



# The Accelerator of the Project Economy

FY 2023 Results

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*This presentation may contain forward-looking statements with respect to Planisware SA's (the "Company") financial condition, results, business, strategy, plans and outlook. Forward-looking statements are generally identified by the use of the words "expect", "anticipate", "believe", "intend", "estimate", "plan" and similar expressions. By their very nature, these forward-looking statements inherently depend on assumptions, project considerations, objectives and expectations linked to future events, transactions, products and services. Although the Company believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of its future performance.*

*No guarantee can be given that such objectives will be realized; they are subject to inherent risks and uncertainties and are based on assumptions relating to the Company, its subsidiaries and associates and the business development thereof; trends in the sector; future acquisitions and investments; macroeconomic conditions and conditions in the group's principal local markets; competition and regulation. Actual results may differ significantly from those anticipated or implied by the forward-looking statements as a result of a number of known and unknown risks, uncertainties and other factors, many of which are difficult to predict and are generally beyond the Company's control, including but not limited to the risks described in the "Risk Factors" section of the Company's Registration Document as supplemented, being available on the Company's website ([www.planisware.com](http://www.planisware.com)).*

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*The financial information presented in this document relating to the fiscal period ended December 31, 2023, has been drawn up in compliance with IFRS standards, as adopted in the European Union.*

*Preparation of the financial information requires the management to make estimates and assumptions in certain areas regarding uncertain future events. These estimates are based on the judgment of the individuals preparing this financial information and the information available at the date of the balance sheet. Actual future results may differ from these estimates.*

*The consolidated statement of financial position, consolidated statement of profit or loss and consolidated statement of cash flow of Planisware as at December 31, 2023 have been prepared under the responsibility of the Board of Directors on March 10, 2024 for the purposes of this presentation.*

*The Group's consolidated financial statements of Planisware as at December 31, 2023 will be approved at a later date by the Board of Directors and the consolidated financial statements of Planisware as at December 31, 2023 are currently being audited,*

*Some information presented in this press release is not included in the consolidated financial statements and thus not audited by the statutory auditors, including in particular Net Retention Rate, churn rate, and the breakdown of total revenue by pillar.*

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# Today's presenters



**Pierre Demonsant**

*Co-founder &  
Chairman*

## *Experience*

- **Co-founded Planisware** in 1996
- Previous experience at **Thales**



**Loïc Sautour**

*CEO*

## *Experience*

- Joined **Planisware** in 1997
- **Launched US operations** in 1999
- Previous experience at **Safran**



**Stéphanie Pardo**

*CFO*

## *Experience*

- Joined **Planisware** in 2022
- **24+ years** of experience
- Previous CFO roles at **Meetic, Webedia, Shift Technology**



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## **Delivering on our growth story**

2023: operational excellence

Robust financial performance

Outlook and conclusion

Appendix

# Planisware consistently delivering sustainable profitable growth in 2023

## Fiscal Year 2023

Total revenue

€156m

**+20.3%**  
YoY growth in  
constant currency

Adj. EBITDA<sup>(1)</sup>

€52m

**+26.1%**  
YoY growth

Profit for the  
period

€42m

**+32.6%**  
YoY growth

Adj. FCF<sup>(2)</sup>

€44m

**84.0%**  
Cash conversion

Source: Company.

Notes: (1) Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation, minus non-recurring items and non-operating items.

(2) Adjusted Free Cash Flow conversion as a percentage of Adjusted EBITDA.

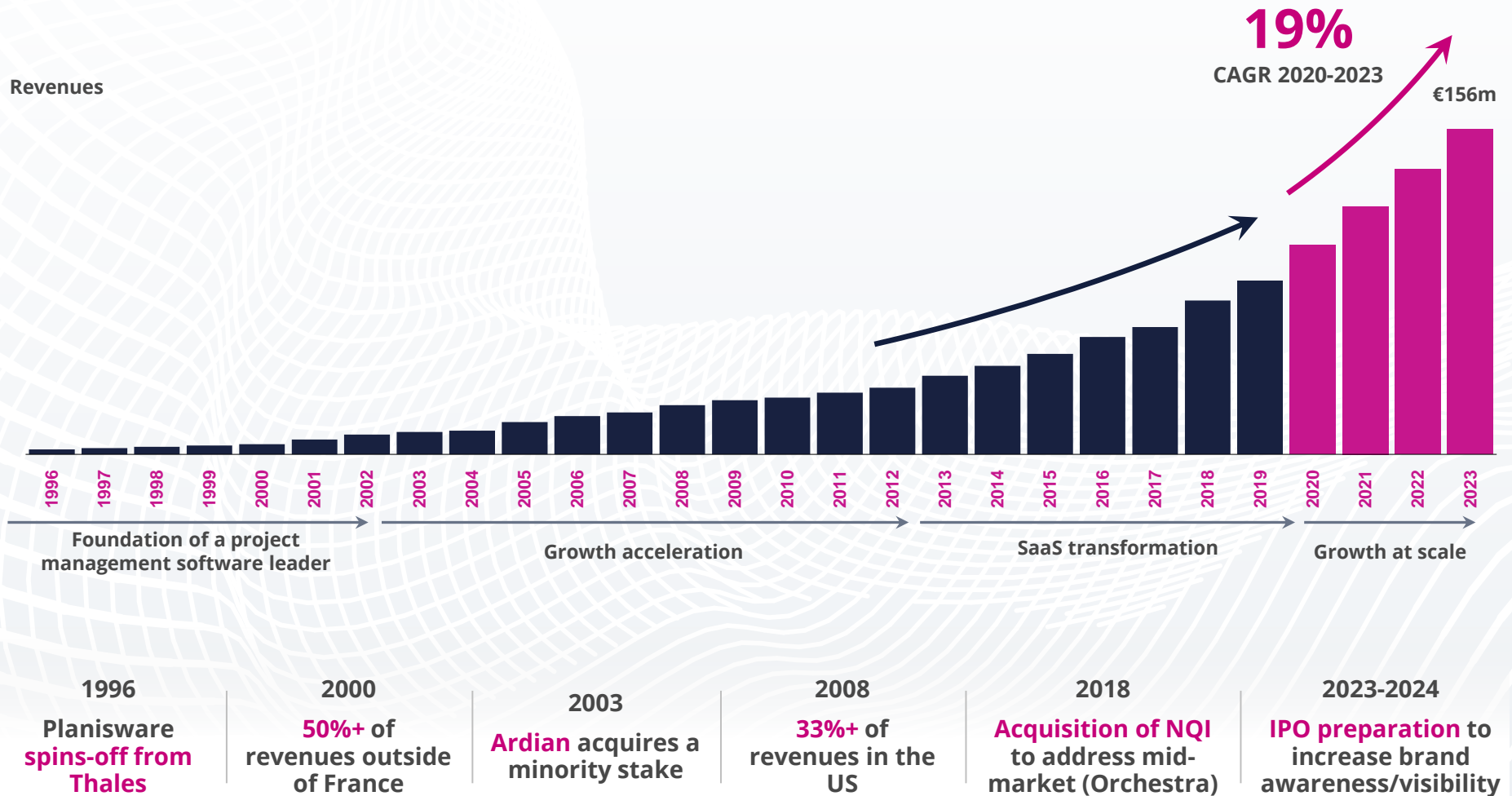
# Planisware exceeded its 2023 objectives across topline growth and adjusted EBITDA margins

	2023 objectives	vs.	2023 results	
<b>Total revenue</b>	c. 19.5% Growth constant currency	▶▶	<b>20.3%</b> YoY growth constant currency	Strong continued momentum of winning <b>new logos and expanding reach into existing clients</b>
<b>Recurring revenue</b>	c. 84% Recurring revenue	▶▶	<b>86.1%</b> Recurring revenue	Enhanced revenue visibility driven by continued <b>SaaS acceleration</b>
<b>Adjusted EBITDA<sup>(1)</sup></b>	<b>31%+</b> of total revenue	▶▶	<b>33.4%</b> of total revenue	Profitability outperformance driven by <b>revenue mix effect</b> and <b>disciplined cost approach</b>
<b>Adjusted Free Cash Flow<sup>(2)</sup></b>	<b>&gt;90%</b> Cash conversion	▶▶	<b>84.0%</b> Cash conversion	<b>Clear focus on reaching steady state</b> adjusted Free Cash Flow conversion

Source: Company.

Notes: (1) Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation, minus non-recurring items and non-operating items. (2) Adjusted Free Cash Flow conversion as a percentage of Adjusted EBITDA.

