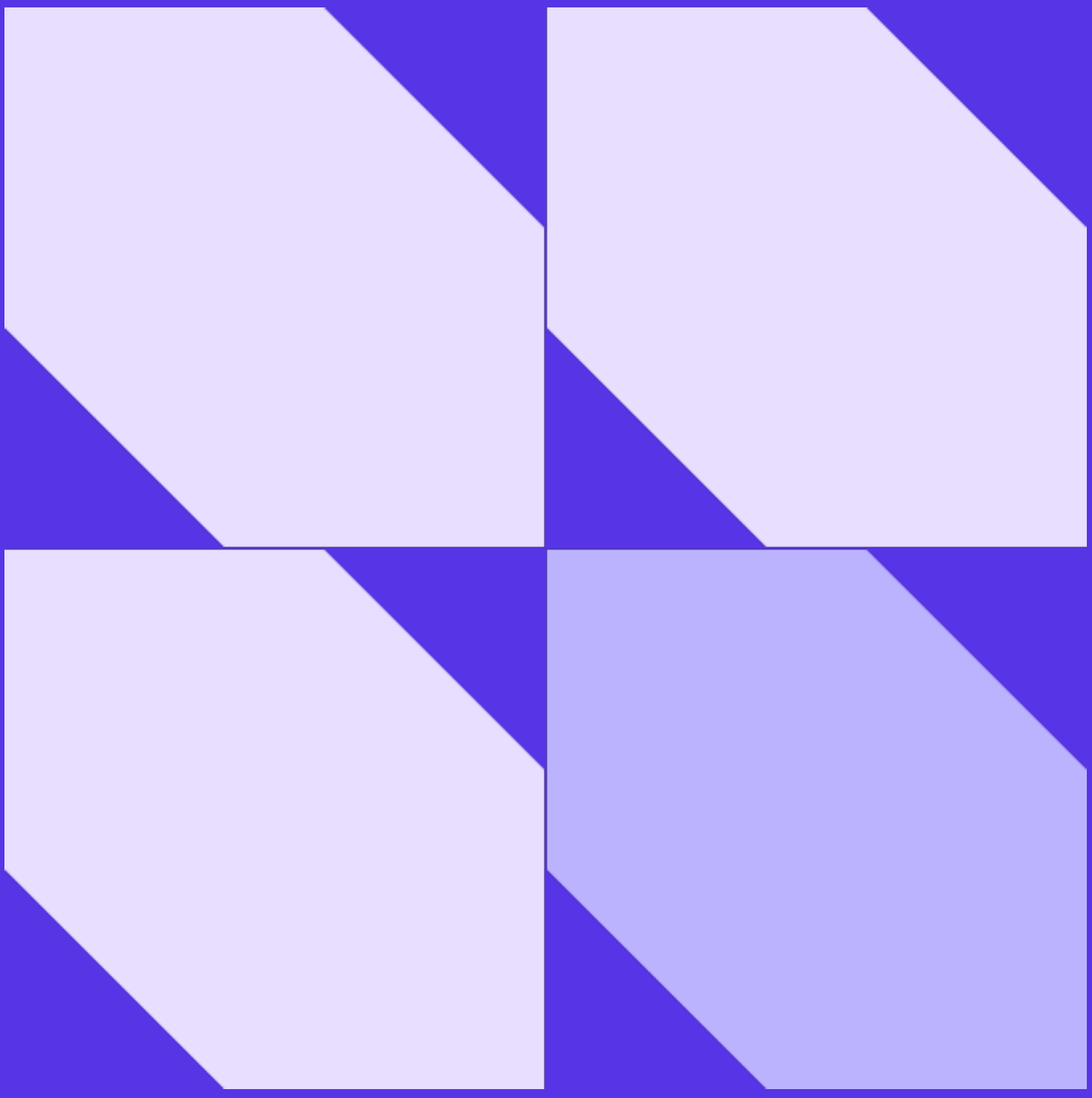
INTERIM REPORT

Q3/2026

Group Interim Report
January-September 2026

Unaudited



Reaktor Q3 2026: Revenue continued to grow, and execution of our strategy is progressing as planned

Unless otherwise specified, the figures in brackets refer to the year-on-year comparison period.
This report is unaudited.

Note: The English version of Reaktor's Interim report is a translation of the Finnish version and are provided for reference only. In the event of any conflict or discrepancy between the Finnish and English versions, the Finnish version shall prevail and be treated as the correct version.

July–September 2026 in brief

- Revenue grew organically by 2.8% to EUR 28.0 (27.2) million
- EBITDA was EUR 3.5 (5.0) million, or 12.5% of revenue
- Adjusted EBITDA was EUR 4.2 (5.1) million, or 14.9% of revenue
- Operating profit (EBIT) was EUR 2.5 (4.0) million, or 8.9% of revenue
- Adjusted operating profit (adjusted EBIT) was EUR 3.2 (4.1) million, or 11.3% of revenue
- The equity ratio was 60.7% (8.8%) at the end of the reporting period
- Operating cash flow was EUR -1.1 (3.0) million

January-September 2026 in brief

- Revenue grew organically by 15.3% to EUR 99.3 (86.1) million
- EBITDA was EUR -9.3 (9.5) million, or -9.4% of revenue. EBITDA included an expense of EUR 25.7 million, mainly related to the increase in value of employee shares in connection with the listing. The increase in value has no cash flow impact (see below).
- Adjusted EBITDA was EUR 18.9 (10.3) million, or 19.0% of revenue
- Operating profit (EBIT) was EUR -12.4 (6.5) million, or -12.5% of revenue
- Adjusted operating profit (adjusted EBIT) was EUR 15.8 (7.3) million, or 15.9% of revenue
- Operating cash flow was EUR 9.4 (2.7) million
- Reaktor was listed on the regulated market of Nasdaq Helsinki on 16 June 2026
- In connection with the listing, the increase in the value of the company's employee shares is classified as an employee benefit under IFRS and recognised as a personnel expense affecting comparability. This is an accounting entry with no cash flow impact. See Note 3.

CEO's greetings



In the third quarter, our revenue grew and our profitability remained at a good level. Revenue grew organically by 2.8%, which shows that we are able to meet our clients' needs in a changing market situation. This was already our fifth consecutive quarter of growth. Adjusted operating profit was 11.3% of revenue. This was lower than in the comparison period, mainly due to higher costs and investments in growth.

The technology industry is going through a major transformation as AI changes the way companies create value. AI is at the top of our clients' priorities: they expect us to apply it in our projects, and they want it built into their solutions. Much of this interest is focused on efficiency and on adopting new, growth-supporting business models. With AI, the focus of value creation is shifting from execution towards strategy, industry expertise, and the ability to bring solutions into use.

Our work has always been based on understanding our clients' needs and helping them achieve their goals. We help our clients go further than simply adopting new tools, bringing AI into the core of their business. We believe this will strengthen our competitiveness in a changing market.

Business developed in line with our strategy in all areas

Reaktor's business is based on three complementary areas: the technology solutions business, the software product business, and the Reaktor Ecosystem business. The technology solutions business brings stable revenue and long-term client relationships, and recurring needs in client projects create the foundation for scalable software products. Reaktor Ecosystem complements the whole with specialised expertise and flexible capacity, as the majority of Reaktor's subcontracting comes from Ecosystem companies.

In the technology solutions business, we continued building AI solutions to grow our clients' existing business and create new business. These included, for example, speeding up an industrial company's sales process and building an AI-based conversational product search for retail. We have also been building one of Europe's first agentic commerce platforms, which brings together millions of products and thousands of online stores into a single purchase path and lays the foundation for internationally scalable, AI-based commerce infrastructure.

We also continuously develop our industry-specific offering. A good example of this is the in-flight entertainment systems that our Aero business unit builds for airlines. During the quarter, Aero again gained a new international entertainment-system client, and similar projects are underway with several airlines.

Excluding licence revenue from the software product business, Group revenue grew by 2.5% year-on-year.

Growing *the software product business* is a key part of our strategy in the coming years, and productisation projects are underway in several business units. The software product business differs from the technology solutions business,

as product development and sales cycles are typically long. Our software product business is furthest along in the Defence & Security business unit, which currently has four NATO member countries as software product customers. In August, we appointed the former Commander of the Finnish Air Force, Lieutenant General (ret.) Kim Jäämeri, as our security and defence advisor. During the quarter, Reaktor also took part in the multinational demonstration and assessment event Bold Quest, organised by the US Joint Staff, in which NATO member and partner countries tested the interoperability of their defence systems.

In the third quarter, revenue from the software product business totalled EUR 1.7 million, of which EUR 1.6 million came from product-related expert services. As we have previously stated, we do not expect licence revenue to grow significantly during the remainder of the year, but we believe the software product business will develop in line with our medium-term targets.

The Reaktor Ecosystem business also developed positively. The Amsterdam hub's first company, GAIA Technology Systems, was announced in early September. GAIA illustrates well how Ecosystem supports Reaktor's strategy: its services are built using AI, and it has deep industry expertise in retail, life sciences and financial services. In addition, Accede, specialising in SAP consulting, was established within the Ecosystem during the quarter. Accede helps connect existing SAP environments to modern cloud, data and AI platforms.

Reaktor Ecosystem expands our offering into areas that complement our core expertise. Ecosystem creates value through the growth, divestments, reorganisations and dividends of portfolio companies. It also directly supports our core business, as the majority of our subcontracting comes from Ecosystem companies.

AI expertise from the individual to the team level

We want to be the industry's leading company in applying AI, and we are investing in developing our people's expertise in this area. In the third quarter, the focus was on embedding AI into teams' ways of working. Human judgement, collaboration and trust remain at the core of good work, and AI does not replace them.

In the third quarter, we again welcomed numerous new Reaktorians. We are continuously recruiting talent for consulting, technology and AI roles, as well as experts across various industries.

Specialisation and investment on the path towards our financial targets

AI and industry specialisation offer us opportunities in a market where price competition has intensified and specialisation sets players apart. As we stated in connection with the listing, we intend to invest in building the software product business, in international and domestic growth both organically and through selected acquisitions, and in growing the Reaktor Ecosystem venture business. These investments support our progress towards our medium-term financial targets.

Pekka Horo
CEO, Reaktor

Outlook (unchanged)

Reaktor does not publish short-term guidance but has published medium-term targets. However, the company's EU listing prospectus, published on 5 June 2026, stated the following about developments in 2026:

The Group's future financial performance depends on the business development of its subsidiaries. Group management has forecast that Group revenue will grow in 2026, and expects the product business to gain traction in early 2026. No estimates of business profitability have been presented.

