO/CMO seat, which owns the Sales & Business Development organisation, is vacant. Read with Core Business – Health, page 04.

ANNUALISED ATTRITION BY JOB FAMILY

Bar = Hightouch | dashed line = set average for that family | scale 0–40% | changes vs Q2 2025 not supplied



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 Jun 2026.

SALES | 1 OF 2

Veterans represent 25% of Hightouch's sales team. Peers average 20%.

HIGHTOUCH

25%

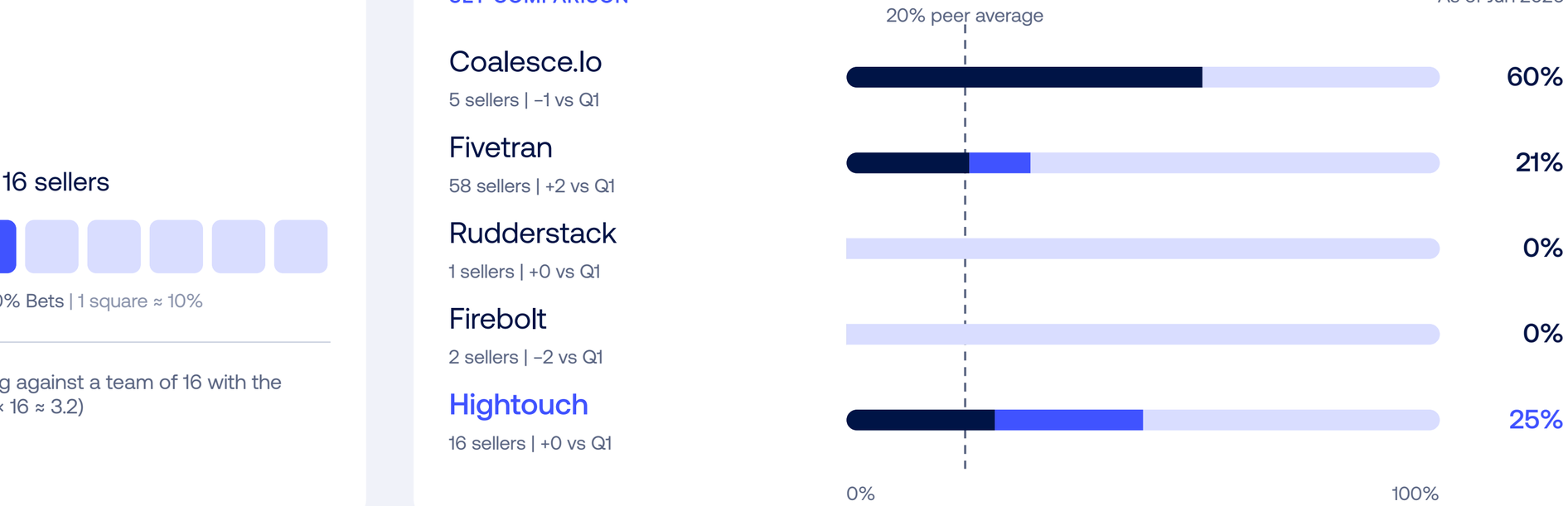
4 Veterans today, out of 16 sellers

25% Veterans | 25% Ramping | 50% Bets | 1 square ≈ 10%

0 Veterans missing against a team of 16 with the set's mix (20% × 16 ≈ 3.2)

SET COMPARISON

As of Jun 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

None of the 8 Bets hired since Jul 2023 became Veterans; none have left.

