

Spyrosoft Group Strategy for 2026–2028

Agenda

- 01 **Introduction**
- 02 **Market overview**
- 03 **Business model**
- 04 **Goals**
- 05 **Strategy implementation**
- 06 **Summary**

Introduction

We are Spyrosoft

Spyrosoft is a group of companies supporting clients around the world with **software engineering** and **digital transformation**.

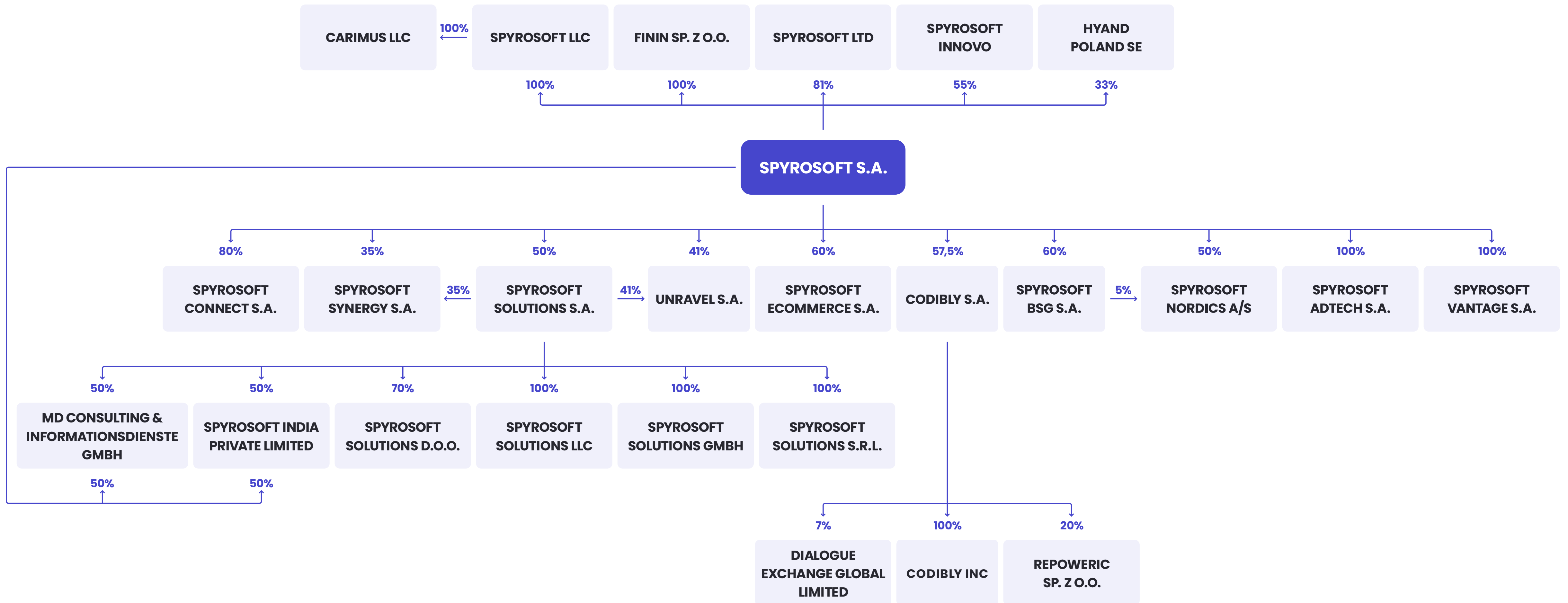
The companies within the group specialise in specific **business sectors**. Being IT experts with domain knowledge is the foundation of our business that sets us apart from the competition.

With our multilingual, international team located on **four continents** – in Europe, Asia and both Americas – we are always close to our clients.

Our industry-aware business model allows us to thrive in a challenging economy. Since our IPO in 2020, we have achieved an average **annual growth rate (CAGR) of 42.5%**.



➔ INTRODUCTION – COMPANIES WITHIN SPYROSOFT GROUP



Partnerships & Memberships

Partnership:



