FULL THROTTLE

TRACE3

2026 PLAYBOOK

OPERATION: **TOTAL MARKET DOMINANCE**

STATUS: **IGNITED**

Full Throttle [fuhl thrah-tuhl] *adv.*

1. An uplifting, energetic, and propulsive style or manner involving strategic planning, innovative thinking, and demonstrated technical excellence that someone or something adopts to overwhelm competition.

2. A path to success for an organization's clients and partners.

3. **TRACE3 IN 2026.**

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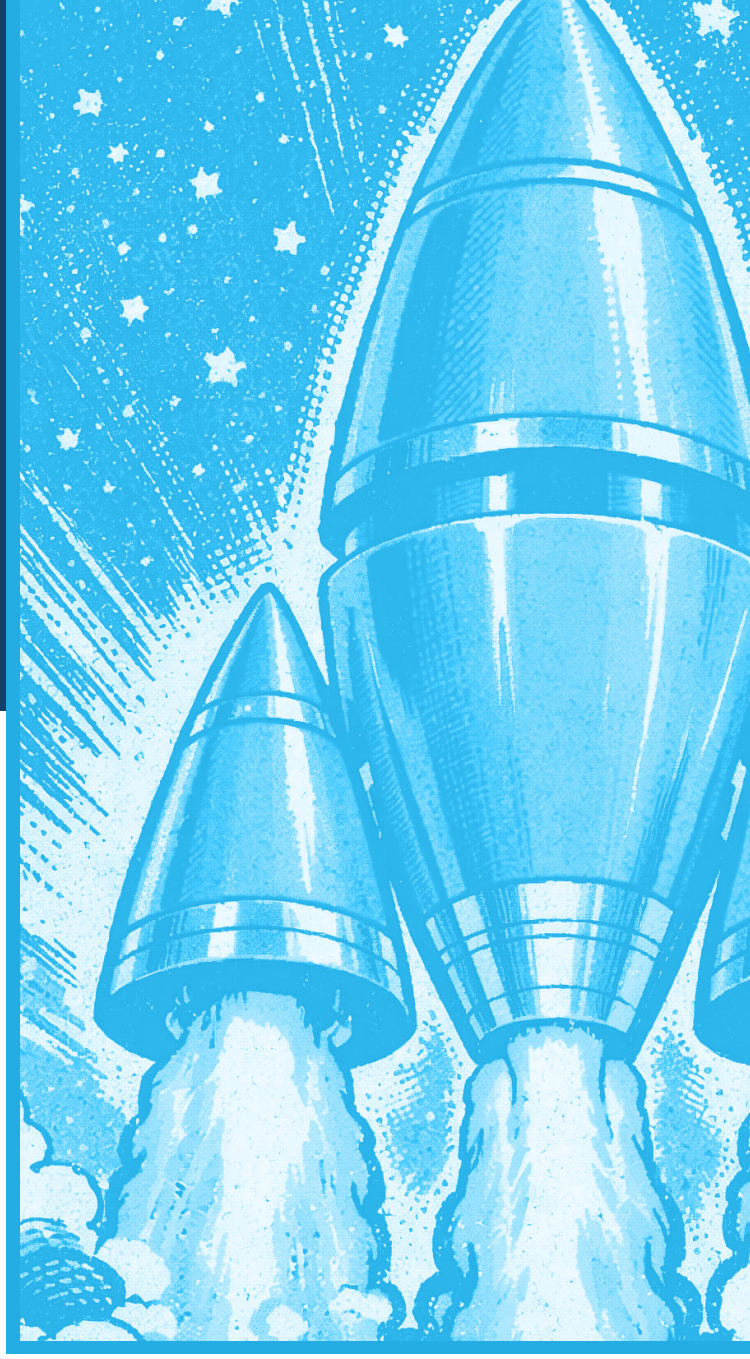
THE AWAKENING

20 years of training prepared us for Full Throttle

2026 marks a new chapter in our story. We move from building to surging.

Full Throttle gives us a rallying cry to capture market share, pass incumbents, and set the pace across IT services.

We have the capability, the scale, and the will.



NOW WE IGNITE.

