InCap

INCAP GROUP

Half-year report
January-June 2026

Content

Incap Group's half-year report for January–June 2026 (unaudited)

April–June 2026 highlights

- Revenue amounted to EUR 74.2 million (4–6/2025: EUR 55.3 million). Year-on-year increase was 34.1%.
- Revenue increased organically 4.1%. Revenue included the contribution from the acquisition, while component availability challenges had a slight negative impact.
- Comparable EBITA amounted to EUR 6.5 million (EUR 6.3 million) or 8.8% of revenue (11.5%). Year-on-year increase was 3.4%.
- Operating profit (EBIT) amounted to EUR 5.8 million (EUR 6.0 million) or 7.8% of revenue (10.8%). Year-on-year decrease was 3.2%.
- Net profit was EUR 2.9 million (EUR 0.9 million). Year-on-year increase was 229.3%.
- Earnings per share were EUR 0.10 (EUR 0.03). Year-on-year increase was 233.3%.

January–June 2026 highlights

- Revenue amounted to EUR 130.2 million (EUR 107.5 million). Year-on-year increase was 21.1%.
- Revenue decreased organically 1.9% and was impacted by foreign exchange rates and component availability challenges.
- Comparable EBITA amounted to EUR 11.7 million (EUR 12.3 million) or 9.0% of revenue (11.5%). Year-on-year decrease was 5.2%.
- Operating profit (EBIT) amounted to EUR 10.5 million (EUR 11.7 million) or 8.1% of revenue (10.9%). Year-on-year decrease was 9.8%.
- Net profit was EUR 6.7 million (EUR 4.7 million). Year-on-year increase was 44.7%.
- Earnings per share were EUR 0.23 (EUR 0.16). Year-on-year increase was 43.8%.

2026 figures include Lacon Group as of 20 February, whereas 2025 figures are presented excluding Lacon Group. Unless otherwise stated, the comparison figures refer to the corresponding period in 2025. This half-year report is unaudited.

Key figures

EUR million	4–6/26	4–6/25	Change	1–3/26	Change	1–6/26	1–6/25	Change	1–12/25
Revenue	74.2	55.3	34.1%	56.0	32.4%	130.2	107.5	21.1%	214.6
Comparable EBITA*	6.5	6.3	3.4%	5.2	27.0%	11.7	12.3	-5.2%	26.1
Comparable EBITA, % of revenue	8.8%	11.5%		9.2%		9.0%	11.5%		12.1%
Operating profit (EBIT)	5.8	6.0	-3.2%	4.8	21.1%	10.5	11.7	-9.8%	25.3
EBIT, % of revenue	7.8%	10.8%		8.5%		8.1%	10.9%		11.8%
Net profit	2.9	0.9	229.3%	3.9	-25.6%	6.7	4.7	44.7%	14.0
Equity ratio	53.9%	66.2%		54.7%		53.9%	66.2%		67.9%
Net gearing	6.4%	-27.2%		6.2%		6.4%	-27.2%		-39.0%

*Comparable EBITA is an alternative performance measure. Comparable EBITA excludes non-recurring items and purchase price allocation amortisation. Comparable EBITA provides comparable information between different financial years on EBITA.

Outlook for 2026

Incap updated its outlook on 24 July 2026. Incap estimates that its revenue in 2026 will be clearly higher than in 2025, amounting to EUR 270–290 million. Incap estimates its comparable EBITA will be higher than in 2025, amounting to EUR 26–29 million. The comparable EBITA is estimated to grow less than previously estimated due to margin pressure in certain market segments and global material availability.

The estimates are given provided that unexpected events impacting Incap's business environment do not occur.

Previously Incap estimated that the company's revenue and comparable EBITA in 2026 would be clearly higher than in 2025.

CEO's comments

I am happy to say that the completion of the Lacon acquisition in February was a milestone that shaped our team's work and direction during the first half of 2026. Mainly thanks to the contribution from the acquisition, our revenue increased by 21.1% year-on-year to EUR 130.2 million. Earnings per share increased by 43.8% to EUR 0.23. Comparable EBITA for the first half of the year amounted to EUR 11.7 million or 9.0% of the revenue. Profitability was affected by the changing business mix, certain postponed deliveries due to component availability challenges, foreign exchange rates, and increased personnel-related accruals.

The second quarter included the first full-quarter contribution from the acquired business. Revenue amounted to EUR 74.2 million, which was close to a record level, increasing significantly both year-on-year and compared to the first quarter. Compared to the previous quarter, organic growth was 20%. Comparable EBITA increased to EUR 6.5 million and improved from the first quarter. In the second quarter, earnings per share increased to EUR 0.10, up 233.3% from the comparison period.

During the first half of the year, we continued the integration of the acquired business by completing the rebranding, maintaining stable business operations, and increasing collaboration across the organisation. The acquisition expanded our engineering capabilities, service offering and customer portfolio, while broadening our exposure to high-potential sectors.

We continued our investments in operational development during the second quarter. Manufacturing capabilities were expanded in Slovakia through a new cleanroom environment supporting semiconductor-related applications. Incap Estonia invested in conformal coating technology. Production capabilities in India were strengthened through investments in testing and SMT technology.

I am pleased that we implemented a new geographically organised leadership structure, reflecting the increased scale of the group, and strengthening coordination and execution of our growth strategy across regions.