Key financial performance indicators

EUR thousand	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Revenue	27,977	27,220	2.8%	99,322	86,111	15.3%	117,707
EBITDA [1]	3,502	5,036	−30.5%	−9,335	9,454		12,155
% of revenue [1]	12.5%	18.5%		−9.4%	11.0%		10.3%
Adjusted EBITDA [1], [2]	4,172	5,092	−18.1%	18,870	10,284	83.5%	14,606
% of revenue [1], [2]	14.9%	18.7%		19.0%	11.9%		12.4%
Operating Profit (EBIT) [1]	2,485	4,044	−38.5%	−12,381	6,469		8,139
% of revenue [1]	8.9%	14.9%		−12.5%	7.5%		6.9%
Adjusted operating profit (adjusted EBIT) [1], [2]	3,155	4,100	−23.0%	15,825	7,300	116.8%	10,590
% of revenue [1], [2]	11.3%	15.1%		15.9%	8.5%		9.0%
Profit for the period	2,129	3,118	−31.7%	−11,021	5,572		7,787
Adjusted profit for the period [1], [2]	2,779	3,129	−11.2%	16,679	6,252	166.8%	9,766
Earnings per share (EPS), basic, in euros [3]	0.09	0.20	−53.9%	−0.59	0.36		0.50
Earnings per share (EPS), diluted, in euros [3]	0.09	0.14	−38.5%	−0.59	0.26		0.36
Adjusted earnings per share (EPS), basic, in euros [2], [3], [4]	0.12	0.20	−40.0%	0.90	0.40	124.2%	0.63
Adjusted earnings per share (EPS), diluted, in euros [2], [3], [4]	0.11	0.14	−19.8%	0.71	0.28	154.4%	0.44
Return on equity (ROE), % [1]	−31.5%	29.7%		−31.5%	29.7%		127.0%
Adjusted return on equity (ROE), % [1], [2], [4]	46.3%	18.7%		46.3%	18.7%		31.5%
Return on capital employed (ROCE), % [1]	−15.0%	22.0%		−15.0%	22.0%		72.1%
Adjusted return on capital employed (ROCE), % [1], [2], [4]	47.8%	18.2%		47.8%	18.2%		31.9%
Equity ratio, % [1]	60.7%	8.8%		60.7%	8.8%		12.4%
Adjusted equity ratio, % [1], [2]	67.8%	52.3%		67.8%	52.3%		55.9%
Net debt [1]	−18,742	5,793		−18,742	5,793		2,140
Net gearing % [1]	−36.9%	113.3%		−36.9%	113.3%		29.9%
Net debt/Adjusted EBITDA [1], [2]	−0.81	0.41		−0.81	0.41		0.15
Adjusted operating free cash flow [1], [2]	−374	3,612		14,170	4,921	187.9%	10,199
Cash conversion, % [1], [2]	−9.0%	70.9%		75.1%	47.8%		69.8%
Cash and cash equivalents	24,742	3,512	604.6%	24,742	3,512	604.6%	4,291
Number of employees at the end of the period	716	714	0.3%	716	714	0.3%	712

[1] Alternative financial measures. In addition to IFRS financial measures, Reaktor Group presents supplementary, alternative financial measures that the company monitors internally and that provide significant additional information about the company to management, investors, securities market analysts, and other parties regarding the company's operating results, financial position, and cash flows. These should not be viewed in isolation from IFRS financial measures or as substitutes for them.
[2] Adjustments are material items outside the ordinary course of business that relate to changes in value of, and dividends on, redeemable employee shares; redundancy costs and other non-recurring compensation to departing employees; fees and external advisor costs related to the commencement of employment; and external advisor costs for non-recurring projects, including costs related to preparing for the listing.
[3] The number of shares for comparison periods has been adjusted to reflect the number of shares following the share split carried out on 28 May 2026.
[4] Presented as additional information to improve comparability.

Significant events during the reporting period (Q3/2026)

- Reaktor Ecosystem established its first company in the Netherlands, GAIA. GAIA Technology Systems BV is an Amsterdam-based software development consulting company whose services are built using AI, bringing cloud infrastructure, software development, and data and AI under the same delivery model.
- During the third quarter, a second new company was also established within the Ecosystem: Accede OÜ, specialising in SAP consulting and serving clients in the Nordics and the Baltics. Accede helps clients connect legacy SAP environments to modern cloud, data and AI platforms.
- Reaktor appointed Antti Akkanen as Chief Financial Officer and a member of the management team, effective 1 October 2026.

Significant events during the reporting period (Q1–Q3/2026)

- Reaktor announced its intention to list in May, completed the listing offering and was listed on the regulated market of Nasdaq Helsinki in June.
- Reaktor signed licence agreements with three different NATO member states outside Finland. As a result, Reaktor's software products now serve four member states of the alliance.
- Reaktor and its clients won several awards (Cathay Pacific's Digital Leadership recognition at the Cathay Supplier Awards, and a German Design Award for ZAP Surgical and Reaktor Health).
- Reaktor appointed Nick Evon as Chief People Officer and a member of the management team, and Antti Akkanen as Chief Financial Officer and a member of the management team.
- The growth financing arrangement for Krosswise Group (61N, Forge, Invinite, Krossflow) was completed with the Finnish private equity firm M&M Growth Partners. As part of the arrangement, the ownership structure within the group was simplified, and a secondary share sale generated a gain on sale of approximately EUR 2.2 million. Reaktor continues as a significant minority owner of KW Group with a 30% stake.
- Reaktor Ecosystem established three new companies. Banksmith Partners Oy is a consulting company specialising in banking technology, with core expertise in banking sector and wealth management systems and digital solutions. GAIA Technology Systems BV is an Amsterdam-based software development consulting company whose services are built using AI. Accede OÜ helps clients connect legacy SAP environments to modern cloud, data and AI platforms.
- Readiness for establishing new companies was advanced in the Netherlands, and a new ecosystem hub was opened in Amsterdam in May. The hub's aim is to launch a new wave of technology- and AI-driven consulting companies together with local entrepreneurs.

In addition, Reaktor actively participated in the technology discourse in the media, in public forums and at significant industry events, such as:

- AI Finland Summer Forum, where Reaktor acted as one of the main partners
- Aircraft Interiors Expo (AIX), the world's largest conference on cabin and in-flight systems, where Reaktor presented its client work and a user interface demo
- Zorg & ICT 2026, the healthcare industry conference, where Reaktor's keynote speech addressed the use of AI in regulated environments

Business environment

General

The business environment in the third quarter continued to be characterised by ongoing geopolitical uncertainty. Finland's economic growth outlook improved moderately.[1] European countries continued to strengthen their defence capabilities and digital sovereignty: EU countries' defence spending is estimated to grow to EUR 454 billion in 2026[2], and in June the European Commission presented a technological sovereignty package to reduce dependence on non-EU digital technologies.[3] In Reaktor's assessment, this development is increasing demand for technology solutions, particularly in regulated industries.

Market situation

AI is shifting the focus of value creation, accelerating investment, and rapidly transforming the IT services market. According to Gartner, growth in IT spending in 2026 will be weighted towards AI infrastructure and software, while growth in IT services will be more moderate.[4] As AI makes software development more efficient, clients' needs are shifting from execution capacity towards planning and adopting AI and the organisational change it requires. This is where Reaktor's strengths stand out: Reaktor has been delivering AI projects since 2014, and AI is part of every stage of our delivery model, from strategy to change management.

In Reaktor's assessment, clients are demanding clearer commitment from their partners to measurable business outcomes, rather than simply input of work. Reaktor's value creation has always been based on achieving the client's goals, and the company believes this will strengthen its competitiveness in a changing market.

Specialisation sets players apart

Finland's IT services market has split clearly into stronger and weaker performers. According to Inderes, strong client relationships, distinctive expertise and productisation are increasingly key competitive advantages. Price competition driven by overcapacity remains intense, particularly in the public sector.[5] Reaktor's eight industry-specific business units and long-term client relationships with leading companies in their industries reduce the company's exposure to this competition.

Defence and regulated industries are growing. EU countries' defence research and development spending is estimated to rise from EUR 17 billion to EUR 20 billion.[2] In Reaktor's assessment, the digitalisation of defence, NATO interoperability, and secure and sovereign solutions are key growth areas in Europe. Reaktor has operated in the defence and security sector for more than ten years, and its software product business provides solutions for NATO member states. Reaktor applies the same expertise in auditability and reliability in other regulated industries, such as healthcare and aviation.

Growth from productisation and internationalisation

Productisation is becoming an increasingly central way to scale business in the industry. Reaktor is building its software product business and productising its consulting work in other business units as well. Reaktor Ecosystem expands the offering and client base into new areas, and international presence together with the Helsinki and Amsterdam ecosystem hubs provide growth opportunities outside the Finnish market.

[1] Bank of Finland: Positive track in Finland's economy will continue, 15.9.2026

[2] European Defence Agency: EU defence spending: €418 billion in 2025, projected to €454 billion in 2026, 16.7.2026.

[3] European Commission: Commission proposes tech sovereignty package to strengthen Europe's digital autonomy and resilience, 3.6.2026.

[4] Gartner: Gartner Forecasts Worldwide IT Spending to Grow 14.2% in 2026, Totaling $6.37 Trillion, 27.7.2026.

[5] Inderes: IT service sector Q2'26 summary: Divide is evident; the good and the bad stand out clearly, 28.8.2026.

Financial overview

Revenue

EUR thousand	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Finland	16,442	16,422	0.1%	56,159	53,695	4.6%	73,075
Other Europe	4,552	4,962	−8.3%	21,076	15,137	39.2%	20,371
USA	5,874	4,759	23.4%	19,026	13,854	37.3%	19,679
Other market areas	1,109	1,077	3.0%	3,062	3,424	−10.6%	4,582
Total	**27,977**	**27,220**	**2.8%**	**99,322**	**86,111**	**15.3%**	**117,707**

July-September 2026

In the third quarter, Reaktor's revenue grew by 2.8% to EUR 28.0 (27.2) million. The growth was mainly driven by an increase in billable hours.

Revenue from Finland was EUR 16.4 (16.4) million, or 58.8% (60.3%) of Group revenue. Other countries accounted for a combined EUR 11.5 (10.8) million, or 41.2% (39.7%) of Group revenue. Revenue from other European countries was EUR 4.6 (5.0) million, revenue from the United States EUR 5.9 (4.8) million, and revenue from other markets EUR 1.1 (1.1) million.

In the third quarter, revenue from the software product business totalled EUR 1.7 million, including EUR 1.6 million of product-related professional services. Licence revenue was EUR 0.1 million in the third quarter. In 2025, professional services related to licence revenue were reported as part of the total revenue of the technology solutions business.

Revenue from the technology solutions business in the third quarter totalled EUR 26.3 million. Excluding licence revenue from the software product business, Group revenue grew by 2.5% compared with the third quarter of the previous year.

January-September 2026

In January–September, Reaktor's revenue grew by 15.3% to EUR 99.3 (86.1) million. The growth was mainly driven by an increase in billable hours and licence revenue from new agreements signed with three NATO member states. Licence revenue was EUR 7.7 million in January–September.

Revenue from Finland was EUR 56.2 (53.7) million, or 56.5% (62.4%) of Group revenue. Other countries accounted for a combined EUR 43.2 (32.4) million, or 43.5% (37.6%) of Group revenue. Revenue from other European countries was EUR 21.1 (15.1) million, revenue from the United States EUR 19.0 (13.9) million, and revenue from other markets EUR 3.1 (3.4) million.

In January–September, revenue from the software product business totalled EUR 12.7 million, and revenue from the technology solutions business was EUR 86.6 million. Excluding licence revenue from the software product business, Group revenue grew by 6.5% compared with January–September of the previous year.

Profitability

In January–September, all of Reaktor's profitability figures were significantly affected by entries related to redeemable employee shares. EBITDA included an expense of EUR 25.1 million in the second quarter and EUR 0.6 million in the third quarter, related mainly to the increase in value of employee shares in connection with the listing. The entries have been treated as employee benefits related to share-based payments and as an item affecting comparability. The increase in the value of the shares had no cash flow impact and it does not affect the company's underlying operational profitability. More detailed information on the entries is described in Note 3.

July–September 2026

In the third quarter, Reaktor's EBITDA was EUR 3.5 (5.0) million, or 12.5% of revenue. Adjusted EBITDA declined to EUR 4.2 (5.1) million and was 14.9% of revenue. Operating profit (EBIT) was EUR 2.5 (4.0) million, or 8.9% of revenue. Adjusted operating profit was EUR 3.2 (4.1) million, or 11.3% of revenue.

In the third quarter, the software product business's adjusted operating profit (adjusted EBIT) was EUR -0.1 million. The technology solutions business's adjusted operating profit (adjusted EBIT) was EUR 3.3 million, or 12.5% of revenue. In 2025, professional services related to the software product business were reported as part of the technology solutions business.

Items affecting comparability included in EBITDA and operating profit for the third quarter totalled EUR 0.7 million, consisting mainly of the entry described above related to the listing, in which the classification of redeemable employee shares changed. In the corresponding period last year, items affecting comparability totalled EUR 0.1 million, consisting mainly of entries related to redeemable employee shares and restructuring costs.

The share of the result of associates and joint ventures in the third quarter was EUR 0.3 (-0.1) million. Finance income and costs were EUR -0.1 (-0.1) million.

Earnings per share (basic EPS) for the reporting period was EUR 0.09 (0.20). Earnings per share (basic EPS) adjusted for items affecting comparability and their tax effect was EUR 0.12 (0.20).