Full Throttle focuses our offense. We access markets in a coordinated way, target with precision, and execute with discipline, converting 20 years of work into durable advantage.

Data serves as our guidance system. Innovation acts as our sales accelerant. With those strengths, we enter, expand, and lock in, category by category, region by region, account by account. We bring together our long-standing value as an enabler of new technology, our world-class technical skill, and our client intimacy. With that combination, Trace3 empowers AI transformation across the industry.

BUILDING THE SHIP (2022–2025)

The past four years created this moment.

We did not arrive at Full Throttle by accident. We put in the work. Here is how we turned our history into an advantage.

2022
STARTING THE LAUNCH
(THE NEW FRONTIER)

The Vibe: Exploration.

The Outcome: We saw the first signs of massive change and charted the wild frontiers of Cloud-Native, Edge, and AI/ML. We mapped where value hides...data.

Playbook Excerpt: *"If we can shape the strategy, then we can also influence where that data resides and how that data is secured, making data the ultimate foothold."*

2023
FUELING THE ENGINE
(GREATNESS RISES)

The Vibe: Strength.

The Outcome: We codified our strengths and signaled the coming wave of convergence.

Playbook Excerpt: *"The trend toward convergence continued to play out in a big way last year, and it only accelerated as key technology strategy discussions came together across many of our client relationships.*

Topics like Cloud, Data, and Security have become intertwined, and successful business strategies must embrace Convergence by evolving into a unified solution designed to optimize business outcomes."

2024
FULL SYSTEM TUNING
(THE DISRUPTORS)

The Vibe: Defiance.

The Outcome: Refusing status quo, we demanded big sweeping transformation and urged you to embrace the change.

Playbook Excerpt: *"We need everyone in Trace3 to become bilingual, with AI as your second language. Our entire world is about to change in the next five years. Get educated as soon as possible."*

2025

CALIBRATED TRAINING

(NEXT LEVEL)

The Vibe: Personal Challenge.

The Outcome: We embraced a thoughtful and targeted approach to achieving scale while fostering a culture of continuous improvement and measured performance.

Playbook Excerpt: *"Next Level is about how Trace3 intends to reshape the future, which means it's also about you. It's about how you are taking your role, your team, and Trace3 forward...To achieve Next Level, everyone at Trace3 must find a way to step up for our clients, for their business transformation, and for their value realization through technology."*

THE PLAN

We reached the **NEXT LEVEL**, now it's time to put this engine in **FULL THROTTLE**

The 2026 Strategy Comes to Life

The future is now.

The Autonomous Enterprise represents a generational shift.

Businesses become AI-native, agent-powered, and autonomous by design. This change goes far beyond simple automation. It rewrites how enterprises operate.

The vision stretches from digital systems into the physical world with agents, robotics, and other systems that respond, learn, and act. We spent years building strength, judgment, and a clear launch sequence.

Now we move into a higher orbit. But AI is not just for our clients, it's for us.

Full Throttle calls for smarter motion as we pursue operational excellence, leaning into enhanced business operations and data intelligence to gain greater altitude. This aspires to a future rife with AI capabilities, pricing intelligence, renewals automation, and revenue operations to become an organization best attuned and empowered for success.

Every initiative in this playbook aims to create an unfair advantage. We move faster, hit with more precision, and win larger outcomes than any contender in the market.

ENABLING THE AUTONOMOUS ENTERPRISE: THE FULL THROTTLE LINE

Introducing Autonomous Enterprise pillars:
Readiness, Platforms, Agents

The autonomous enterprise is the destination. Trace3 is the partner that guides organizations there.

Our approach consists of three portfolio pillars – a sequence that gives us a clear path to lead the most valuable shift in enterprise technology:

1. AI Readiness

- AI readiness acts as reconnaissance in the Full Throttle model. We enter first, study the environment, and expose gaps, culture limits, and process blocks. We then build the AI foundation that makes every subsequent phase possible.
- We do not push technology for its own sake. We set a strategy.

2. AI Platforms

- AI platforms build the programmable core of the client's environment. We avoid point solutions that teams rip and replace in each cycle.
- We design platforms that act as the central nervous system for the enterprise. These platforms connect data, identity, operations, and experience into one programmable core. Removing that core would require a full rewrite of operations.
- This creates deep stickiness. Projects grow into relationships that last for many years.

