



VINCIT PLC BUSINESS REVIEW Q3 2025

1 January – 30 September 2025 (unaudited)



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VINCIT PLC'S BUSINESS REVIEW 1 JANUARY – 30 SEPTEMBER 2025 (UNAUDITED)

The company has transferred to reporting in accordance with IFRS Financial Reporting Standards (IFRS). This business review is not an interim report in accordance with IAS 34 standard. The company prepares its interim financial reporting in accordance with the Securities Market Act, in addition to which the company publishes business reviews for the first three and first nine months of the year.

The figures of the business review are unaudited. Figures in brackets refer to the corresponding period of the previous year, unless otherwise stated.

Success in sales is not yet reflected in revenue development

July–September 2025

- Revenue was EUR 14.4 (18.4) million. Revenue declined by EUR 4.1 million, or 22.0%.
- Adjusted EBITA was EUR 0.2 (0.7) million or 1.3% (4.0%) of revenue.
- EBITA was EUR 0.1 (0.7) million, or 0.5% (4.0%) of revenue.
- EBIT was EUR -0.1 (0.7) million, or -0.4% (3.6%) of revenue.
- Items affecting comparability were EUR 0.1 (0.0) million.
- Earnings per share were EUR -0.03 (0.01).
- Total capacity (FTE) averaged 523 (663) over the reporting period, of which subcontracting was 32 (54) FTEs.

January–September 2025

- Revenue was EUR 51.4 (63.2) million. Revenue declined by EUR 11.8 million, or 18.7%.
- Adjusted EBITA was EUR 0.0 (1.0) million, or 0.0% (1.5%) of revenue.
- EBITA was EUR -1.2 (0.5) million, or -2.3% (0.7%) of revenue.
- EBIT was EUR -1.5 (0.3) million, or -2.9% (0.4%) of revenue.
- Items affecting comparability were EUR 1.2 (0.5) million.
- Earnings per share were EUR -0.17 (-0.03).
- Total capacity (FTE) averaged 554 (673) over the reporting period, of which subcontracting was 37 (62).

Outlook for 2025 (unchanged)

Revenue in 2025 is expected to be lower than in 2024, but relative profitability is expected to improve year-on-year.



Financial targets for the strategy period 2025–2027

The Board of Directors of Vincit Plc approved on December 18, 2024 the company's updated financial targets for 2025–2027.

- Adjusted EBITA margin of 10 percent of revenue by 2027
- In 2025, the goal is to stabilize the business, and in 2026–2027 the target is 10 percent organic revenue growth
- Strengthen the chosen business areas through acquisitions
- Equity ratio above 50 percent and net debt-to-EBITDA ratio below two

Vincit's dividend policy remains unchanged and the company aims to distribute at least 30 percent of the annual net profit as dividends.

Key figures

EUR 1,000	7-9/2025	7-9/2024	Change	1-9/2025	1-9/2024	Change	2024
Revenue	14,385	18,440	-22.0%	51,354	63,170	-18.7%	84,647
EBITDA	866	1,685	-48.6%	1,628	3,277	-50.3%	3,837
% of revenue	6.0%	9.1%		3.2%	5.2%		4.5%
EBITA	66	732	-91.0%	-1,172	462	<-100.0%	-12
% of revenue	0.5%	4.0%		-2.3%	0.7%		0.0%
Items affecting comparability	114	6	< 100.0%	1,181	504	< 100.0%	-520
Adjusted EBITDA	981	1,692	-42.0%	2,809	3,781	-25.7%	4,358
% of revenue	6.8%	9.2%		5.5%	6.0%		5.1%
Adjusted EBITA	180	738	-75.6%	9	966	-99.1%	508
% of revenue	1.3%	4.0%		0.0%	1.5%		0.6%
EBIT	-59	661	<-100.0%	-1,496	262	<-100.0%	-288
% of revenue	-0.4%	3.6%		-2.9%	0.4%		-0.3%
Profit/ -loss for the period	-530	256	<-100.0%	-2,885	-406	< 100.0%	-629
Equity ratio %	61.1%	64.7%		61.1%	64.7%		58.3%
Return on equity (ROE), %	-12.1%	0.9%		-11.4%	-1.4%		-1.7%
Return on Investment (ROI), %	-7.6%	2.0%		-4.3%	1.2%		0.6%
Net Gearing Ratio %	6.7%	-8.4%		6.7%	-8.4%		1.3%
Number of employees at the end of the period	528	645	-18.1%	528	645	-18.1%	640
EPS, EUR	-0.03	0.01	<-100.0%	-0.17	-0.03	< 100.0%	-0.04





Vincit CEO Julius Manni

For July–September, Vincit’s revenue decreased by 22% year-on-year. The decline in revenue is due to a change in demand for software development work and lower investments by customers in digital commerce solutions compared to previous years.