January–September 2026

In January–September, Reaktor's EBITDA was significantly affected by the entries related to redeemable employee shares described above and in more detail in Note 3, as well as costs related to exceptional projects. EBITDA was EUR -9.3 (9.5) million, or -9.4% of revenue. Adjusted EBITDA grew to EUR 18.9 (10.3) million, or 19.0% of revenue. Operating profit (EBIT) was EUR -12.4 (6.5) million, or -12.5% of revenue, and adjusted operating profit was EUR 15.8 (7.3) million, or 15.9% of revenue. The improvement in adjusted profitability was mainly driven by an increase in billable hours and licence revenue from new agreements signed with three NATO member states. Licence revenue in January–September was EUR 7.7 million.

In January–September, the software product business's adjusted operating profit was EUR 7.1 million. The technology solutions business's adjusted operating profit (adjusted EBIT) was EUR 8.8 million, or 10.1% of revenue.

In January–September, items affecting comparability included in EBITDA and operating profit totalled EUR 28.2 million, consisting mainly of the increase in value of redeemable employee shares and costs related to exceptional projects. In the corresponding period last year, items affecting comparability totalled EUR 0.8 million, consisting mainly of restructuring charges and exceptional projects.

The share of the result of associates and joint ventures was EUR 3.6 (0.6) million in January–September. The growth is explained by the corporate transaction related to the growth financing arrangement of the Krosswise Group, part of the Reaktor Ecosystem, as a result of which Reaktor recognised a capital gain of approximately EUR 2.2 million. Finance income and costs were EUR 0.1 (-0.5) million.

Earnings per share (basic EPS) for January–September was EUR -0.59 (0.36), mainly due to the entry for the increase in value of employee shares related to the listing. Earnings per share (basic EPS) adjusted for items affecting comparability and their tax effect was EUR 0.90 (0.40).

Cash flow, balance sheet and financing

In July–September, the Group's operating cash flow was EUR -1.1 (3.0) million, investing cash flow EUR -0.9 (-0.3) million, and financing cash flow EUR -0.8 (-3.8) million. The decrease in operating cash flow was mainly due to the timing of significant IPO-related payments in the third quarter.

In January–September, the Group's operating cash flow was EUR 9.4 (2.7) million, investing cash flow EUR 2.4 (-1.8) million, and financing cash flow EUR 8.6 (-4.9) million. The increase in operating cash flow is mainly explained by improved profitability. The increase in financing cash flow is mainly explained by the approximately EUR 20 million of subscription payments received from the listing offering.

Reaktor's equity ratio was 60.7% as at 30 September 2026 (31 December 2025: 12.4%). The improvement in the equity ratio is mainly due to the approximately EUR 20 million of subscription payments received from the listing offering and the reclassification of the liability related to redeemable employee shares, as a result of which equity increased by EUR 19.3 million. The equity ratio adjusted for redemption liabilities was 67.8% as at 30 September 2026 (31 December 2025: 55.9%). The balance sheet total as at 30 September 2026 was EUR 84.3 million (31 December 2025: EUR 59.6 million), of which equity accounted for EUR 50.8 million (31 December 2025: EUR 7.1 million).

Return on equity (ROE, rolling 12 months) was -31.5% as at 30 September 2026 (31 December 2025: 127.0%). The change compared with the end of last year was due to the transfer

of the redeemable employee shares liability to equity in connection with the listing, and the related valuation change entry in the income statement. Adjusted return on equity (ROE, rolling 12 months) was 46.3% as at 30 September 2026 (31 December 2025: 31.5%).

Investments

Reaktor's investments in associates and joint ventures totalled EUR 13.6 million as at 30 September 2026 (31 December 2025: EUR 13.0 million). Investments included in other long-term receivables and investments totalled EUR 5.7 million as at 30 September 2026 (31 December 2025: EUR 5.3 million). The change in the value of these investments consists of additions to unlisted equity investments (EUR 1.7 million), impairments recognised in other comprehensive income (EUR -1.5 million), and an increase in the value of fund investments (EUR 0.3 million).

Personnel

In January–September, Reaktor's employee benefit expenses were EUR 80.6 (53.8) million, up 49.8% from the comparison period. Employee benefit expenses include an entry of EUR 25.7 million related to dividends and the increase in value of redeemable employee shares in connection with the listing.

At the end of September, Reaktor had 716 (714) employees. The average number of personnel during January–September was 698 (709).

At the end of the reporting period, personnel were geographically distributed as follows: Finland 77.4% (75.4%), the Netherlands 10.9% (11.2%), the United States 4.6% (5.0%), Japan 3.2% (4.2%), Portugal 3.1% (3.1%), and other markets 0.8% (1.1%).

Shares and shareholders

Reaktor Group Plc's shares have been traded on the regulated market of Nasdaq Helsinki under the ticker symbol REAKTOR since 16 June 2026. Share turnover from the start of public trading to the end of the reporting period was 7.3 million shares. During this time, the highest share price was EUR 8.35, the lowest EUR 6.75, and the average price EUR 7.88. The closing price for the reporting period was EUR 6.95, and the company's market capitalisation was EUR 176.9 million as at 30 September 2026. The company had 1,964 shareholders at the end of the reporting period.

Reaktor's registered share capital is EUR 80,000. The company had a total of 25,458,650 registered shares as at 30 September 2026 (including 734,880 treasury shares held by Reaktor Group Plc). The 990,000 shares repurchased as stabilisation measures (of which 765,000 shares had been redeemed by the end of June) were treated as redeemed shares until the shares were cancelled on 29 July 2026.

On 28 May 2026, the Board of Directors of Reaktor Group Plc, acting under the authorisation granted by the Annual General Meeting, resolved on a share split in which 15 new shares were issued free of charge to shareholders for each existing share, so that one old share became a total of 16 shares. The share split had no effect on the company's share capital or on shareholders' relative ownership in the company. All historical per-share figures presented in this interim report have been adjusted for the effects of the share split.

Governance

Annual General Meeting and authorizations in force

The Annual General Meeting of Reaktor Group Plc was held in Helsinki on 28 May 2026. The resolutions of the Annual General Meeting and the composition of the Board of Directors are described in more detail in the half-year report published on 19 August 2026 and in the listing prospectus published in connection with the listing. Both documents are available on the company's investor pages at group.reaktor.com.

In addition to the listing-related share issue resolutions and authorisations, the 2026 Annual General Meeting also authorised the Board of Directors to resolve on the acquisition of a maximum of 3,000,000 of the company's own shares, in one or more tranches, using the company's distributable funds. Shares may be acquired other than in proportion to the shareholdings of the shareholders. The authorisation is valid until the close of the next Annual General Meeting, but no later than 30 June 2027.

In addition, the 2026 Annual General Meeting authorised the Board of Directors to resolve on share issues, option rights and other rights entitling to shares. The number of shares that may be issued under the authorisation, including shares to be received on the basis of options and other special rights, may total a maximum of 6,000,000 shares. The Board of Directors can decide to issue new shares or transfer the company's own shares held by the company. This authorisation replaces previous unused share issue authorisations and is valid until the next Annual General Meeting, however no later than 30 June 2027.

By the end of the reporting period, the Board of Directors had not used the above-mentioned authorisations.

Company management

As of 30 September 2026, Reaktor's global leadership team consisted of:

- Chief Executive Officer Pekka Horo
- Chief Financial Officer Ilkka Kosola (until 30 September 2026)
- Chief Commercial Officer Lasse Nordlund
- Chief Strategy Officer Hanna Lehtonen
- Chief Operating Officer Jouni Hartikainen
- Chief People Officer Nick Evon
- Chief Legal Officer Kaisa Latva

Antti Akkanen joined Reaktor as Chief Financial Officer and a member of the management team after the end of the reporting period, on 1 October 2026.

Strategy

Reaktor is a global technology company tackling complex, business-critical challenges in the most demanding industry sectors. Reaktor combines strategy, design, and technology to help ambitious companies gain a competitive edge and become industry leaders.

Reaktor's expertise spans the full lifecycle of problem-solving from pioneering data and AI to strategy, design, development, change management, and continuous services — anchored in deep industry know-how and high-performing, multidisciplinary teams.

The key focus areas of the strategy are:

- A three-part business model combining the technology solutions business, the scalable software product business, and the growing Ecosystem venture business
- Growing existing client relationships
- Acquiring new clients and international growth
- Leveraging and expanding product and platform opportunities
- Expanding maintenance services to Continuous Services
- Growth and internationalisation of the Reaktor Ecosystem
- Acquisitions and partnerships

Reaktor's medium-term targets

Reaktor's Board of Directors has set medium-term financial targets for the company. The targets are divided into three areas: **revenue growth, profitability, and dividend policy.**

In terms of revenue growth, Reaktor targets annual organic revenue growth of 8-12% for technology solutions. For the software product business, the target is for annual revenue to reach between EUR 60-90 million by the end of 2030.

In terms of profitability, an annual adjusted EBIT margin of 10-12% is targeted for technology solutions, while the software product business's annual adjusted EBIT is targeted to reach EUR 30-45 million by the end of 2030.

In accordance with its dividend policy, the company targets a dividend of 20-40% of Group-level profit for the financial year.

Risks and uncertainties

Reaktor's business and operating environment are associated with various risk factors. The materialisation of risks could have an adverse effect on Reaktor's business, result, financial position or the value of the company. The following describes the key risks related to Reaktor's operations, as well as risks that could become significant in the future. There are also risks of which Reaktor may not be aware, and which could become significant.

- Failure to implement or adapt the growth strategy, as the growth targets are based in particular on expanding existing customer relationships, international growth, and scaling the software product business.
- The loss of significant customers or large projects, a material decrease in customer purchases, or a change in a customer's IT procurement strategy.
- Market disruption caused by AI, intensifying competition and the commoditisation of IT services, which could reduce demand, increase price pressure and weaken Reaktor's market position, including in higher value-added segments of the value chain.
- Possible failure to recruit and retain key personnel and skilled employees.
- The materialisation of cyber and information security risks, for example as a result of a data breach or human error. This is also affected by geopolitical uncertainty and the increased activity of state actors.
- Contractual, intellectual property and regulatory risks, such as liabilities related to fulfilling and interpreting obligations under customer agreements, infringement claims and litigation, as well as changes in legislation and regulatory requirements.
- Financial risks, such as the materialisation of credit and counterparty risks, exchange rate fluctuations and possible impairments of balance sheet items.
- Geopolitical tensions, political uncertainty, changes in tariffs, and uncertain economic and financial market conditions, which could slow down, postpone or cause the cancellation of customers' IT investment decisions.
- Changes in public sector IT projects in Finland and possible budget cuts, which could reduce demand and increase price competition.

General uncertainty in the operating environment particularly affects customers' investment decisions and, as a result, also Reaktor's business. We prepare for these effects by ensuring customer satisfaction, the competitiveness and cost efficiency of our offering, and by diversifying revenue across different industries, geographic markets and business areas.

Events after the end of the reporting period

- Reaktor's new Chief Financial Officer, Antti Akkanen, took up his position and joined the management team on 1 October 2026.
- The Shareholders' Nomination Committee held its organisational meeting on 6 October 2026. Based on the ownership situation as at 31 August 2026, the Committee's members are Antti Mäkelä (in a personal capacity, Chair of the Committee), Vesa Lauronen (in a personal capacity), Annika Ekman (Keskinäinen Eläkevakuutusyhtiö Ilmarinen) and Rasmus Skand (Mariatorp Oy).
- In October, Reaktor became a member of the Claude Partner Network.

Helsinki, 11 November 2026
Reaktor
Board of Directors

Additional information



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About Reaktor

Reaktor is a Finnish, globally operating technology company that designs, develops and sells software products and digital solutions. Founded in 2000, the company has more than 700 employees and offices in Helsinki, Turku, Tampere, Seinäjoki, Amsterdam, Lisbon, New York and Tokyo.