3. AI Agents

- AI Agents form the final acceleration phase.
- We shift from vendor to the engine of client advantage. AI Agents execute, reason, adapt, and act autonomously across systems. With skillful deployment, they do more than solve current problems. They raise client speed and intelligence to a level that stretches the competitive gap beyond easy recovery.

We build that gap together with our clients. And in 2026 we're ascending far beyond our previous reach, doubling 2025's AI revenue of $130M to $260M for 2026.

This approach reflects the foothold strategy we named in 2022 when we recognized data as the battleground. We no longer influence only where data resides. We operate where data thinks, moves, and creates value. That presence defines true dominance.

FOCUSED SOLUTION PLAYS: PERVASIVE POWER AND MATERIAL GROWTH

Six Focused Plays: Problem Spaces we will own

In the Full Throttle model, partners act as force multipliers. They extend our reach and raise our impact. With our Focused Solution Plays, we will go deep with a targeted group of high-growth, proven partners. These are partners that:

- Align with our autonomous enterprise vision and grant an edge we cannot replicate alone.
- Lead high-growth segments across the technology industry.
- Are proven channel forward, preferring to go to market with a partner like Trace3 versus direct.

We chose partners that already sit inside the enterprise and offer the leading platform modernization opportunities required to get enterprises ready for AI. These partners touch a large Total Addressable Market and hold strong positions in our target accounts.

By aligning with these platforms, we will move with speed and secure material growth in 2026 and beyond, using current platform momentum to drive future innovation.

Our journey toward enabling the autonomous enterprise for our clients starts with advisory and consulting. We lead with strategy. Partner platforms then serve as the fabric of the technology architecture that supports that strategy.

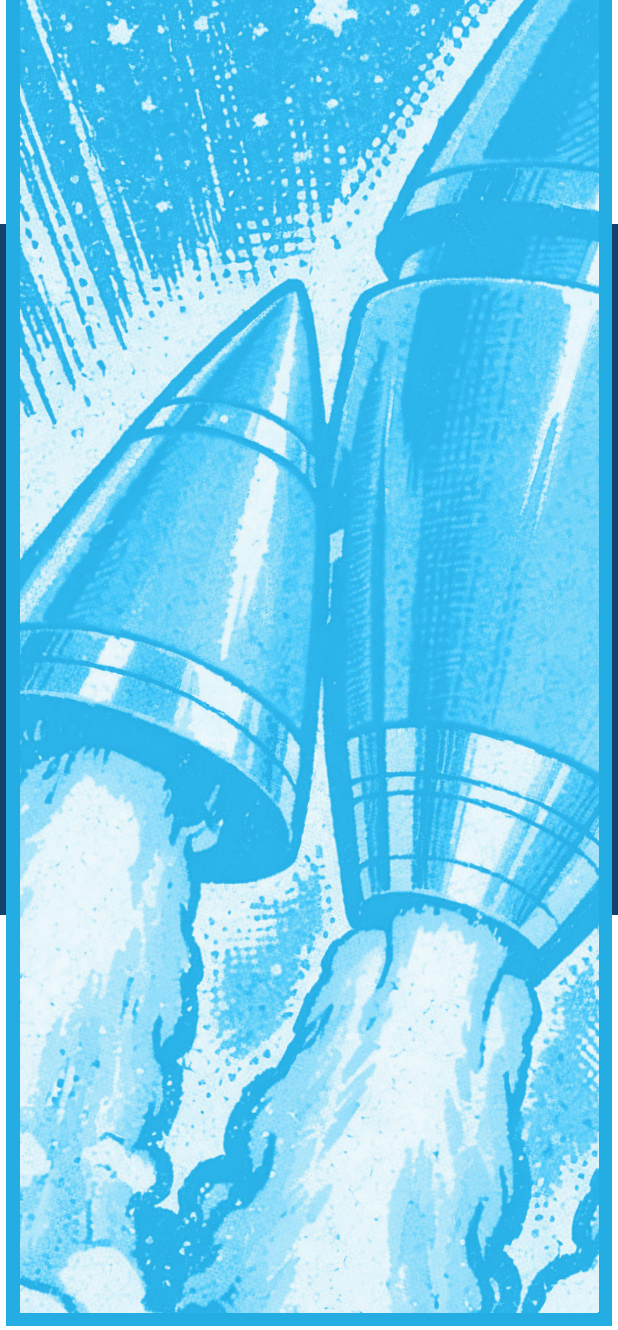
These long-term partners remain central to our business and support the AI-native future. We manage the complexity and their platforms supply scale and stability. These partners turn our architecture vision into reality. Our chosen partners below are aligned with the six major market plays:

1	RESILIENCE PLAY	RUBRIK
2	DATA SECURITY PLAY	CONCENTRIC
3	AI READY NETWORK PLAY	CISCO
4	AGENTIC AI PLAY	MICROSOFT
5	AI FACTORY PLAY	DELL
6	CUSTOMER EXPERIENCE PLAY (EVOLUTION OF CONTACT CENTER)	GENESYS

To illustrate the potential of each play, let's highlight one in detail.

1 RESILIENCE PLAY

As we move to capture the AI platform wave, we also build on our strength in resilience. Resilience has moved into the center of the security agenda, with industry projections showing the cybersecurity market heading toward $500B by 2030, with resilience as a faster growth segment. Recent data values cyber resilience at about $14.3B today, growing to about $38.5B by 2033, driven by demand for data protection, continuity, and risk management.



Clients are no longer asking if something will happen, but rather how quickly they can recover when it does.

Cloud, hybrid cloud, and M365 resilience now shape many client conversations. Most environments mix on-prem, multiple clouds, SaaS, and platforms such as Microsoft 365. Shared identity and data connect all of it.

This complexity often fails during an incident. Many teams assume that cloud or “managed” environments are automatically resilient. Clients learn through real pain that M365 data, identities, and configurations stay exposed, and that recovery paths remain unclear without real testing. Isolated Recovery Environments (IREs) and Resilient Recovery Assessments will sit at the center of our plan to reduce this risk and anxiety.

Identity resiliency now stands as a core pillar of resilience. Identity extends far beyond users and MFA to include machines, service accounts, cloud workloads, APIs, and AI agents. Attackers target this control plane most often. Modern breaches move through identity paths. The main question shifts from how to block access to how fast teams can restore trust, clean permissions, and rotate credentials after an incident.

As autonomous systems grow, AI agent resilience emerges as a new concern. Each agent adds identities, permissions, and failure modes that break in new ways.

Resilience opens several lanes of opportunity, with a single resilience conversation expanding into a broader set of initiatives:

- Hybrid and cloud infrastructure
- Governance, risk, and compliance
- Tighter security ties across identity, monitoring, and response

In many client environments, resilience becomes the front door to transformation. It helps clients link security, infrastructure, and operations into one strategy.

Rather than chasing every new idea or tool, our approach stays consistent with what's worked. We lead with outcomes and position resilience as a business enabler, not a narrow reaction. This is the convergence strategy we first talked about in 2023. It's just a lot more real now. It's operational, it's showing up in real client incidents, and it's becoming one of the strongest ways we can combine the offensive power of AI with the defensive reality of resilience as we head into FY26.

In FY26, our resilience objective is clear:

- Grow from roughly $59M in 2025 to $100M in total resilience related services and product, using resilience-led conversations as the entry point to broader transformation.
- Engage at least 50 enterprise clients at the C-level on cyber resilience, ransomware recovery, identity, and cloud, and build end-to-end strategies rather than point tools.
- Secure 20–30 net-new logos, entering early with the right stakeholders so resilience supports both expansion and new growth.

Now multiply that potential by six, accounting for each Focused Solution Play, and that's how much growth opportunity Trace3 has ahead if we join forces and go all in. Our goal for 2026 will be to grow Focused Solution Play GP by 25%.

The Q1 Mandate:

Victory via Expertise

What does "going all in" mean? We believe in victory through expertise. That belief stays firm. Resell alone cannot carry our goals. We need mastery. The expectation stays clear. **All sales and technical teams must pursue training and certification across select partners and finish this effort in early Q2 of 2026.** This sets us apart and drives our wins. So, get ready.

