SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Zippin

Benchmarked against Aifi Inc., Trigo, Sensei, and Deligo.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Zippin	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.

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accenture

BAIN & COMPANY

CRIF

Nextalia
INVESTMENT MANAGEMENT

SCOPE OF THE REPORT

Zippin benchmarked against 4 relevant peers, using HR data covering 198 professionals.

PORTFOLIO COMPANY

Zippin

14 FTE

#4

COMPARABLE SET	SKILLSHERPA RANKING	184 FTE across 4 peers
Aifi Inc.	#1	53 FTE
Trigo	#5	36 FTE
Sensei	#3	60 FTE
Deligo	#2	35 FTE

WORKFORCE IN VIEW

198 FTE

14 target, 184 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 held steady, and the share that generates revenue fell to 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 holds steady.

OTHER HEALTH METRICS ✓ in line ✕ worse than the set

- ✓ 0 seats changed in 12 months
  0.3 in the peer set
- – No executive seat filled
  7.1 years in the peer set
- ✕ 0 of 6 executive seats filled
  1.5 of 6 in the peer set
- – No executive seat filled
  13% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

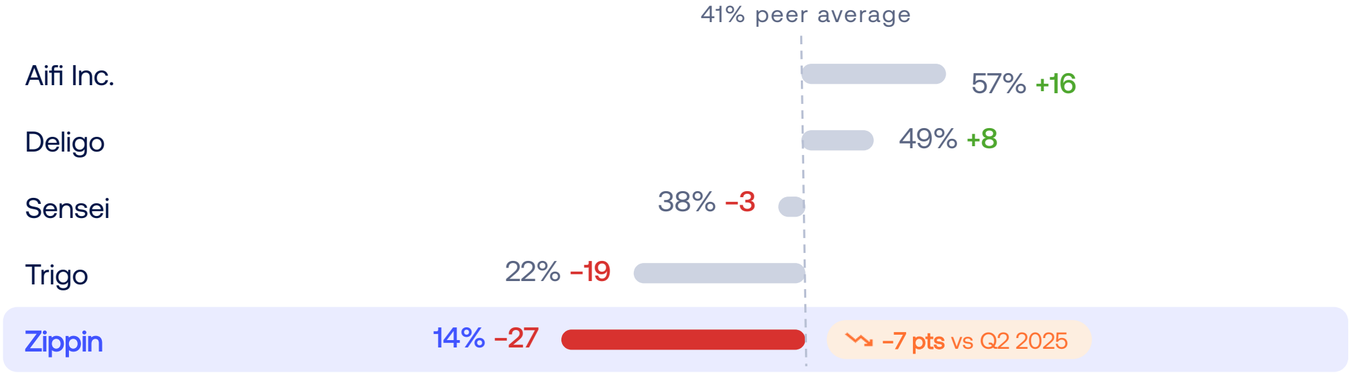
BUSINESS STANCE

Business Distress

unchanged since Q2 2025

WHERE THE ±0 HEADCOUNT WENT

No net change: −1 in the Revenue Core, +1 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 0% of its people every year, 12 points below the set average.

€0k

FORECAST | NEXT 12 MONTHS

Replacement cost, Sales & Business Dev. only

at the current departure pace

0 exits × €25k per seller. Estimate, to be validated.

0 of 1
sellers expected to leave

0
of them first-year hires

€25k
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 = Zippin | 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 0% of Zippin's sales team. Peers average 50%.

