



Sword Group | Strategic Principles for Business Plan 2028

Sword is embarking on the implementation of its 2028 Business Plan with great confidence, backed by the excellence of its employees, the loyalty of its customers and the solidity of its investors. We are approaching this new period with a clear strategic vision, anticipating market developments to transform every challenge, risk or constraint into a real opportunity for growth.



A High-Performance, Committed Management Organisation

At Sword, we embody a management style based on action and involvement. Every manager, at every level, acts in a dual role to reinforce efficiency and cohesion:

- **CEOs also act as COOs**
- **COOs also act as BUDs**

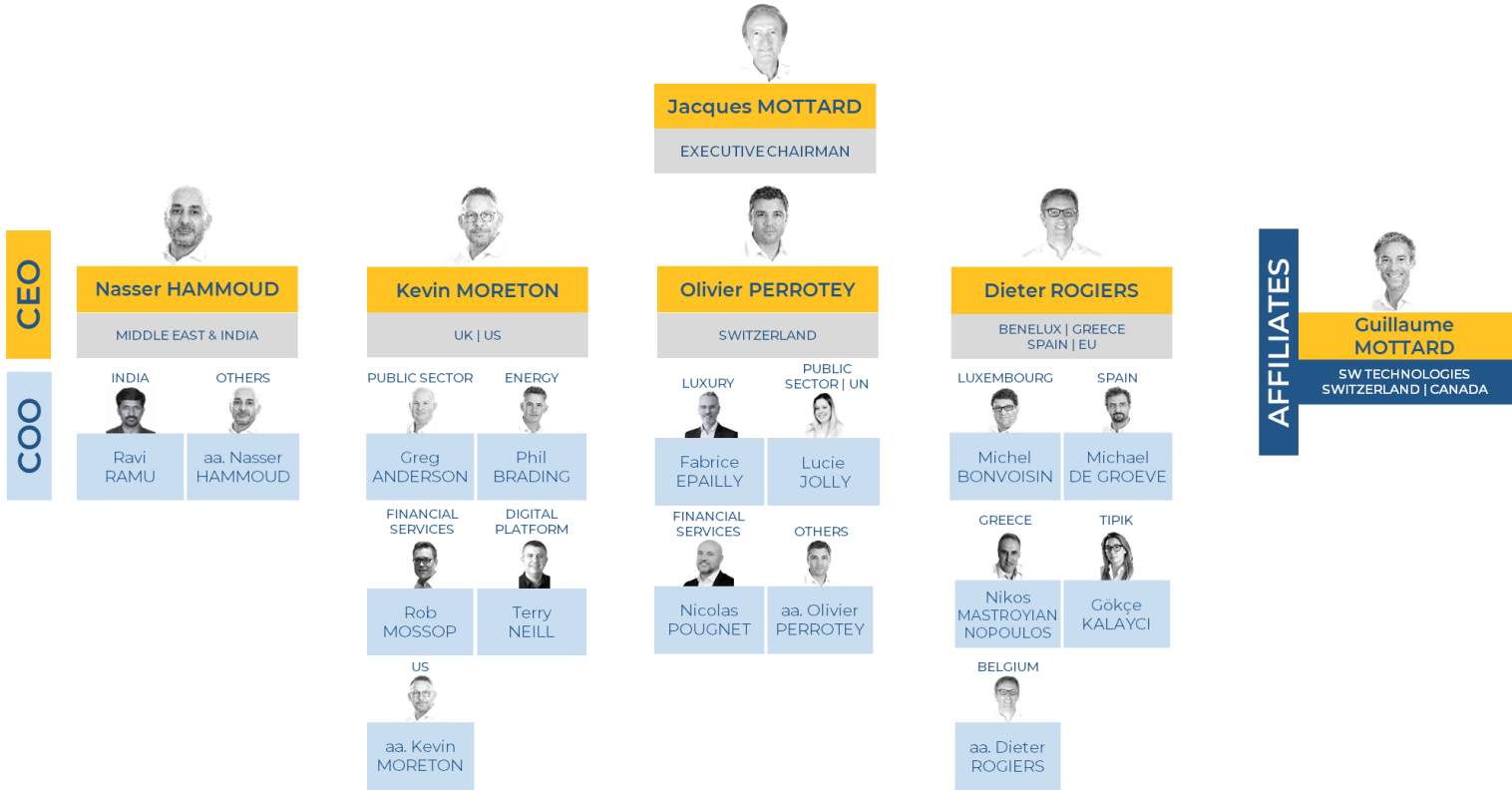
This approach guarantees the **total involvement of all players**, ensuring remarkable continuity and operational efficiency.

To support our development, we have also introduced an “Affiliate” status to integrate partner companies in perfect synergy with our Business Units (BUs), even without a majority shareholding. These entities enrich the diversity and robustness of our ecosystem.