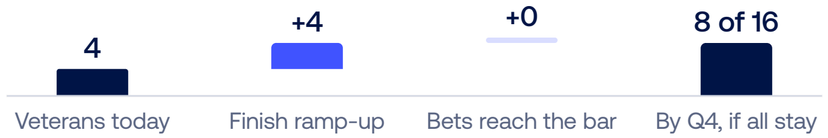
50%

UPPER BOUND | BY Q4 2026

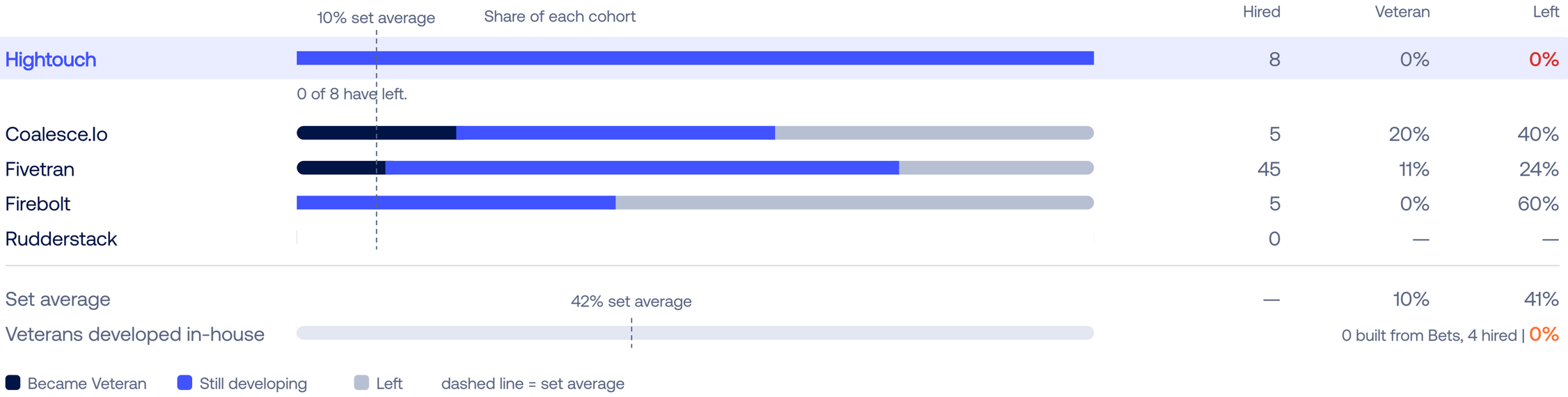
Veteran share by Q4 2026

if all 16 sellers stay | set 23%

Assumes no departures before Q4. Set computed the same way.



BETS HIRED SINCE JUL 2023

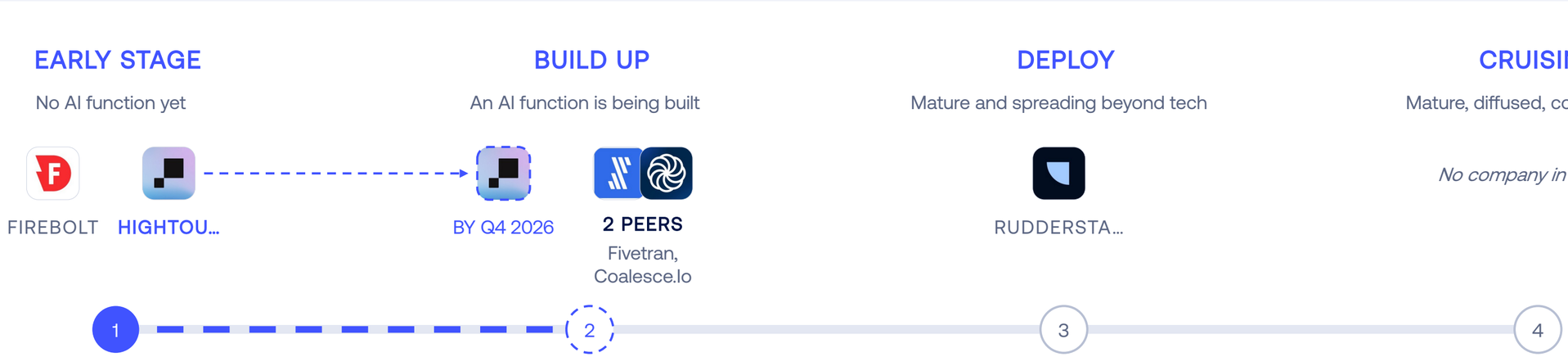


OUTCOME	Hired	Veteran	Left
Hightouch	8	0%	0%
Coalesce.Io	5	20%	40%
Fivetran	45	11%	24%
Firebolt	5	0%	60%
Rudderstack	0	—	—
Set average	—	10%	41%
Veterans developed in-house		0 built from Bets, 4 hired | 0%	

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

AI WORKFORCE IMPACT | 1 OF 2

Hightouch is in Early Stage and could reach Build Up by Q4 2026.