# Planisware's history of consistent and sustainable growth



Source: Company.

# The Project Economy is the growth engine of our time

## Mega trends

are fuelling the  
“**projectification**”  
of the global  
economy

**\$48tn**

Invested every year in  
projects globally

**200-250m FTEs**

In North America and Europe  
working on **project-based work**

**Digitalization**



**Automation & Productivity**



**Energy Transition**



**Innovation**



Sources: Company, Harvard Business Review, Antonio Nieto-Rodriguez (2021).



# The problem: only 35% of projects succeed

Organizations are **wasting** enormous amounts of



Poor Resource Visibility



No Planning Support



Multiple Sources of Truth



Missed Deadlines



Poor Strategic Alignment



Missed Opportunities



Cost Overruns



Lack of Analytics



Inadequate Prioritization



Lack of Shared Vision



Time



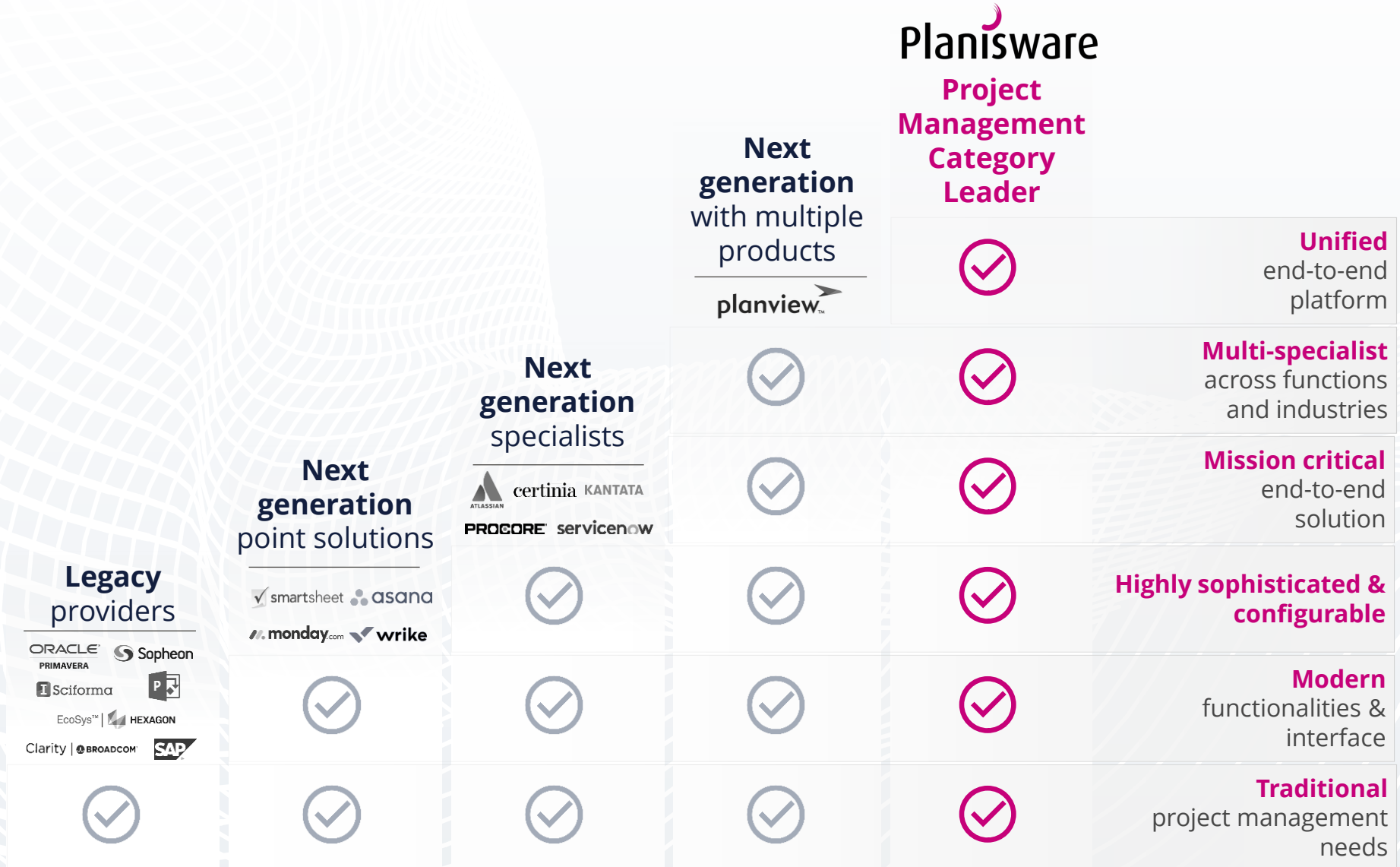
Money



Opportunity

Sources: Company, Harvard Business Review, Antonio Nieto-Rodriguez (2021).

# Planisware is the Project Economy accelerator



Sources: Company, Market reports.

# Global category leader accelerating the Project Economy



Source: Company.



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# Business model in action: we land, we expand, we retain

545

## Blue Chip Global Customers



+49 customers in 2023 crystallizing position as a **trusted partner for organizations of all sizes**

121%

## NRR<sup>(1)</sup>



Testimony of the **virtuousness of land, expand and retain strategy**

1.8%

## Churn Rate



In line with objective of maintaining a level of **churn rate below 2% going forward**

## Selection of latest notable commercial wins

### PD&I

**KÄRCHER**

**BIONTECH**

US medical device company

Dutch agri-food company

### PC&E

Australian utility company for water supply and management

Key US pipeline operator for fuel supply

### A&IT

One of the largest US multinational consumer goods corporation

**NATS**

**Hydro Québec** **dm**

Middle-East multinational telecommunication company

### PBA

Leading US provider of pharmaceutical support services

**KYOWA KIRIN**

Global clinical development organization

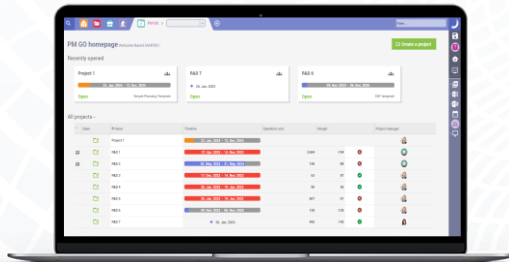
Source: Company.

Note: (1) Net Retention Rate (NRR) is the percentage of recurring revenue generated in a given year compared to the prior year by customers existing in the prior year, excluding terminated contracts.

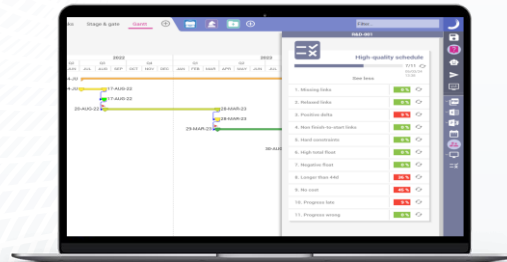
# Exciting new feature releases and enhancements

## Selected upgrades & enhancements

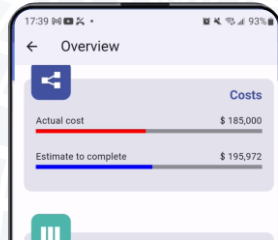
### PM GO



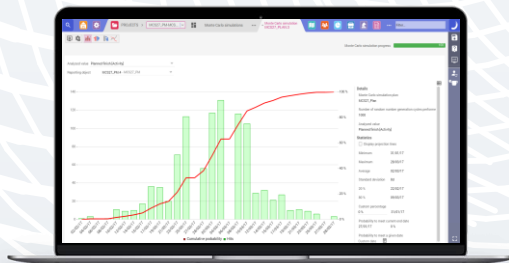
### Data Quality Audit



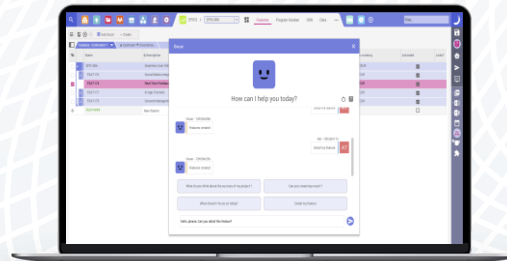
### Planisware Mobile App (iOS & Android)



### Monte Carlo Overhaul



### Augmented Data Entry

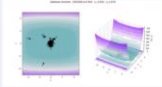


### Particle Swarm Portfolio Optimization

**Portfolio Optimization with Swarm Intelligence**

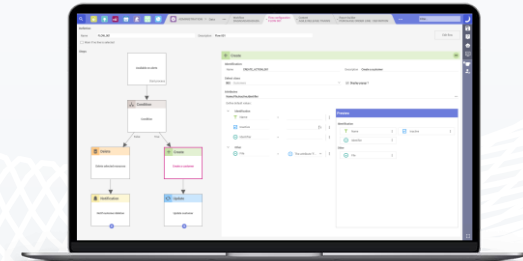
What are the key benefits?

