SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Moa Technology

Benchmarked against Vernalis, Gyros Protein Technologies, Bmg Labtech, and Phodé.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Moa Technology	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

Moa Technology benchmarked against 4 relevant peers, using HR data covering 377 professionals.

PORTFOLIO COMPANY

Moa Technology

76 FTE

#3

COMPARABLE SET	SKILLSHERPA RANKING	301 FTE across 4 peers
Vernalis	#2	75 FTE
Gyros Protein Technologies	#4	75 FTE
Bmg Labtech	#1	76 FTE
Phodé	#5	75 FTE

WORKFORCE IN VIEW

377 FTE

76 target, 301 comparables

REPORTING PERIOD

Q2 2026

Compared with **Q2 2025**

Data as of Jun 2026

METRICS BENCHMARKED

40+

12 in this Executive View

CORE BUSINESS | 1 OF 2

Headcount grew by 1 person, and the share that generates revenue rose and sits below the set. The seat that owns finance is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CFO seat vacant

The executive who owns finance is missing while its share declines.

OTHER HEALTH METRICS ✓ in line ✕ worse than the set

- ✓ 0 seats changed in 12 months
  0 in the peer set
- – 6.1 years average tenure
  — in the peer set
- ✓ 3 of 6 executive seats filled
  0 of 6 in the peer set
- – 1 of 3 promoted internally (33%)
  — in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

BUSINESS STANCE

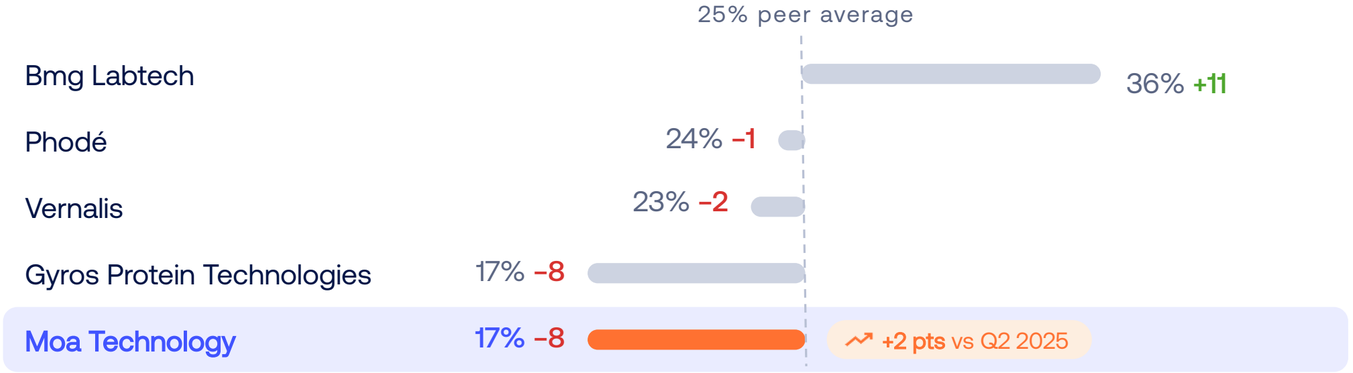
Neutral

from Focus on Efficiency

WHERE THE +1 HEADCOUNT WENT



2 into the Revenue Core, 1 fewer 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

Research loses 0% of its people every year, 4 points below the set average.

€0k

FORECAST | NEXT 12 MONTHS

Replacement cost, Research & Development only

at the current departure pace

0 exits × €114k per person. Estimate, to be validated.

0 of 12
people expected to leave

0
of them first-year hires

€114k
per replacement

⚠ The CTO seat, which owns Research & Development, is filled; attrition is not a leadership gap.

ANNUALISED ATTRITION BY JOB FAMILY

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



	Rate	GAP vs set average
Company-wide	4%	-2 pts
Healthcare Support	0%	—
Research & Dev.	0%	-4 pts
New Research hires lost in year one	0%	-17 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 Jun 2026.