Reconciliation calculations of financial performance indicators

	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
EBITDA					
Operating Profit (EBIT)	2,485	4,044	−12,381	6,469	8,139
Depreciation, amortisation and impairment	1,017	993	3,045	2,984	4,016
EBITDA	**3,502**	**5,036**	**−9,335**	**9,454**	**12,155**
Items affecting comparability					
Transactions related to redeemable shares [1]	572	−169	25,675	77	91
Restructuring charges [2]	–	196	−62	522	1,978
Exceptional projects [3]	98	28	2,593	231	382
Items affecting comparability total	**670**	**56**	**28,205**	**831**	**2,451**
Adjusted EBITDA					
EBITDA	3,502	5,036	−9,335	9,454	12,155
Items affecting comparability total	670	56	28,205	831	2,451
Adjusted EBITDA	**4,172**	**5,092**	**18,870**	**10,284**	**14,606**
Adjusted operating profit (adjusted EBIT)					
Operating Profit (EBIT)	2,485	4,044	−12,381	6,469	8,139
Items affecting comparability total	670	56	28,205	831	2,451
Adjusted operating profit (adjusted EBIT)	**3,155**	**4,100**	**15,825**	**7,300**	**10,590**
Adjusted profit for the period					
Profit for the period	2,129	3,118	−11,021	5,572	7,787
Items affecting comparability total	670	56	28,205	831	2,451
Tax effect of items affecting comparability	−20	−45	−506	−151	−472
Adjusted profit for the period	**2,779**	**3,129**	**16,679**	**6,252**	**9,766**
Return on equity (ROE), %, rolling 12 months					
Profit for the period, rolling 12 months	−8,806	3,223	−8,806	3,223	7,787
Average shareholders' equity for the period	27,959	10,867	27,959	10,867	6,131
Return on equity (ROE), %, rolling 12 months	**−31.5%**	**29.7%**	**−31.5%**	**29.7%**	**127.0%**

	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Adjusted return on equity (ROE), %, rolling 12 months					
Profit for the period, rolling 12 months	−8,806	3,223	−8,806	3,223	7,787
Items affecting comparability, rolling 12 months	29,826	3,762	29,826	3,762	2,451
Tax effect of items affecting comparability, rolling 12 months	−828	−309	−828	−309	−472
Adjusted profit for the period, rolling 12 months	**20,192**	**6,676**	**20,192**	**6,676**	**9,766**
Average shareholders' equity for the period	27,959	10,867	27,959	10,867	6,131
Average employee share redemption liabilities for the period	15,617	24,758	15,617	24,758	24,753
Average share redemption liabilities, minority shares	53	146	53	146	145
Adjusted average shareholders' equity for the period	**43,628**	**35,771**	**43,628**	**35,771**	**31,029**
Adjusted return on equity (ROE), %, rolling 12 months	**46.3%**	**18.7%**	**46.3%**	**18.7%**	**31.5%**
Return on capital employed (ROCE), %, rolling 12 months					
Profit before taxes, rolling 12 months	−6,303	3,479	−6,303	3,479	8,920
Finance expenses, rolling 12 months	−968	−908	−968	−908	−949
Average shareholders' equity for the period	27,959	10,867	27,959	10,867	6,131
Average interest-bearing loans and borrowings for the period	7,652	9,107	7,652	9,107	7,553
Return on capital employed (ROCE), %, rolling 12 months	**−15.0%**	**22.0%**	**−15.0%**	**22.0%**	**72.1%**
Adjusted return on capital employed (ROCE), %, rolling 12 months					
Profit before taxes, rolling 12 months	−6,303	3,479	−6,303	3,479	8,920
Items affecting comparability, rolling 12 months	29,826	3,762	29,826	3,762	2,451
Adjusted profit before taxes, rolling 12 months	**23,523**	**7,241**	**23,523**	**7,241**	**11,372**
Finance expenses, rolling 12 months	−968	−908	−968	−908	−949
Average shareholders' equity for the period	27,959	10,867	27,959	10,867	6,131
Average employee share redemption liabilities for the period	15,617	24,758	15,617	24,758	24,753
Average share redemption liabilities, minority shares	53	146	53	146	145
Adjusted shareholders' equity, rolling 12 months	**43,628**	**35,771**	**43,628**	**35,771**	**31,029**
Average interest-bearing loans and borrowings for the period	7,652	9,107	7,652	9,107	7,553
Return on capital employed (ROCE), %, rolling 12 months	**47.8%**	**18.2%**	**47.8%**	**18.2%**	**31.9%**
Equity Ratio %					
Shareholders' equity	50,804	5,114	50,804	5,114	7,147
Balance sheet total	84,311	59,078	84,311	59,078	59,590
Contract liabilities	662	688	662	688	1,767
Equity Ratio %	**60.7%**	**8.8%**	**60.7%**	**8.8%**	**12.4%**

Adjusted Equity ratio, %					
Shareholders' equity	50,804	5,114	50,804	5,114	7,147
Employee share redemption liabilities	5,912	25,321	5,912	25,321	25,073
Share redemption liabilities, minority shares	0	106	0	106	117
Adjusted shareholders' equity	**56,716**	**30,541**	**56,716**	**30,541**	**32,337**
Balance sheet total	84,311	59,078	84,311	59,078	59,590
Contract liabilities	662	688	662	688	1,767
Adjusted Equity ratio, %	**67.8%**	**52.3%**	**67.8%**	**52.3%**	**55.9%**
Net debt					
Non-current lease liabilities	2,739	3,239	2,739	3,239	2,658
Current interest-bearing liabilities	0	2,833	0	2,833	483
Current lease liabilities	3,261	3,232	3,261	3,232	3,290
Interest bearing debt	**6,000**	**9,304**	**6,000**	**9,304**	**6,431**
Cash and cash equivalents	−24,742	−3,512	−24,742	−3,512	−4,291
Net debt	**−18,742**	**5,793**	**−18,742**	**5,793**	**2,140**
Net gearing, %					
Net debt	−18,742	5,793	−18,742	5,793	2,140
Shareholders' equity	50,804	5,114	50,804	5,114	7,147
Net gearing, %	**−36.9%**	**113.3%**	**−36.9%**	**113.3%**	**29.9%**
Net debt / Adjusted EBITDA					
Net debt	−18,742	5,793	−18,742	5,793	2,140
Adjusted EBITDA, rolling 12 months	23,192	14,148	23,192	14,148	14,606
Net debt / Adjusted EBITDA	**−0.81**	**0.41**	**−0.81**	**0.41**	**0.15**
Adjusted operating free cash flow					
Adjusted EBITDA	4,172	5,092	18,870	10,284	14,606
Total changes in working capital	−4,336	−1,447	−4,041	−4,948	−3,994
Capex	−210	−33	−660	−415	−413
Adjusted operating free cash flow	**−374**	**3,612**	**14,170**	**4,921**	**10,199**
Cash conversion, %					
Adjusted operating free cash flow	−374	3,612	14,170	4,921	10,199
Adjusted EBITDA	4,172	5,092	18,870	10,284	14,606
Cash conversion, %	**−9.0%**	**70.9%**	**75.1%**	**47.8%**	**69.8%**

Adjusted earnings per share (EPS)					
Adjusted profit for the financial period attributable to the owners of the parent company, EUR thousands	2,779	3,129	16,679	6,252	9,766
Weighted average number of shares, thousand pcs [4]	23,127	15,623	18,585	15,623	15,623
Adjusted earnings per share, basic, EUR	**0.12**	**0.20**	**0.90**	**0.40**	**0.63**
Adjusted profit attributable to the ordinary equity holders of the company, EUR thousands	2,779	3,129	16,679	6,252	9,766
Weighted average number of ordinary shares, thousand pcs [4]	23,127	15,623	18,585	15,623	15,623
Adjustments					
Add shares subject to share-based payments (employee shares), thousand pcs	1,612	6,712	4,781	6,657	6,656
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share, thousand pcs [4]	24,739	22,335	23,365	22,281	22,279
Adjusted earnings per share, diluted, EUR	**0.11**	**0.14**	**0.71**	**0.28**	**0.44**

[1] Dividends on redeemable employee shares (Q3 2026: EUR 0, Q3 2025: EUR 0, Q1–Q3 2026: EUR 750 thousand, Q1–Q3 2025: EUR 0, 2025: EUR 0) and the valuation of vested shares (Q3 2026: EUR 572 thousand, Q3 2025: EUR -169 thousand, Q1–Q3 2026: EUR 24,925 thousand, Q1–Q3 2025: EUR 77 thousand, 2025: EUR 91 thousand).
[2] Redundancy costs and other non-recurring compensation paid to outgoing employees (Q3 2026: EUR 0, Q3 2025: EUR 186 thousand, Q1–Q3 2026: EUR -62 thousand, Q1–Q3 2025: EUR 512 thousand, 2025: EUR 1,893 thousand), fees related to the commencement of employment (Q3 2026: EUR 0, Q3 2025: EUR 0, Q1–Q3 2026: EUR 0, Q1–Q3 2025: EUR 0, 2025: EUR 0), and external advisor costs (Q3 2026: EUR 0, Q3 2025: EUR 10 thousand, Q1–Q3 2026: EUR 0, Q1–Q3 2025: EUR 10 thousand, 2025: EUR 85 thousand).
[3] External advisor costs for non-recurring projects, including costs related to preparations for the listing (Q3 2026: EUR 98 thousand, Q3 2025: EUR 28 thousand, Q1–Q3 2026: EUR 2,593 thousand, Q1–Q3 2025: EUR 231 thousand, 2025: EUR 382 thousand).
[4] The number of shares for all periods presented has been adjusted to reflect the number of shares following the share split carried out on 28 May 2026. In addition, the number of shares has been adjusted to reflect the number of shares outstanding after the stabilisation measures related to the listing. The 990,000 shares repurchased as stabilisation measures (of which 765,000 shares by 30 June 2026) have been treated as redeemed shares in the interim reports, until the shares were cancelled on 29 July 2026.

Calculation formulas for financial performance indicators

EBITDA	Operating profit (EBIT) + depreciation, amortisation and impairment	
EBITDA, % of revenue	EBITDA / Revenue	x 100%
Operating profit (EBIT)	Profit for the period before share of result of associates and joint ventures, financing items and taxes	
Operating profit (EBIT), % of revenue	Operating profit (EBIT) / Revenue	x 100%
Items affecting comparability	Exceptional projects which are not capitalized, redundancy costs and other non-recurring compensation paid to outgoing employees, fees related to the commencement of employment and external advisor costs, transactions related to redeemable shares held by employees, opening or closing of business, sale of fixed asset or business, lost M&A projects	
Adjusted EBITDA	EBITDA +/- Items affecting comparability	
Adjusted EBITDA, % of revenue	EBITDA +/- Items affecting comparability / Revenue	x 100%
Adjusted operating profit (adjusted EBIT)	EBIT +/- Items affecting comparability	
Adjusted operating profit (adjusted EBIT), % of revenue	EBIT +/- Items affecting comparability / Revenue	x 100%
Adjusted profit for the period	Profit for the period +/- Items affecting comparability + Tax effect of items affecting comparability	
Earnings per share (EPS), basic, euros	Profit for the period attributable for shareholders of the parent company / Weighted average number of shares outstanding during the period	
Earnings per share (EPS), diluted, EUR	Profit for the period attributable for shareholders of the parent company (adjusted for share-based payments related to employee shares) / Weighted average number of shares outstanding (adjusted for the impact of all diluting potential shares)	
Adjusted earnings per share (EPS), basic, euros	Adjusted profit for the period / Weighted average number of shares outstanding during the period	
Adjusted earnings per share (EPS), diluted, EUR	Adjusted profit for the period / Weighted average number of shares outstanding (adjusted for the impact of all diluting potential shares)	