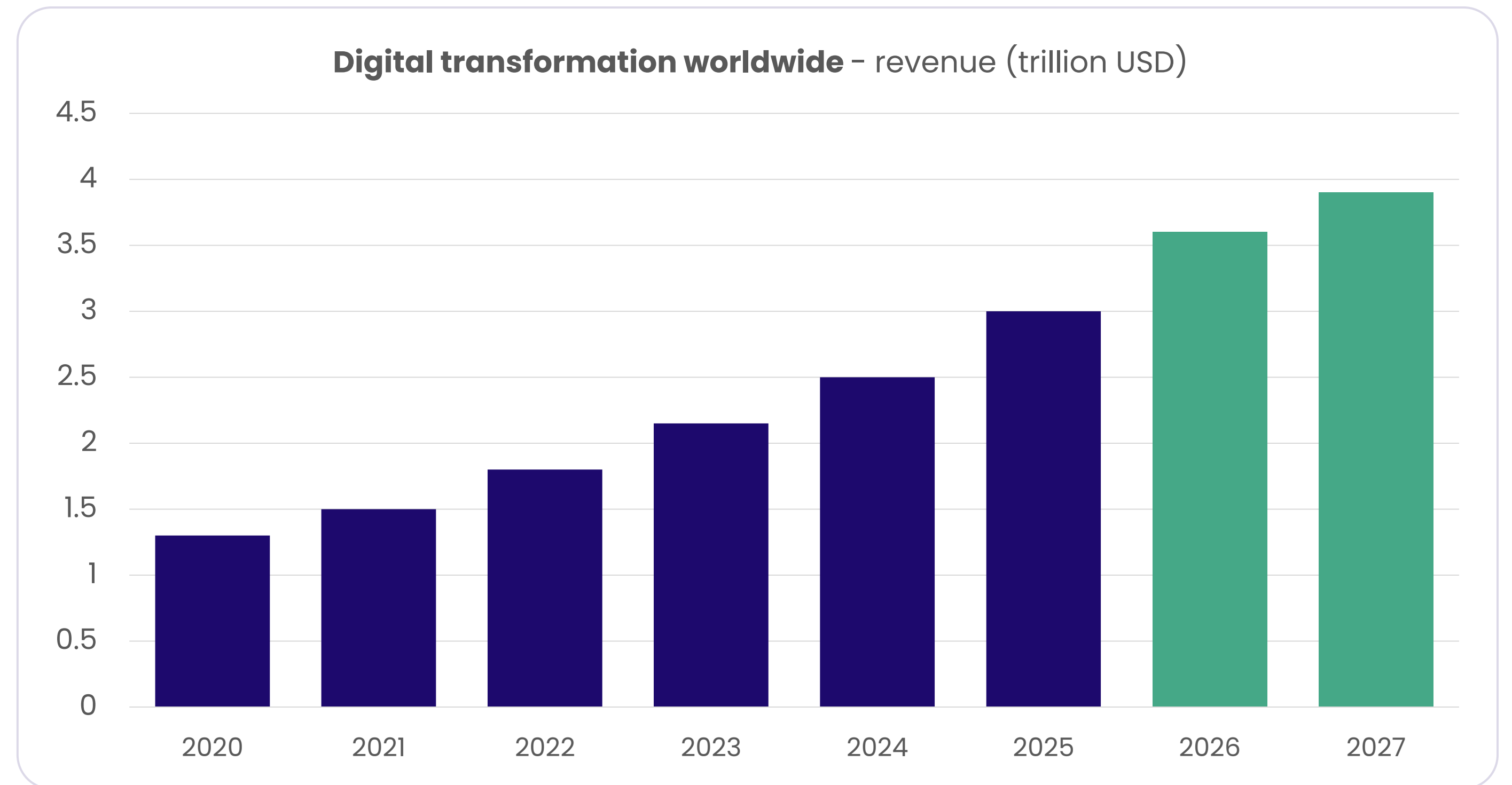
Membership:



Market overview

The ongoing need for digital transformation services

Global spending on digital transformation is estimated to grow to around **\$3.9 trillion by 2027**, reflecting a strong and sustained upward trajectory.



<https://www.statista.com/statistics/870924/worldwide-digital-transformation-market-size>

Salary growth in IT

On the other hand, **salary growth has slowed**. In 2025, average tech salaries in the US increased by **only 1–1.2%** year-over-year*, while in Poland some reports even indicated declines**. The only exceptions include most sought-after roles, for instance related to AI expertise.

The IT labour market has shifted towards an employer-driven model, with salary growth stabilising after a period of rapid inflation. This creates favourable conditions to manage costs effectively while maintaining access to high-quality talent.

The IT salary market in 2026 is:

Cooling overall
(after years
of hypergrowth)

**More employer-
friendly**
than before

**Globally
converging**

* <https://www.dice.com/technologists/ebooks/tech-salary-report/salary-trends>

** <https://remodevs.com/blog/news/poland-it-salaries-2025-how-much-do-tech-professionals-earn>



Macroeconomic challenges in 2026 & beyond

We predict a **limited impact** of a potential economic crisis on the condition of Spyrosoft Group.

Digitalisation and the growing **focus on AI** are key global trends, making the IT industry a stable sector of the global economy. The two previous crises (financial and COVID-related) actually **increased demand** for IT services.

Our diversification across clients and specialisations, along with outcome-based delivery and the expansion of AI consultancy and IP-based semi-products, will enable us to continuously **mitigate risks**.



Impact of AI on the industry

In 2026, AI is shifting from experimentation to scaled, production-level use, with companies expecting measurable business value rather than pilot projects.

AI is boosting productivity not only for engineers, but also across design and product teams. As a result, the focus is moving toward outcomes in architecture, design, testing, and governance, while new tools and workflows augment human capabilities rather than replace them.