Sales – Selling Capacity

NOT MEASURABLE | 0 SELLERS

SALES | 1 OF 2

Moa Technology has no sellers in view. Peers average 85%.

MOA TECHNOLOGY

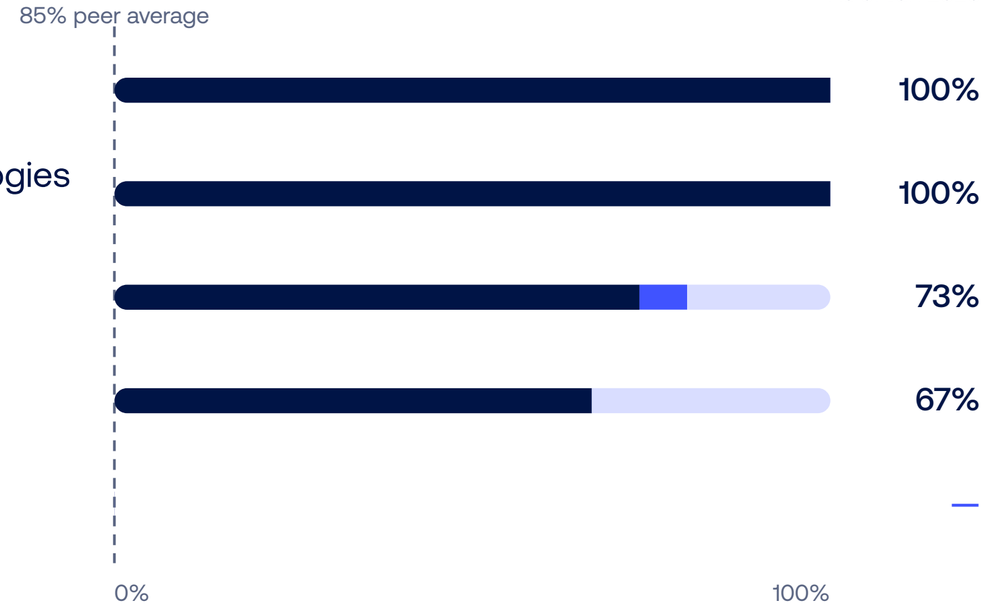
No sellers in view

— Veterans | — Ramping | — Bets | 1 square ≈ 10%

Veterans missing against the set's mix: not measurable with 0 sellers

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

Moa Technology has no sellers in view.

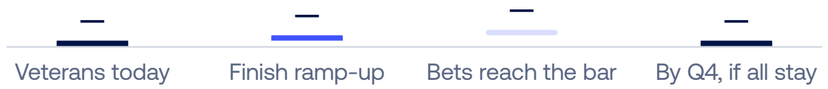
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UPPER BOUND | BY Q4 2026