- Resource Efficiency:** By intelligently balancing resources, our AI-driven PSO ensures that every project is scheduled at the perfect time to prevent resource bottlenecks.
- Faster Decision-Making:** Thanks to its computational method, PSO significantly accelerates the optimization process compared to conventional methods.
- Scalability:** Whether you're managing a small or large portfolio, our AI-driven PSO scales to meet your needs. Our algorithm delivers consistent, reliable results across any portfolio data.
- Transparency and Control:** While our AI-driven PSO operates with unparalleled speed and efficiency, it doesn't sacrifice transparency or control. Portfolio managers have full visibility into the optimization process, empowering them to make informed decisions with confidence.



## Upcoming new release

### RPA (Robot Process Automation)

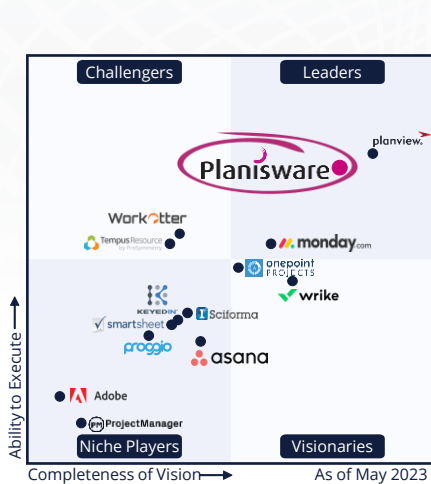


### RAG (Retrieval Augmented Generation)

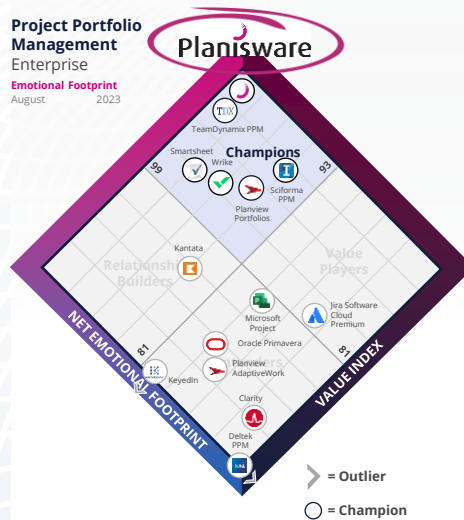
Retrieval-augmented generation (RAG) to enhance the **accuracy** and **reliability** of **generative AI models** with facts fetched from external sources (especially the Planisware documentation)

Source: Company.

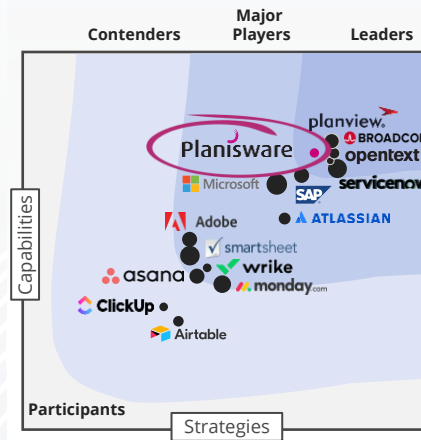
# Industry recognition: leadership confirmed



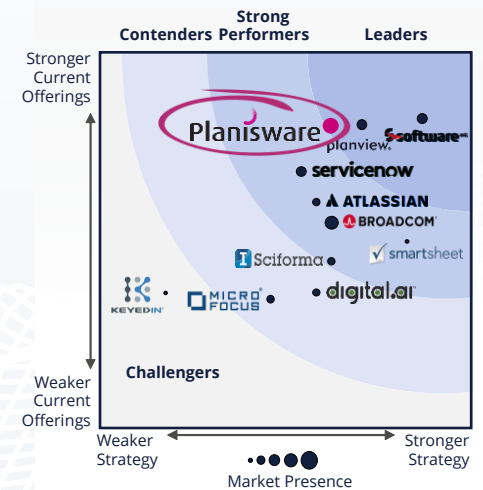
Gartner Magic Quadrant for Adaptive Project Management and Reporting (September 2023)



Project Portfolio Management Enterprise Emotional Footprint (August 2023)



IDC MarketScape Worldwide Strategic Portfolio Management and IT Project and Portfolio Management (December 2023)



The Forrester Wave™: Strategic Portfolio Management Tools (Q1 2022)



Sole "customers' choice" in Gartner's Voice of the Customer for Strategic Portfolio Management

Confirmed as a PPM leader in the PPM sector in the latest Info Tech Research

Positioned in the **Leaders** category in the 2023-2024 IDC MarketScape for worldwide strategic portfolio management and IT PPM

Recognized as a **leader** by Forrester in The Forrester Wave™: **Strategic Portfolio Management Tools**

Sources: Gartner, Forrester, IDC, Infotech.



# Continuous momentum across all geographies

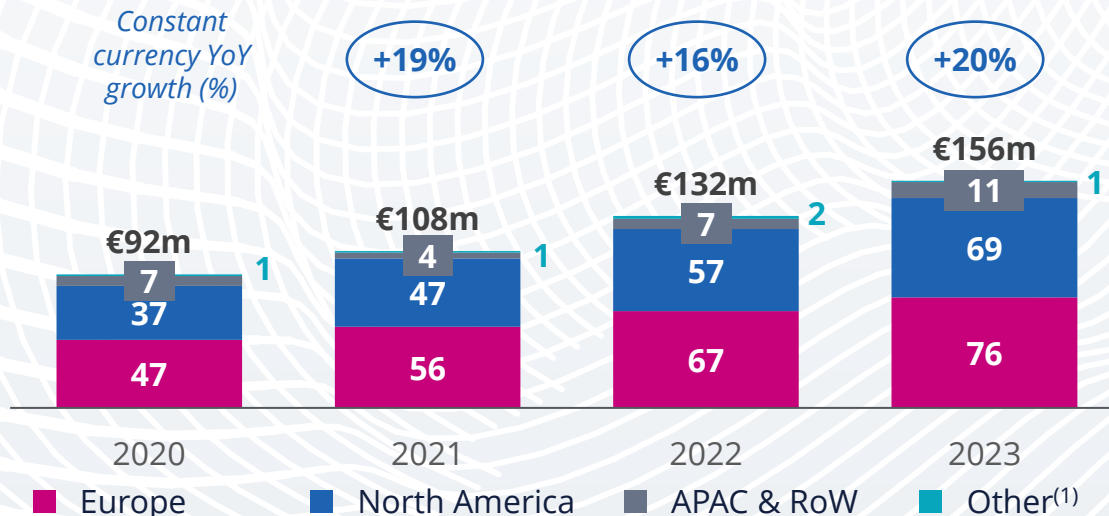
## North America leading the way

- In **Europe**, growth driven by strong dynamics in **Germany**, in an overall softer **economic environment**
- **NAM** has seen significant **cross-selling and up-selling, new customers win**, and a stronger penetration of the **mid-market**
- **APAC & rest of the world** performance primarily linked to strong **commercial momentum** in **Japan, Singapore and the Middle-East**, and the consolidation of **IFTP KK and Planisware MIS**

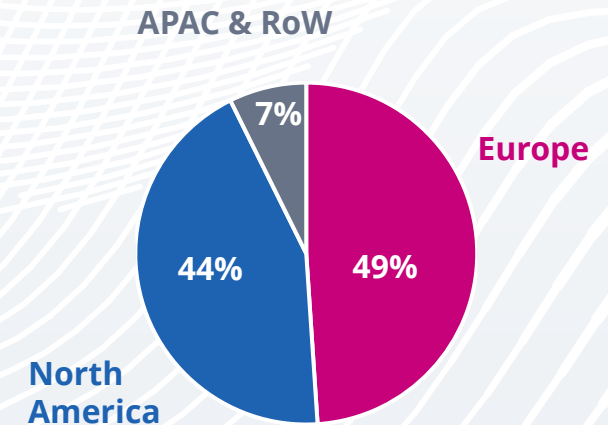
## 2023 growth

	Variation YoY	Variation at cc <sup>(2)</sup>
Europe	+14.3%	+14.5%
North America	+19.9%	+23.0%
APAC & RoW	+63.1%	+71.5%

## Evolution of revenue by geography



## 2023 revenue breakdown



Source: Company.