For software vendors, this is further driving a **shift in business models** toward delivering outcomes, platforms, managed AI services, and custom-built AI agents.

Although the future direction of AI development cannot be predicted with certainty, several current trends present **clear opportunities**, which are outlined further in this document.

Finally, the overall cost of software development is expected to decrease, leading to **more projects, a broader customer base, and an increasing importance of technology and AI consultancy**—areas in which we are well prepared.



Business model

Focused on industry expertise

Our **focus on selected industries** is a key pillar of our business model and has driven our growth since the Group's inception in 2016.

By concentrating on specific sectors, we build deep **domain expertise** that enables us to understand our clients' environments, regulatory landscapes, and technological challenges. This allows us to deliver more effective solutions than generalist providers. Research shows that firms focused on specific industries often outperform generalists by offering tailored insights and higher-quality outcomes.

Importantly, this strategy remains future-proof. The global consulting and advisory market – valued at over \$1 trillion – is increasingly driven by demand for sector-specific expertise, highlighting how specialisation has become a **key competitive advantage**.



Focused on industry expertise

At the time of publishing this strategy, Spyrosoft operates across **16 different domains** – a number that **continues to grow**.



Media



**High Tech & Software
(HR Tech & Edu Tech)**



**E-mobility,
Renewables & Energy**



Financial Services



**Defence, Security
& Aerospace**



Consumer electronics



**Healthcare
& Life Sciences**



Legal Tech



Geospatial Services



AdTech & MarTech



Robotics



Chemicals



Industry 4.0



Automotive



Retail

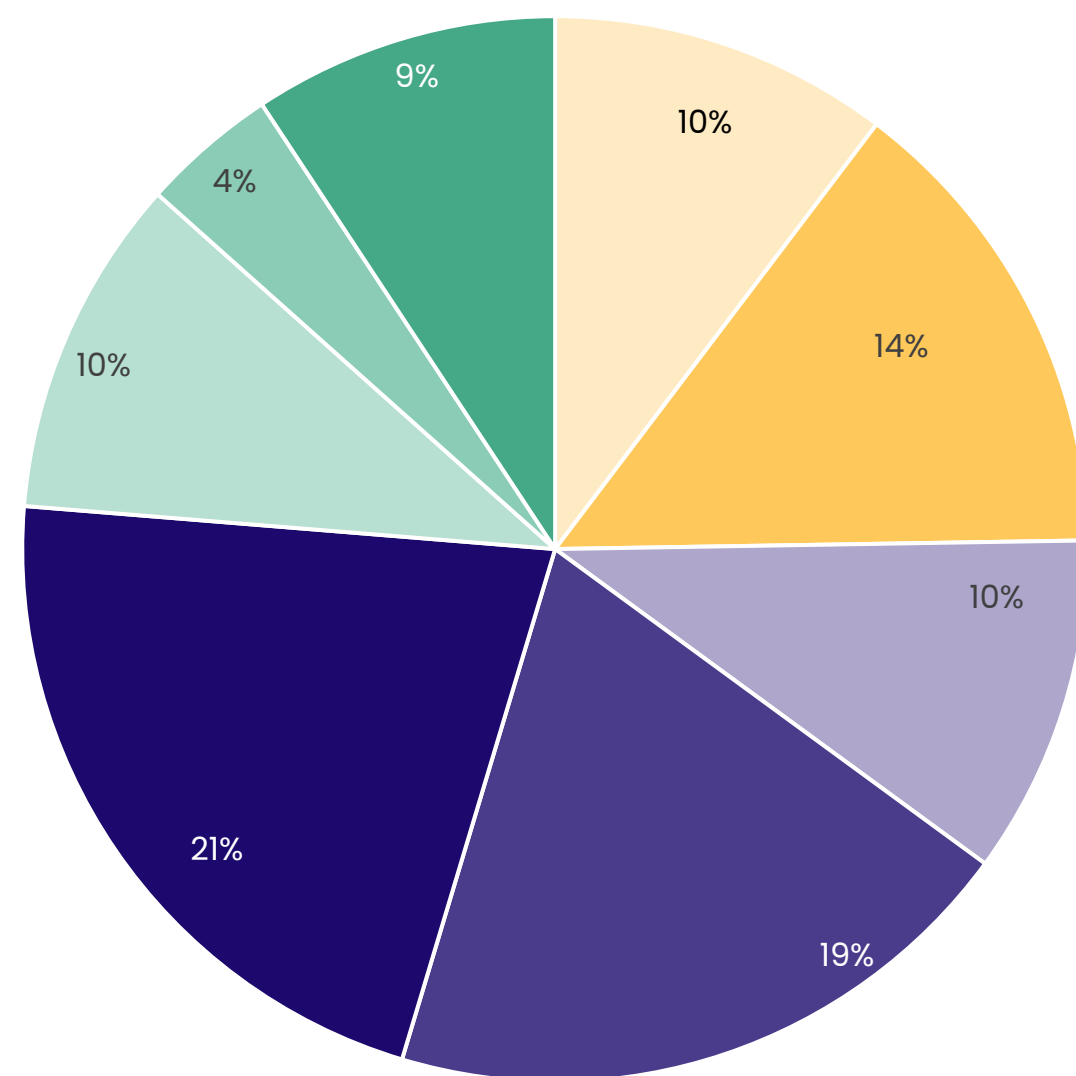


AgriTech

The advantages of Spyrosoft – diversification

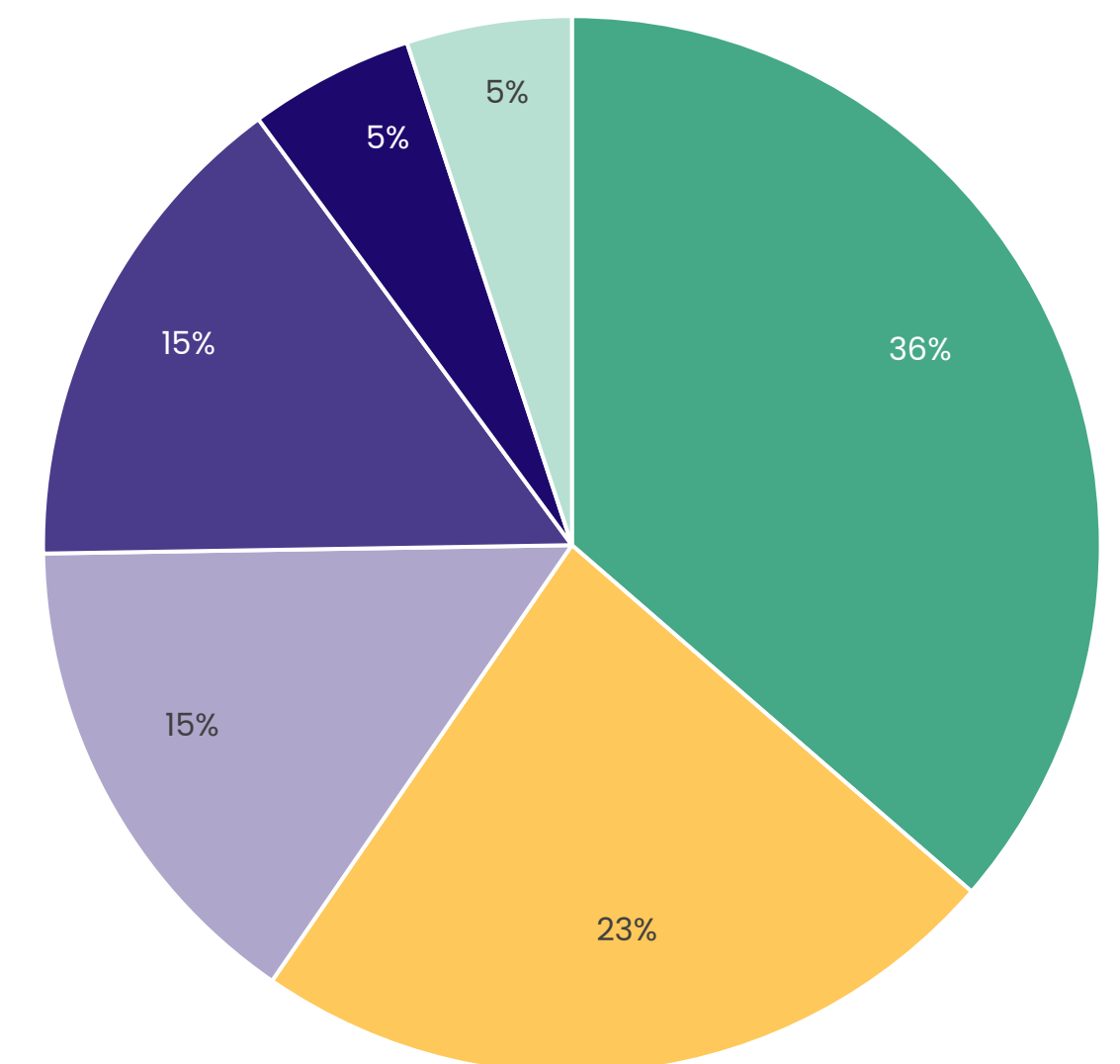
Diversified by: **Industries**

- Emerging industries
- Automotive
- Software & Emerging Tech
- Industrials & Utilities
- Media & Entertainment
- Financial Services
- Consumer & Retail
- Geospatial



Diversified by: **Geographies**

- UK
- DACH
- USA
- Poland
- Scandinavia
- Other



Q1-Q3 2025

The advantages of Spyrosoft – people

High selectivity

- Preselection powered by intuitive application forms
- Emphasis on early screening to shortlist the most suitable applicants
- Out of all incoming applications, we hire only 1.3% of candidates.