Our adjusted EBITA for the period stood at EUR 0.2 million (0.7). Profitability was weakened by a decrease in margin levels in custom software development. Additionally, our result was burdened by a one-off write-down of EUR 0.3 million from a fixed-price project where the original work estimate was exceeded. To address profitability challenges, we have implemented stricter project management and are actively optimizing team compositions. Alongside these measures, we have continued with cost adjustment efforts, the benefits of which are expected to progressively materialize in our results starting from the final quarter of the year.

Progress in strategic focus areas

Long-term work to develop our sales is yielding results, and during the review period, we have succeeded in winning new, strategically important projects. The current market environment increasingly values deep business understanding and proven solutions that deliver tangible commercial value. We are especially proud of our new cooperation with Hiab, a global leader in load handling equipment, on a significant eCommerce project – a clear testament to the trust placed in our capabilities.

We have also strengthened our Data & AI business area with new leadership and continued to invest in developing our expertise. This focus is already helping us win new customers, particularly by differentiating ourselves through our proficiency in AI-assisted software development. Our selection as VTT’s data warehouse provider and maintenance partner further underscores our strong capabilities in the data domain. During the remainder of the year, we will accelerate our investments in leveraging agentic AI to enhance our customers’ business processes. We see growth opportunities especially in combining our deep SAP cloud expertise with AI technologies, enabling both the automation of core processes and the creation of innovative new business models.

Although the turnaround in profitability has proven painfully slow for us, our clear successes in these strategic focus areas confirm that our strategy and refined offering are well-aligned with evolving customer needs. I remain confident that through our determined efforts, Vincit will return to a sustainable growth trajectory.



Financial review July–September 2025

Consolidated revenue

Revenue in July–September decreased by 22.0% to EUR 14.4 (18.4) million.

Group profitability and earnings development

Adjusted EBITA in July–September was 0.2 (0.7) million or 1.3% (4.0%) of revenue during the review period. EBITA was EUR 0.1 (0.7) million or 0.5% (4.0%) of revenue.

Items affecting comparability amounted to EUR 0.1 (0.0) million and consisted of one-off costs related to the change negotiations concluded in the third quarter.

EBIT was EUR -0.1 (0.7) million or -0.4% (3.6%) of revenue. Profitability was burdened by a non-recurring EUR 0.3 million write-down of one fixed-price project, which was due to the original workload estimate being exceeded.

The profit for July–September was EUR -0.5 (0.3) million.

Financial review January–September 2025

Consolidated revenue

Revenue for the January–September period fell by 18.7% to EUR 51.4 (63.2) million. Revenue decreased from the comparison period, which was due to the market environment that continued to be challenging. As a result of efficiency measures, the company's total capacity has been adjusted to meet the current demand level.

Group profitability and earnings development

Adjusted EBITA was EUR 0.0 (1.0) million or 0.0% (1.5%) of revenue during the review period. EBITA was EUR -1.2 (0.5) million or -2.3% (0.7%) of revenue.

EBIT was EUR -1.5 (0.3) million or -2.9% (0.4%) of revenue. Profitability was weakened by a cost structure that was too heavy relative to the decrease in revenue, as well as increased price competition in the software development business.

The result for January–September was EUR -2.9 (-0.4) million.

Vincit's business areas

Vincit's business comprises two areas: the Service business in the Nordics and the USA and the Product business focusing on the Finnish market. Customers include both enterprises and public sector actors.

Service business

Vincit strives to be the most trusted digital business partner for its customers, combining leading enterprise platforms and tailored solutions. Vincit's competitive advantage is in bringing together design and human-centric thinking, business process knowledge, and agile software development. Focus areas for growth are the



SAP and Microsoft Azure cloud ecosystems, as well as the integration of AI capabilities across all services.

Service business revenue continued to decline in the third quarter as market demand remained subdued. The USA accounted for a significant portion of the decrease in revenue. Low profitability is particularly caused by weakened margin levels in custom software development. In addition, the result was burdened by a one-off write-down of EUR 0.3 million from a fixed-price project where the original workload estimate was exceeded. We are seeking to turn around the challenges in custom software development by monitoring pricing more closely, tightening project management and enhancing sales steering.

