

Spyrosoft Group completes review of strategic options and announces new strategy for 2026–2028

Spyrosoft Group has completed its review of strategic options. The company has decided that seeking a strategic investor from the private market is a more attractive option in the current business environment than conducting an IPO on an international stock exchange, which had previously been contemplated.

Obtaining an investor to support the company’s continued growth is planned within the next three years, i.e. the period for implementation of the newly announced strategy. According to the strategy, the company plans to grow with a greater emphasis on comprehensive tech consulting and supporting clients in digital transformation processes and implementation of new AI solutions. The group will continue to rely on industry specialization and further diversification of its operations. It plans to grow both organically and through further acquisitions.

For 2026, Spyrosoft maintains the financial targets defined in the strategy for 2022–2026, in terms of the anticipated pace of revenue growth and the EBITDA margin. The financial plans for the subsequent period will be presented in 2027.

“When we announced our previous strategy in 2022, we indicated that after 2026 the company may debut on an international stock exchange,” said **Konrad Weiske, CEO of Spyrosoft S.A.** “But since then, our business environment has changed significantly, along with valuations of foreign companies, as well as the faster pace of changes in our industry connected at least with the rapid growth of AI and the tense geopolitical situation. After conducting an analysis, we concluded that currently, in terms of flexibility and potential valuation factors, the preferred option for the company and its shareholders will be to obtain a strategic investor from the private market which ultimately could take a controlling stake in the company. We assume that this should occur within the next three years, and thus within the execution of our new strategy.”

As of now, obtaining a strategic investor is the main direction for the group’s further growth. A potential IPO on a major international stock exchange, contemplated previously, remains under consideration but is no longer the primary path.

New strategy for 2026–2028

In its new strategy, Spyrosoft Group intends to complete the transformation of its business model already underway: from a software engineer and provider of specialists for client’s design teams, it will evolve into a consulting-led technology integrator, designing and implementing IT solutions for businesses and other organizations. The use of artificial intelligence will play a key role both in projects for clients and in applications within the group itself. In this respect, the company anticipates the growing importance of outcome-based contracts, as well as consulting contracts based on domain expertise and a scalable team of Spyrosoft experts.

As **Konrad Weiske** explained, “In planning the future of Spyrosoft Group, we established new strategic aims in light of the dynamic growth of AI. We already observe such trends as an increased demand for outcome-oriented, industry-specialized services. Having our own IP, including AI agents, is also gaining in importance. With the creation of software with the aid of AI agents, the costs of developing new solutions will fall. This in turn means that there will be

more projects, more clients, and the role of AI consulting and more broadly technological consulting will grow. Spyrosoft Group has been readying for this trend for a long time, and our teams and solutions are well prepared for further growth in this direction.”

Six strategic pillars

Spyrosoft Group will ground its growth on six pillars:



Apart from the aforementioned growth of AI, they include maintaining a leading position in software development for selected industries, further support for clients in the staff augmentation model, strengthening the company’s position on the systems integration market, and development of the company’s own scalable products. They set goals for specific operating areas of the group in its transformation towards the roles of consulting and integrating further technologies. Through implementation of these aims, Spyrosoft Group will be well positioned as a provider of knowledge and personalized tools achieving exactly the outcomes expected by the client.

Under these strategic pillars, the group also intends to further expand its cooperation with the public sector. This is already one of the company’s business areas, and the contract with the British public broadcaster BBC accounts for a notable portion of the group’s revenue. The recent acquisition of the German-based MD Consulting, with a significant portfolio of partners and clients among public enterprises, is an example of the efforts to achieve the aims of this pillar.

Spyrosoft Group will continue to base its further development on organic growth alongside further acquisitions in key areas for its main markets. The company also plans to actively continue its pursuit of diversification, in the industries it serves, the services it provides, and the countries where it operates. As of the end of 3Q 2025, no one industry accounted for more than a 20% share in the company’s revenue, and there was also great diversification in services and in geographical markets. This is illustrated by the example last year of the automotive industry. The company offset declines in revenue from this industry through growth in contracts in other sectors. This clearly shows that diversification of operations is an effective method for creating resilience to uncertainty in the markets.

Financial targets for upcoming years

Spyrosoft Group has grown rapidly over the past four years, both organically and through acquisitions. Since our IPO in 2020, we have achieved an average annual growth rate (CAGR) of 42.5%.

The group maintains its financial targets for 2026 as defined in the previous strategy for 2022–2026 (i.e. revenue growth of 25–35% during this period and an EBITDA margin of 11–14%). The plans for the next period will be presented in 2027.

Consolidation of group companies

Under the announced strategy, the company plans to consolidate the shares of its subsidiaries, with exchange parities based on their EBITDA for 2027. For most of the subsidiaries, consolidation will be conducted in 2028.



About the Company:

Spyrosoft is an international company based in Wrocław which offers comprehensive software development services since 2016. Approximately 85% of Spyrosoft's revenue comes from contracts with foreign clients, primarily in the United Kingdom, Germany, and the United States. Spyrosoft works with clients from all over the world. Its diversified client portfolio covers more than a dozen specialist industries. Spyrosoft has offices in Poland, the United Kingdom, Germany, Croatia, Norway, the United States, Romania, Argentina, and India.

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