NEXT STEP | 3 OF 3 MET

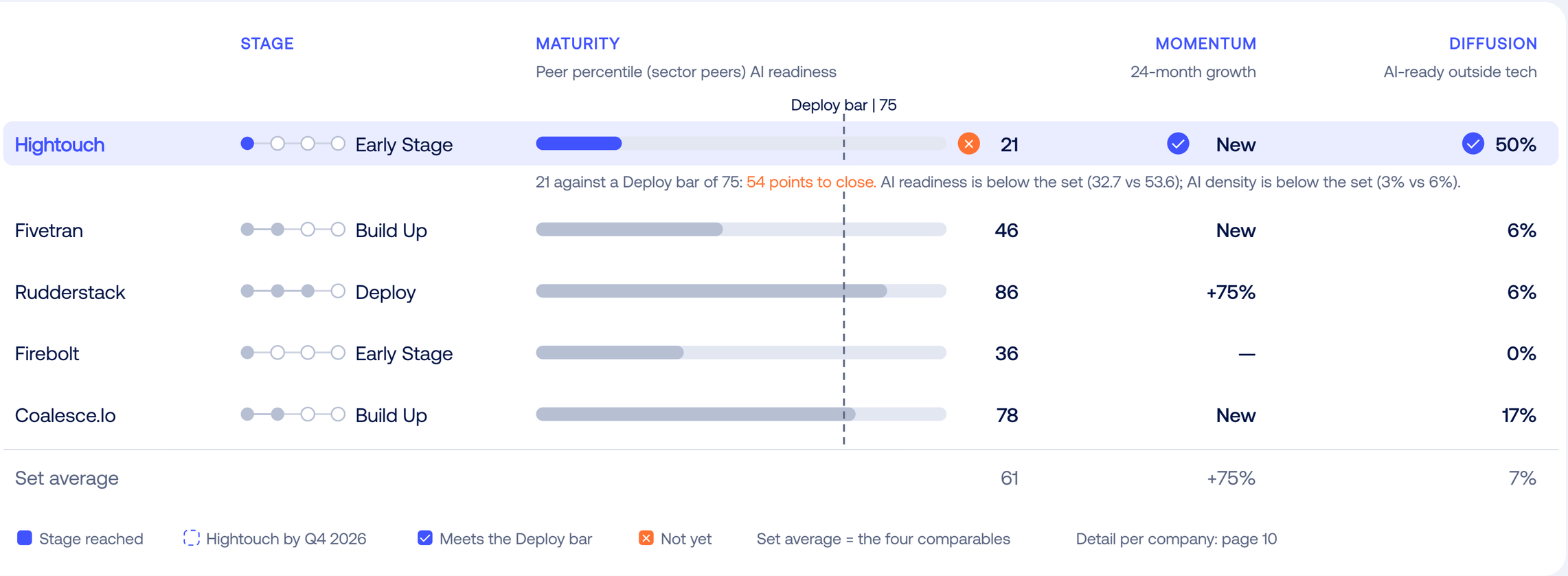
- [x] No AI professionals, or a first single hire
- [x] Or a low-maturity team that shrank or never grew
- [x] Workforce AI readiness shows the potential
- [x] AI function growing, or created recently
- [x] Maturity below peers, or AI still confined to tech
- [x] No slide back to Early unless the function shrinks
- [ ] AI function growing faster than peers
- [ ] AI-ready people outside Technology & Data
- [ ] Maturity above peers (AI density and readiness): 21 today, 75 needed
- [ ] Mature and diffused, as in Deploy
- [ ] Growth in line with or below peers
- [ ] More than three AI professionals

■ Hightouch today ⬚ By Q4 2026, 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

Momentum is what keeps Hightouch out of Build Up.



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 Jun 2026.

APPENDIX | AI WORKFORCE IMPACT

The numbers behind the maturity score, by company.

	STAGE	AI PROFESSIONALS	AI DENSITY	AI READINESS (WORKFORCE)
Hightouch	Early Stage	2	3%	32.7
Fivetran	Build Up	3	0%	49.7
Rudderstack	Deploy	7	10%	60.6
Firebolt	Early Stage	0	0%	51.6
Coalesce.Io	Build Up	4	12%	52.5
Set average		4	6%	53.6

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 Jun 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 €2.9M; all but excessive turnover are still growing.

€2.9M

Twelve-month estimate

Value creation opportunity

+€0.9M vs Q2 2025

twelve-month value of the three gaps

€37.3k

PER FTE

€2.9M over 77 FTE

Hightouch	€37.3k
Set average	€30.5k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY
Overstaffing Payroll carried above what today's output requires.	€2.8M	Increasing	Total headcount: 48 → 77 Revenue-supporting share: 60% → 52%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Stable	Attrition, last 12 months: 9% → 10% Families above the set average: 2 of 3 → 0 of 3
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€109k	Increasing	First-year attrition, company: 0% → 11% First-year attrition, Sales: 0% → 20%