Our strategic focus areas – the SAP ecosystem, Data & AI, and modern e-commerce solutions – have proven their competitiveness. We succeeded in winning several significant projects where we excelled with our comprehensive expertise and our ability to generate tangible business benefits for the client.

We continued to adjust our cost structure with change negotiations that ended in September, resulting in seven redundancies. The measures resulted in non-recurring costs of EUR 0.1 million recorded in the third quarter. The change negotiations are expected to generate annual cost savings of approximately EUR 0.8 million, with the impact becoming visible from the last quarter of the year.

Financial development - Service business

MEUR	7-9/2025	7-9/2024	Change %	1-9/2025	1-9/2024	Change %	2024
Revenue	13.5	17.8	-23.9%	48.6	60.8	-20.1%	81.5
Items affecting comparability	-0.1	0.0		-1.2	-0.5		-0.5
adjusted EBITA	0.2	0.8	-73.0%	0.1	1.1	-92.4%	0.8
% of revenue	1.5%	4.2%		0.2%	1.9%		1.0%
EBITA	0.1	0.7	-88.1%	-1.1	0.6	<-100.0%	0.3
% of revenue	0.7%	4.2%		-2.3%	1.0%		0.3%

Revenue of the Service business in July–September was EUR 13.5 (17.8) million, down 23.9% year-on-year.

Adjusted EBITA in July–September was EUR 0.2 (0.8) million or 1.5% (4.2%) of revenue. EBITA of the Service business was EUR 0.1 (0.7) million or 0.7% (4.2%) of revenue.

Revenue of the Service business in January–September was EUR 48.6 (60.8) million, down 20.1% year-on-year.

During January–September, Adjusted EBITA in January–September was EUR 0.1 (1.1) million or 0.2% (1.9%) of revenue. EBITA of the Service business was EUR -1.1 (0.6) million or -2.3% (1.0%) of revenue.



Product business

VincitEAM is an easy-to-use SaaS solution for managing materials, maintenance and services.

VincitEAM business revenue grew compared to the corresponding period last year. Growth during the review period was boosted by the positive development of recurring revenue and higher billing rates in both existing and new customer projects.

Financial development - Product business

MEUR	7-9/2025	7-9/2024	Change %	1-9/2025	1-9/2024	Change %	2024
Revenue	0.9	0.7	27.0%	2.7	2.3	17.1%	3.1
adjusted EBITA	0.0	0.0	56.3%	-0.1	-0.2	-55.7%	-0.3
adjusted EBITA %	-2.6%	-2.1%		-2.9%	-7.5%		-9.2%
EBITA	0.0	0.0	56.3%	-0.1	-0.2	-55.7%	-0.3
% of revenue	-2.6%	-2.1%		-2.9%	-7.5%		-9.2%

Revenue of the Product business in July-September was EUR 0.9 (0.7) million, up 27.0% year-on-year.

Adjusted EBITA of the Product business in July-September was EUR 0.0 (0.0) million or -2.6% (-2.1%) of revenue. EBITA of the Product business in July-September was EUR 0.0 (0.0) million or -2.6% (-2.1%) of revenue.

Revenue of the Product business in January-September was EUR 2.7 (2.3) million, up 17.1% year-on-year.

Adjusted EBITA of the Product business in January-September was EUR -0.1 (-0.2) million or -2.9% (-7.5%) of revenue. EBITA of the Product business in January-September was EUR -0.1 (-0.2) million or -2.9% (-7.5%) of revenue.

Group balance sheet, financing and cash flow

The balance sheet total at the end of September 2025 was EUR 52.3 (December 31, 2024: 63.0) million.

The equity ratio remained strong and was 61.1% (December 31, 2024: 58.3%) at the end of September 2025. Net gearing increased and was 6.7% (December 31, 2024: 1.3%), which mainly resulted from a decrease in cash and cash equivalents during the review period.

Interest-bearing debt amounted to EUR 6.9 (December 31, 2024: 9.6) million, of which lease liabilities amounted to EUR 6.9 (December 31, 2024: 9.6) million. At the end of the review period, the Group had unused unsecured overdraft limits totaling EUR 2.0 million.

Cash flow from operating activities after paid interest and direct taxes was EUR 0.5 (1.6) million, reflecting the weakening of the operational result and increased tax



payments. Increased tax expenses were particularly impacted by an adjustment related to the research and development tax credit in the United States, covering the years 2021-2022.

At the end of September 2025, the Group's liquid assets were EUR 4.8 (8.9) million.