ZIPPIN

0%

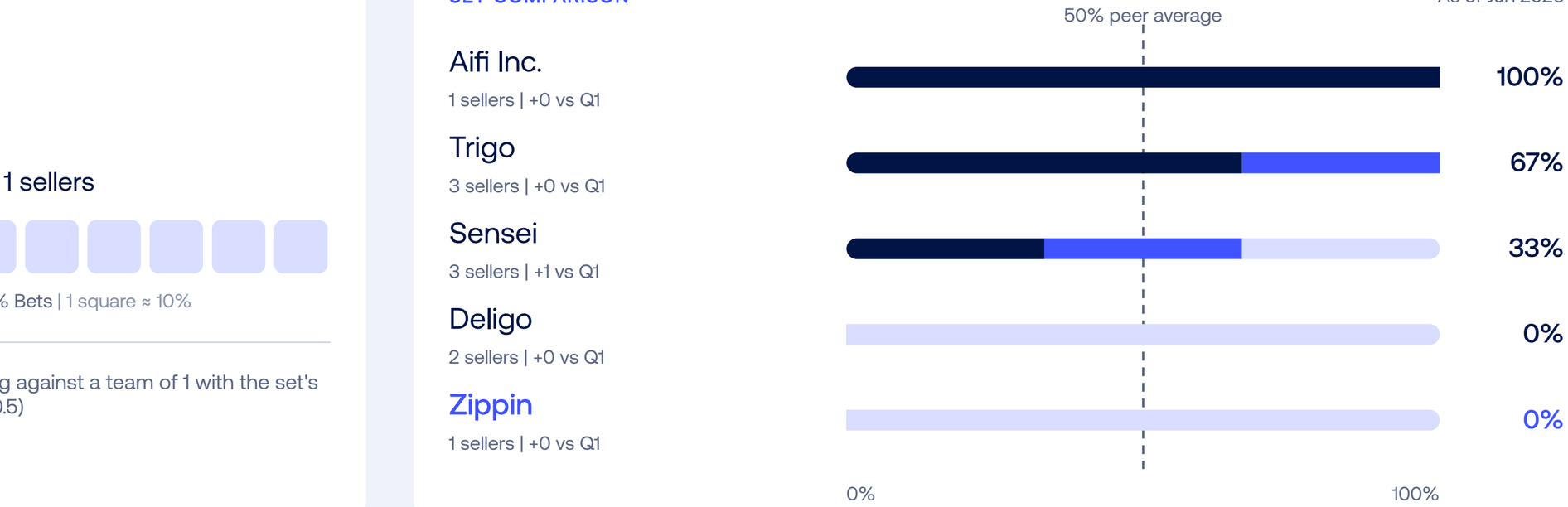
0 Veterans today, out of 1 sellers

0% Veterans | 0% Ramping | 100% Bets | 1 square ≈ 10%

0–1 Veterans missing against a team of 1 with the set's mix (50% × 1 ≈ 0.5)

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

Zippin hired no Bets since Jul 2023, so there is no cohort to follow.

0%

UPPER BOUND | BY Q4 2026

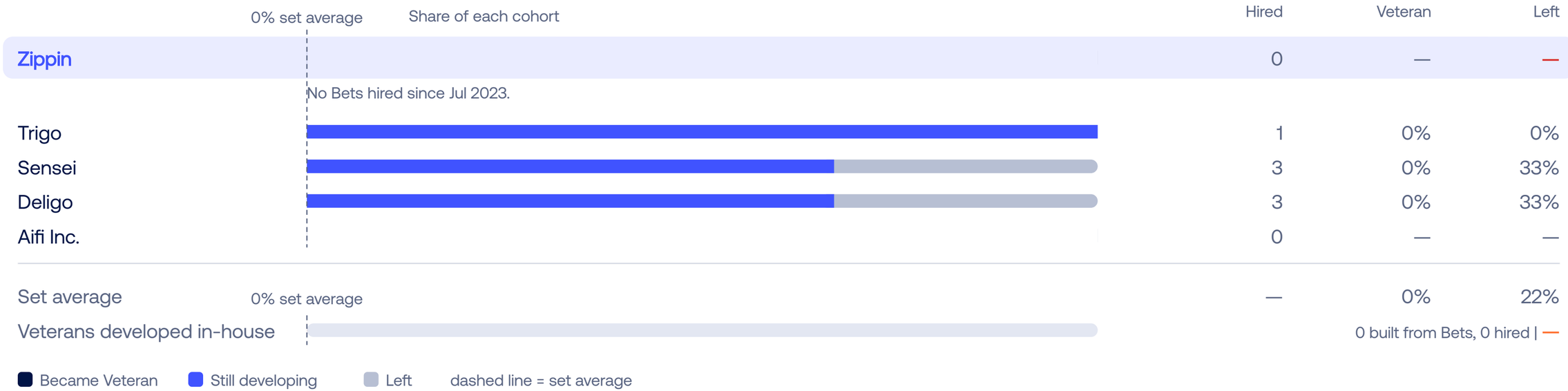
Veteran share by Q4 2026

if all 1 seller stay | set 79%

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

0	+0	+0	0 of 1
Veterans today	Finish ramp-up	Bets reach the bar	By Q4, if all stay