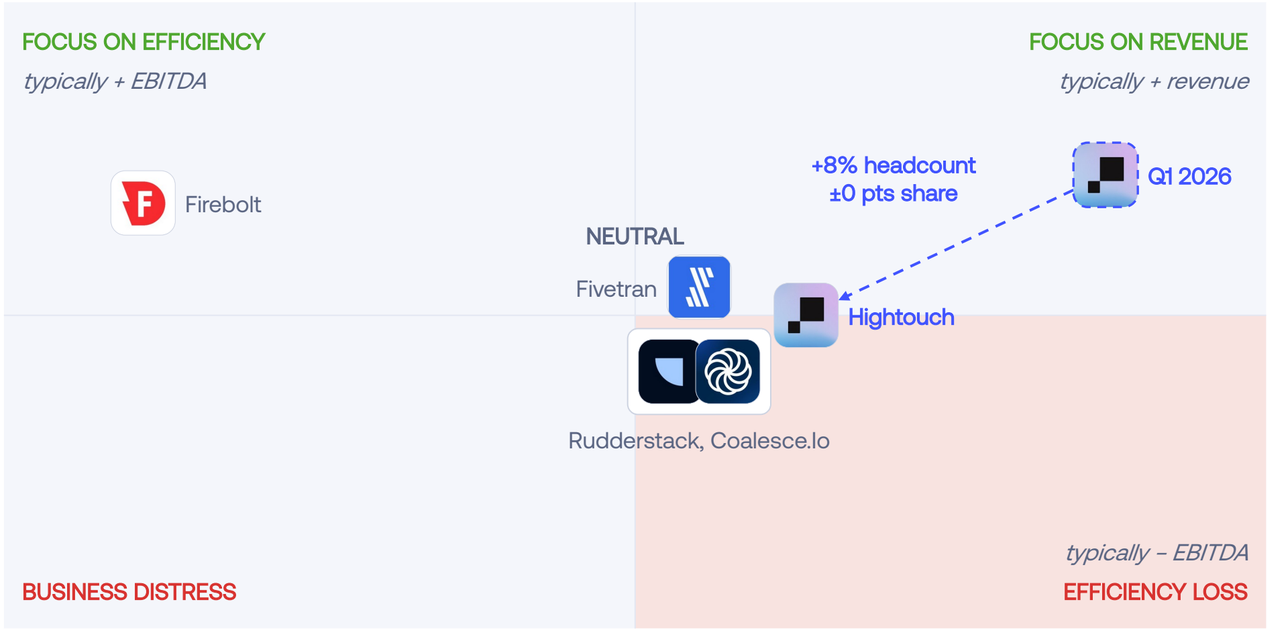
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Efficiency Loss: headcount grew 8% while the Revenue Core share held steady.

BUSINESS STANCE MAP

Efficiency Loss | Focus on Revenue year on year, page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

71 → 77 **+6**

50%

3 into the Revenue Core, 3 outside it

Revenue Core share

48% → 48% **±0 pts** vs Q1

Q1 2026

Today

Software Engineering & Development share

4% → 6% **+2 pts** vs Q1

Q1 2026

Today

Software Engineering added two people while the company added six.

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 Jun 2026.

DEEP DIVE | 3 OF 4

Predicted to stay in Efficiency Loss next quarter, with low confidence.

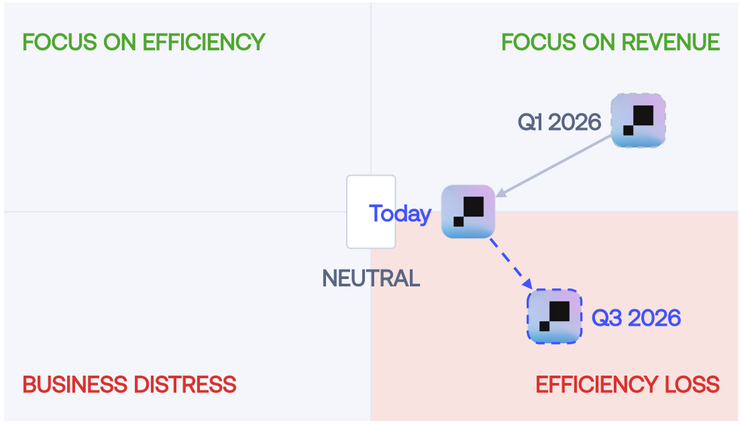
Q1 2026	TODAY	Q3 2026 | PREDICTED
FOCUS ON REVENUE	EFFICIENCY LOSS	EFFICIENCY LOSS