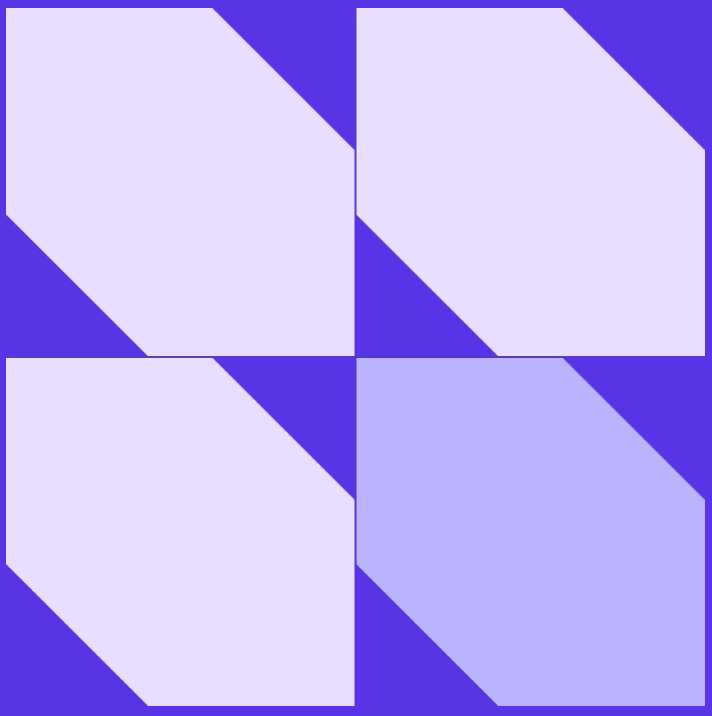
Return on equity (ROE), %, rolling 12 months	Rolling 12 month profit / Average shareholders' equity for the period	x 100%
Adjusted return on equity (ROE), %, rolling 12 months	Rolling 12 month profit +/- Rolling 12 month items affecting comparability + Rolling 12 month tax effect of items affecting comparability / Average shareholders' equity for the period + Average employee share redemption liabilities for the period + Average share redemption liabilities for the period, minority shares	x 100%
Return on capital employed (ROCE), %, rolling 12 months	Rolling 12 month profit before taxes + Rolling 12 month finance expenses / Average shareholders' equity for the period + Average interest-bearing loans and borrowings for the period	x 100%
Adjusted return on capital employed (ROCE), %, rolling 12 months	Rolling 12 month profit before taxes +/- Rolling 12 month items affecting comparability + Rolling 12 month finance expenses / Average shareholders' equity for the period + Average shareholders' equity for the period + Average employee share redemption liabilities for the period + Average share redemption liabilities for the period, minority shares + Average interest-bearing loans and borrowings for the period	x 100%
Equity ratio, %	Shareholders' equity / Balance sheet total – Contract liabilities	x 100%
Adjusted Equity ratio, %	Shareholders' equity + Employee share redemption liabilities + Share redemption liabilities, minority shares / Balance sheet total – Contract liabilities	x 100%
Net debt	Non-current interest bearing liabilities + Non-current lease liabilities + Current interest-bearing liabilities + Current lease liabilities – cash and cash equivalents	
Net gearing, %	Net debt / Shareholders' equity	x 100%
Net debt / Adjusted EBITDA	Net debt / Adjusted EBITDA, rolling 12 months	
Capex	Purchase of property, plant, equipment and intangible assets (in Consolidated statement of cash flows)	
Adjusted operating free cash flow	Adjusted EBITDA -/+ total changes in working capital - capex	
Cash conversion, %	Adjusted operating free cash flow / Adjusted EBITDA	

INTERIM REPORT

Group's financial interim report

1.1.–30.9.2026, Tables section

Unaudited



Condensed consolidated statement of income

EUR thousand	Notes	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Revenue	**1**	**27,977**	**27,220**	**99,322**	**86,111**	**117,707**
Other operating income	2	749	15	810	469	635
Materials and services		−4,230	−3,805	−13,989	−12,097	−16,724
Employee benefit expenses	3	−16,808	−15,179	−80,598	−53,797	−74,118
Other operating expenses [1]		−4,185	−3,215	−14,880	−11,232	−15,346
Depreciation, amortisation and impairment		−1,017	−993	−3,045	−2,984	−4,016
Operating profit		**2,485**	**4,044**	**−12,381**	**6,469**	**8,139**
Share of profit or loss of associates and joint ventures		344	−98	3,572	605	1,291
Finance income		155	80	671	−7	439
Finance expenses		−217	−162	−525	−506	−949
Finance income and expenses total		**−63**	**−82**	**146**	**−513**	**−510**
Profit before taxes		**2,766**	**3,864**	**−8,662**	**6,560**	**8,920**
Income taxes		−637	−745	−2,358	−988	−1,133
Profit from continuing operations		2,129	3,118	−11,021	5,572	7,787
Profit for the period		**2,129**	**3,118**	**−11,021**	**5,572**	**7,787**
Attributable to:						
Equity holders of the parent		2,129	3,118	−11,021	5,572	7,787
Earnings per share for net profit attributable to owners of the parent						
Earnings per share, basic, EUR	5	0.09	0.20	−0.59	0.36	0.50
Earnings per share, diluted, EUR	5	0.09	0.14	−0.59	0.26	0.36

[1] The increase in other operating expenses is mainly related to one-off, exceptional projects, such as costs related to preparations for the listing.

Condensed consolidated statement of comprehensive income

EUR thousand	Notes	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Profit for the period		**2,129**	**3,118**	**−11,021**	**5,572**	**7,787**
Other comprehensive income						
Items that will not be reclassified to profit or loss						
Valuation losses/gains on fair value through equity investments		−146	0	−1,548	0	0
Items that may be reclassified subsequently to profit or loss						
Change in cumulative translation adjustment		85	−51	118	−292	−424
Total comprehensive income		**2,069**	**3,067**	**−12,451**	**5,280**	**7,362**

Condensed consolidated balance sheet

EUR thousand	Notes	30.9.2026	30.9.2025	31.12.2025
Assets				
Intangible assets	6	985	602	552
Property, plant, and equipment	7	392	611	531
Right-of-use assets	8	5,890	6,378	5,725
Investments in associates and joint ventures		13,572	12,895	13,017
Other non-current receivables and investments	12	11,747	9,280	10,326
Deferred tax assets		128	66	65
Total non-current assets		**32,714**	**29,832**	**30,216**
Trade receivables		17,975	18,193	17,198
Other receivables		5,760	4,166	6,258
Current tax assets		3,120	3,376	1,627
Cash and cash equivalents		24,742	3,512	4,291
Total current assets		**51,597**	**29,246**	**29,374**
Total Assets		**84,311**	**59,078**	**59,590**
Equity and Liabilities				
Share capital	10	80	18	18
Fair value reserve		−1,548	–	–
Reserve for invested non-restricted equity		18,666	0	–
Translation differences	10	−868	−855	−987
Retained earnings	10	45,495	379	329
Profit for the period	10	−11,021	5,572	7,787
Total equity attributable to the shareholders of the parent company		**50,804**	**5,114**	**7,147**
Total equity		**50,804**	**5,114**	**7,147**
Non-current lease liabilities	9	2,739	3,239	2,658
Deferred tax liabilities		696	697	544
Total non-current liabilities		**3,435**	**3,937**	**3,202**
Current interest-bearing liabilities	11	0	2,833	483
Current lease liabilities	9	3,261	3,232	3,290
Accrued expenses		9,328	7,951	9,976
Trade and other payables		8,753	7,888	7,610
Contract liabilities		662	688	1,767
Current tax liabilities		2,156	2,115	1,042
Employee share redemption liabilities		5,912	25,321	25,073
Total current liabilities		**30,072**	**50,027**	**49,241**
Total Liabilities		**33,507**	**53,964**	**52,443**
Total Equity and Liabilities		**84,311**	**59,078**	**59,590**

Condensed consolidated statement of cash flows

EUR thousand	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Cash flows from operating activities					
Profit for the period	2,129	3,118	−11,021	5,572	7,787
Adjustments for profit					
Depreciation, amortisation and impairment	1,017	993	3,045	2,984	4,016
Finance income and expenses	63	82	−146	513	510
Share of profit/loss of associates and joint ventures	−344	98	−3,572	−605	−1,291
Income taxes	637	745	2,358	988	1,133
Other non-cash flow transactions	533	−169	25,023	13	−93
Total adjustments	**1,906**	**1,750**	**26,708**	**3,894**	**4,276**
Changes in working capital					
Increase (-)/Decrease (+) in trade and other receivables	1,835	−921	−4,353	−4,067	−6,699
Increase (+)/Decrease (-) in trade and other payables	−6,171	−527	312	−882	2,704
Total changes in working capital	**−4,336**	**−1,447**	**−4,041**	**−4,948**	**−3,994**
Interest received and other finance income	176	−27	358	113	315
Interest paid and other finance expenses	−165	−85	−483	−372	−567
Dividends received	14	21	540	301	623
Income taxes paid	−844	−317	−2,656	−1,906	−1,336
Net cash flows from operating activities	**−1,121**	**3,013**	**9,407**	**2,653**	**7,103**
Cash flows used in investing activities					
Acquisition of subsidiaries, net of cash acquired	−1	0	−1	–	–
Disposal of subsidiaries, net of cash disposed	−2	1	−2	−57	1
Acquisition of associates, joint ventures and other shares	−612	−9	−614	−89	−886
Disposal of associates, joint ventures and other shares	0	0	3,112	–	788
Purchase of property, plant and equipment and intangible assets	−210	−33	−660	−415	−413
Loans granted	−130	−270	−440	−1,366	−1,846
Repayment of loan receivables	19	3	954	137	320
Net cash flow from investing activities	**−936**	**−309**	**2,350**	**−1,791**	**−2,036**

EUR thousand	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Cash flows from financing activities					
Share issue	0	0	18,596	3	3
Share issue for redeemable shares	0	0	1,388	1,508	1,508
Repayment of long-term debt	–	–	–	–	–
Change in current liabilities	–	−2,713	−366	2,727	366
Payment of lease liabilities	−799	−785	−2,788	−2,717	−3,495
Purchase of own shares	0	−5	−18	−11	−15
Purchase of redeemable shares	0	−338	−1,211	−765	−1,015
Dividends and capital repayment	0	0	−6,967	−5,607	−5,607
Net cash flows from / (used in) financing activities	**−799**	**−3,841**	**8,634**	**−4,862**	**−8,255**
Net change in cash and cash equivalents	**−2,855**	**−1,137**	**20,392**	**−3,999**	**−3,188**
Cash and cash equivalents at the beginning of the period	27,586	4,671	4,291	7,813	7,813
Effect of the changes in foreign exchange rates	12	−23	60	−302	−333
Cash and cash equivalents at the end of the period	24,742	3,512	24,742	3,512	4,291

[1] The comparative figures for 7–9/2025 and 1–9/2025 were previously presented as repayments of non-current loans. They have been reclassified to changes in current liabilities in accordance with the presentation used in the 2025 financial statements. The reclassification has no effect on total financing cash flow.

Condensed consolidated statement of changes in equity

EUR thousand	Share capital	Fair value reserve	Reserve for invested non-restricted equity	Translation differences	Own shares	Retained earnings	Total equity attributable to owners of the parent company	Total equity
Equity on 1.1.2026	**18**	**–**	**–**	**–987**	**–8,613**	**16,729**	**7,147**	**7,147**
Profit for the period	–	–	–	–	–	–11,021	–11,021	–11,021
Other comprehensive income	–	–1,548	–	118	–	–	–1,430	–1,430
Transfers between categories: Transfer from retained earnings of prior fiscal years to share capital	62	–	–	–	–	–62	–	–
Transactions with owners:								
Share issue	–	–	18,666	–	–	–	18,666	18,666
Dividends	–	–	–	–	–	–1,758	–1,758	–1,758
Reclassification of redemption liabilities [1]	–	–	–	–	–	40,671	40,671	40,671
Change in the value of unvested shares	–	–	–	–	–	3,760	3,760	3,760
Distribution of non-restricted equity	–	–	–	–	–	–5,210	–5,210	–5,210
Purchase of own shares	–	–	–	–	–18	–	–18	–18
Other items	–	–	–	–	–	–3	–3	–3
Transactions with owners total	**–**	**–**	**18,666**	**–**	**–18**	**37,460**	**56,108**	**56,108**
Equity on 30.9.2026	**80**	**–1,548**	**18,666**	**–869**	**–8,631**	**43,107**	**50,804**	**50,804**

[1] Relates to the reclassification of the liability and the increase in value of shares in connection with the listing. Further details are presented in Note 3.