Note: (1) Other revenue primarily consist of revenue charged to associates. (2) Revenue evolution at constant currency exchange rate.



# Balanced growth across pillars

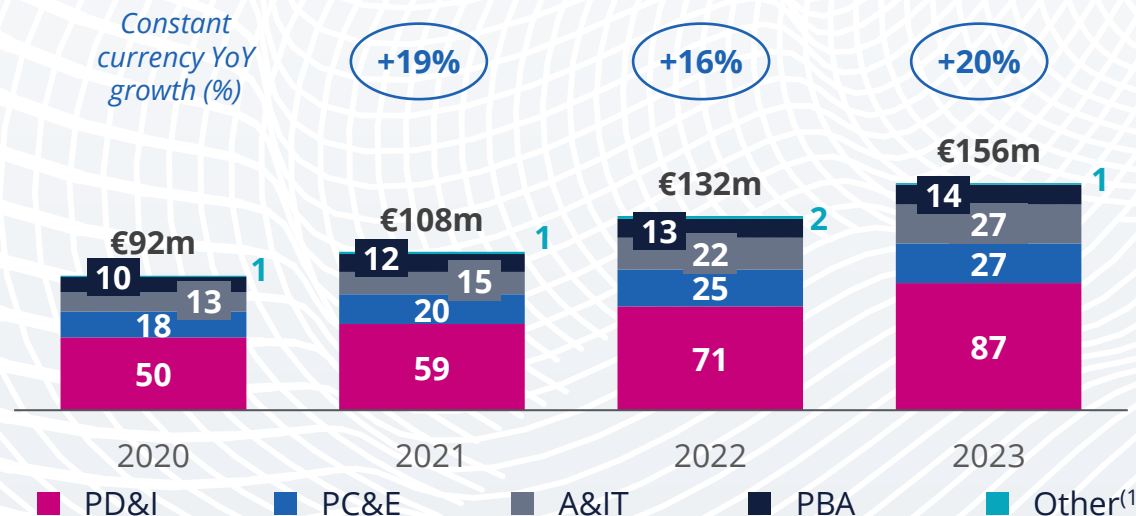
## Firing on all cylinders

- **Sweet spot PD&I** driving group growth with both **new customer wins** and the **expansion of offerings to existing customers**
- **PC&E** supported by the **successful roll-out of offerings in North America**
- Continued momentum in the **A&IT** pillar with a **dynamic growth** fuelled by **continuous need of organizations to accelerate their digital transformation**
- Healthy growth for **PBA**, Planisware's latest pillar which is continuously ramping up thanks to **new customer wins** and **cross-selling**

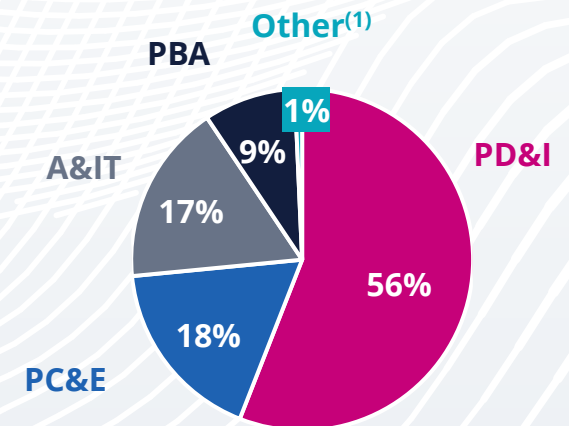
## 2023 growth

	Variation YoY	Variation at cc <sup>(2)</sup>
PD&I	+23.0%	+25.3%
PC&E	+11.1%	+12.2%
A&IT	+24.0%	+24.8%
PBA	+6.5%	+9.6%

## Evolution of revenue by pillars



## 2023 revenue breakdown



Source: Company.

Note: (1) Other revenue primarily consist of revenue charged to associates. (2) Revenue evolution at constant currency exchange rate.

# Further progress on Corporate Social Responsibility

Set up of a dedicated **CSR governance structure**:

- 1 |
  - Creation of the Chief ESG Officer role
  - Board Strategic and ESG Committee
  - Core Executive Board to oversee CSR policies and action plans implementation
- 2 | Implementation of a **risk-based approach** and **dedicated policies, action plans, internal control mechanisms** to take preventive action supported at all levels of the company
- 3 | Upgraded in August 2023 to **Ecovadis Silver**, positioning Planisware in the top 2% of companies rated in the Software publishing industry



## Environment

Enabling Sustainability

**2nd carbon footprint assessment** (GHG Protocol for scopes 1, 2 and 3) revealing **-6% emission per employee**

**SBTi certification and CDP score planned in 2024**

## Social

Ensuring Rights & Equity

**Certified** for the second year in a row in 2023 as a **Great Place to Work®** across all Planisware's offices

**Trust Index© Employee Survey**  
**Positive overall perception for 85% of Planiswarians**



## Governance

Protecting Transparency & Integrity

**Separation** of the offices of **Chairman of the Board of Directors** and **Chief Executive Officer**

Planned appointment\* of three **independent and female directors**

Incoming publication of first **Extra Financial Performance Statements** to detail Planisware's CSR strategy strengthening

Notes: subject to the effective the listing of the Company's shares on a regulated market



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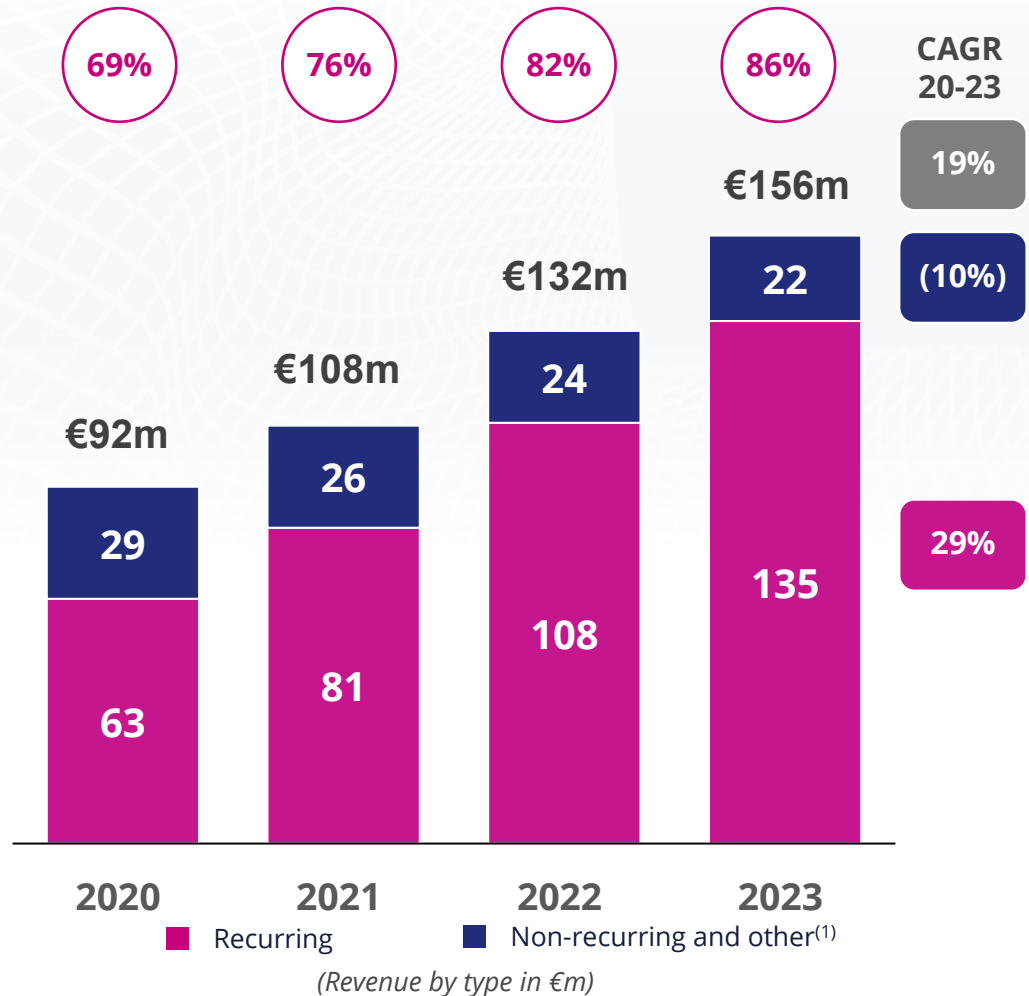
 **Robust financial performance**