BETS HIRED SINCE JUL 2023

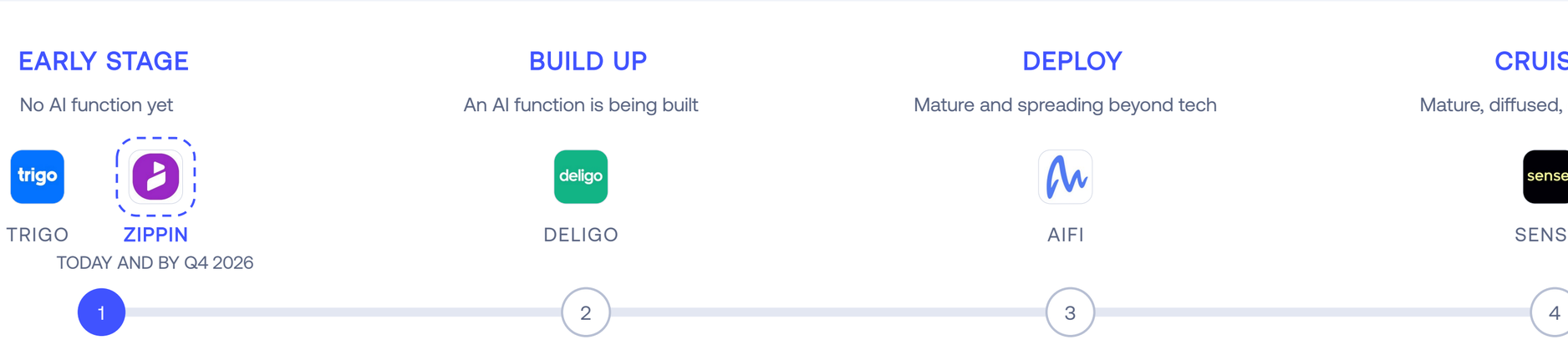


OUTCOME	Hired	Veteran	Left
Zippin	0	—	—
Trigo	1	0%	0%
Sensei	3	0%	33%
Deligo	3	0%	33%
Aifi Inc.	0	—	—
Set average	—	0%	22%
Veterans developed in-house		0 built from Bets, 0 hired	—

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

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



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): 9 today, 75 needed	☐ More than three AI professionals

■ Zippin 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

Zippin has no AI professionals yet.

	STAGE	MATURITY Peer percentile (sector peers) AI readiness	MOMENTUM 24-month growth	DIFFUSION AI-ready outside tech
		Deploy bar | 75		
Zippin	Early Stage	9 ✕	-100% ✕	0% ✕
		9 against a Deploy bar of 75: 66 points to close. AI readiness is below the set (34.9 vs 47.0); AI density is below the set (0% vs 12%).		
Aifi Inc.	Deploy	92	-29%	18%
Trigo	Early Stage	3	—	0%
Sensei	Cruising	74	0%	9%
Deligo	Build Up	77	+50%	0%
Set average		62	+7%	7%

Stage reached · Zippin 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)
Zippin	Early Stage	0	0%	34.9
Aifi Inc.	Deploy	10	19%	59.7
Trigo	Early Stage	0	0%	30.0
Sensei	Cruising	7	12%	49.0
Deligo	Build Up	6	17%	49.4
Set average		6	12%	47.0

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 €278k; overstaffing is the only one still growing.

€278k

Twelve-month estimate

Value creation opportunity

–€16k vs Q2 2025

twelve-month value of the three gaps

€19.8k

PER FTE

€278k over 14 FTE

Zippin	€19.8k
Set average	€24.0k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€278k	Increasing	Total headcount 14 → 14	Revenue-supporting share 79% → 86%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Decreasing	Attrition, last 12 months 49% → 7%	Families above the set average 1 of 2 → 1 of 2
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€0k	Stable	First-year attrition, company 0% → 0%	First-year attrition, Sales — → —