Significant events during the review period

Changed negotiations concluded

Vincit announced on August 21, 2025, that it would initiate change negotiations concerning its Commerce, Core, and Data & AI businesses. The outcome of the change negotiations was announced on September 10, 2025, and as a result of the change negotiations, the employment of seven employees at Vincit ended. The one-off costs resulting from the changes at EUR 0.1 million, were recorded as items affecting comparability in the third quarter of 2025. The change negotiations are expected to generate direct annual cost savings of around EUR 0.8 million starting from the last quarter of 2025.

Changes in the composition of leadership team

Vincit announced on August 21, 2025, changes to the leadership team responsibilities and composition. Jens Krogell was appointed Chief Growth Officer at Vincit. Ville Vakkilainen was appointed Director of Vincit's Data & AI business area and member of the extended leadership team.

Anssi Kuutti, Director responsible for Vincit's Digital Products & Services and US business, and Petra Sievinen, Chief Marketing and Communications Officer, became part of Vincit's extended leadership team.

In Helsinki, 23 October, 2025

VINCIT OYJ

Board of Directors

Additional information

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Vincit Plc in brief

Vincit turns digital into business results by combining leading enterprise platforms and tailored solutions Vincit Plc's shares are listed on the Nasdaq First North Growth Market Finland marketplace. www.vincit.com



Table section

Consolidated statement of profit or loss

EUR 1,000	7-9/2025	7-9/2024	1-9/2025	1-9/2024	2024
Revenue	14,385	18,440	51,354	63,170	84,647
Other operating income	1	2	93	15	24
Materials and services	-2,114	-3,410	-7,100	-10,552	-13,800
Employee benefit expenses	-9,179	-10,679	-34,815	-39,682	-53,436
Other operating expenses	-2,227	-2,668	-7,905	-9,674	-13,599
EBITDA	866	1,685	1,628	3,277	3,837
Depreciation, amortization and impairment	-925	-1,025	-3,124	-3,015	-4,126
OPERATING PROFIT	-59	661	-1,496	262	-288
Financial income and expenses					
Financial income	37	-40	83	134	557
Financial expenses	-159	-238	-1,049	-457	-490
Total	-121	-278	-967	-323	67
RESULT BEFORE TAXES	-180	383	-2,463	-61	-222
Income taxes	-350	-127	-422	-345	-408
Result for the period	-530	256	-2,885	-406	-629
Attributable to:					
Equity holders of the parent	-518	243	-2,846	-423	-642
Non-controlling interests	-13	13	-39	17	13
Earning per share for net profit attributable to owners of the parent					
Earnings per share, basic, EUR	-0.03	0.01	-0.17	-0.03	-0.04

Consolidated statement of comprehensive profit or loss

EUR 1,000	7-9/2025	7-9/2024	1-9/2025	1-9/2024	2024
Result for the period	-530	256	-2,885	-406	-629
Other comprehensive income					
Items that may be reclassified to profit or loss in subsequent periods (net of tax):					
Exchange differences on translation of foreign operations, net of tax	8	62	309	54	-64
Other comprehensive income/(loss) for the year, net of tax	8	62	309	54	-64
Total comprehensive income for the financial period	-523	318	-2,576	-352	-693
Total comprehensive income attributable to:					
Equity holders of the parent company	-510	305	-2,537	-369	-706
Non-controlling interests	-13	13	-39	17	13



Consolidated statement of financial position

EUR thousand	30, Sep. 2025	30, Sep. 2024	31, Dec. 2024
ASSETS			
Non-current assets			
Goodwill	24,071	24,141	24,257
Intangible assets	1,460	1,507	1,556
Tangible assets	307	490	487
Right-of-use assets	5,792	5,356	8,895
Other non-current receivables and investments	1,734	1,843	1,861
Deferred tax assets	272	223	209
Total non-current assets	33,636	33,561	37,265
Current assets			
Trade receivables	11,505	12,262	14,443
Other receivables	2,067	2,472	1,891
Current tax assets	311	360	270
Cash and cash equivalents	4,771	8,877	9,164
Total current assets	18,653	23,971	25,768
TOTAL ASSETS	52,289	57,532	63,033
EQUITY AND LIABILITIES			
Equity attributable to owners of the parent company			
Share capital	545	545	545
Reserve for invested non-restricted equity	31,666	33,274	33,502
Translation adjustment	268	73	-41
Retained earnings	-669	2,874	2,111
Total equity attributable to the shareholders of the parent company	31,809	36,766	36,116
Non-controlling interests	-209	27	2
Total equity	31,600	36,793	36,118
Non-current liabilities			
Non-current interest-bearing liabilities	66	66	66
Lease liabilities	3,901	3,252	6,471
Provisions	537	0	600
Deferred tax liabilities	760	490	575
Total non-current liabilities	5,265	3,808	7,712
Current liabilities			
Current interest-bearing liabilities	5	0	0
Lease liabilities	2,927	2,467	3,102
Contract liabilities	604	704	1,089
Current tax liabilities	29	84	74
Trade and other payables	11,860	13,676	14,938
Total current liabilities	15,424	16,931	19,203
TOTAL LIABILITIES	20,689	20,739	26,915
TOTAL EQUITY AND LIABILITIES	52,289	57,532	63,033