ANCHORING WITH DIGITAL CONSULTING: OUR PATH TO TRUE ENTERPRISE TRANSFORMATION

Cultivate, develop, and win large transformational programs

Digital Consulting's mission is to amplify our impact with our largest enterprise-level clients by synthesizing our best consulting, technical, architectural, and delivery capabilities to solve complex technology challenges.

Our purpose is to bring focus and dedicated energy to the top 100 accounts the GMs have prioritized through our Anchor Account framework. Our Digital Leads will partner continuously with these account teams to build momentum, trust, and strategy, not limited by the scope or horizon of a single engagement. Digital's directive is to cultivate, develop, and win large transformational programs with these clients that harness the strength of Trace3 from across our regions, BUs, Innovation, and catalog of proven capabilities.

To focus our efforts and empower our 2026 Go-to-Market, we are developing Digital Products aligned to five key technology challenge areas. These Digital Products will be composed of defined methodologies, reference architectures, solution partnerships, templates, accelerators, and delivery artifacts that will enable successful scalability, repeatability, and further establish our brand, solving enterprise-scale challenges:

Enterprise Digital Risk & Data Security:

In partnership with our Security, Data, and delivery teams, Digital Risk consulting will help clients navigate and reduce AI, cybersecurity, data, cloud, governance and compliance risk, improve program maturity, and break down silos enabling clients to protect their businesses, strengthen trust, and confidently advance their digital strategies in a rapidly evolving threat environment.

Cloud & AI Application Transformation:

Digital accelerates modernization by combining cloud-native engineering with proprietary AI accelerators to transform existing applications and deliver new, intelligent digital platforms.

AI-Powered Platform Engineering & Software Delivery:

Digital provides a structured program for enterprise enablement, governance, and measurable value tracking, helping engineering organizations adopt AI coding responsibly, integrate self-service models, and achieve enterprise scale.

Digital Resilience:

Digital strengthens enterprise resilience using the ISO product quality model, coupled with well-architected guidance and over 300 factors and points of inspection. In partnership with our regions, Security team, and financial analyst capability, we are integrating application reliability, cyber readiness, and risk management into a cohesive, measurable resilience program.

AI Strategy (Readiness, Use Cases, Operating Model):

Digital guides organizations through a proven AI adoption framework, from governance MVPs and use case discovery to operating model design and fast-tracked POCs, all working toward ensuring AI investments translate into meaningful business outcomes.

Our Digital consultants translate these offers into C-suite language: growth, efficiency, risk reduction, and competitive advantage. They then lead converged, multi-domain engagements that produce measurable business outcomes. By positioning Digital Consulting as the front door to these product lines, Trace3 wins larger, more strategic programs and builds durable relationships based on trust and relevance. As 2025 closed, 27 of Trace3's 100 foundational and investment clients were "Digitally Engaged" in at least one workstream. **In 2026, with regional target clients in view, we set a goal of 40 Digitally-Engaged clients.**

Through this model, Trace3 goes beyond technology delivery by shaping enterprise transformation agendas, guiding executive decision-making, and becoming a long-term partner in how our clients evolve and compete.

SCALING INNOVATION: FUELING OUR EDGE

Innovation:
It's time to go wide

Innovation has always differentiated our brand. Under Full Throttle, it becomes the rocket fuel we deploy at scale. Intelligence in one room has limited value if the rest of the company fails to use it. We need to turn each breakthrough into a win any team can deliver, with an innovation story every rep can share with confidence.

Here is the play. When we create a new approach in AI, data, or emerging tech, we don't keep it "in the lab" or in a region. We share it across every sales team and across our client base. Within weeks, that innovation becomes standard practice. **All sales teams can use the innovation pitch as a natural part of the conversation, not as a side motion.**

This innovation story reaches beyond emerging technology. It helps clients see what changes around them, where old methods stop scaling, and how technology teams can become true business differentiators.

This is already happening in accounts that embrace the innovation story. Those clients gain more champions, stronger executive ties, and earlier access to strategic decisions. This approach delivers measurable growth.