Confidence — LOW

Backtest hit rate
next-quarter stance, portfolio and industry — 46%

STANCE MAP

↑ Revenue Core share, change



Q1 2026 · Today · Q3 2026 · Headcount growth →

WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 0 OF 5 VISIBLE

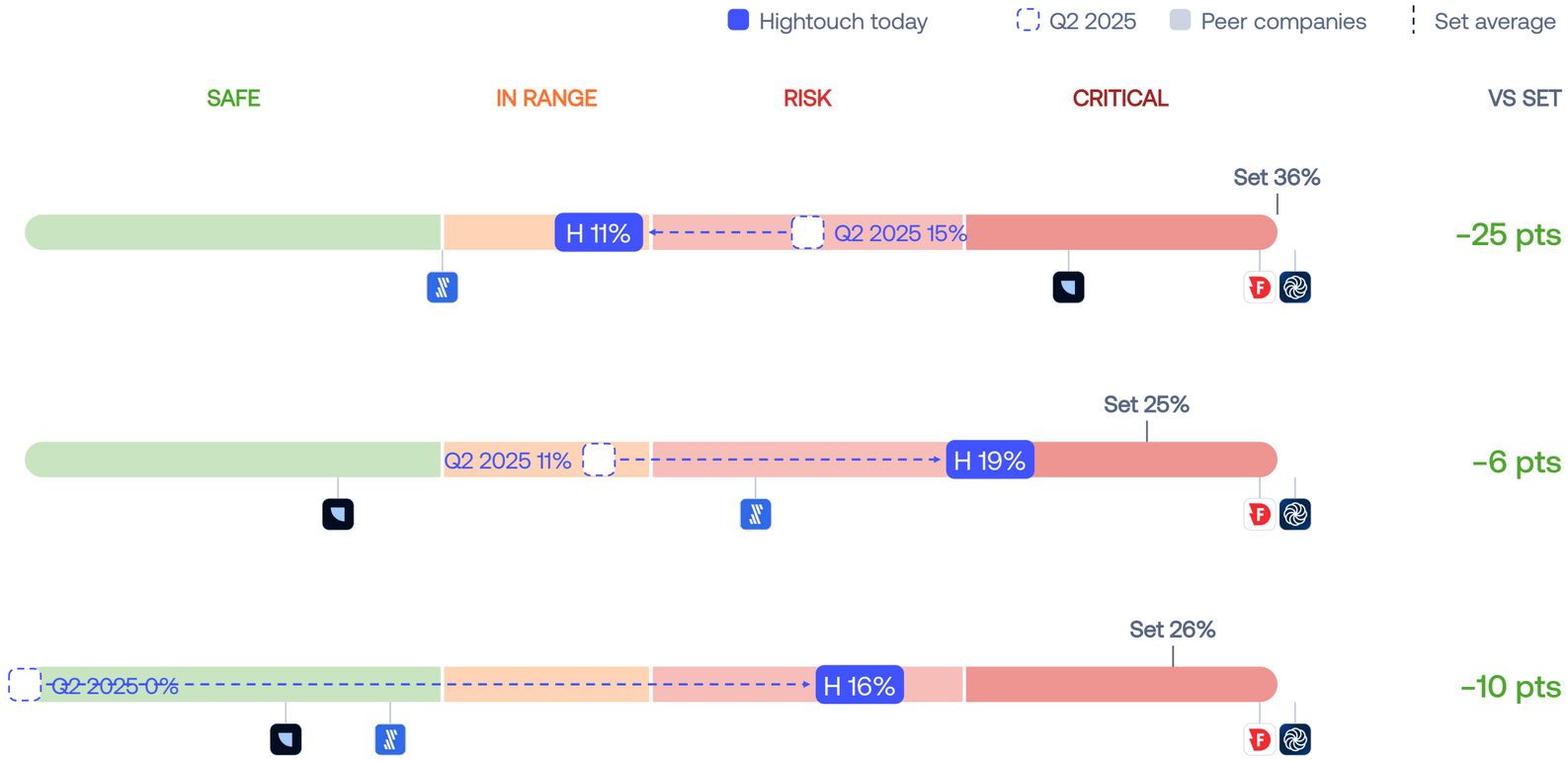
SIGNAL	TODAY	SOURCE
No net hiring in Sales and IT Infrastructure	±0 and +1 people this quarter	
Software Engineering share does not rise	**6%**, up from 4% in Q1	page 12
Ramping sellers keep leaving before ramp-up	**4** of 16 sellers still ramping	page 06
Sales first-year attrition stays above the 37% set average	**20%** of new sellers lost in year one	page 05
Supporting roles keep growing faster than the Revenue Core	**11** of 29 hires went outside it	page 04

PREDICTION Next-quarter Business Stance of Hightouch, 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 Q4 2026.

DEEP DIVE | 4 OF 4

Two clusters moved to a higher attrition band since Q2 2025, one to a lower.

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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