



Business Review

Q3 2026

Agenda

- 1) Agenda
- 2) Introduction to the review
- 3) Key figures
- 4) Key points and market
- 5) Direction and outlook

Welcome!
Timo Lappi, CEO



Opening remarks



Growth and
profitability



Satisfied
customers



Challenges in
employee
satisfaction



Q3 2026

- Net sales 5.3 M€ (4.9), change +8.1%
- Adjusted EBITDA 0.5 M€ (0.3)*
- Adjusted EBITDA -% 8.9% (6.6)*
- Adjusted EBIT 0.2 M€ (0.1)*
- Adjusted EBIT -% 4.5% (1.4)*
- Personnel (avg. FTE) 143 (137), change +3.7%

*Adjusted comparable figures

Q1–Q3 2026

- Net sales 18.1 M€ (17.6), change +2.6%
- Adjusted EBITDA 1.8 M€ (1.3)*
- Adjusted EBITDA -% 9.8% (7.1)*
- Adjusted EBIT 1.1 M€ (0.5)*
- Adjusted EBIT -% 6.0% (3.1)*
- Personnel (avg. FTE) 140 (144), change –2.8%

*Adjusted comparable figures

Fondia and market Q1–Q3 2026

1

Growth and turnaround

- Finland +2.8% (Q3 +5.2%)
- Sweden −0.9% (Q3 +20.6%)
- Baltics +17.4% (Q3 +8.2%)

2

Fondia

- Customer work in focus
- NPS 82 (68)
- eNPS 14 (17)

3

Market

- Technology / AI
- Budding economic recovery
- Geopolitical tension

Fondia's direction



Customers and
employees first



Strategic initiatives
in support of
customer work





Fondia expects in the 2026 financial year the Group's net sales to grow and the adjusted EBITDA margin to improve compared to the previous year.



FONDIA