EUR thousand	Share capital	Fair value reserve	Reserve for invested non-restricted equity	Translation differences	Own shares	Retained earnings	Total equity attributable to owners of the parent company	Total equity
Equity on 1.1.2025	**18**	**–**	**–**	**–563**	**–8,598**	**14,257**	**5,115**	**5,115**
Profit for the period	–	–	–	–	–	5,572	5,572	5,572
Other comprehensive income	–	–	–	–292	–	–	–292	–292
Transactions with owners:								
Distribution of non-restricted equity	–	–	–	–	–	–5,607	–5,607	–5,607
Purchase of own shares	–	–	–	–	–11	–	–11	–11
Other items	–	–	–	–	–	338	338	338
Transactions with owners total	**–**	**–**	**–**	**–**	**–11**	**–5,269**	**–5,281**	**–5,281**
Equity on 30.9.2025	**18**	**–**	**–**	**–855**	**–8,609**	**14,560**	**5,114**	**5,114**

Notes to the condensed consolidated interim report

Group information

Reaktor Group Plc (“parent company”, “company”) together with its subsidiaries (“Reaktor Group”, “Group”, “Reaktor”), is a Finnish globally operating technology company that designs, builds and sells category-defining digital products and services.

Basis of preparation

The interim financial information concerning Reaktor Group Plc and its subsidiaries for the reporting period ended 30 September 2026 has been prepared in accordance with the IAS 34 Interim Financial Reporting standard and the accounting policies disclosed in the Group’s 2025 financial statements, with the exception of the accounting treatment of share-based payments (further details in Note 3). The reforms and annual improvements to the IFRS Accounting Standards that entered into force on 1 January 2026 do not have a significant impact on the figures presented. This interim report is unaudited. The interim financial information does not include all the notes included in the consolidated financial statements.

The preparation of the interim report requires management to make estimates and exercise judgement, which have an impact on the accounting policies applied and the amounts of assets, liabilities, income, and expenses presented. Actual results may differ from these estimates. The significant accounting estimates and judgement-based decisions made by management in preparing the interim report are the same as those applied in the consolidated financial statements prepared for the financial year ended 31 December 2025.

All amounts presented have been rounded, and therefore, the sum of individual figures may deviate from the presented total figure.

Use of judgements and estimates

Financial liabilities measured at amortised cost

Reaktor’s financial liabilities classified at amortised cost, such as interest-bearing loans, lease liabilities and trade payables are initially recognised at fair value less any related transaction cost, and are subsequently measured using the effective interest (EIR) method.

Interest income and expense on financial instruments measured at amortised cost are recognised in the statement of income using the effective interest method.

Non-current financial liabilities measured at amortised cost consist of loans from financial institutions, lease liabilities and other financial liabilities.

Current financial liabilities measured at amortised cost consist of loans from financial institutions, lease liabilities, trade payables and other financial liabilities.

Financial liabilities measured at fair value through profit or loss

Financial liabilities classified at fair value through profit or loss include those instruments held for trading and those that are classified at fair value in profit or loss at initial recognition.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Reaktor Group has not designated any financial liability as at fair value through profit or loss.

Measurement of fair values

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1:
Fair value is determined on the basis of quotations available on the market. Reaktor does not have financial instruments categorised at level 1.

Level 2:
Fair value is determined using valuation techniques. Fair value means the value observable from the market value of components of a financial instrument or comparable financial instruments; or a value that can be ascertained using valuation models and methods generally accepted on the financial markets, provided that they allow the market value to be measured reliably. Financial instruments in level 2 fair value include all other financial instruments of the group except non-listed equity instruments and loans to associates with conversion rights.

Level 3:
Fair value is determined using valuation methods that use factors that have a significant impact on recognised fair value and are not based on observable market data. Financial instruments in level 3 fair value include non-listed equity instruments and loans to associates with conversion rights.

New standards: IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 replaces IAS 1. It applies retrospectively to financial years beginning on or after 1 January 2027, and comparative information will be restated. The standard does not affect the Group's result for the period. However, it changes the presentation of the income statement. Income and expenses will be classified into the operating, investing and financing categories, and the income statement will present operating profit and profit before financing items and income taxes as new mandatory subtotals. The standard also requires disclosures on management-defined performance measures.

Reaktor is still assessing the more detailed effects of the standard. Based on a preliminary assessment, the most significant changes to the presentation of the income statement are as follows:

- The share of the result of associates and joint ventures will be presented in the investing category (EUR 3.6 million in January–September 2026).
- Impairments of associates will be presented in the investing category (EUR -0.2 million in January–September 2026).
- Interest income on loan receivables will be presented in the investing category (EUR 0.2 million in January–September 2026).
- Changes in the fair value of fund investments will be presented in the investing category (EUR 0.3 million in January–September 2026).
- Expenses related to the unused Group account credit facility will be presented in the operating category (EUR -0.1 million in January–September 2026).

Of the changes above, only the reclassification of expenses related to the unused Group account credit facility affects the Group's operating profit. The company is also assessing which of the alternative performance measures it uses qualify as management-defined performance measures under IFRS 18. These could include, for example, adjusted EBITDA, adjusted operating profit and adjusted profit for the period.

Events during the reporting period

July–September 2026

As stabilisation measures related to the listing, 990,000 shares were repurchased when the stabilisation window closed on 15 July 2026 (of which 765,000 shares had been redeemed by the end of June). These shares were cancelled on 29 July 2026. Following the cancellation of the shares, the total number of Reaktor's shares is 25,458,650.

January–June 2026

In May, capital repayments of EUR 0.70 per share (totalling EUR 1.0 million) and dividends of EUR 1.80 per share (totalling EUR 2.5 million) were paid. The per-share amounts of the dividend and capital repayments were announced and paid before the share split, in which each old share was converted into a total of 16 shares.

Reaktor announced its intention to list in May, completed the listing offering and was listed on the regulated market of Nasdaq Helsinki in June.

In April, Reaktor signed a conditional EUR 15 million revolving credit facility agreement, which took effect in connection with the listing of Reaktor Group Plc.

In March, capital repayments of EUR 3.00 per share (totalling EUR 4.2 million) were paid.

In January–February Reaktor Group Oyj carried out a share issue directed at employees, in which shares worth EUR 1.4 million were subscribed.

1. Revenue and operating segments

Reaktor Group has one operating segment in accordance with IFRS 8. The Group's CEO and Board of Directors evaluate the Group's performance as a whole. The identified operating segment includes the Group's entire business operations and corresponds to Reaktor's only reportable segment. Segment information is presented as information for the entire Reaktor Group.

The operating segment consists of Reaktor's entire business. Reaktor is a Finnish, globally operating technology company that designs and builds digital products and services for its clients. The characteristics of these services, especially expert work, are similar in all areas. Moreover, these services have similar financial and economic characteristics and are also similar in terms of types of clients, the nature of the service production processes, and the methods used to distribute them. Reaktor personnel is resourced flexibly and collectively for projects in order to meet client needs.

Revenue per region

EUR thousand	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Finland	16,442	16,422	0.1%	56,159	53,695	4.6%	73,075
Other Europe	4,552	4,962	−8.3%	21,076	15,137	39.2%	20,371
USA	5,874	4,759	23.4%	19,026	13,854	37.3%	19,679
Other market areas	1,109	1,077	3.0%	3,062	3,424	−10.6%	4,582
Total	**27,977**	**27,220**	**2.8%**	**99,322**	**86,111**	**15.3%**	**117,707**

Revenue for January-September includes licence revenue from three new agreements signed with NATO member countries. Licence revenue totalled EUR 0.1 million in the third quarter and EUR 7.7 million in January–September 2026.

2. Other operating income

EUR thousand	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Received subsidies	671	–	–	671	450	49.0%	608
Business and property, plant and equipment disposals	42	14	200.8%	42	14	195.6%	17
Interest income	28	–	–	66	–	–	–
Other income	8	1	501.3%	31	4	586.2%	11
Total	**749**	**15**	**4804.1%**	**810**	**469**	**72.7%**	**635**

Interest income relates to the financing component included in licence agreements. Grants received are Business Finland project grants, of which EUR 0.7 (0.0) million was recognised in July–September and EUR 0.7 (0.5) million in January–September.

3. Employee benefits

Employee benefit expenses

EUR thousand	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Salaries and other remuneration	−12,754	−12,055	−43,465	−42,855	−59,007
Pension expenses (defined contribution pension plans)	−1,833	−1,777	−6,146	−6,117	−8,403
Social security contributions	−1,015	−898	−3,417	−2,939	−4,003
Other employee benefits	−636	−617	−1,844	−1,808	−2,557
Share based payments [1]	−572	169	−25,726	−77	−147
Total	**−16,808**	**−15,179**	**−80,598**	**−53,797**	**−74,118**

[1] Described in more detail in the Share-based payments table.

During the reporting period, an entry related to the listing was made, where the classification of employee shares subject to redemption rights changed from a cash-settled to an equity-settled arrangement. At the time of listing, these shares were measured at fair value, and the vested shares subject to redemption rights were reclassified from a liability to equity. The increase in the shares' value has been recognised in employee benefits under share-based payments and treated as an item affecting comparability.

Share-based payments - accounting policy

Share-based transactions are classified as either equity-settled or cash-settled, depending on whether the company has an existing obligation to make a cash payment. The opportunity granted to Reaktor Group's employees to subscribe for shares in the Parent Company was previously treated as a cash-settled share-based payment arrangement. The company's redemption obligation was presented as a liability in the consolidated balance sheet, and the liability based on the redemption obligation for the shares was revalued at the end of each reporting period, with changes in value recognised in the Group's income statement.

In connection with the listing, the shareholders' agreement terminated and the classification of the existing share-based payment arrangements changed from cash-settled to equity-settled. The entries resulting from the change in classification and the subsequent accounting treatment of the share-based payments are described below.

Shares for which the service condition (vesting condition) had been satisfied at the time of listing

The redemption right relating to these shares lapsed in connection with the listing, at which point the arrangement was reclassified from cash-settled to equity-settled. As a result of the change, the redemption liability related to the shares recognised in the balance sheet was measured at fair value at the time of listing, and the related redemption liability in the balance sheet was recognised in equity. The increase in the value of the shares has been recognised in the income statement within employee benefits.

Shares for which the vesting condition had not yet been satisfied at the time of listing

The treatment of shares for which the vesting condition had not been satisfied at the time of listing changed. The company's redemption right over these shares remained, but the secondary redemption right of other shareholders lapsed. If a person remains in the company's employment until the end of the vesting period, the company's redemption right ends and the person obtains a final right to the shares. Following the listing, individuals covered by the arrangement have the right to receive the benefit in shares instead of a cash payment. For these shares, the difference between the fair value at the date of listing and the subscription price of the shares included in the balance sheet is recognised as an expense over the vesting period. To the extent that the service has already been received, the entry is made directly to equity. The fair value of the benefit determined at the modification date is not remeasured. The expense is recognised in employee benefits, and equity is credited by a corresponding amount. When the right to the shares vests, the company's redemption right ends and the related redemption liability in the balance sheet is recognised in equity.

The effects of the change in classification of share-based payments on the income statement and balance sheet are presented in the tables below (see employee benefit expenses above and the tables below on changes in the redemption liability, shares under redemption rights (number), and the effects of the reclassification of the redemption liability on equity).

In the cash flow statement, the entries resulting from the change in classification have been adjusted, meaning the fair value gain recognised through profit or loss has no effect on the cash flow statement.

Share-based payments

EUR thousand	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
Dividends and other share-based payments [1]	–	–	−802	–	–
Employee shares value changes [2]	−572	169	−24,925	−77	−147
Total	**−572**	**169**	**−25,726**	**−77**	**−147**

[1] Includes dividends related to shares subject to redemption rights and a 10% discount on the subscription price of shares purchased in connection with the employee share issue
[2] Relates to the increase in the value of the shares in connection with the listing of which approximately EUR 21.3 million relates to vested shares and EUR 3.8 million to unvested shares.