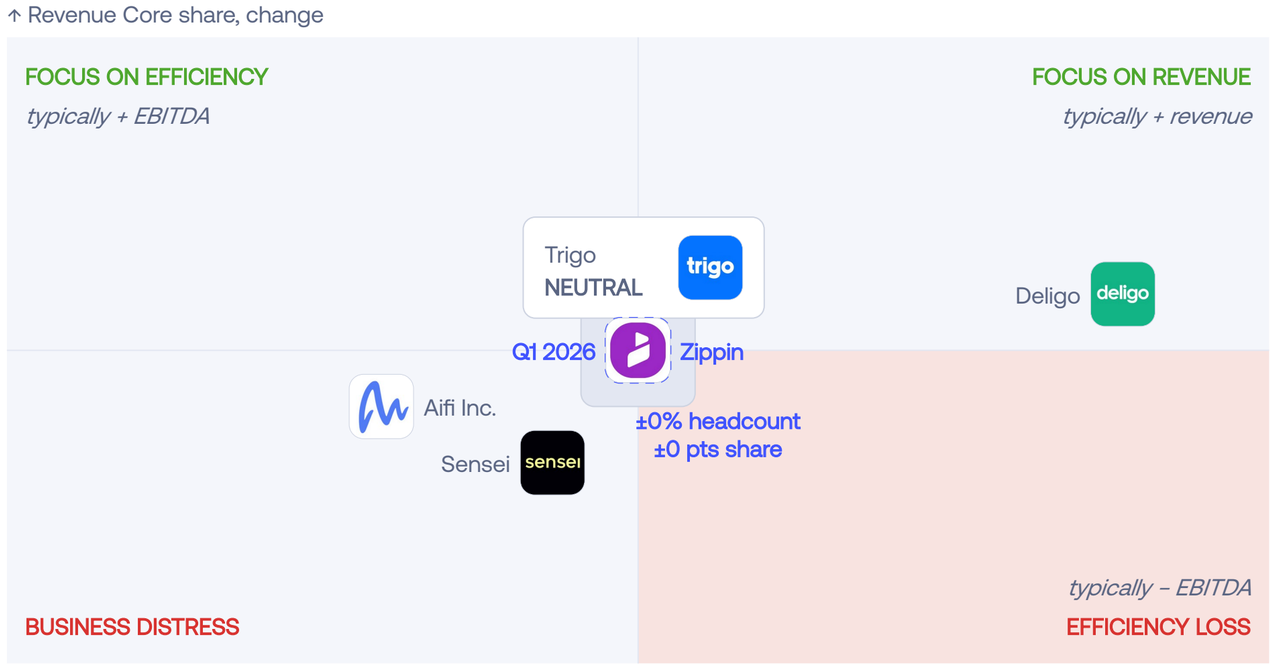
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Neutral: headcount and the Revenue Core share held steady.

BUSINESS STANCE MAP

Neutral | Business Distress year on year, page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

14 → 14 **±0**

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

Revenue Core share

14% → **14%** **±0 pts** vs Q1

Q1 2026

Today

Sales & Business Development share

7% → **7%** **±0 pts** vs Q1

Q1 2026

Today

Sales held steady while the company's headcount held steady (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 Jun 2026.

DEEP DIVE | 3 OF 4

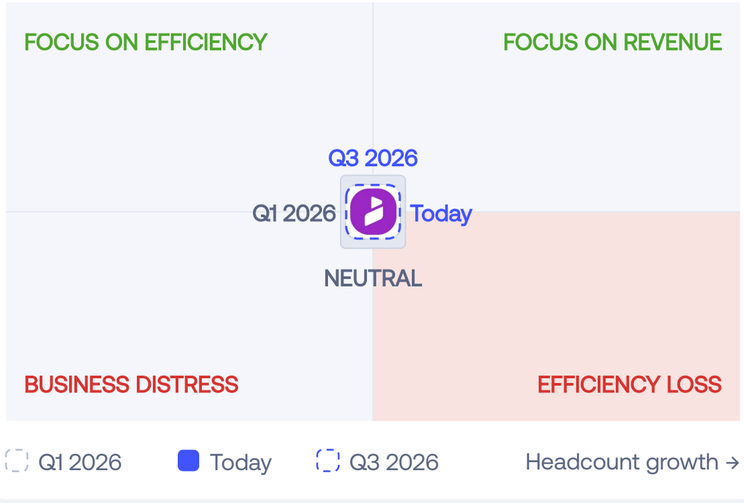
Predicted to stay in Neutral next quarter, with high confidence.