Consolidated cash flow statement

	1 Jan. - 30 Sep. 2025	1 Jan. - 30 Sep 2024	2024
Cash flows from operating activities			
Result for the period	-2,885	-406	-629
Adjustments for profit:			
Depreciation and amortisation	3,124	3,015	4,126
Finance income and expenses	967	323	-67
Income taxes	422	345	408
Other non-cash flow adjustments	458	382	416
Total adjustments	4,970	4,065	4,882
Changes in working capital:			
Increase (-) / Decrease (+) in trade and other receivables	2,140	4,370	3,216
Increase (+) / Decrease (-) in trade and other payables	-3,352	-6,317	-4,671
Total changes in working capital	-1,213	-1,947	-1,455
Interest and other financial expenses	-25	-29	-40
Interest received and other financial income	15	-20	192
Income taxes paid	-381	-73	22
Net cash flows from operating activities	482	1,590	2,973
Cash flows used in investing activities			
Purchase of tangible and intangible assets	-241	-590	-673
Proceeds from sale of tangible and intangible assets	44	35	36
Other investments	-5	-10	-15
Gains received on other investments	21	18	38
Loans Granted	0	0	-84
Repayment of Loans Granted	85	77	127
Net cash flows from investing activities	-96	-470	-571
Cash flows from financing activities			
Acquisition and disposals of non controlling interests	-103	0	-334
Loan withdrawals	82	0	0
Loan repayments	-70	-39	-45
Repayment of lease liabilities	-2,457	-2,500	-3,176
Interest Paid	-281	-186	-266
Dividend paid	-1,836	-1,664	-1,664
Net cash flows from/(used in) financing activities	-4,666	-4,390	-5,484
Net increase in cash and cash equivalents	-4,280	-3,270	-3,082
Cash and cash equivalents at 1 January	9,164	12,158	12,158
Impact of the changes in foreign exchange rates	-114	-11	88
Cash and cash equivalents at the end of review period	4,771	8,877	9,164



Calculation formulas for key figures

Key figure	Calculation formula
EBITDA	= Operating profit + depreciations, amortisation, and impairments
EBITDA %	= $\frac{\text{EBITDA}}{\text{Revenue}} \times 100\%$
EBITA	= Operating Profit + Amortization and impairment
EBITA %	= $\frac{\text{EBITA}}{\text{Revenue}} \times 100\%$
Adjusted EBITDA	= Operating profit + depreciations, amortisation, and impairments before items affecting comparability
Adjusted EBITDA %	= $\frac{\text{Adjusted EBITDA}}{\text{Revenue}} \times 100\%$
Adjusted EBITA	= Operating profit + Amortization and impairment before Items affecting comparability
Adjusted EBITA %	= $\frac{\text{Adjusted EBITA}}{\text{Revenue}} \times 100\%$
Operating profit (EBIT)	= Revenue + Other operating income - Materials and Services - Personnel expenses - Other operating expenses - Depreciation, amortisation and impairments
EBIT %	= $\frac{\text{EBIT}}{\text{Revenue}} \times 100\%$



Return on Investment ROI).% =		$\frac{\text{Profit(loss) after financial items + interest-and other financial expenses}}{\text{Balance sheet total - Non-Interest bearing liabilities (average over one year)}}$	
Return on equity (ROE) -%	=	$\frac{\text{Profit (loss)after financial items - income taxes}}{\text{Average Equity + Minority interest (average over the year)}}$	x 100%
Net Gearing Ratio -%	=	$\frac{\text{Interest bearing liabilities - cash in hand and in banks}}{\text{Equity + Minority interest}}$	x 100%
Equity ratio, %	=	$\frac{\text{Equity + Minority interest}}{\text{Balance sheet total - advances received}}$	x 100%
Earnings per share (EPS), basic, euros	=	$\frac{\text{Profit (loss) for the period excluding minority interest}}{\text{Average number of shares adjusted for share issues excluding own shares}}$	