Demand remained at a good level in several market segments during the period, particularly in the defence sector. In addition, our German factory in Karlsfeld achieved ISO/IEC 27001:2022 information management system certification, supporting our position in high-reliability and regulated industries such as defence and aerospace.

We expect the second half of the year to be stronger, supported by solid order intake during the first half. In particular, production volumes in the defence sector are expected to increase during the remainder of the year. At the same time, the Indian market continues to see increased competition.

We remain focused on driving organic growth while maintaining a disciplined approach to strategic capital allocation and opportunities that support long-term shareholder value creation.

I want to thank all our employees for their dedication and professionalism during the first half of the year.

Otto Pukk, President and CEO of Incap Corporation

Business environment

The overall demand and market activity in the electronics manufacturing services (EMS) industry continued at a good level despite the geopolitical tensions and the uncertainty caused by the US administration. Changes in the euro–US dollar and euro–Indian rupee exchange rates had a negative impact on Incap's business environment. The general inflation and cost of manufacturing continued to increase. Incap works closely with its suppliers and customers to keep adequate inventory levels to mitigate the risks.

In the electronics manufacturing services industry, customers continue to be very price-conscious and expect that their manufacturing partners continuously increase their efficiency and stay competitive. Incap sees that the ability to quickly adapt to changes is a key success factor in the electronics industry today and in the future. That ability is necessary in developing and implementing new products, production methods, and ideas. The company estimates long-term market developments to be positive, as electronics is increasingly used in new types of products such as light vehicles and other everyday items.

In the longer term, the growth in electronics manufacturing services is driven by the growing use of electronics supported by megatrends within energy, technology, industrial, medical, defence and transportation sectors, including smart grids, renewable energy and off-grid applications, e-mobility, IoT, as well as AI among others. The EMS industry is highly fragmented and offers potential for consolidation.

Financial performance

April–June 2026

In April–June 2026, revenue increased 34.1% year-on-year and amounted to EUR 74.2 million (EUR 55.3 million). Revenue was positively impacted by the acquisition and negatively by the component availability challenges. Revenue increased organically 4.1%.

Comparable EBITA amounted to EUR 6.5 million (EUR 6.3 million). Comparable EBITA margin was 8.8% (11.5%) of revenue. Comparable EBITA was impacted by the changing business mix, certain postponed deliveries due to component availability challenges, and increased personnel-related accruals of EUR -0.35 million (EUR 0.5 million).

Operating profit (EBIT) decreased 3.2% year-on-year and amounted to EUR 5.8 million (EUR 6.0 million). In April–June 2026, Incap did not record any material credit losses or inventory write-offs.

Depreciation and amortisation were EUR 2.8 million (EUR 1.5 million). Depreciation and amortisation was impacted by purchase price allocation amortisations of EUR 0.8 million (EUR 0.1 million) and by EUR 0.6 million of depreciation related to Lacon.

Financial income amounted to EUR 1.2 million (EUR 1.0 million) and financial expenses amounted to EUR 1.8 million (EUR 2.6 million).

Net profit increased 229.3% year-on-year and totalled EUR 2.9 million (EUR 0.9 million). Net profit was impacted by the internal dividend related withholding tax of EUR 1.0 million (EUR 2.5 million). Earnings per share were EUR 0.10 (EUR 0.03).

January–June 2026

In January–June 2026, revenue increased 21.1% year-on-year and amounted to EUR 130.2 million (EUR 107.5 million). Revenue was positively impacted by the acquisition and negatively by the foreign exchange rates and component availability challenges. Revenue decreased organically 1.9%.

In the first half of 2026, four biggest customers contributed to 43.2% (61.4%) of revenue. Out of the total customer base in the January-June

2026, 25 customers (17) exceeded EUR 1 million revenue.

Comparable EBITA amounted to EUR 11.7 million (EUR 12.3 million). Comparable EBITA margin was 9.0% (11.5%) of revenue. Comparable EBITA was impacted by the changing business mix, certain postponed deliveries due to component availability challenges, foreign exchange rates, and increased personnel-related accruals.

Operating profit (EBIT) decreased 9.8% year-on-year and amounted to EUR 10.5 million (EUR 11.7 million). In January–June 2026, Incap did not record any material credit losses or inventory write-offs.

Personnel expenses were EUR 24.5 million (EUR 15.0 million) and increased mainly due to the Lacon acquisition. Other operating expenses were EUR 8.7 million (EUR 7.2 million) of which EUR 1.4 million (EUR 1.5 million) were related to contract workers.

Depreciation and amortisation were EUR 4.8 million (EUR 3.0 million). Depreciation and amortisation was impacted by purchase price allocation amortisations of EUR 1.1 million (EUR 0.3 million) and by EUR 0.9 million of depreciation related to Lacon.

Financial income amounted to EUR 2.2 million (EUR 2.3 million) and financial expenses to EUR 2.5 million (EUR 4.7 million).

Net profit increased by 44.7% year-on-year and totalled EUR 6.7 million (EUR 4.7 million). Net profit was impacted by the internal dividend related withholding tax of EUR 1.0 million (EUR 2.5 million). Earnings per share were EUR 0.23 (EUR 0.16).