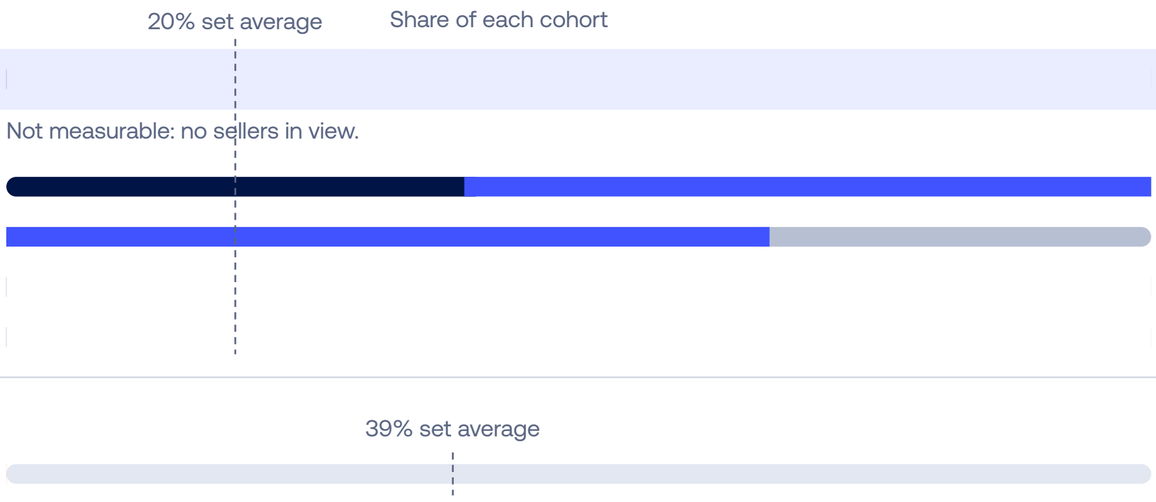
Veteran share by Q4 2026

No sellers in view | set 91%

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



BETS HIRED SINCE JUL 2023



OUTCOME	Hired	Veteran	Left
Moa Technology	—	—	—
Bmg Labtech	5	40%	0%
Phodé	3	0%	33%
Vernalis	0	—	—
Gyros Protein Tec...	0	—	—
Set average	—	20%	17%
Veterans developed in-house			—

Became Veteran Still developing Left dashed line = set average

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

Moa Technology is in Early Stage and should still be there by Q4 2026.

EARLY STAGE

No AI function yet



4 PEERS

Vernalis, Gyros Protein Technologies, Bmg Labtech, Phodé

BUILD UP

An AI function is being built



MOA

TODAY AND BY Q4 2026

DEPLOY

Mature and spreading beyond tech

CRUISING

Mature, diffused, consolidated

No company in the set

1 — 2 — 3 — 4

NEXT STEP | 1 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): 37 today, 75 needed	☐ More than three AI professionals

■ Moa Technology 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

One AI professional is not yet an AI function at Moa Technology.

	STAGE	MATURITY Peer percentile (sector peers) AI readiness		MOMENTUM 24-month growth	DIFFUSION AI-ready outside tech
		Deploy bar | 75			
Moa Technology	Early Stage		✕ 37	✕ -50%	✓ 33%
		37 against a Deploy bar of 75: 38 points to close. AI readiness is above the set (37.0 vs 27.7); AI density is in line (1%).			
Vernalis	Early Stage		28	New	100%
Gyros Protein Technologies	Early Stage		29	—	0%
Bmg Labtech	Early Stage		29	—	0%
Phodé	Early Stage		6	—	0%
Set average			23	—	25%

Stage reached · Moa Technology by Q4 2026 · ✓ 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 Jun 2026.

APPENDIX | AI WORKFORCE IMPACT

The numbers behind the maturity score, by company.

	STAGE	AI PROFESSIONALS	AI DENSITY	AI READINESS (WORKFORCE)
Moa Technology	Early Stage	1	1%	37.0
Vernalis	Early Stage	1	1%	28.0
Gyros Protein Technologies	Early Stage	0	0%	30.9
Bmg Labtech	Early Stage	0	0%	31.7
Phodé	Early Stage	0	0%	20.1
Set average		0	0%	27.7

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 €3.4M; only failed first-year hires are still growing.

€3.4M

Twelve-month estimate

Value creation opportunity

–€0.1M vs Q2 2025

twelve-month value of the three gaps

€45.2k

PER FTE

€3.4M over 76 FTE

Moa Technology	€45.2k
Set average	€44.0k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€3.3M	Stable	Total headcount 75 → 76	Revenue-supporting share 85% → 83%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Stable	Attrition, last 12 months 14% → 4%	Families above the set average 1 of 2 → 0 of 2
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€103k	Increasing	First-year attrition, company 8% → 25%	First-year attrition, Research 0% → 0%