Effects of the reclassification of the redemption liability on equity

EUR thousand	01-09/2026
Reclassification of the liability	40,671
Change in valuation of vested shares recognised through profit or loss	−21,345
Change in equity	**19,325**

Change in the redemption liability

EUR thousand	
Redemption liability for shares 1.1.2026	**25,073**
Shares issued during the period	1,388
Shares redeemed during the period	−1,211
Changes in redemption price	−12
Change in valuation of vested shares	21,345
Shares transferred to equity	−40,671
Redemption liability for shares 30.9.2026	**5,912**

Shares under redemption rights

Number of shares	01-09/ 2026	01-09/ 2025	2025
At the beginning of the period 1.1.	**6,622,800**	**6,494,048**	**6,494,048**
Shares issued during the period	365,952	397,696	397,696
Shares redeemed during the period	−319,344	−202,640	−268,944
Shares transferred to equity	−5,110,208	–	–
At the end of the period	**1,559,200**	**6,689,104**	**6,622,800**

4. Changes in the structure of the group

Reaktor Ecosystem Oy sold its entire ownership of its subsidiary Splended Oy in September 2026. The consolidation of Splended Oy into the Group ended in September. The sale had no material effect on the Group's result.

In May 2026, Reaktor Ecosystem BV, a Dutch subsidiary wholly owned (100%) by Reaktor Ecosystem Oy, was established.

No other material changes have occurred in the Group's structure during the reporting period.

5. Earnings per share

	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Profit for the financial period attributable to the owners of the parent company, EUR thousands	2,129	3,118	−31.7%	−11,021	5,572	−297.8%	7,787
Weighted average number of shares, thousand pcs [1]	23,127	15,623	48.0%	18,585	15,623	19.0%	15,623
Basic earnings per share, EUR	**0.09**	**0.20**	**−53.9%**	**−0.59**	**0.36**	**−266.3%**	**0.50**
	07-09/ 2026	07-09/ 2025	Change %	01-09/ 2026	01-09/ 2025	Change %	2025
Profit as presented in the consolidated statement of income, EUR thousands	2,129	3,118	−31.7%	–	5,572	–	7,787
Adjustments							
Add share-based payments, EUR thousands	–	5	−100.0%	–	145	–	147
Adjusted profit attributable to the ordinary equity holders of the company, EUR thousands	**2,129**	**3,123**	**−31.8%**	**–**	**5,717**	**–**	**7,934**
Weighted average number of ordinary shares, thousand pcs	23,127	15,623	48.0%	–	15,623	–	15,623
Adjustments							
Add shares subject to share-based payments (employee shares), thousand pcs [1]	1,612	6,712	−76.0%	–	6,657	–	6,656
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share, thousand pcs [1]	24,739	22,335	10.8%	–	22,281	–	22,279
Diluted earnings per share, EUR	**0.09**	**0.14**	**−38.5%**	**−0.59**	**0.26**	**−331.1%**	**0.36**

[1] The number of shares for all periods presented has been adjusted to reflect the number of shares following the share split carried out on 28 May 2026. In addition, the number of shares has been adjusted to reflect the number of shares outstanding after the stabilisation measures related to the listing. The 990,000 shares repurchased as stabilisation measures (of which 765,000 shares by 30 June 2026) have been treated as redeemed shares in the interim report, until the shares were cancelled on 29 July 2026.

The number of shares used in the earnings per share calculation for January–September 2026 does not include employee shares accounted for as share-based payments and redemption liabilities as potentially dilutive shares, because they have an anti-dilutive effect. The weighted average number of potential dilutive shares was 4,780,768 in January–September.

6. Intangible assets

30.9.2026

EUR thousand	Development projects	Other intangible assets	Total
Cost at 1.1.2026	**792**	**148**	**940**
Additions	590	–	590
Cost at 30.9.2026	**1,382**	**148**	**1,530**
Accumulated amortisation and impairment losses at 1.1.2026	−309	−79	−388
Amortisation and impairment losses for the period	−145	−12	−157
Accumulated amortisation and impairment losses at 30.9.2026	−454	−91	−545
Carrying amount 30.9.2026	**928**	**57**	**985**
Carrying amount 1.1.2026	**482**	**69**	**552**

30.9.2025

EUR thousand	Development projects	Other intangible assets	Total
Cost at 1.1.2025	**707**	**68**	**775**
Additions	85	80	166
Cost at 30.9.2025	**792**	**148**	**940**
Accumulated amortisation and impairment losses at 1.1.2025	−168	−68	−236
Amortisation and impairment losses for the period	−102	–	−102
Accumulated amortisation and impairment losses at 30.9.2025	−270	−68	−338
Carrying amount 30.9.2025	**522**	**80**	**602**
Carrying amount 1.1.2025	**538**	**–**	**538**

31.12.2025

EUR thousand	Development projects	Other intangible assets	Total
Cost at 1.1.2025	**707**	**68**	**775**
Additions	85	80	165
Cost at 31.12.2025	**792**	**148**	**940**
Accumulated amortisation and impairment losses at 1.1.2025	−168	−68	−236
Amortisation and impairment losses for the period	−141	−11	−152
Accumulated amortisation and impairment losses at 31.12.2025	−309	−79	−388
Carrying amount 31.12.2025	**482**	**69**	**552**
Carrying amount 1.1.2025	**538**	**–**	**538**

7. Property, plant and equipment

30.9.2026

EUR thousand	Machinery and Equipment	Total
Cost at 1.1.2026	**8,385**	**8,385**
Additions	96	96
Disposals	−24	−24
Translation difference	3	3
Cost at 30.9.2026	**8,460**	**8,460**
Accumulated depreciation and impairment losses as at 1.1.2026	−7,854	−7,854
Depreciation and impairment losses for the period	−215	−215
Accumulated depreciation and impairment losses as at 30.9.2026	−8,069	−8,069
Carrying amount 30.9.2026	**392**	**392**
Carrying amount 1.1.2026	**531**	**531**

30.9.2025

EUR thousand	Machinery and Equipment	Total
Cost at 1.1.2025	**8,150**	**8,150**
Additions	254	254
Disposals	−5	−5
Translation difference	−10	−10
Cost at 30.9.2025	**8,389**	**8,389**
Accumulated depreciation and impairment losses as at 1.1.2025	−7,526	−7,526
Depreciation and impairment losses for the period	−252	−252
Accumulated depreciation and impairment losses as at 30.9.2025	−7,778	−7,778
Carrying amount 30.9.2025	**611**	**611**
Carrying amount 1.1.2025	**624**	**624**

31.12.2025

EUR thousand	Machinery and Equipment	Total
Cost at 1.1.2025	**8,150**	**8,150**
Additions	262	262
Disposals	−16	−16
Translation difference	−10	−10
Cost at 31.12.2025	**8,385**	**8,385**
Accumulated depreciation and impairment losses as at 1.1.2025	−7,526	−7,526
Depreciation and impairment losses for the financial year	−328	−328
Accumulated depreciation and impairment losses as at 31.12.2025	−7,854	−7,854
Carrying amount 31.12.2025	**531**	**531**
Carrying amount 1.1.2025	**624**	**624**

8. Right-of-use assets

30.9.2026

EUR thousand	Lands and Buildings	Machinery and Equipment	Right-of-use assets, total
Cost at 1.1.2026	**18,924**	**187**	**19,111**
Additions	2,257	576	2,834
Translation difference	22	1	23
Cost at 30.9.2026	**21,204**	**764**	**21,968**
Accumulated depreciation and impairment losses 1.1.2026	**−13,225**	**−160**	**−13,386**
Depreciation and impairment losses for the period	−2,606	−68	−2,674
Translation differences	−18	0	−18
Accumulated depreciation and impairment losses 30.9.2026	**−15,850**	**−228**	**−16,078**
Carrying amount 30.9.2026	**5,354**	**535**	**5,890**

30.9.2025

EUR thousand	Lands and Buildings	Machinery and Equipment	Right-of-use assets, total
Cost at 1.1.2025	**18,062**	**193**	**18,254**
Additions	692	–	692
Translation difference	−163	−5	−168
Cost at 30.9.2025	**18,591**	**188**	**18,778**
Accumulated depreciation and impairment losses 1.1.2025	**−9,808**	**−127**	**−9,935**
Depreciation and impairment losses for the period	−2,596	−32	−2,628
Translation differences	158	5	163
Accumulated depreciation and impairment losses 30.9.2025	**−12,246**	**−154**	**−12,400**
Carrying amount 30.9.2025	**6,344**	**34**	**6,378**

31.12.2025

EUR thousand	Lands and Buildings	Machinery and Equipment	Right-of-use assets, total
Cost at 1.1.2025	**18,062**	**193**	**18,254**
Additions	993	–	993
Translation differences	−131	−6	−137
Cost at 31.12.2025	**18,924**	**187**	**19,111**
Accumulated depreciation and impairment 1.1.2025	**−9,808**	**−127**	**−9,935**
Depreciation and impairment losses for the period	−3,494	−39	−3,533
Accrued depreciation on disposals	–	–	–
Translation differences	77	5	82
Accumulated depreciation and impairment 31.12.2025	**−13,225**	**−160**	**−13,386**
Carrying amount 31.12.2025	**5,699**	**26**	**5,725**

9. Lease liabilities

EUR thousand	01-09/2026	01-09/2025	2025
Opening balance 1.1.	**5,948**	**8,501**	**8,501**
Additions	2,834	692	993
Lease payments	−2,905	−2,849	−3,671
Interest expenses	124	132	175
Translation differences	−1	−4	−50
Closing balance at the end of the period	**6,000**	**6,472**	**5,948**
EUR thousand	30.9.2026	30.9.2025	31.12.2025
Non-current lease liabilities	2,739	3,239	2,658
Current lease liabilities	3,261	3,232	3,290
Total	**6,000**	**6,472**	**5,948**
Total outgoing cash flow due to leases*	**3,314**	**3,274**	**4,226**

*) Includes lease payments on short-term leases and leases where the underlying asset has low value

10. Equity

Shares

Number of shares (pcs)	07-09/ 2026	07-09/ 2025	01-09/ 2026	01-09/ 2025	2025
A) Outstanding shares at the beginning of the period	**23,327,506**	**15,623,248**	**15,623,248**	**15,623,248**	**15,623,248**
Share issues	–	–	3,421,114	–	–
Shares transferred from shares subject to redemption rights	62,064	–	5,110,208	–	–
Redeemed shares (brown shoe)	−225,000	–	−990,000	–	–
A) Outstanding shares at the end of the period	**23,164,570**	**15,623,248**	**23,164,570**	**15,623,248**	**15,623,248**
B) Employee shares subject to redemption rights at the beginning of the period	**1,621,264**	**6,778,320**	**6,622,800**	**6,494,048**	**6,494,048**
Share issues	–	–	365,952	397,696	397,696
Shares transferred to outstanding shares	−62,064	–	−5,110,208	–	–
Redeemed shares	–	−89,216	−319,344	−202,640	−268,944
B) Employee shares subject to redemption rights at the end of the period	**1,559,200**	**6,689,104**	**1,559,200**	**6,689,104**	**6,622,800**
C) Treasury shares at the beginning of the period	**1,499,880**	**225,968**	**381,488**	**15,617,264**	**15,617,264**
Decrease (share issues)	–	–	−365,952	−397,696	−397,696
Increase (redeemed shares)	225,000	89,216	1,309,344	202,640	268,944
New shares registered	–	–	400,000	–	–
Cancelled shares	−990,000	–	−990,000	−15,107,024	−15,107,024
C) Treasury shares at the end of the period	**734,880**	**315,184**	**734,880**	**315,184**	**381,488**
All shares (A+B+C) at the beginning of the period	**26,448,650**	**22,627,536**	**22,627,536**	**37,734,560**	**37,734,560**
New shares registered	0	–	3,821,114	–	–
Cancelled shares	−990,000	–	−990,000	−15,107,024	−15,107,024
All shares (A+B+C) in total at the end of the period	**25,458,650**	**22,627,536**	**25,458,650**	**22,627,536**	**22,627,536**

[1] The number of shares for comparative periods has been adjusted to reflect the number of shares following the share split carried out on 28 May 2026. In addition, the number of shares has been adjusted to reflect the number of shares outstanding after the stabilisation measures related to the listing. The 990,000 shares repurchased as stabilisation measures (of which 765,000 shares had been redeemed by 30 June 2026) have been treated as redeemed shares in this interim report, until the shares were cancelled on 29 July 2026.