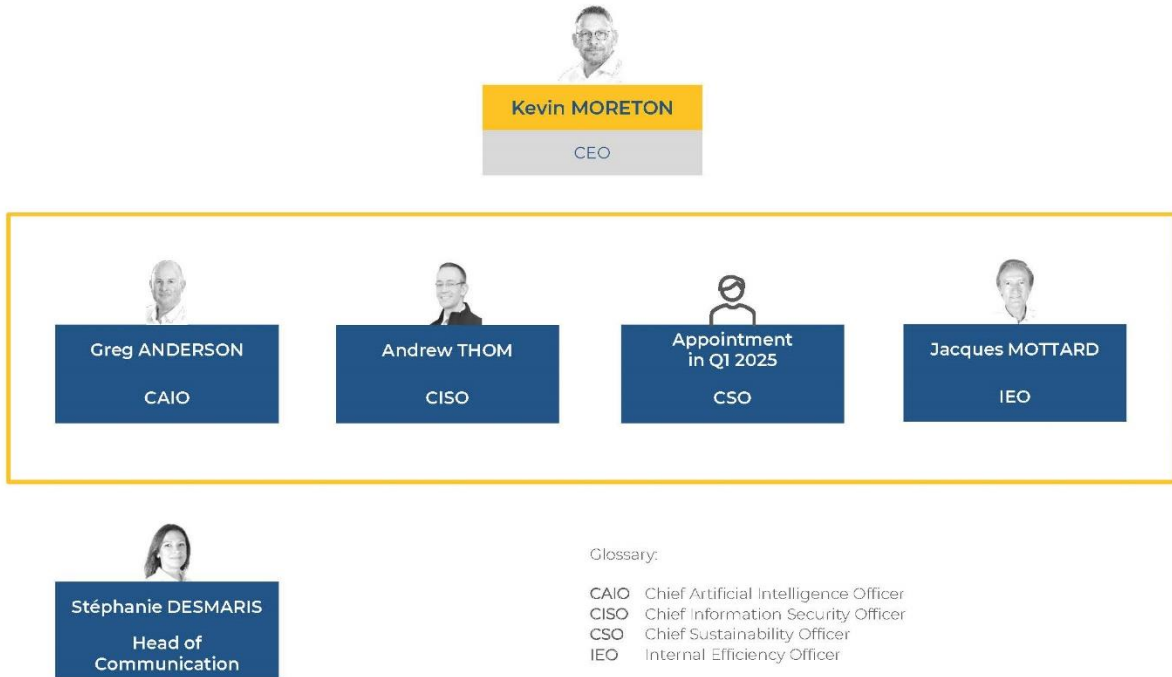
The detailed organisational structure is summarised below:

- **Page 1: CEOs & COOs**
- **Page 2: Central functions**
- **Page 3: CFOs**

➔ Management Team | CENTRAL FUNCTIONS



→ Management Team | CENTRAL FUNCTIONS



→ Management Team | FINANCE



Long-term and Multidimensional Growth

Our balanced and ambitious growth strategy is built around three key areas for the next four years:

1. **Double-digit organic growth,**
2. **Targeted micro-acquisitions,** building on our past successes (e.g. IACS for cybersecurity and INCOR for the Swiss-German market),
3. **Large-scale strategic acquisitions:** these will be considered with caution and discernment, in order to preserve the Group's agility while seizing value-creating opportunities.

New Strategic Challenges

We have identified four major strategic areas for development over this period:

- **Artificial Intelligence,**
- **Cybersecurity,**
- **Sustainability,**
- **Performance and Management Efficiency.**

Each area will be led by a C-Level leader, already involved in operations management. Three key objectives will be pursued in each area:

- **Internal optimisation:** Improve our processes to strengthen our competitiveness,
- **Project dynamisation and security:** Accelerate and secure the development of our projects, with a particular focus on quality and agility,
- **Creation of customer offers:** Develop solutions tailored to the specific needs of our customers, drawing on our in-house know-how.

The challenges in each area will be:

- **Artificial Intelligence:** We continue to evolve our use of AI internally to enhance productivity while developing innovative solutions and offerings that deliver measurable value to our customers, driving efficiency and competitive advantage. Micro-acquisitions will complete our Group offering.
- **Cybersecurity:** Following the acquisition of IACS in 2024, we will continue to strengthen our cybersecurity expertise to offer robust solution that improve our customers cyber resilience.
- **Sustainability:** We see sustainability not only as a regulatory requirement, but also as a strategic lever to create real added value for our services and develop offerings for our customers. We continue to support all of our current ESG initiatives.
- **Performance:** We aim to make our processes more efficient by combining disruptive approaches with processes that secure the Group's internal management.

Governance and Financial Controls

With a view to strengthening governance, optimizing our strategic management and internalizing the CFO function, Sword has appointed a **Group CFO, Philippe Blanche**, currently CFO for the BeNeLux, Spain, Greece and EU division. This change has several objectives:

- **Strengthen strategic management** at Group level,
- **Increase responsiveness** to economic and financial challenges,
- **Align the interests** of all stakeholders,
- **Optimise our mergers and acquisitions (M&A) strategy** to ensure controlled, consistent growth.

Conclusion

Sword is committed to an **ambitious and sustainable vision for 2028**.

We have **the teams** and **the strategy** to succeed in this ambitious plan, while strengthening our position in the global market.

Together, we will **transform challenges** into **opportunities** and consolidate our future on solid, sustainable foundations.