Meridian Group

FY2027 Strategic Plan

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Agenda

1. Market Landscape
2. Strategic Priorities
3. Financial Outlook
4. Execution & Governance

This document is prepared for the Meridian Group Board of Directors and senior leadership. All figures are management estimates unless noted as audited.

SECTION 01

Market Landscape

Global Market Momentum

- Addressable market across enterprise workflow software grew to **$38.4B** in FY2026, up **11.2%** year-over-year.
- Meridian's serviceable segment is expanding faster than the broader category, driven by demand for integrated compliance tooling.
- Buyer behavior has shifted toward consolidated platforms; 68% of enterprise clients now prefer a single vendor over point solutions.
- Nexa and Synapse remain the fastest-growing challengers in the mid-market tier, both under 5 years old.

11.2%
Category CAGR, FY2024–FY2026

68%
Enterprise buyers favoring one platform

Competitive Positioning

Dimension	Meridian	Apex	Nimbus	V
Global footprint	42 markets	51 markets	18 markets	29
Client retention	96%	91%	88%	
Avg. deal cycle	34 days	41 days	29 days	38
Digital NPS	62	54	58	

Source: Meridian Strategy Office competitive benchmarking, Q2 FY2026.

SECTION 02

Strategic Priorities

Three Strategic Pillars

Growth

Expand into 8 new regional markets and deepen wallet share with existing top-200 accounts.

Efficiency

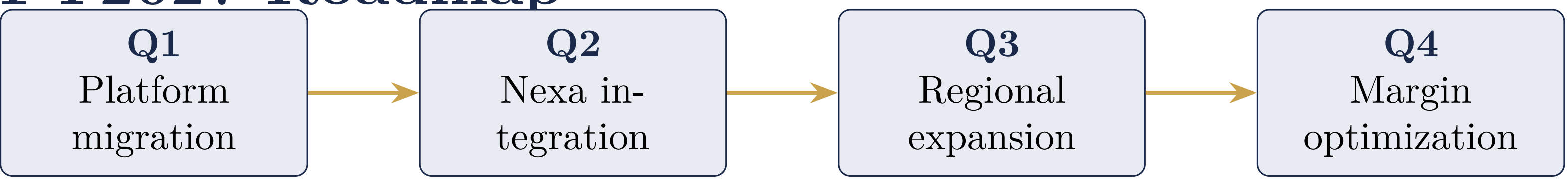
Consolidate the delivery platform, cutting cost-to-serve by 15% through automation.

Resilience

Diversify the client base and strengthen data-residency compliance across all regions.

- Each pillar carries a board-approved budget envelope and a named executive owner.
- Quarterly reviews track leading indicators, not just lagging financial outcomes.

FY2027 Roadmap



- **Q1–Q2:** technical foundation and the Nexa partnership go live.
- **Q3–Q4:** commercial expansion converts into measurable margin gains.