Heavy adoption of Trace3 Innovation Services correlates directly with growth: Trace3 top 10 sales teams who engaged with Innovation the most in 2024 grew their businesses by an average of 128% in 2025, and the top 30 client adopters of our innovation services increased spend by 88%.

When Trace3 Innovation enters the picture, clients pull us into all major decisions. This creates an innovation flywheel that accelerates over time. Each breakthrough sets up the next. Each success opens new doors. The relationship evolves into a state where sales feels supported, clients feel guided, and Trace3 continues to see around corners.

With our competitors still figuring out what's possible, we'll stay three steps ahead. To reach this moment, we will align an Innovation resource to each region. These leaders will strengthen established teams and jump-start regions where the innovation play has not yet fully taken root.

As our company's forward engine, we will grow emerging tech GP by 15%, from $83M to $95M, and expand our Innovation team's reach from 550 interactions to 700 in 2026. This year, we want every account team to tell the innovation story with conviction. That story should grow wallet share, reduce churn risk, and bring new logos into the Trace3 portfolio.

Full Throttle elevates innovation from an activity to an identity. We have proven our captured spend with clients who engage our Innovation team grows leaps and bounds faster than the rest.

We will expand this advantage across the organization, making innovation both a natural part of our language and an ever-present sales accelerant.

SERVICES-FIRST:
FINE TUNING THE ENGINE FOR SCALE

Services Optimization

Our services business is growing fast, and Full Throttle raises the bar for profitable and sustainable services growth. Services-first under Full Throttle focuses on scaling with intent across four key dimensions.

AI TOOLING AND SERVICE PACKAGING:

We introduce solutions that lift productivity and remove manual work so engineers can focus on high-value delivery. We use AI to improve resource scheduling and place the right talent on the right work at the right price. Service packaging and automation remove repeatable tasks and create room for scale. This shift frees our top talent to handle complex, high margin work that clients value most.

TIERED U.S. SUPPORT AND THE NEXT GENERATION OF TALENT:

We build the next generation of talent through a tiered U.S. support model. This model forms a Trace3 talent engine that places the right resources on the right challenges. Not every client issue needs a senior architect. Tiered support lowers delivery cost and protects service quality. This model improves resource use, raises margins, and lifts client satisfaction.

TRACE3 GLOBAL SUPPORT:

Trace3 Global Support gives us access to strong talent at competitive rates, under the Trace3 brand. Teams nearshore in Latin America and in locations such as India and the Philippines operate as part of our delivery organization. We build these teams intentionally, with clear governance, strict quality controls, and cultural alignment to ensure success. As these teams grow, they help us deliver exceptional quality at competitive blended service rates.