Balance sheet and financing

Total assets in the balance sheet on 30 June 2026 stood at EUR 274.4 million (EUR 199.3 million). The Group’s equity was EUR 141.5 million (EUR 128.5 million). The year-on-year increase in the balance sheet was primarily driven by the Lacon Group acquisition completed in February 2026.

Liabilities were EUR 132.9 million (EUR 70.8 million). EUR 60.8 million thereof (EUR 29.5 million) were interest-bearing liabilities. Interest-bearing net debt was EUR 9.1 million (EUR -34.9 million).

The Group’s non-current interest-bearing liabilities amounted to EUR 53.1 million (EUR 26.0 million) and non-current non-interest-bearing liabilities to EUR 11.7 million (EUR 4.2 million). The non-current interest-bearing liabilities included a loan of EUR 44.0 million (EUR 20.0 million) granted by the company’s Finnish bank. Current interest-bearing liabilities were EUR 7.7 million (EUR 3.5 million).

The main covenants of the Group’s loans include equity ratio and the Group’s interest-bearing debt in relation to EBITDA, and their status is reviewed every six months. At the covenant testing date of 30 June 2026, the target levels were a ratio of interest-bearing debt to EBITDA of less than 3.0 and an equity ratio of more than 30%. The company met these covenants, as the ratio of interest-bearing debt to EBITDA on the testing date was 1.9 and the equity ratio 53.9%.

At the end of June 2026, the company’s financial position was strong. Equity ratio was 53.9% (66.2%), and net gearing was 6.4% (-27.2%).

The Group’s cash position was good. At the end of June 2026, the Group’s cash and cash equivalents totalled EUR 51.7 million (EUR 64.4 million) and the company had unutilised credit lines amounting to EUR 8.0 million (EUR 8.0 million).

Cash flow from operating activities was EUR -3.7 million (EUR 2.2 million). Cash flow from operating activities was affected by the growth in inventories and receivables due to increased manufacturing volumes. In addition, cash flow was negatively affected by EUR 1.0 million (EUR 2.5 million) in withholding tax related to an intra-group dividend distribution.

The Group’s quick ratio was 1.8 (2.7), and current ratio was 2.7 (3.8).

Inventory at end of June 2026 totalled EUR 83.8 million (EUR 57.7 million). The majority of the increase is attributable to the inventory levels of the acquired business.

Investments

In January–June 2026, Incap's factory-related investments totalled EUR 1.7 million (EUR 3.4 million). The investments consisted mainly of a new flying probe test system and a full SMT line upgrade in Incap India, new manufacturing equipment in Incap Estonia, and cleanroom production capability in Incap Slovakia.

Incap Corporation signed on 3 December 2025 an agreement to acquire 100% ownership of Lacon Group. The acquisition was completed on 19 February 2026, and Lacon Group's financial figures have been consolidated into Incap Group's reporting as of 20 February 2026.

The purchase price of the acquired company is EUR 50.0 million at the minimum. The agreement also includes a potential additional earn-out of a maximum of EUR 5.0 million which will be paid to the sellers in 2027. The transaction was paid in cash on 19 February 2026. During the first half of 2026, the acquisition had a cash flow impact of EUR 52.3 million, net of cash acquired.

Research and development

The development of services and products takes place during the ordinary course of business and is accounted for as an operating expense.

Personnel

On 30 June 2026, the number of personnel in Incap Group was 3,012 of which 1,302 were contract workers (2,595 of which 1,610 were contract workers). Of the personnel, 55.8% (72.0%) worked in India, 5.3% (5.1%) in Estonia, 8.3% (11.7%) in Slovakia, 5.4% (6.3%) in the United Kingdom, 4.1% (4.7%) in the United States, 10.0% (-) in Germany, 10.7% (-) in Romania, and 0.3% (0.2%) in Finland.

At the end of June, 953 of Incap's personnel were women (631) and 2,059 were men (1,964). The average number of personnel in January–June was 3,012 (2,472).

Management and organisation

In June 2026, Incap restructured its management organisation by introducing a geographically organised leadership model. As part of the new structure, Incap established three regional President positions covering Asia Pacific, Europe, and Americas and the rest of the world.

In connection with the new leadership model, Murthy Munipalli was appointed regional President Asia Pacific and Ralf Hasler was appointed regional President Europe. Americas and the rest of the world will be managed by Otto Pukk, in addition to his responsibilities as the President and the CEO until further notice. At the same time, Helena Maripuu was appointed as Chief Corporate Affairs Officer and a member of the Management Team.

As a result of changes as of June 9, 2026, and at the end of June 2026, Incap's Management Team consisted of President and CEO, Otto Pukk; President Asia Pacific, Murthy Munipalli; President Europe, Ralf Hasler; Chief Financial Officer, Antti Pynnönen; and Chief Corporate Affairs Officer, Helena Maripuu.

The Group has factories in India, Estonia, Slovakia, the United Kingdom, United States, Germany, and Romania, and sourcing operations in Hong Kong. Finance and administration, sourcing, sales, IT, and communications are centrally coordinated by the headquarters in Finland.

Sustainability

As a globally operating EMS company and a growing organisation, for Incap, sustainable operations are a must in achieving its goals. Acting in a responsible and trustful way is an integral part of Incap's mission, strategy, and operations.

Incap’s sustainability work is guided by its Sustainability Programme and the material environmental, social, and governance topics identified through a double materiality assessment conducted with key stakeholders. Based on the prioritised topics, Incap has set sustainability targets and defined indicators to monitor progress and support continuous improvement.