Tenure

- In 2025, the average delivery employee tenure was 2.7 years, up from approximately 1.6 years in 2022.

Key retention efforts:



ESOP program

Introduced in 2022, the four-year vesting period has significantly improved retention and aligned employee ownership with company values, fostering a more dedicated and productive team.



Optimised project-matching

By aligning employees based on their skill sets and interests, we enhance productivity while supporting long-term job satisfaction.



Individual approach

Line managers ensure that all feedback is heard and that employees have development plans aligned with both their individual goals and Spyrosoft's objectives.



Culture & trust building

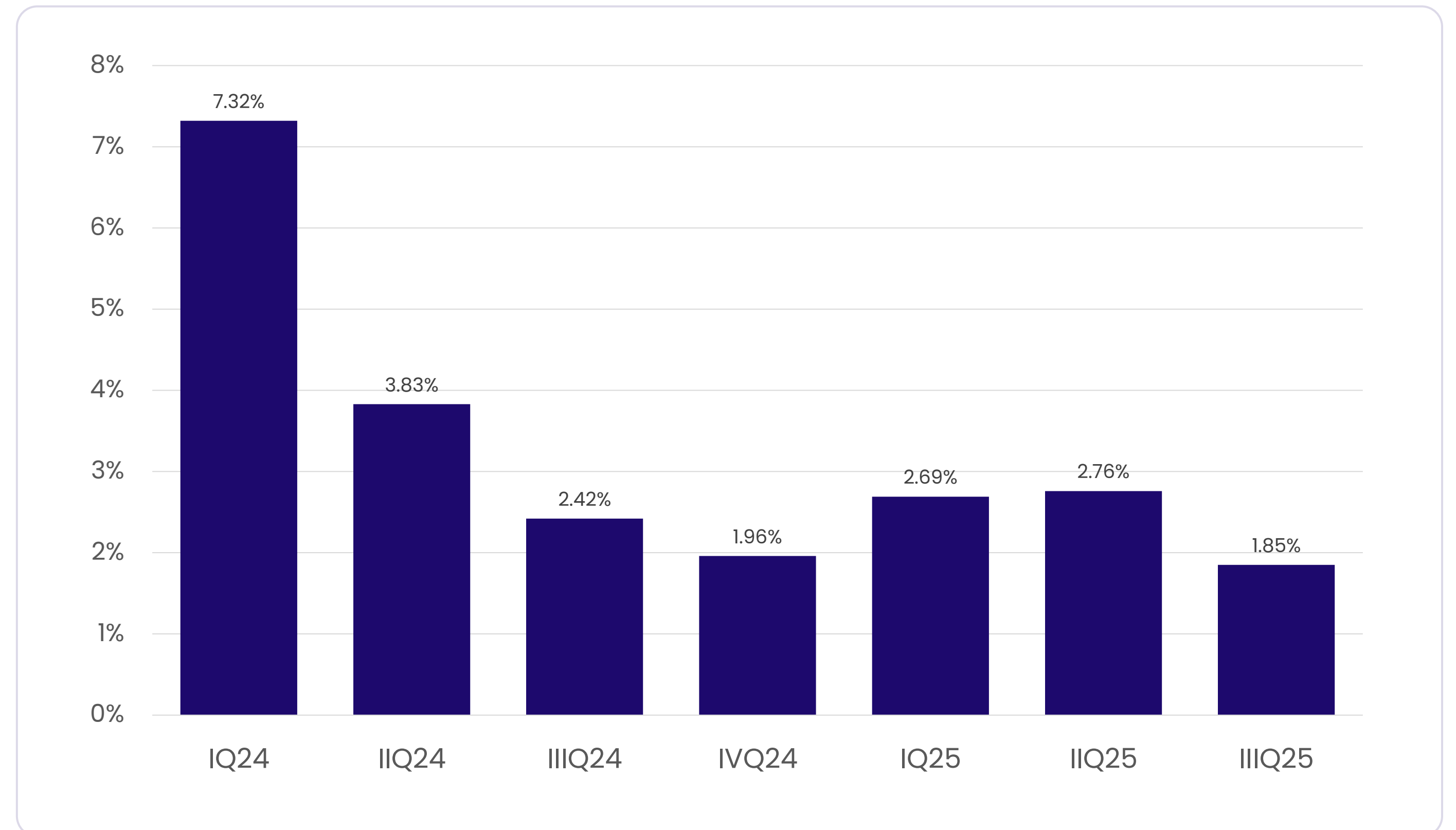
A consistent, day-to-day emphasis on trust, transparency, culture, and communication from the very beginning builds loyalty across all levels of the organisation.

The advantages of Spyrosoft – flexible bench

Spyrosoft maintains **a low bench cost** to maximise net profit.

This approach does not limit our growth potential. To ensure flexibility and scalability, we collaborate with **a network of trusted IT experts** who can support our teams whenever additional capacity is needed.

Together, these factors enable us to control fixed costs while remaining ready to respond to **new demand**.