SECTION 03

Financial Outlook

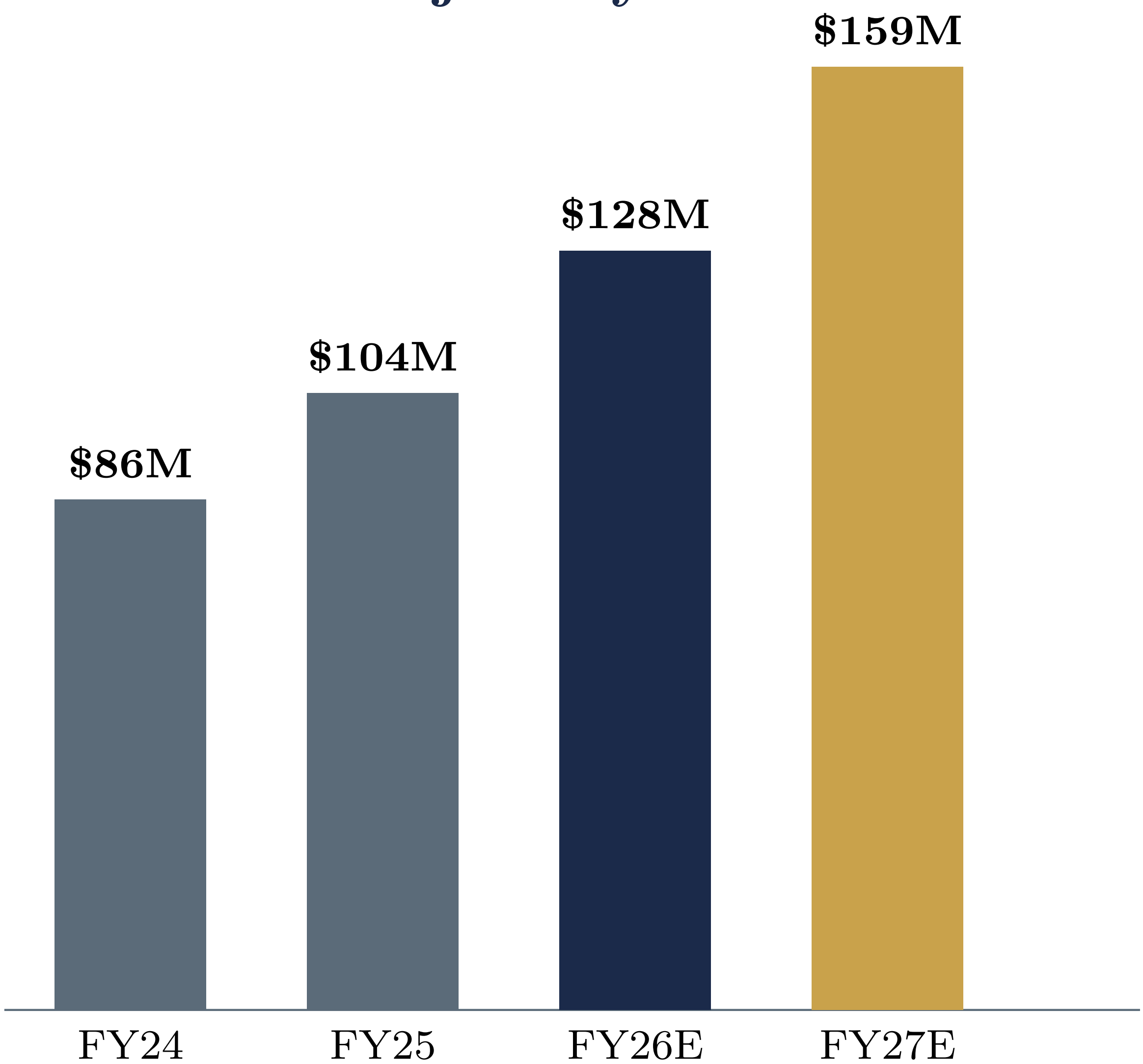
Financial Highlights

Metric	FY2025A	FY2026E	FY2027E
Revenue ($M)	104	128	159
EBITDA margin	21%	24%	27%
Free cash flow ($M)	18	27	41
Net debt / EBITDA	1.4x	1.1x	0.7x

$159M
Projected FY2027E revenue

27%
Target FY2027E EBITDA margin

Revenue Growth Trajectory



Compound growth of 22.7% projected across the FY2024–FY2027E window, led by the Q3–Q4 regional expansion.

SECTION 04

Execution & Governance

Leadership & Accountability

Pillar	Executive Owner	Function
Growth	Marcus Delgado	Chief Revenue Officer
Efficiency	Priya Anand	Chief Operating Offic
Resilience	Elena Whitfield	Chief Strategy Officer
Digital platform	Tomasz Kowalski	Chief Technology Offi

- Progress is reviewed at monthly steering committee meetings and reported to the Board quarterly.
- Each pillar owner maintains a cross-functional working group with named deputies.

Key Risks & Mitigations

Risk	Impact	Mitigation	Owner
Currency volatility across 42 markets	High	Natural hedging	Treasury
Talent attrition in platform engineering	Medium	Retention refresh	CTO
Client concentration in top 10 accounts	Medium	Pipeline diversification	CRO
Regulatory shifts in data residency	High	Regional data centers	Legal

Full risk register maintained by the Strategy Office; reviewed jointly with Legal & Compliance each quarter.

Thank You

Questions & Discussion

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