Incap is dedicated to being a trusted partner with a commitment to sustainable value creation. The company ensures full compliance with all applicable national and international laws and regulations and operates in line with the ethical business principles outlined in its Code of Conduct.

Social responsibility is at the heart of Incap’s corporate culture and strategy. People are Incap’s most important asset, and the company invests in skills development, cooperation, and well-being, and expects fair and ethical behaviour towards all. Incap also strives to support the local communities in the areas where it operates.

Incap contributes to climate change mitigation by aiming to improve production efficiency and reduce the environmental impacts of its operations. The company has prepared a transition plan for climate change mitigation, including greenhouse gas emission reduction targets and key decarbonisation levers, with a focus on increasing the use of renewable energy and improving energy efficiency. In terms of resource use, Incap aims to minimise waste and ensure the efficient use of materials by optimising the use of raw materials, reducing waste generation, and improving recovery rates.

Due to the changes introduced by the EU’s Omnibus package, Incap is no longer subject to mandatory CSRD reporting. However, the company will continue voluntary reporting on sustainability topics in accordance with the simplified ESRS standards, where applicable. The sustainability information is not assured by an external assurance provider.

Annual General Meeting 2026

The Annual General Meeting of Incap Corporation held on 20 May 2026 approved the annual accounts for the financial period 1 January–31 December 2025 and resolved to discharge the members of the Board of Directors and the President and CEO from liability.

The Annual General Meeting resolved in accordance with the proposal of the Board of Directors that no dividend will be paid for the financial year 2025.

Authorising the Board of Directors to decide on the repurchase of the company’s own shares

The Annual General Meeting authorised the Board of Directors to decide on the repurchase of the company’s own shares as follows:

The number of own shares to be repurchased shall not exceed 1,471,860 shares, which currently corresponds to approximately 5% of all the shares in the company. Only the unrestricted equity of the company can be used to repurchase own shares.

Own shares can be repurchased at a price formed in public trading on the date of the repurchase or at a price otherwise formed on the market.

The Board of Directors decides how the share repurchase will be carried out. The company's own shares can be repurchased otherwise than in proportion to the shareholdings of the shareholders (directed repurchase).

The authorisations are valid for one year from the resolution by the Annual General Meeting.

Authorising the Board of Directors to decide on the issuance of shares and other special rights entitling to shares

The Annual General Meeting authorised the Board of Directors to decide to issue new shares either against payment or without payment. The authorisation was given to a maximum quantity of 2,944,762 new shares which represent approximately 10% of the total number of shares in the company at the date of the notice to the Annual General Meeting.

The new shares may be issued to the company's shareholders in proportion to their current shareholdings in the company or deviating from the shareholders' pre-emptive right through one or more directed share issues, if the company has a weighty financial reason to do so, such as developing the company's equity structure, implementing corporate transactions or other restructuring measures aimed at developing the company's business, financing of investments and business operations or using the shares as a part of the company's incentive systems. The Board of Directors would decide upon terms and scope related to share issues.

Based on the authorisation, the Board of Directors can, pursuant to chapter 10, section 1, of the Finnish Limited Liability Companies Act, also decide on issuing other special rights, either against payment or without payment, entitling to new shares of the company. The subscription price of the new shares can be recorded partly or fully in the invested unrestricted equity reserves or in equity in accordance with the decision of the Board of Directors. The Board of Directors is further entitled to decide on conditions regarding the issuance of shares as well as the issuance of other special rights entitling to shares.

The authorisations are valid for one year from the resolution by the Annual General Meeting.

The resolutions of the Annual General Meeting are available in full on the company's website at https://investors.incapcorp.com.

Board of Directors and auditor

The Annual General Meeting held on 20 May 2026 resolved that the number of members of the Board of Directors is four (4). The Annual General Meeting re-elected the present members of the Board of Directors Julianna Borsos, Kaisa Kokkonen, and Ville Vuori as members of the Board of Directors, and Joachim Sverre was elected as a new member of the Board of Directors.

In its constitutive meeting after the Annual General Meeting, the Board of Directors elected Ville Vuori as the Chairman of the Board. The Board of Directors also decided to establish two Committees, an Audit Committee and a Remuneration Committee. The Board of Directors appointed Kaisa Kokkonen as the Chairman and Julianna Borsos as a member of the Audit Committee. Ville Vuori was appointed as Chairman and Joachim Sverre as a member of the Remuneration Committee.

The Annual General Meeting re-elected PricewaterhouseCoopers Oy, a company of Authorised Public Accountants, as the auditor of the company. PricewaterhouseCoopers Oy has announced that the principally responsible auditor will be Ms. Maria Grönroos (APA). The Annual General Meeting also re-elected PricewaterhouseCoopers Oy to act as the authorised sustainability auditor of the company. PricewaterhouseCoopers Oy has indicated that Maria Grönroos (Authorized Sustainability Auditor, KRT) will serve as the authorised sustainability auditor with principal responsibility.

The election of the sustainability auditor is conditional, and the sustainability auditor shall perform their duties only if the company is required or voluntarily decides to prepare a sustainability report as required by the sustainability reporting legislation in force for the financial year 2026.

Shares and shareholders

Incap Corporation has one series of shares.

The number of shares of the company on 30 June 2026 was 29,447,627 (30 June 2025: 29,437,214).