In January–February 2026, Reaktor Group Plc carried out a directed share issue to employees, in which shares were subscribed for a value of EUR 1.4 million. In June 2026, shares to a value of EUR 20 million were subscribed for in the company's listing offering.

11. Financial liabilities

Financial liabilities by category

30.9.2026

EUR thousand	Amortised cost	Total carrying amount	Fair value
Non-current financial liabilities			
Lease liabilities	2,739	2,739	2,739
Non-current financial liabilities total	**2,739**	**2,739**	**2,739**
Current financial liabilities			
Lease liabilities	3,261	3,261	3,261
Trade payables	4,163	4,163	4,163
Other liabilities	315	315	315
Current financial liabilities total	**7,740**	**7,740**	**7,740**
Total	**10,479**	**10,479**	**10,479**

30.9.2025

EUR thousand	Amortised cost	Total carrying amount	Fair value
Non-current financial liabilities			
Lease liabilities	3,239	3,239	3,239
Non-current financial liabilities total	**3,239**	**3,239**	**3,239**
Current financial liabilities			
Loans from financial institutions	2,727	2,727	2,727
Lease liabilities	3,232	3,232	3,232
Share redemption of minority shares	106	106	106
Trade payables	3,360	3,360	3,360
Other liabilities	285	285	285
Current financial liabilities total	**9,710**	**9,710**	**9,710**
Total	**12,949**	**12,949**	**12,949**

31.12.2025

EUR thousand	Amortised cost	Total carrying amount	Fair value
Non-current financial liabilities			
Lease liabilities	2,658	2,658	2,658
Non-current financial liabilities total	**2,658**	**2,658**	**2,658**
Current financial liabilities			
Loans from financial institutions	366	366	366
Lease liabilities	3,290	3,290	3,290
Share redemption of minority shares	117	117	117
Trade payables	3,188	3,188	3,188
Other liabilities	290	290	290
Current financial liabilities total	**7,251**	**7,251**	**7,251**
Total	**9,910**	**9,910**	**9,910**

Changes in the interest-bearing liabilities

30.9.2026

EUR thousand	Opening balance 1.1.2026	Cash flows	Other changes	Closing balance 30.9.2026
Loans from financial institutions	366	−366	–	–
Share redemption of minority shares	117	–	−117	–
Lease liabilities	5,948	−2,781	2,833	6,000
Interest-bearing loans and borrowings	**6,431**	**−3,146**	**2,716**	**6,000**

30.9.2025

EUR thousand	Opening balance 1.1.2025	Cash flows	Other changes	Closing balance 30.9.2025
Loans from financial institutions	–	2,727	–	2,727
Share redemption of minority shares	173	–	−67	106
Lease liabilities	8,501	−2,717	687	6,472
Interest-bearing loans and borrowings	**8,674**	**10**	**621**	**9,304**

31.12.2025

EUR thousand	Opening balance 1.1.2025	Cash flows	Other changes	Closing balance 31.12.2025
Loans from financial institutions	–	366	–	366
Share redemption of minority shares	173	–	−56	117
Lease liabilities	8,501	−3,496	943	5,948
Interest-bearing loans and borrowings	**8,674**	**−3,130**	**888**	**6,431**

12. Financial assets

Financial assets by category

30.9.2026

EUR thousand	Fair Value Hierarchy Level	Fair value through profit or loss	Fair value through other comprehensive income	Amortised cost	Total carrying amount	Fair value
Non-current financial assets						
Fund investments and non-listed equity investments [1]	3	1,497	4,217	–	5,714	5,714
Loans to associates	2	198	–	2,398	2,596	2,596
Loan receivables	2	–	–	1,192	1,192	1,192
Loans to personnel	2	–	–	790	790	790
Other receivables		–	–	1,455	1,455	1,455
Non-current financial assets total		**1,695**	**4,217**	**5,836**	**11,747**	**11,747**
Current financial assets						
Loans to associates	2	558	–	160	718	718
Loan receivables	2	–	–	64	64	64
Loans to personnel	2	–	–	13	13	13
Trade receivables [2]		–	–	17,975	17,975	17,975
Other receivables		–	–	3,494	3,494	3,494
Cash and Cash equivalents		–	–	24,742	24,742	24,742
Current financial assets total		**558**	**–**	**46,449**	**47,007**	**47,007**
Total		**2,253**	**4,217**	**52,284**	**58,754**	**58,754**

[1] An impairment of EUR 1.5 million was recognised, through other comprehensive income, on unlisted equity investments included in other long-term receivables and investments. The impairment was EUR 1.4 million in the second quarter and EUR 0.1 million in the third quarter.
[2] There are no significant credit loss risks arising from overdue trade receivables at the end of the reporting period.

30.9.2025

EUR thousand	Fair Value Hierarchy Level	Fair value through profit or loss	Fair value through other comprehensive income [3]	Amortised cost	Total carrying amount	Fair value
Non-current financial assets						
Fund investments and non-listed equity investments	3	1,292	2,652	–	3,944	3,944
Loans to associates	2	473	–	2,138	2,611	2,611
Loan receivables	2	–	–	1,268	1,268	1,268
Loans to personnel	2	–	–	1,456	1,456	1,456
Non-current financial assets total		**1,765**	**2,652**	**4,863**	**9,280**	**9,280**
Financial assets current						
Loans to associates	2	200	–	205	405	405
Loan receivables	2	–	–	151	151	151
Loan receivables	3	663	–	–	663	663
Trade receivables		–	–	18,193	18,193	18,193
Other receivables		–	–	1,907	1,907	1,907
Cash and Cash equivalents		–	–	3,512	3,512	3,512
Current financial assets total		**863**	**–**	**23,967**	**24,831**	**24,831**
Total		**2,629**	**2,652**	**28,830**	**34,110**	**34,110**

[3] Presentation has been refined from previous periods.

31.12.2025

EUR thousand	Fair Value Hierarchy Level	Fair value through profit or loss	Fair value through other comprehensive income [3]	Amortised cost	Total carrying amount	Fair value
Non-current financial assets						
Fund investments and non-listed equity investments	3	1,237	4,025	–	5,262	5,262
Loans to associates	2	141	–	2,341	2,481	2,481
Loan receivables	2	–	–	1,170	1,170	1,170
Loans to personnel	2	–	–	1,413	1,413	1,413
Non-current financial assets total		**1,378**	**4,025**	**4,923**	**10,326**	**10,326**
Current financial assets						
Loans to associates	2	544	–	255	799	799
Loan receivables	2	–	–	39	39	39
Loan receivables	3	802	–	–	802	802
Loans to personnel	2	–	–	52	52	52
Trade receivables		–	–	17,198	17,198	17,198
Other receivables		–	–	1,713	1,713	1,713
Cash and Cash equivalents		–	–	4,291	4,291	4,291
Current financial assets total		**1,346**	**–**	**23,548**	**24,894**	**24,894**
Total		**2,724**	**4,025**	**28,472**	**35,220**	**35,220**

[3] Presentation has been refined from previous periods.

Movements in Level 3 financial assets measured at fair value

30.9.2026

EUR thousand	Opening balance 1.1.2026	Total gains/ losses	Purchases	Sales	Closing balance 30.9.2026
Non-listed equity investments	**4,025**	−1,549	1,740		**4,217**
Fund investments	**1,237**	253	7	–	**1,497**
Loan receivables	**802**	–	–	−802	**–**

30.9.2025

EUR thousand	Opening balance 1.1.2025	Total gains/ losses	Purchases	Sales	Closing balance 30.9.2025
Non-listed equity investments [1]	**1,471**	–	1,181	–	**2,652**
Fund investments [1]	**1,334**	−42	–	–	**1,292**
Loan receivables	**754**	−25	593	−660	**663**

[1] Presentation has been refined from previous periods.

31.12.2025

EUR thousand	Opening balance 1.1.2025	Total gains/ losses	Purchases	Sales	Closing balance 31.12.2025
Non-listed equity investments [1]	**1,471**	–	2,554	–	**4,025**
Fund investments [1]	**1,334**	−121	24	–	**1,237**
Loan receivables	**754**	−25	802	−729	**802**

[1] Presentation has been refined from previous periods.

The sensitivity for level 3 fair values as of 30.9.2026 were not material for the interim report.

13. Related party transactions

Transactions with associates and other related parties

	Associated companies			Other related parties [1]			Total		
EUR thousand	01-09/ 2026	01-09/ 2025	2025	01-09/ 2026	01-09/ 2025	2025	01-09/ 2026	01-09/ 2025	2025
Sales	146	409	557	–	–	–	**146**	**409**	**557**
Purchases	9,829	8,179	12,074	41	–	–	**9,869**	**8,179**	**12,074**
Other income	–	2	2	–	–	–	**–**	**2**	**2**
Interest income	139	77	77	–	–	–	**139**	**77**	**77**

Balances with associates and other related parties (other than key management personnel)

	Associated companies			Other related parties [1]			Total		
EUR thousand	30.9.2026	30.9.2025	31.12.2025	30.9.2026	30.9.2025	31.12.2025	30.9.2026	30.9.2025	31.12.2025
Investment	13,572	12,895	13,017	–	–	–	**13,572**	**12,895**	**13,017**
Receivables									
Long-term receivables	2,592	2,461	2,481	–	–	–	**2,592**	**2,461**	**2,481**
Short-term receivables	806	492	962	–	–	–	**806**	**492**	**962**
Liabilities									
Current liabilities	1,609	1,538	1,260	14	–	–	**1,622**	**1,538**	**1,260**

[1] Other related parties include transactions carried out with the parent company or subsidiaries by the members of the Board of Directors and other key management personnel and their immediate family members or entities controlled by them.

Transactions with key management personnel

	01-09/2026		
EUR thousand	Board of directors	Executive Management Team	Total
Employee benefits for key management personnel			
Salaries and other short-term employee benefits	142	1,050	1,192
Pension contributions	–	184	184
Dividends and other share-based payments [1]	60	71	131
Employee shares value increases [2]	905	2,672	3,577
Total	**1,107**	**3,977**	**5,084**
Other transactions			
Dividends paid (other than those related to redeemable shares)	730	–	730

[1] Includes dividends related to shares subject to redemption rights and a 10% discount on the subscription price of shares purchased in connection with the employee share issue
[2] Relates to the increase in share value that occurred in connection with the listing. Further details are presented in Note 3.

			01-09/2025
EUR thousand	Board of directors	Executive Management Team	Total
Employee benefits for key management personnel			
Salaries and other short-term employee benefits	113	1,038	1,151
Pension contributions	–	175	175
Dividends and other share-based payments	–	–	–
Employee shares value increases	–	–	–
Total	**113**	**1,213**	**1,326**
Other transactions			
Dividends paid (other than those related to redeemable shares)	–	–	–

Balances with key management personnel

EUR thousand	01-09/2026	2025
Loans for purchasing shares 1.1.	**556**	**677**
Interests	25	13
Dividends and distribution of non-restricted equity	−60	−46
Other repayments than dividends and distribution of non-restricted equity	−365	−88
Loans for purchasing shares at the end of the period	**156**	**556**
Employee share redemption liabilities 1.1.	**3,302**	**3,572**
Issued new shares	52	161
Redeemed shares	–	−100
Transfer of redeemed shares' remaining value into equity	−2,644	–
Persons leaving key management personnel	−184	−331
Employee share redemption liabilities at the end of the period	**526**	**3,302**

14. Contingent liabilities and commitments

Business mortgages and guarantees

EUR thousand	30.9.2026	30.9.2025	31.12.2025
Guarantees given on behalf of the Company			
Business mortgages	17,000	17,000	17,000
Guarantees on behalf of subsidiaries	2,500	–	–
Other guarantees provided	1,191	1,191	1,191
Total	**20,691**	**18,191**	**18,191**

Reaktor Group holds corporate mortgages totalling EUR 17.0 million, which relate to the Group account credit facility and the bank guarantee limit. The Group also has loan commitments related to the financing of associates totalling EUR 1.3 million as at 30 September 2026 (31 December 2025: EUR 0.9 million).

Reaktor

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