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# Robust total revenue growth in 2023, supported by recurring revenue acceleration

Recurring revenue as % of total revenue



**18% total revenue growth YoY (i.e. 20% in constant currency), and 19% CAGR since 2020**

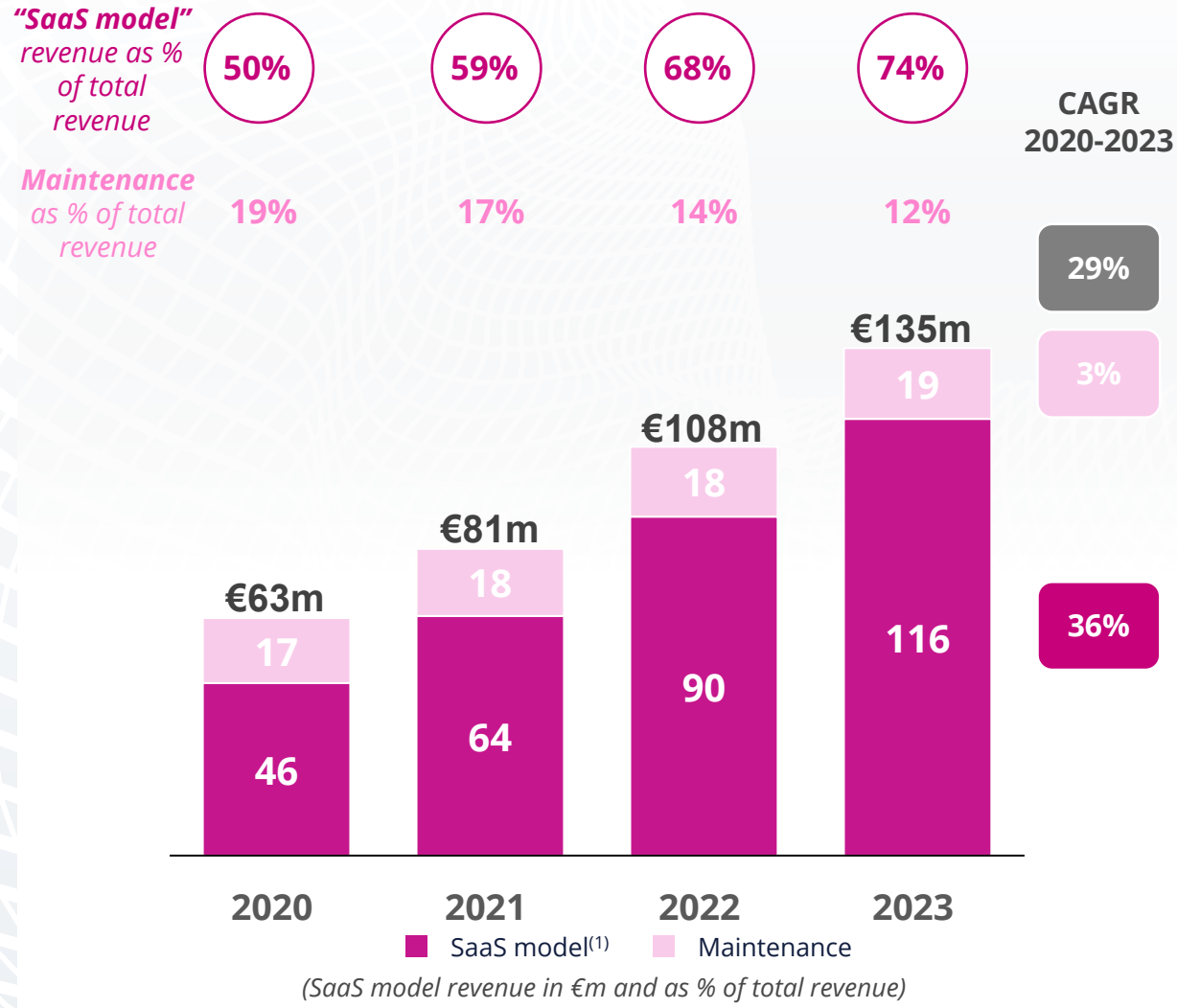
Driven by **recurring revenue growth (+24% YoY)**

**Increased share of recurring revenue thanks to transition to SaaS**

Source: Company.

Note: (1) Other revenue primarily consists of revenue charged to associates.

# “SaaS model” revenues continued to drive recurring revenue growth in 2023



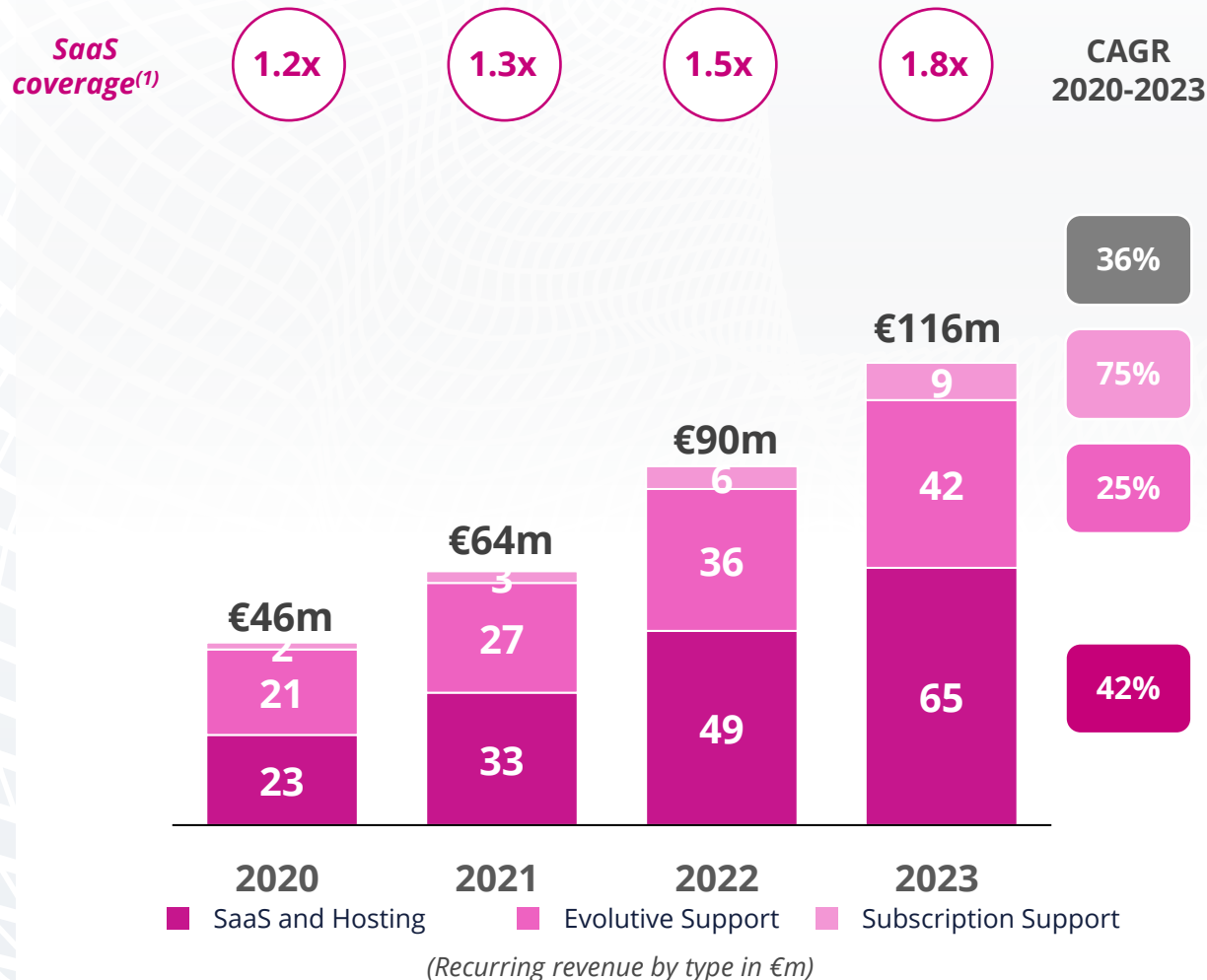
**29% YoY growth of “SaaS model” revenue, and 36% CAGR since 2020**

Contribution of “SaaS model” revenue lines **significantly** expanded to **74% of revenue** in 2023, vs. 50% in 2020

Source: Company.