In January–June 2026, the share price varied between EUR 8.51 and EUR 10.82 (EUR 9.35 and 12.50). The closing price on 30 June 2026 was EUR 8.86 (30 June 2025: EUR 11.04). The company's market capitalisation on 30 June 2026 was EUR 260.9 million (EUR 325.0 million).

At the end of June 2026, the company had 7,525 shareholders (7,530). Nominee-registered owners held 32.0% (29.3%) and foreign owners 13.4% (10.0%) of all shares. The company does not hold any treasury shares.

At the end of June 2026, the members of Incap Corporation's Board of Directors and the President and CEO and their related parties owned a total of 2,196,758 shares or 7.5% of the company's shares outstanding (2,122,531 shares or 7.2% of the company's shares outstanding).

Largest shareholders on 30 June 2026

	Number of shares	Holding, %
Oy Etra Invest Ab	5,686,665	19.31
Nordea Life Assurance Finland Limited	1,864,585	6.33
Joensuun Kauppa ja Kone Oy	1,475,070	5.00
Ilmarinen Mutual Pension Insurance Company	1,340,000	4.55
Elo Mutual Pension Insurance Company	465,000	1.57
Etola Group Oy	450,000	1.52
Etola Erkki Olavi	380,000	1.29
Nordea Nordic Small Cap Fund	241,395	0.81
Kakkonen Kari Heikki Ilmari	230,525	0.78
von Troil Carl-Gustaf	216,550	0.73
10 largest shareholders in total	**12,349,790**	**41.94**

Nominee-registered holding is not included in the table.

Flagging notifications

In January–June 2026, Incap Corporation did not receive any shareholder announcements in accordance with Section 10 of Chapter 9 of the Securities Market Act.

Share-based incentives

On 30 March 2026, the Board of Directors of Incap Corporation decided to establish a new share-based incentive plan for the Group's key employees. The President and CEO, Group Management team and other key members of Incap Group form the target group of the incentive plan. The aim is to align the objectives of the shareholders and key employees for increasing the value of the company in the long-term, to retain the key employees at the company, and to offer them competitive reward plan based on earning and accumulating the company's shares.

In the plan, the target group is given an opportunity to earn Incap Corporation shares based on performance. The Board of Directors decides on the plan's performance criteria and targets to be set for each criterion at the beginning of each performance period. The potential rewards based on the plan will be paid after the end of each performance period.

The performance period of the new incentive plan is 2026–2028, and the rewards are based on the group's cumulative operating profit (EBIT) and for the President and CEO and CFO, also total shareholder return (TSR). The rewards to be paid on the basis of the performance period 2026–2028 correspond to the value of an approximate maximum total of 184,024 Incap Corporation shares, including also the proportion to be paid in cash.

The rewards will be paid partly in the company's shares and partly in cash. The cash proportion of the reward is intended to cover taxes and statutory social security contributions arising from the reward to a participant. In general, no reward is paid if the participant's employment or director contract terminates before the reward payment.

A member of the target group is obliged to hold 50 per cent of the received net reward shares, until the total value of the member's shareholding in Incap Corporation equals to 50 per cent of their annual base salary of the preceding year. Such number of Incap Corporation shares must be held as long as the position held by the member in the company is part of the target group.

Key terms and conditions of Incap's incentive plans are available at company's website.

Risk management

The objective of Incap's risk management is to mitigate risks by continuously acquiring information, and by assessing and managing the opportunities, threats, and potential risks present in the company's operations to ensure that the company achieves its goals and secures the continuity of its operations.

The Risk Management Policy approved by the Board of Incap Corporation classifies the most common risks as strategic risks (business risks), operational risks, financial risks, reputational risks, and hazard risks.

The company regularly reviews its insurance policies as part of its risk management system.

Sustainability-related short-, medium-, and long-term risks identified through the double materiality assessment are assessed as part of Incap's general risk assessment process. Based on the assessment, no financially significant sustainability-related risks have currently been identified. Any risks that may emerge will be addressed through the company's regular risk management process.

Short-term risks and uncertainties

Risks related to the company's business operations and sector are divided based on their timeframe into short-term risks and strategic risks and classified into five categories described below.

Strategic risks

Demand for Incap's services and the company's financial position are affected by global economic trends and the fluctuation among customer industries.

Dependence on largest customers can have major impact on the company's business. Another strategic risk is the emergence of new competitors. Electronics manufacturing services is a highly competitive industry with continuous pressure on cost level management.

Cyber attacks and disruptions in information systems may result in interruptions of production, increasing IT costs and financial losses.

Operational risks

Supply chain disruptions or geopolitical issues may cause delays in deliveries or shortages of materials and components.

Integration of the acquired business of Lacon may adversely affect operations as it requires significant management attention and time.

Financial risks

The financial position of the company is good and the sufficiency of financing and working capital does not pose a significant risk.

Changes in exchange rates between various currencies and the Euro may have a negative impact on Incap's revenue, equity ratio, result, and financial position. Incap aims to hedge open foreign exchange positions with forward contracts. The main currencies used in Incap's operations are US dollar, Euro, Indian rupee, and British pound.

Incap Group makes accruals for uncertain tax positions based on expert evaluation. There are uncertain tax positions related to the Group services invoiced from the Indian subsidiary for which an accrual has been made.