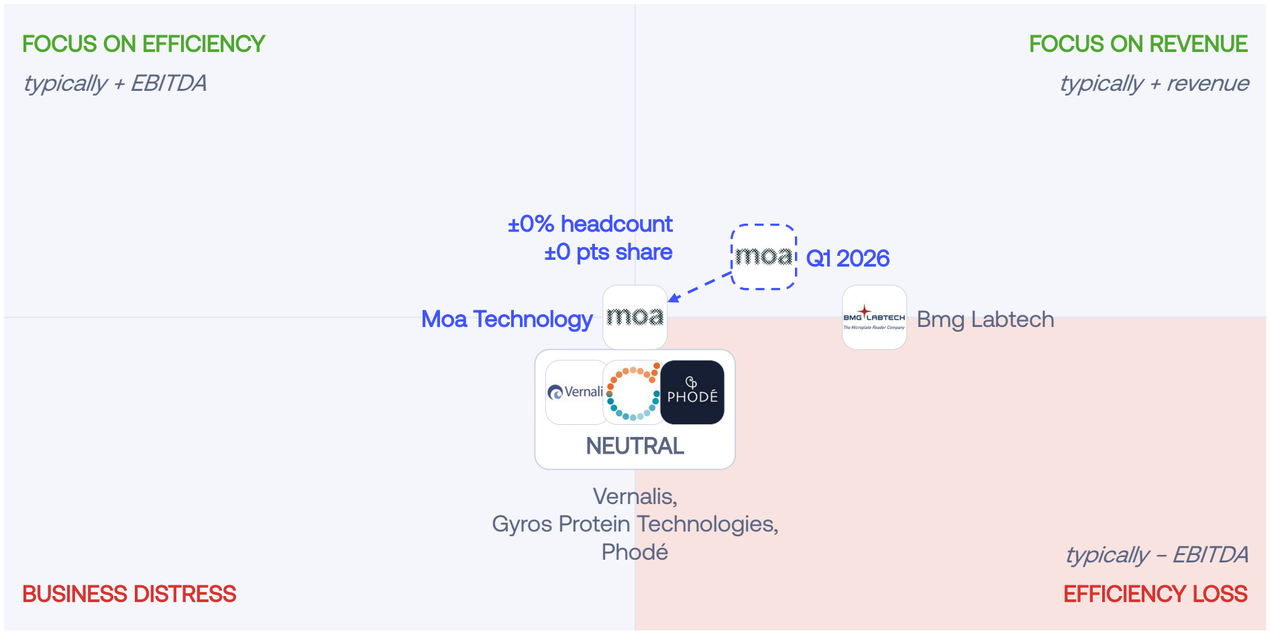
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Neutral: headcount and the Revenue Core share held steady.

BUSINESS STANCE MAP

Neutral | Business Stance on page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

76 → 76 **±0**

No net change: ±0 in the Revenue Core, ±0 outside it

Revenue Core share

17% → **17%** **±0 pts** vs Q1

Q1 2026

Today

Healthcare Support share

1% → **1%** **±0 pts** vs Q1

Q1 2026

Today

Healthcare Support held steady while the company's headcount held steady.

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 Neutral next quarter, with high confidence.