Note: (1) SaaS model revenue defined as SaaS & Hosting, Evolutive Support and Subscription Support revenue.

# Increasing predominance of SaaS and Hosting revenue



**33% YoY growth of SaaS & Hosting revenue** driven by both new clients and expansion of existing client base

Sustained **Subscription Support acceleration (+64% YoY)** as mature clients add-on premium services

Evolutive Support (**+18% YoY**) continued **key driver of increased SaaS spending**

Source: Company.

Note: (1) SaaS coverage defined as revenue from SaaS and Hosting plus revenue from Subscription Support, divided by revenue from Evolutive Support.

# Decreasing non-recurring revenue reflecting focus on SaaS / recurring business model

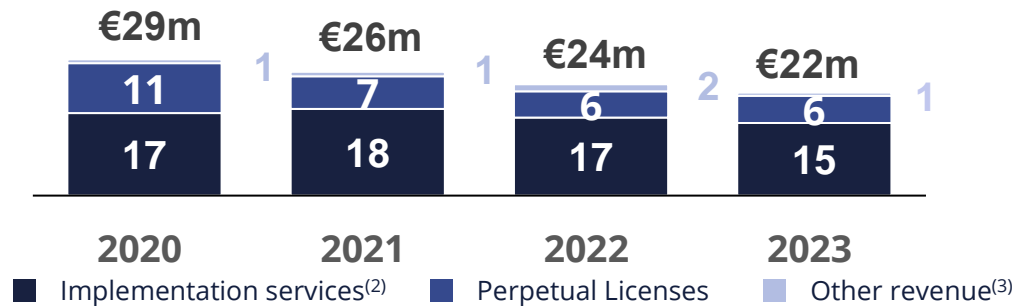
Non-recurring<sup>(1)</sup> revenue as % of total revenue

31%

24%

18%

14%



(Non-recurring revenue in €m)

**Confirmed downtrend of non-recurring revenues** as clients shift to SaaS model

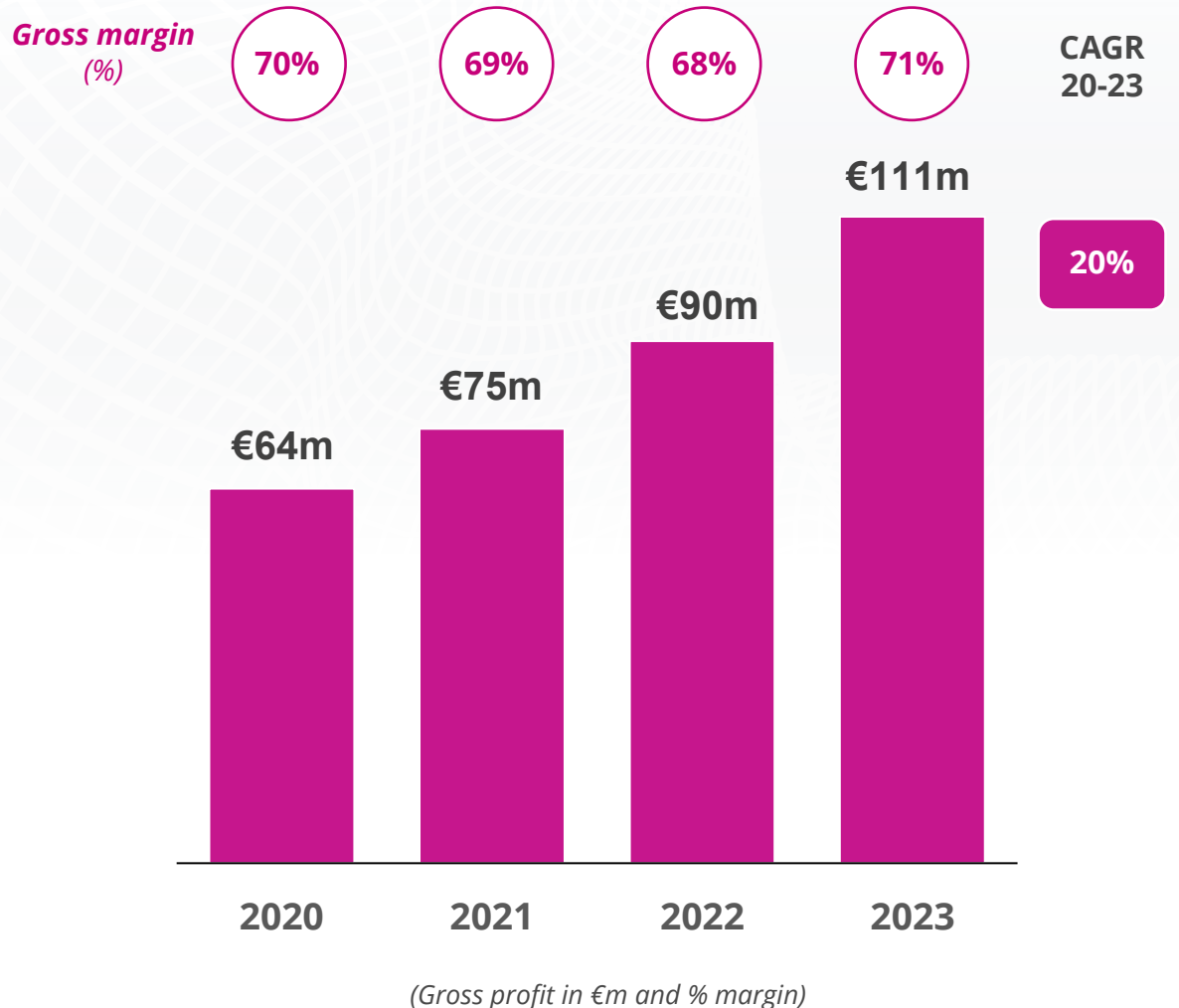
Higher than expected level of **Perpetual Licenses** sales (+3%) in **FY 2023**

**As expected, decreasing Implementation Services revenue** as we focus on more streamlined and efficient implementation

Source: Company.

Notes: (1) Non-recurring revenue and other revenue. (2) Defined as implementation services and other non-recurrent services. (3) Other revenue mainly comprises revenue from invoices to associate companies.

# Gross margin improvement



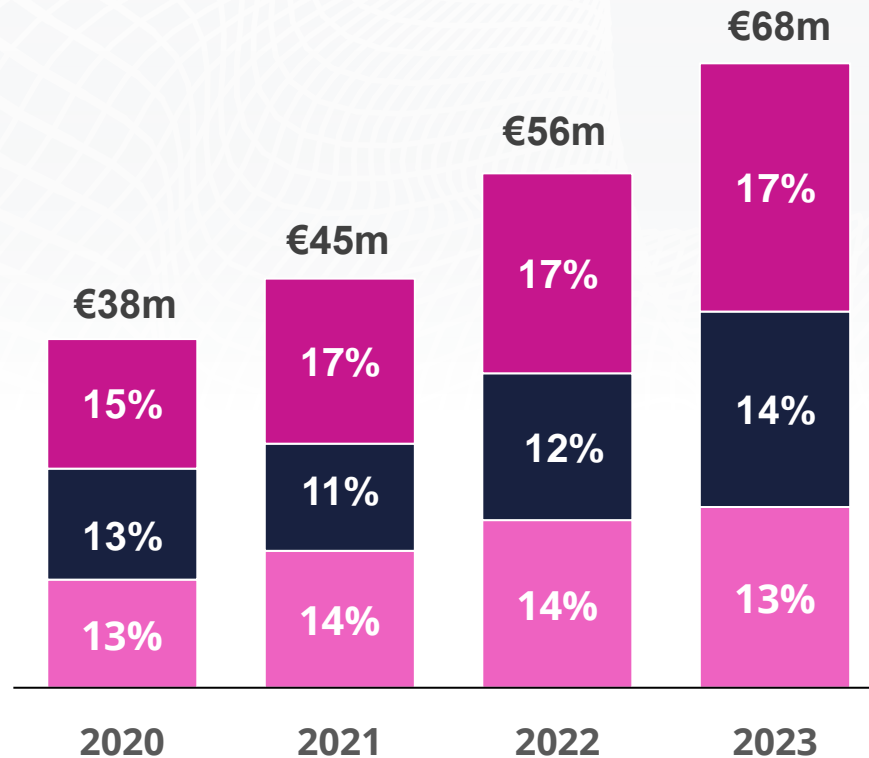
**Gross margin increased to 71%** in 2023, marking ongoing implementation of contract **inflation indexation** and **back to historical level pre-talent war**

Continued **disciplined approach to expenses**

Source: Company.