STRONGER COLLABORATION BETWEEN PRE-SALES, DELIVERY, AND INNOVATION

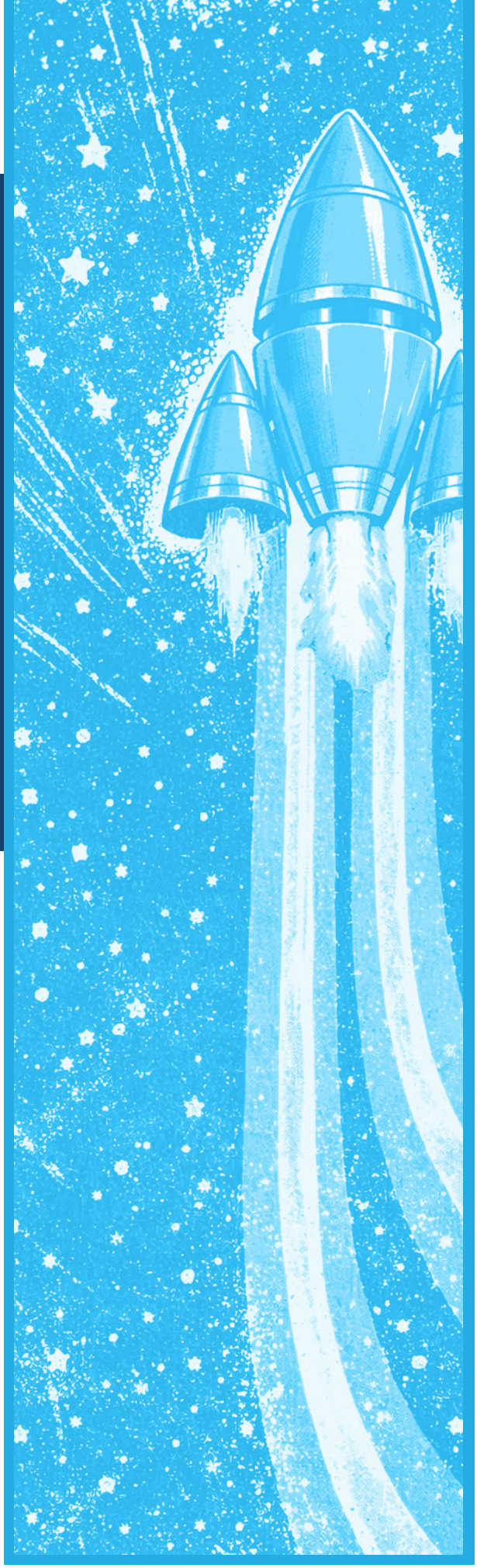
In 2026, we deepen the connection between the pre-sales team and delivery team. Smooth hand-offs and strong collaboration between those teams enhance the client experience. Services delivery will collaborate with the Innovation team consistently, so our services and delivery capabilities track with new technology shifts.

Trace3 holds a reputation for technical excellence.

That will never change.

Our demonstrated expertise will continue to fuel services market share gains. **For 2026, the Services goals include: growing annual recurring revenue to $25M, improving average Services margin from 35% to 37%, achieving 20% recognized GP growth for Services, and achieving a world class NPS score of 70 or better.**

Services-first in Full Throttle lets us scale without sacrificing quality or margins. We can take on larger, more complex engagements without overload and use Trace3 services as a core growth engine.



MERGERS & ACQUISITIONS: MARKET ACCELERATION

Strategic M&A

Sometimes the fastest route to new ground runs through acquisition.

M&A drives acceleration, fills capability gaps, and opens markets that organic growth reaches too late.

Under Full Throttle, we pursue acquisitions that strengthen our platform. Our criteria:

- Does the acquisition reinforce our position in AI, data, or emerging technology? In other words, does it add capabilities or expertise that require years to build?
- Does it open markets or client segments that match our strategic focus?

If the answers align and the prospect is culturally sound, we move. If they do not, we pass.

We have already proven this approach. Strategic acquisitions in data and analytics raised our position, expanded our skills, and sharpened our edge. In 2026, we apply the same discipline and search for deals that accelerate our growth plays and create advantages that competitors cannot copy.

This motion focuses on speed and leverage. When we gain talent, capacity, or market position through acquisition, we take that route. That is how we keep momentum. **As such, we'll continue to strive to complete two acquisitions every year.**

Operations as a super power

OPERATIONAL EXCELLENCE

In 2026, Trace3 enters a new climb toward operational excellence.

We look to a future that raises both potential and performance across the business. Each initiative listed below forms part of a longer flight path that will shape how we grow, how we run, and how we serve clients and partners.

AI stands at the center of this evolution. We will infuse AI into core business operations, so it reads signals, guides choices, and unlocks capacity across teams. Forecasting, planning, resource alignment, and delivery start to run on richer data and machine intelligence, then mature into a connected nervous system for the company. The aim is an environment where every teammate acts with stronger judgment and greater confidence.

Pricing intelligence becomes a second engine. We design systems that learn from markets, partners, and deals and then steer our pricing posture. Over time, teams gain clear structures, guardrails, and playbooks that protect margin and still advance relationships. Pricing grows into a source of advantage that funds innovation, talent, and investment in our clients.

Renewals automation gives our relationships more lift. We build triggers, workflows, and AI insight into the renewal cycle so risk, opportunity, and key lifecycle moments surface ahead of time. Account teams see where to engage and how to frame value in ways that keep Trace3 central to each client's future plans.