Goals

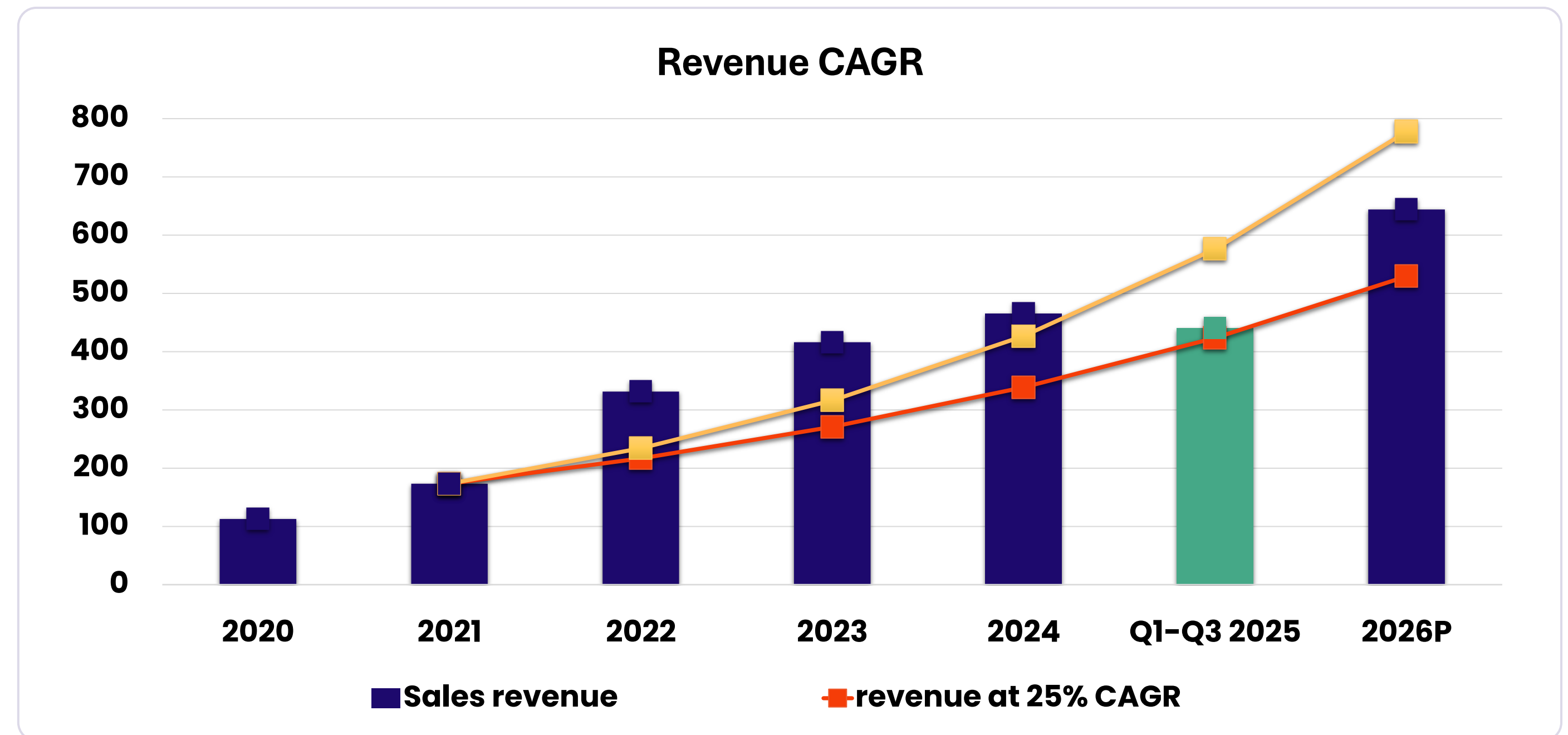
Ongoing financial strategy: goals for 2022–2026

The 2022–2026 strategy set the following growth targets:

- Revenue: **average annual growth of 33%** (within a range of 25% to 35%)
- EBITDA margin: 11% -14%

We are continuing to execute this strategy as planned through the end of 2026.

An updated strategy will be published in 2027.



Strategic 3-Year Goal: further growth

Over the next three years, our priority will be to continue growing based on **six key strategic areas**. Growth will be driven both organically and through targeted acquisitions that support this strategy.

At the same time, the Group is entering a new phase of capital strategy. To support increased investment in AI, proprietary IP, and further acquisitions, access to sufficient and flexible funding becomes critical. Our analysis indicates that, under current and foreseeable market conditions, **public markets may not provide adequate access to capital** at the required scale and efficiency.



Strategic 3-Year Goal: private markets

As a result, **private market investments** – such as securing a strategic investor who could ultimately acquire a controlling stake in the company – are currently the preferred path for growth, offering higher returns and greater flexibility in financing our strategic ambitions. Public markets, including a potential IPO on a major international stock exchange, remain under consideration but are no longer the priority.