# Focus on operating expenses



■ Research & Development   
 ■ General & Administration   
 ■ Sales & Marketing

*(Operating expenses as % of total revenue)*

Source: Company

Note: (1) IFRS D&A including Right of Use assets.

**R&D expenses at €20m**, reflecting our ambitions for continuous product development and leadership

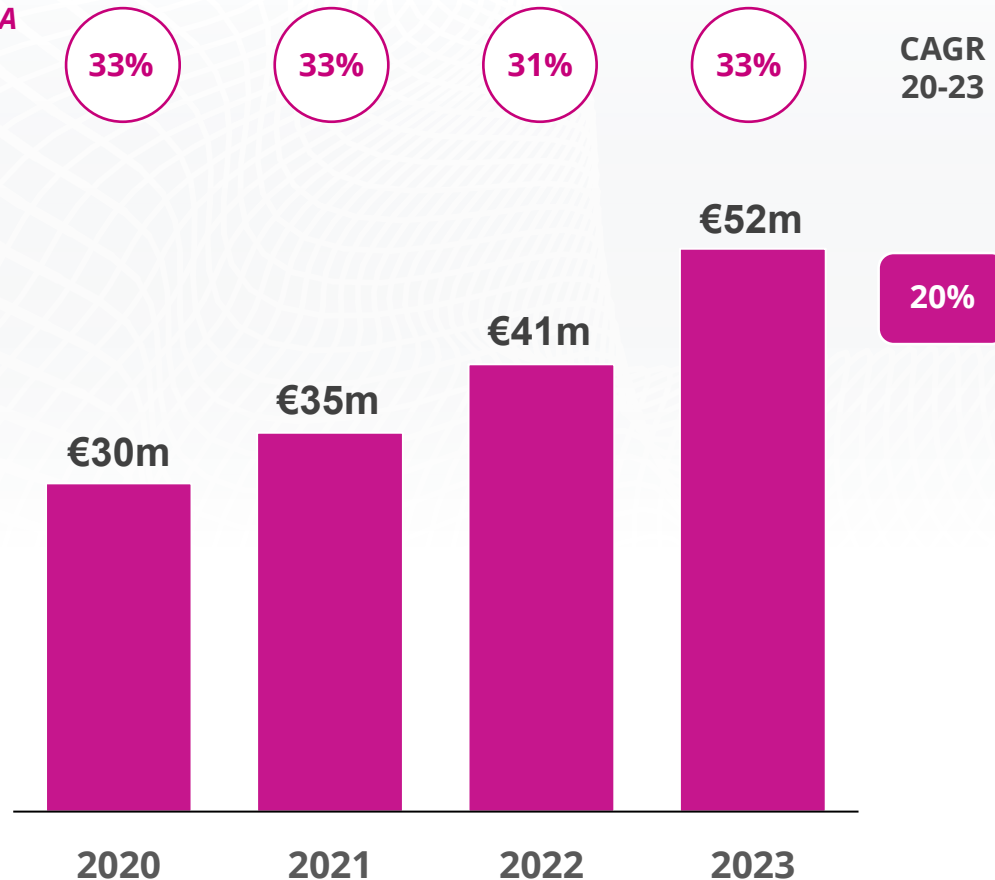
**Continued investment in Sales & Marketing** as we continue enforce our commercial platform

**Increase of General & Administration expenses** reflecting build-out of global functions to support business growth

**OPEX include €4.0m of D&A in 2023<sup>(1)</sup>**

# Confirmed adjusted EBITDA margin expansion

Adj. EBITDA  
margin  
(%)



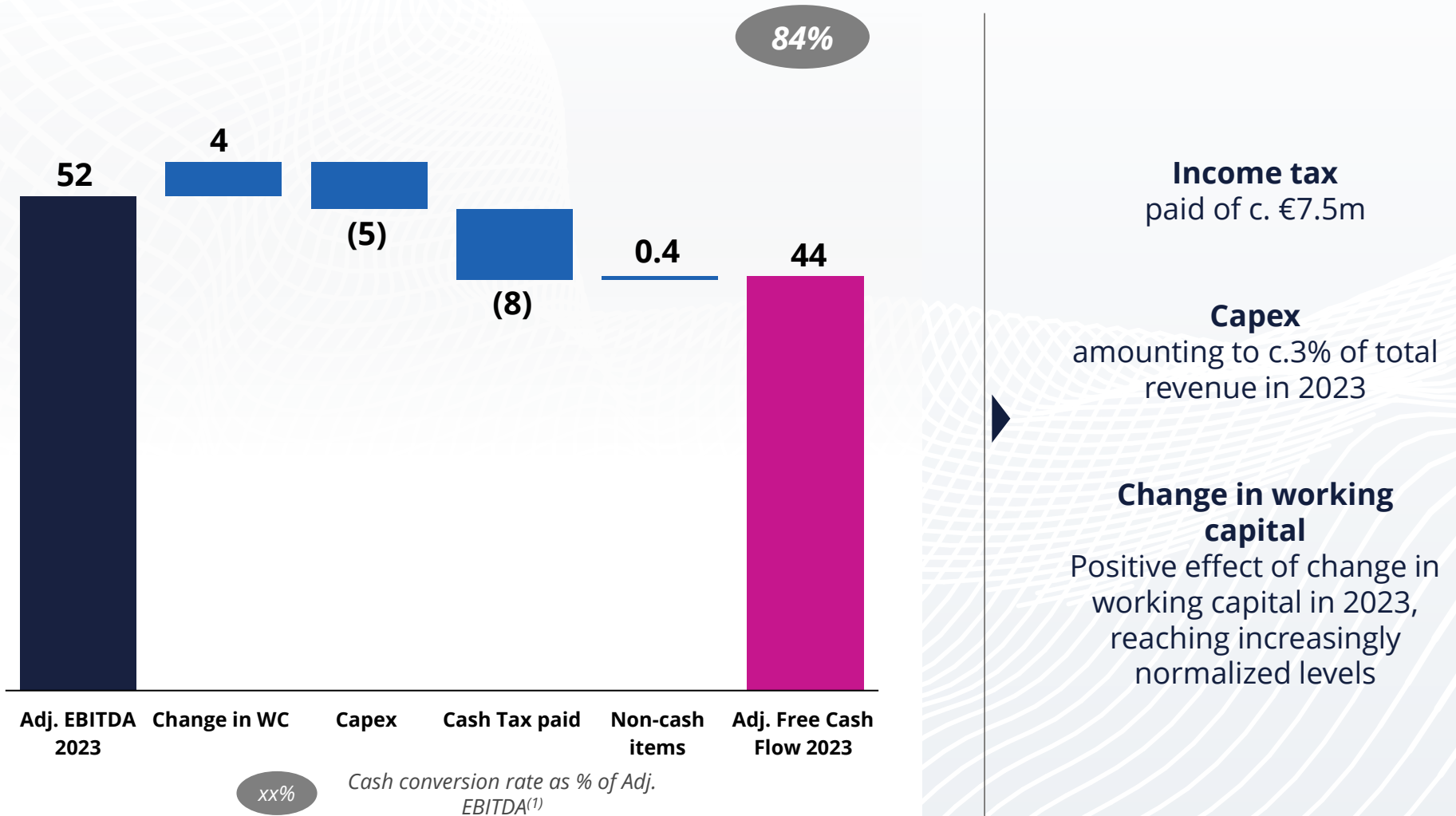
2023 adjusted EBITDA margin growing to 33%, reflecting our consistently high profitability ambitions and controlled cost base

(Adjusted EBITDA<sup>(1)</sup> in €m and % margin)

Source: Company.

Note: (1) Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation, minus non-recurring items and non-operating items.