Reputational risks

Reputational risks may arise from for instance violations of ethical guidelines and can lead to legal costs and reduce trust of the company's stakeholders.

Hazard risks

Global health crises can disrupt the company's operations, supply chains, and workforce availability.

Geopolitical tensions and armed conflicts can affect global supply chains, markets, and economic stability.

Geopolitical tensions continued in Europe in the first half of 2026. Incap has no business operations and no direct or indirect customers or suppliers in Russia, Belarus, or Ukraine.

Significant events after the end of the reporting period

On 24 July 2026, Incap updated its outlook for 2026. Incap estimates that its revenue in 2026 will be clearly higher than in 2025, amounting to EUR 270–290 million. Incap estimates its comparable EBITA will be higher than in 2025, amounting to EUR 26–29 million.

Strategy and targets

The future growth of Incap builds on its entrepreneurial, agile, and customer-driven culture, flexible operational model and deeply engrained cost management mindset. Incap develops its business in line with sustainable development to meet the increasing expectations of all its stakeholders. The company wants to drive consolidation in the industry to benefit from the industry's growth potential and to maintain its cost efficiency and long-term profitability in a sustainable way. To continue its strong track record, Incap focuses on three key strategic cornerstones: growth, profitability, and operational excellence.

Financial reporting in 2026

In 2026, Incap will publish the following financial reports:

- Business review for January–September 29 October 2026

In Helsinki, 30 July 2026

INCAP CORPORATION
Board of Directors

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Accounting principles for the half-year report

This half-year report has been prepared in accordance with international financial reporting standards (IFRS) - IAS 34 Interim Financial Reporting standard. When preparing the half-year report, the same principles have been used as in the 2025 financial statements. Unless otherwise stated, the comparison figures refer to the same period in the previous year. In this half-year report, the figures for 2026 are unaudited.

Consolidated statement of comprehensive income

(EUR thousands)	1–6/2026	1–6/2025	1–12/2025
REVENUE	**130,197**	**107,501**	**214,592**
Other operating income	417	342	2,364
Change in inventories of finished goods and work in progress	4,402	2,154	2,722
Raw materials and consumables used	-86,543	-73,202	-143,216
Personnel expenses	-24,450	-15,004	-29,642
Depreciation and amortisation	-4,756	-2,957	-5,980
Other operating expenses	-8,734	-7,156	-15,546
OPERATING PROFIT	**10,533**	**11,677**	**25,294**
Financial income	2,187	2,348	3,374
Financial expenses	-2,458	-4,663	-6,356
PROFIT BEFORE TAX	**10,262**	**9,362**	**22,311**
Income tax expenses	-3,525	-4,706	-8,342
PROFIT FOR THE PERIOD	**6,737**	**4,656**	**13,969**
Earnings per share, EUR	0.23	0.16	0.47

OTHER COMPREHENSIVE INCOME	1–6/2026	1–6/2025	1–12/2025
Items that will not be transferred to P&L (revaluation of employee benefits)	0	0	0
Items that may be recognised in profit or loss at a later date:			
Translation differences from foreign units	-1,108	-9,430	-11,550
Other comprehensive income, net	-1,108	-9,430	-11,550
TOTAL COMPREHENSIVE INCOME	**5,629**	**-4,774**	**2,419**
Attributable to:			
Shareholders of the parent company	5,629	-4,774	2,419

Consolidated balance sheet

(EUR thousands)	30 June 2026	30 June 2025	31 Dec 2025
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	28,629	23,691	26,163
Right-of-use assets	8,841	5,917	5,066
Goodwill	30,843	8,320	8,184
Other intangible assets	23,145	5,067	4,685
Other financial assets	4	4	4
Deferred tax assets	748	932	673
Other receivables	381	384	377
TOTAL NON-CURRENT ASSETS	**92,592**	**44,315**	**45,153**
CURRENT ASSETS			
Inventories	83,780	57,676	52,101
Trade and other receivables	44,494	32,842	27,765
Tax receivables	1,797	1,120	1,782
Cash and cash equivalents	51,734	64,428	80,755
TOTAL CURRENT ASSETS	**181,806**	**154,945**	**162,403**
TOTAL ASSETS	**274,398**	**199,261**	**207,557**
EQUITY AND LIABILITIES			
EQUITY ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT COMPANY			
Share capital	1,000	1,000	1,000
Reserve for invested unrestricted equity	23,698	23,657	23,652
Exchange differences	-17,685	-14,457	-16,577
Retained earnings	134,486	118,252	127,160
TOTAL EQUITY	**141,498**	**128,453**	**135,235**
NON-CURRENT LIABILITIES			
Borrowings	44,592	20,671	19,593
Lease liabilities	8,032	5,055	3,767
Deferred tax liabilities	7,180	1,506	2,068
Employee benefit obligations	465	252	420
Deferred income	2,846	1,071	335
Other liabilities	1,693	1,619	1,693
TOTAL NON-CURRENT LIABILITIES	**64,808**	**30,173**	**27,876**
CURRENT LIABILITIES			
Trade and other payables	55,394	36,592	39,378
Borrowings	6,496	2,287	2,286
Lease liabilities	1,253	1,238	1,806
Employee benefit obligations	46	50	47