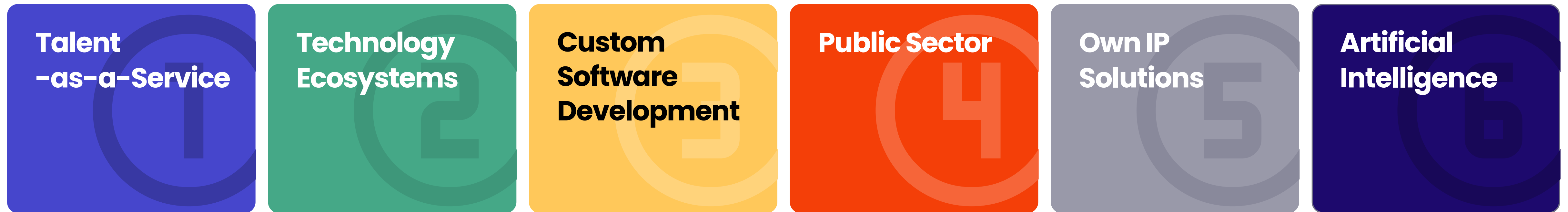
The final decision regarding the future of Spyrosoft Group will depend on **macroeconomic factors**, in particular the evolving global geopolitical and economic environment. If any decisions will be made, the company will inform the market.



Strategy implementation

Strategy: six key pillars

Spyrosoft's strategy will be based on six key pillars:



Each of these pillars is grounded in capabilities we **already have today**.

While these areas vary in maturity, they collectively form a strong foundation for scaling our business and accelerating growth. Our focus is to further develop and evolve each of these areas to unlock their full potential.

HR & Team Services

Talent-as-a-Service

Staff augmentation has been the backbone of the software industry for decades. In 2026, body leasing is still a key service – but its role and character are evolving.

That is why Spyrosoft is reinventing its offering in that area, further shifting from simple outsourcing to supporting clients with higher-value delivery models.

Business objective: Answering the market's demand for a constantly important part of the IT industry – but with a modern appeal.

Approach: Strengthening Spyrosoft's role as a **trusted talent partner**, not only a staffing provider.

Focus Areas:

- Offering managed “teams-as-a-service” models (complete, accountable squads).
- Building recruitment process outsourcing (RPO) capabilities for clients in growth sectors.
- Differentiating through tech-enabled delivery: AI-driven sourcing, skill matching, and productivity analytics.
- Integrating talent services with engineering – enabling blended delivery teams.

Integrator Role

Orchestrating Technology Ecosystems

The global System Integration Market is expected to grow at 13.8% CAGR through 2030. This growth is driven by digital transformation initiatives and the need to unify disparate IT systems across enterprises.*

This reflects that integration work is central to digital business strategies.

Business objective: Becoming a leading partner in the technology ecosystems area.

Approach: Positioning Spyrosoft as an independent systems integrator for hybrid and emerging tech landscapes and solutions, including Integrations of own IPs with Partner products.

Focus Areas:

- Combine best-in-class products (low-code, IoT, ML, cloud) with custom software into unified platforms.
- Strengthen alliances with AWS, Azure, GCP, and other targeted product and solutions partnerships.
- Develop reusable integration blueprints/frameworks for clients adopting multi-vendor stacks.
- Offer architecture consulting and platform lifecycle management.
- Partnerships in the areas of solutions, products, and platforms (some of the industry-specific).

Custom Outcome-Driven Software Development

Reimagining Our Core

Delivering result-oriented digital solutions backed by domain-specific knowledge has always been the core of our business.

Now, we are ready to elevate this core to the next level.

Business objective: Further increasing delivery efficiency, improving software quality, and enabling our clients to innovate at a significantly accelerated pace.

Approach: Maintaining leadership in high-quality, domain-specific software engineering while embedding AI and automation across the lifecycle.

Focus Areas:

- Modernising delivery through AI-assisted SDLC (code generation, testing, documentation).
- Continuing product engineering partnerships with OEMs, ISVs, and enterprises.
- Developing proprietary accelerators and frameworks to shorten time-to-value.

Public Sector

Growing a New Channel for bigger Impact

Public cloud adoption grew by 28 % year-over-year between 2024–2025, and in 2026, over 90% of central governments use at least one major cloud service for running public platforms.*

Moreover, according to Gartner, from 2026 on, more than 70% of government agencies are expected to use ML, analytics, and generative AI to enhance human decision-making in service delivery.**

Business objective: The future of the public sector is digital – and Spyrosoft plans to be part of that future.

Approach: Establishing a strong, compliant public-sector practice in Spyrosoft's key geographies (UK, DACH, Poland, Nordics).

Focus Areas:

- Building/strengthening dedicated public-sector bid teams and frameworks library.
- Pursuing digital transformation, cybersecurity, defence (including NATO), and AI modernisation tenders.
- Forming partnerships with national integrators and cloud vendors to increase eligibility.
- Using successful bids to expand credibility & reference base.
- Forming consortiums with partners to increase winnability.
- Special focus on the US and EU-level.