Q1 2026	TODAY	Q3 2026 | PREDICTED
NEUTRAL	NEUTRAL	NEUTRAL

Confidence ■■■■■ HIGH

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

STANCE MAP



WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 2 OF 5 VISIBLE

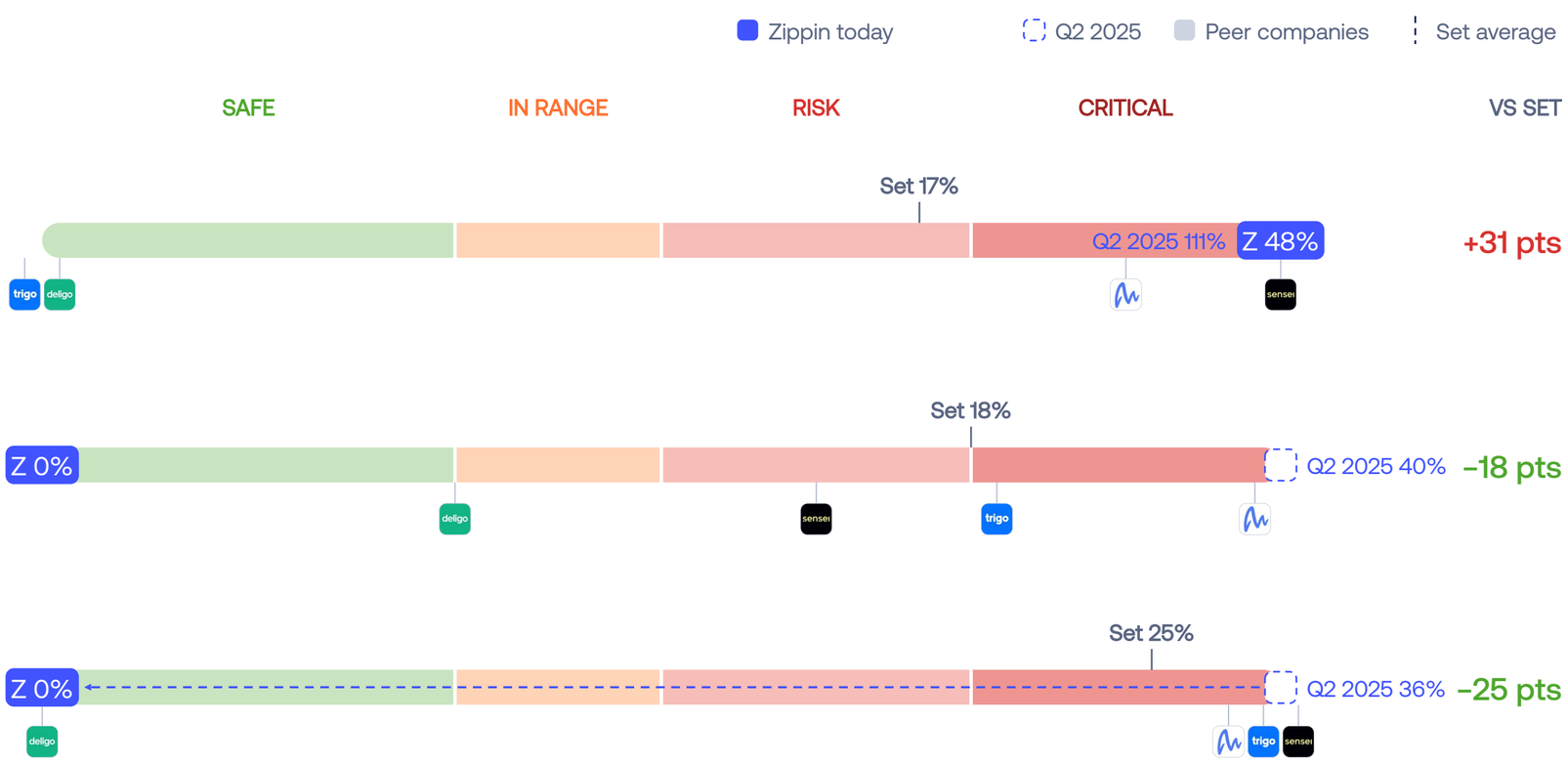
	SIGNAL	TODAY	SOURCE
✗	Net hiring continues in Sales and Software Engineering	±0 and ±0 people this quarter	
✓	Sales share does not fall	**7%**, unchanged from Q1	page 12
✓	New sellers keep staying through ramp-up	**0** of 1 sellers still ramping	page 06
✗	Sales first-year attrition stays near the 33% set average	— no first-year cohort in view	page 05
✗	Supporting roles keep growing slower than the Revenue Core	**–1** inside it, +1 outside it	page 04

PREDICTION Next-quarter Business Stance of Zippin, 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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