Q1 2026	TODAY	Q3 2026 | PREDICTED
NEUTRAL	NEUTRAL	NEUTRAL

Confidence — HIGH

Backtest hit rate
next-quarter stance, portfolio and industry — 54%

STANCE MAP

↑ Revenue Core share, change



Q1 2026 · Today · Q3 2026 · Headcount growth →

WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 3 OF 5 VISIBLE

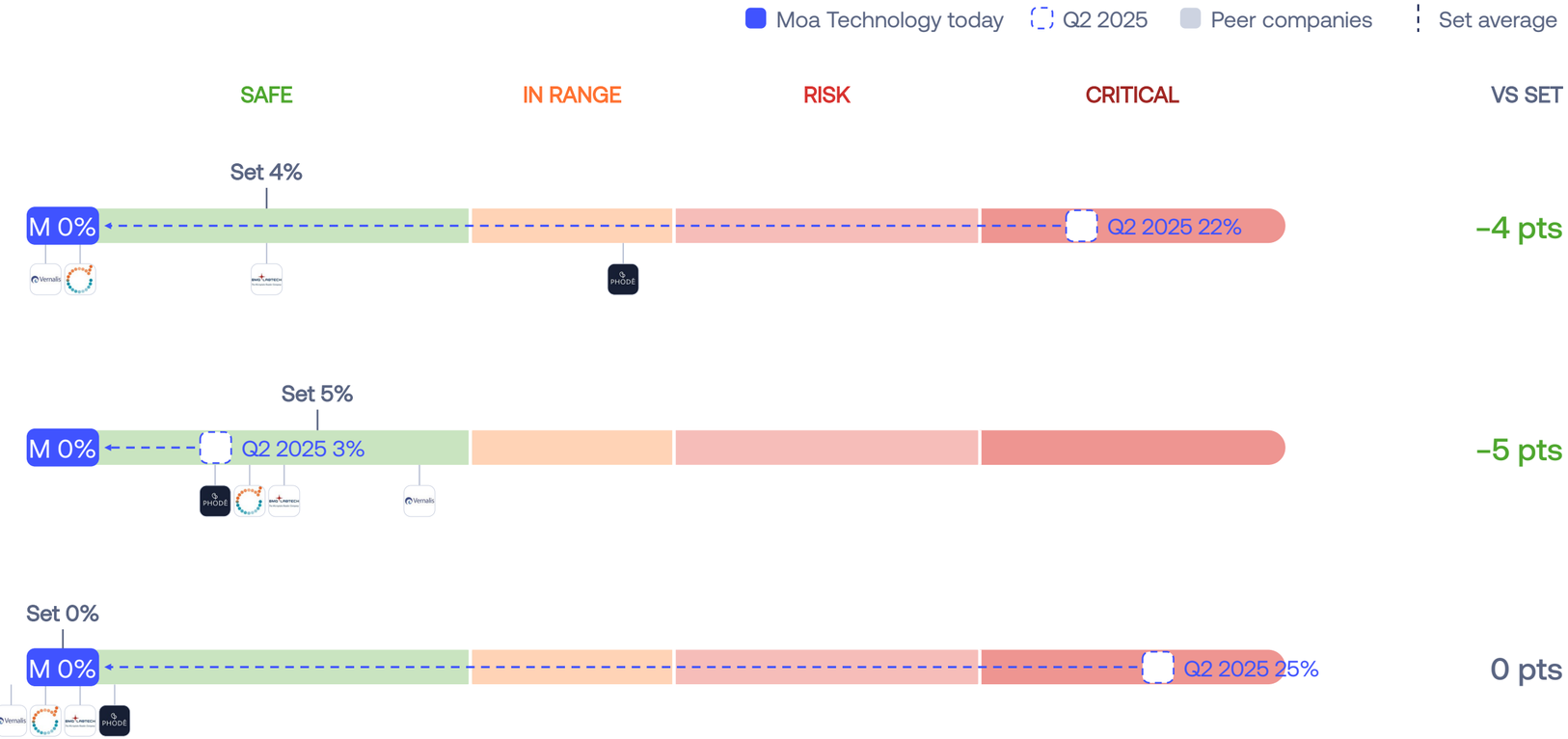
	SIGNAL	TODAY	SOURCE
✗	Net hiring continues in Research & Development and Healthcare Support	±0 and ±0 people this quarter	
✓	Healthcare Support share does not fall	**1%**, unchanged from Q1	page 12
✗	New sellers keep staying through ramp-up	— too few sellers to measure (0 in view)	page 06
✓	Research & Development first-year attrition stays near the 17% set average	**0%** of new hires lost in year one	page 05
✓	Supporting roles keep growing slower than the Revenue Core	**+2** inside it, −1 outside it	page 04

PREDICTION Next-quarter Business Stance of Moa Technology, 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 of three clusters moved into a lower attrition band since Q2 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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