Tax liabilities	1,240	40	401
Other liabilities	3,662	467	528
TOTAL CURRENT LIABILITIES	**68,092**	**40,635**	**44,446**
TOTAL LIABILITIES	**132,900**	**70,808**	**72,322**
TOTAL EQUITY AND LIABILITIES	**274,398**	**199,261**	**207,557**

Consolidated cash flow statement

(EUR thousands)	**1–6/2026**	**1–6/2025**	**1–12/2025**
Cash flow from operating activities			
Operating profit	10,533	11,677	25,294
Adjustments to operating profit	3,824	4,266	8,811
Change in working capital			
Change in current receivables	-12,170	-748	2,508
Change in inventories	-12,308	-2,592	245
Change in current liabilities	10,839	-4,188	-394
Interest and charges paid	-1,366	-983	-1,892
Interest received	348	85	579
Paid tax and tax refund	-3,380	-5,288	-8,142
Cash flow from operating activities	**-3,681**	**2,229**	**27,007**
Cash flow from investing activities			
Capital expenditure on tangible and intangible assets	-1,661	-3,441	-8,747
Proceeds from sales of tangible and intangible assets	0	26	190
Proceeds from insurance claims	-	-	-
Acquisition of a subsidiary less cash acquired	-52,297	-	-
Cash flow from investing activities	**-53,957**	**-3,415**	**-8,557**
Cash flow from financing activities			
Drawdown of borrowings	30,012	256	303
Repayments of borrowings	-1,397	-1,203	-2,265
Lease liability payments	-1,434	-1,024	-1,802
Cash flow from financing activities	**27,180**	**-1,971**	**-3,764**
Change in cash and cash equivalents	**-30,458**	**-3,157**	**14,686**
Cash and cash equivalents at beginning of period	80,755	72,172	72,172
Effect of changes in exchange rates	1,437	-4,587	-6,103
Cash and cash equivalents at end of period	**51,734**	**64,428**	**80,755**

Consolidated statement of changes in equity

(EUR thousands)	Share capital	Unrestricted equity reserve	Translation differences	Retained earnings	Total equity
Equity on 1 January 2026	**1,000**	**23,652**	**-16,577**	**127,160**	**135,235**
Profit for the period				6,737	**6,737**
Other comprehensive income			-1,108		**-1,108**
Total comprehensive income			**-1,108**	**6,737**	**5,629**
Other changes				33	**33**
Transactions with owners					
Capital investments		46			**46**
Employee share schemes – value of employee services				556	**556**
Equity on 30 June 2026	**1,000**	**23,698**	**-17,685**	**134,486**	**141,498**

Equity on 1 January 2025	**1,000**	**23,844**	**-5,027**	**113,152**	**132,968**
Profit for the period				4,656	**4,656**
Other comprehensive income			-9,430		**-9,430**
Total comprehensive income			**-9,430**	**4,656**	**-4,774**
Other changes				814	**814**
Transactions with owners					
Capital investments		-186			**-186**
Employee share schemes – value of employee services				-369	**-369**
Equity on 30 June 2025	**1,000**	**23,657**	**-14,457**	**118,252**	**128,453**

Group key figures and contingent liabilities

	1–6/2026	1–6/2025	1–12/2025
Revenue, EUR million	130.2	107.5	214.6
Operating profit/loss, EUR million	10.5	11.7	25.3
% of revenue	8.1	10.9	11.8
Profit/loss before taxes, EUR million	10.3	9.4	22.3
% of revenue	7.9	8.7	10.4
Return on investment (ROI), %	13.9	17.4	17.5
Return on equity (ROE), %	9.7	7.1	10.4
Equity ratio, %	53.9	66.2	67.9
Net gearing, %	6.4	-27.2	-39.0
Interest-bearing net debt, EUR million	9.1	-34.9	-52.9
Quick ratio	1.8	2.7	3.1
Current ratio	2.7	3.8	3.7
Average number of shares during the period, adjusted for share issues	29,447,627	29,437,214	29,442,421
Earnings per share (EPS), EUR	0.23	0.16	0.47
Equity per share, EUR	4.81	4.36	4.60
Dividend per share, EUR	0.00	0.00	0.00
Dividend out of profit, %	0.0	0.0	0.0
P/E ratio	38.7	69.8	20.7
Trend in share price			
Minimum price during the period, EUR	8.51	9.35	8.54
Maximum price during the period, EUR	10.82	12.50	12.50
Mean price during the period, EUR	9.73	10.62	10.27
Closing price at the end of the period, EUR	8.86	11.04	9.82
Total market capitalisation, EUR million	260.9	325.0	289.2
Trade volume, number of shares	6,589,675	5,226,151	11,185,484
Trade volume, %	22.4	17.8	38.0
Investments, EUR million	54.0	3.4	8.7
% of revenue	41.4	3.2	4.1
Average number of employees including contract workers	3,012	2,472	2,587
Personnel at the end of period including contract workers	3,012	2,595	2,614
CONTINGENT LIABILITIES, EUR million			
FOR OWN LIABILITIES			
Mortgages and pledges	20.1	20.1	20.1
Off-balance sheet liabilities	0.1	0.1	0.1
Transactions with related parties			
The company has no transactions with related parties.			