Own IP Solutions

Building scalable platforms and products

The shift toward productised services and proprietary solutions is accelerating across the IT services market, enabling companies to move beyond pure time-and-material models into scalable, repeatable revenue streams. This reflects a growing demand for semi-productised, agent-based solutions that can be deployed rapidly while maintaining flexibility for client-specific needs.

Business objective: Strengthening Spyrosoft's position as a provider of scalable, proprietary IP-based solutions and agent-driven platforms.

Approach: Productising selected offerings that can be delivered in a fixed-price model while retaining core intellectual property.

Focus Areas:

- Developing agent-based platforms that address recurring client challenges.
- Building semi-productised offerings that are reusable and customisable for specific use cases.
- Retaining ownership of core IP while delivering end-to-end solutions to clients.
- Creating a portfolio of reusable solutions that can be replicated across industries and domains.
- Enabling licensing and scalable deployment models based on proprietary frameworks and know-how.
- Leveraging existing implementations to rapidly deliver analogous solutions in new contexts.

Artificial Intelligence

Strategic Theme & Capability Spine

With all the latest developments in AI, the technology is becoming an integral part of how work gets done.

Greenfield, production-grade applications are increasingly built using *Agentic Software Development*, where autonomous agents take on significant parts of the engineering lifecycle.

Proofs of concept and lightweight applications can be rapidly delivered through *vibe coding*, enabling fast experimentation and validation.

And although **existing systems** still require *human-led* development, AI is already offering assistance (*AI-assisted development*). In the future, AI may even be able to lead this process by itself.

As a result, companies that successfully embed AI into their core processes will not only accelerate productivity, but also

redefine how value is created, shifting from traditional execution models to continuously evolving, AI-augmented operations.

Number-wise, a Cornell University study shows that AI tools can already empower a nearly 30 % faster development with a 30–40 % increase in code shipped to production, along with 32 % faster review cycles.*

Moreover, McKinsey estimates that by 2030, the economic value from AI-augmented workflows could unlock trillions of dollars of productivity and – especially were people and AI act as partners.**

Business objective: A future shaped by AI seems inevitable, and Spyrosoft strives to be a trusted partner in that space.

Approach: Making AI the connective tissue across all offerings and operations. Offering agentic AI and AI transformation.

Artificial Intelligence

Focus Areas:

AI everywhere: building an AI-driven culture across the organisation

Embracing AI as a core competency across all functions at Spyrosoft, driving growth and enhancing everyday operations.

Driving AI transformation for clients

Transforming the businesses of our clients to reshape them into AI-first enterprises. Offering AI transformation consultancy.

AI agents solving real business problems

Deploying AI agents that support clients in specific (even niche) areas, addressing their unique industry needs as precisely as ever.

AI agents empowering AI-orchestrated engineering

Composing teams of AI specialists to offer agent-based software development, swifter and more cost effective than ever before. Embracing Agentic Software Delivery Platforms.

Strategy: consulting as an umbrella service

All pillars are unified under a single value proposition: consulting.

The goal of Spyrosoft's consulting offering is to integrate strategy, engineering IP, and delivery into one seamless continuum.



Strategy: targeted acquisitions

Acquisitions remain an integral part of our strategy.

We aim to pursue targeted acquisitions that align with our strategic pillars and strengthen our position in key areas, on key markets.



Strategy implementation: consolidation

As announced in the Group's strategy for **2022–2026**, Spyrosoft plans to consolidate shares withing the Group.

The consolidation will be conducted based on share exchange parities depending on the **EBITDA** of the subsidiaries for **2027**.

The exchange is planned for **2028** with the aim of building and maintaining a high motivation to achieve the objectives contained in the Group's strategy.

Summary

→ SUMMARY

- The Group's strategy is focused on **six key areas (pillars)**: Talent-as-a-Service, technology ecosystems, custom software development, the public sector, intellectual property licensing, and artificial intelligence.
- These pillars will be supported by both further **targeted acquisitions** and a consulting-led approach, reflecting Spyrosoft's ambition to move further up the value chain and deliver higher-margin services.
- Artificial intelligence is expected to play a central role across the organisation, acting as a unifying layer across all areas of activity and supporting further gains in efficiency, scalability, and innovation.
- The company's strategy for 2026–2028 **continues the financial targets** from the previous strategy through the end of 2026, namely average annual revenue growth in the range of 25%–35% (33% CAGR) and an EBITDA margin of 11%–14%.
- Spyrosoft Group has completed its strategic review. The company has concluded that securing a strategic investor from the private market is a more attractive option in the current business environment than the previously planned IPO on an international stock exchange.

Thank you for your attention

IR contact:



Krzysztof Kokoszczyński, NBS Communications



spyrosoft@nbs.com.pl



www.spyro-soft.com