Revenue operations ties the entire system together. RevOps aligns data, tools, and process from first touch through delivery, renewal, and growth. As this fabric matures, pipeline, bookings, gross profit, and retention share a single, trusted view. Sales, Services, Finance, and Operations rally around the same signals, which sharpens execution and reveals the next right move.

Operational excellence under Full Throttle exists to free our people and elevate our outcomes. It clears noise so teammates focus on judgment, creativity, and client impact. It gives partners a Trace3 that runs with discipline and momentum. It gives clients a company that grows stronger each year in how we operate and in the results we deliver.

PEOPLE & EXPERTISE: THE PRIME ASSETS

Full Throttle only comes to fruition with our team's collective strength.

We bring deep expertise, shared standards, and a unified approach to every engagement. That coordination fuels growth, strengthens trust, and expands our presence in the market.

When 1,500 skilled, empowered teammates dominate a market with coordinated effort, the landscape changes, share of wallet grows, and partners thrive. And this year we are

You are the key.

Our 1,500 teammates are aligned on one mission: to lift clients, engage partners, and create such strong value and presence that Trace3 feels impossible to ignore and hard to replace.

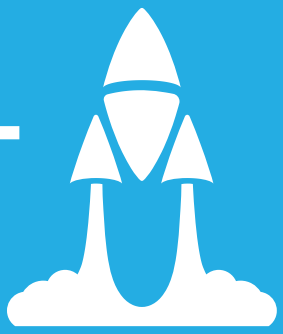
committing to hire sellers and sales development representatives for organic white space growth coverage.

We invested the time to build internal strength in our practices, platforms, and operations. Now we turn that strength outward with greater intent. Every innovation we operationalized, every partnership we deepened, every capability we refined now serves one purpose: make our clients and partners more successful than they ever thought possible.

Full Throttle now defines how we operate - building capable, confident leaders across Trace3. We equip our people with the tools and knowledge to lead the next decade while strengthening our **Leadership Quotient** and reinforcing our mission to lift and secure the careers and lives of teammates, clients, partners, and communities.

Our 2026 goal is clear: elevate talent by enabling and educating every seller and engineer on the Autonomous Enterprise, Focused Solution Plays, and to establish a Trace3 Leadership Certification as a company-wide standard.

FULL THROTTLE IN FULL EFFECT



Every element exists to give us an edge. We move faster, reach higher, and claim bigger wins in the market.

From 2022 to 2025, we mapped the terrain, built our strength, refused status quo, and challenged ourselves to rise. In 2026, we fully lean in, turning preparation into action, and capability into conquest.

We do this by returning to the trait that set us apart at the start: a relentless external focus that sends every ounce of our energy toward clients and partners.

THE TAKEAWAYS:

1. THE AUTONOMOUS ENTERPRISE

The Autonomous Enterprise is here, and we're the ones building it. Memorize and understand the three pillars and what each means in the AI journey.

2. FOCUSED SOLUTION PLAYS

Focused Solution Plays create our path to material growth. Partnerships function as force multipliers, not simple transactions. When we align around specific plays, we perform and grow. Every seller and pre-sales engineer must train and certify on these plays.

3. DIGITAL CONSULTING

Digital Consulting defines how we own the relationship. It creates anchor accounts that rely on Trace3 for strategy and execution. We must lead our large clients toward and through transformation.

4. INNOVATION

Innovation is not just a service, it's our identity. It will be embedded across our regions and verticals.

5. SERVICES-FIRST

Services-first means fine tuning the services engine and preparing for scale.

6. MERGERS & ACQUISITIONS

Mergers & Acquisitions give us growth velocity.

7. OPERATIONAL EXCELLENCE

Operational Excellence is how we empower growth with intelligence and automation.

With all this in place, we set an aggressive goal of achieving 15% Booked GP year-over-year growth in 2026. Confidence is high, motivation is strong, and our flag is now planted.

None of this works without our people. The plan sets direction. The talent creates lift. When clear strategy meets 1500 empowered teammates who focus on clients, care about partners, and are externally focused, we all win.

THE RACE IS ON. ENTER BOLDLY. EXECUTE PRECISELY. SEIZE NEW GROUND.

IT'S TIME TO SHIFT GEARS AND **GO FULL THROTTLE.**