Reconciliation of alternative performance measures

Return on investment, %

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Net profit/loss for the period	6,737	4,656	13,969
Comparable net profit/loss for the period	13,473	9,312	14,172
Financial expenses	2,458	4,663	6,356
Comparable financial expenses	4,915	9,326	6,356
Income taxes	3,525	4,706	8,342
Comparable income taxes	7,050	9,413	8,406
Profit/loss for the period	**25,439**	**28,051**	**28,667**
Equity	141,498	128,453	135,235
Non-current interest-bearing financing loans	53,089	25,977	23,780
Current interest-bearing financing loans	7,750	3,525	4,091
Capital employed	**202,337**	**157,995**	**163,106**
Capital employed, average at the end of the period and the end of previous financial year	**182,722**	**161,089**	**163,664**
Return on investment, %	**13.9**	**17.4**	**17.5**

Return on equity, %

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Net profit/loss for the period	6,737	4,656	13,969
Comparable net profit/loss for the period	13,473	9,312	14,172
Equity	141,498	128,453	135,235
Equity, average at the end of the period and the end of previous financial year	138,367	130,711	134,101
Return on equity, %	**9.7**	**7.1**	**10.4**

Equity ratio, %

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Equity	141,498	128,453	135,235
Balance sheet total	274,398	199,261	207,557
Advances received	-12,080	-5,165	-8,380
Equity ratio, %	**53.9**	**66.2**	**67.9**

Net gearing, %

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Interest-bearing net debt	9,104	-34,926	-52,883
Equity	141,498	128,453	135,235
Net gearing, %	**6.4**	**-27.2**	**-39.0**

Interest-bearing net debt

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Non-current interest-bearing debt	53,089	25,977	23,780
Current interest-bearing debt	7,750	3,525	4,091
Interest-bearing debt	**60,838**	**29,502**	**27,872**
Cash and bank accounts	-51,734	-64,428	-80,755
Interest-bearing net debt	**9,104**	**-34,926**	**-52,883**

Current assets

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Current receivables	46,291	32,842	29,547
Cash and bank accounts	51,734	64,428	80,755
Current assets	**98,025**	**97,270**	**110,302**

Quick ratio

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Current assets	**98,025**	**97,270**	**110,302**
Short term liabilities	68,092	40,635	44,446
Advances received	-12,080	-5,165	-8,380
Current liabilities	**56,012**	**35,470**	**36,066**
Quick ratio	**1.8**	**2.7**	**3.1**

Current ratio

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Current assets	**98,025**	**97,270**	**110,302**
Inventories	**83,780**	**57,676**	**52,101**
Short term liabilities	68,092	40,635	44,446
Current liabilities	**68,092**	**40,635**	**44,446**
Current ratio	**2.7**	**3.8**	**3.7**

Investments

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Capital expenditure on tangible and intangible assets	1,661	3,441	8,557
Investments	**1,661**	**3,441**	**8,557**

Comparable EBITA

EUR thousand	1–6/2026	1–6/2025	1–12/2025
Operating profit	10,533	11,677	25,294
Non-recurring costs	42	388	204
Purchase price allocation (PPA) amortisation	1,130	282	557
Comparable EBITA	**11,704**	**12,347**	**26,054**

Calculation of key figures

Alternative performance measure	Calculation	Purpose
Comparable net profit/loss for the period	Half-year net profit/loss x 2	The measure is used for providing comparability to full-year figures.
Comparable financial expenses	Half-year financial expenses x 2	The measure is used for providing comparability to full-year figures.
Comparable income taxes	Half-year income taxes x 2	The measure is used for providing comparability to full-year figures.
Return on investment, %	100 x (Net profit/loss + financial expenses + taxes) / (Equity + interest-bearing debt (average at the end of the reporting period and the end of previous financial year))	The measure provides information on return on investment.
Return on equity, %	100 x Net profit/loss / Equity (average at the end of the reporting period and the end of previous financial year)	The measure provides information on return on equity.
Equity ratio, %	100 x Equity / (Balance sheet total - advances received)	The measure indicates how much of the Group's assets have been financed with debt.
Net gearing, %	100 x Interest-bearing net debt / Equity	The measure indicates the Group's indebtedness.
Interest-bearing net debt	Interest-bearing debt - cash and bank accounts	The measure indicates the total amount of the Group's external debt funding.
Current assets	Current receivables + cash and bank accounts	The component used for calculating Quick ratio illustrates the assets required for covering the Group's current expenses.
Quick ratio	Current assets / (Short-term liabilities – short-term advances received)	The measure provides information on the company's liquidity.
Current ratio	Current assets + inventories / Short-term liabilities	The measure provides information on the company's liquidity.
Investments	Cash flow from VAT-exclusive working capital acquisitions without deduction of investment subsidies. Additions of right-of-use assets in consolidated balance sheet are not included in investments.	The measure provides information on cash flow from investments.
Comparable EBITA	Operating profit before non-recurring costs and purchase price allocation (PPA) amortisation	The measure indicates operating profit less expenses related to the acquisition.

Other performance measure	Calculation
Earnings per share	Net profit/loss for the period / Average number of shares during the period, adjusted for share issues
Equity per share	Equity / Number of shares at the end of the period, adjusted for share issues
Dividend per share	Dividend for the accounting period / Number of shares on the balance sheet date, adjusted for share issues
Dividend out of profit	100 x dividend per share / Earnings per share
Total market capitalisation	Closing price for the period x number of shares available for public trading
Average number of employees	Average of personnel numbers calculated at the end of each month

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