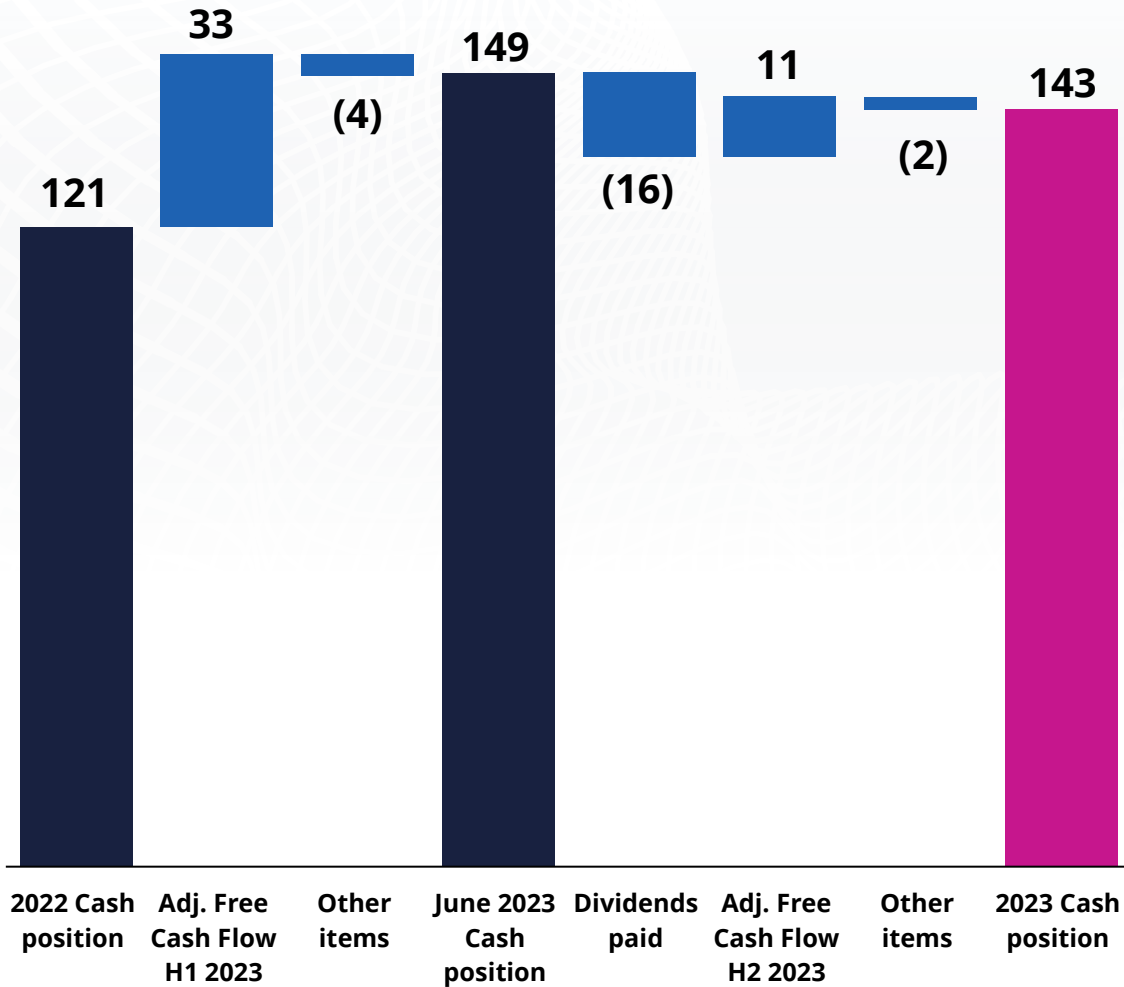
# Bridge to 2023 adjusted Free Cash Flow



Source: Company.

Note: (1) Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation, minus non-recurring items and non-operating items.

# Net cash Bridge



There was c.€0.4m financial debt at the end of 2022

The Group no longer has any financial debt, except for lease liabilities

Source: Company.



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# 2024 objectives confirmed and 2026 ambition reiterated

	FY2024	Mid-term (2026 ambition)	Commentary
Topline Growth	c. 19.5% (YoY constant currency)	20%+ (YoY constant currency)	<ul style="list-style-type: none"> <li><b>Mid-term guidance reaffirmed:</b> FY2026 business mix reflecting further acceleration of “SaaS” revenue, with expansion enabled by “Evolutive Support”</li> </ul>
Recurring Revenue	-	<p>&gt;25% SaaS revenue CAGR</p> <p>Close to 90% Recurring Revenue</p>	
Adj. EBITDA <sup>(1)</sup> Margin	33% of total revenue	c. 35% of total revenue	<ul style="list-style-type: none"> <li><b>Mid-term guidance reaffirmed:</b> Margin improvements driven by increased contribution of “SaaS”, “Evolutive” and “Subscription Support”, in addition to further operational efficiencies and lower cost of new governance structure, more than compensating the mechanical reduction of “Perpetual Licences” and “Maintenance”</li> <li>Company is committed to investing in future further growth</li> </ul>
Adj. Free Cash Flow <sup>(2)</sup>		c. 80% Normative Adj. FCF starting FY2024 onwards	<ul style="list-style-type: none"> <li>Normative Adjusted Free Cash Flow expected in FY2024 onwards</li> </ul>
Tax Rate	20% corporate tax rate to be assumed <sup>(3)</sup>		
Dividend Policy	40% of Profit for the period allowing for optionality		

Source: Company.

Notes: (1) Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation, minus non-recurring items and non-operating items. (2) Adjusted Free Cash Flow conversion as a percentage of Adjusted EBITDA. (3) Subject to stable fiscal policy.

# Solid foundation for the next phase of growth



## Global Category Leader SaaS Platform

**Multi-specialist and mission critical solutions**

**Future-proof, scalable and next gen tech stack**

**Global and sticky blue-chip clients**

## Accelerator of the Project Economy

**Megatrends fueling a double-digit-growing market**

**Large and underpenetrated TAM**

**4 specialized pillars addressing all industry verticals**

## Unrivaled Financial Profile

**Highly recurring business model**

**Profitable growth consistently delivered**

**Proven "Land-Expand-Retain" Strategy**

## Visionary Leadership

**Impeccable track-record of execution**

**Clear roadmap with multiple value-creation levers**

**Here to stay**

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# Q&A





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# Profit & loss statement

(€m - FYE 31/12)	2023	2022	YoY
<b>Total Revenue</b>	<b>156.4</b>	<b>132.1</b>	<b>+18.4%</b>
<b>Cost of sales</b>	<b>(45.1)</b>	<b>(42.3)</b>	<b>+6.6%</b>
o/w D&A	(3.2)	(2.8)	+12.5%
<b>Gross Margin</b>	<b>111.3</b>	<b>89.8</b>	<b>+24.0%</b>
<b>R&amp;D</b>	<b>(20.0)</b>	<b>(18.3)</b>	<b>+9.0%</b>
o/w D&A	(2.4)	(2.4)	(0.2%)
<b>S&amp;M</b>	<b>(27.1)</b>	<b>(21.8)</b>	<b>+24.1%</b>
o/w D&A	(1.0)	(0.7)	+39.2%
<b>G&amp;A</b>	<b>(21.4)</b>	<b>(16.0)</b>	<b>+33.3%</b>
o/w D&A	(0.6)	(0.5)	+20.9%
<b>Current operating profit</b>	<b>42.9</b>	<b>33.6</b>	<b>+27.8%</b>
% of revenue	27.4%	25.4%	+200bps
<b>Equity-accounted investees</b>	<b>0.3</b>	<b>1.0</b>	<b>(73.5%)</b>
<b>Current operating profit incl. EAI</b>	<b>43.2</b>	<b>34.5</b>	<b>+25.0%</b>
% of revenue	27.6%	26.1%	+144bps
<b>Add-back total D&amp;A</b>	<b>7.2</b>	<b>6.4</b>	<b>+11.5%</b>
<b>Non-recurring and non-operating items</b>	<b>1.9</b>	<b>0.4</b>	<b>n.m.</b>
<b>Adj. EBITDA</b>	<b>52.2</b>	<b>41.4</b>	<b>+26.1%</b>
% of revenue	33.4%	31.3%	+202bps

Source: Company.

# Cash flow statement

In € million	2023	2022	YoY
<b>Adj. EBITDA</b>	<b>52.2</b>	<b>41.4</b>	<b>+26.1%</b>
<i>% margin</i>	33.4%	31.3%	+202bps
<b>Change in Working Capital</b>	<b>3.6</b>	<b>(1.6)</b>	<b>n.m.</b>
<b>Capex</b>	<b>(4.9)</b>	<b>(4.8)</b>	<b>+2.7%</b>
<b>IPO costs paid</b>	<b>4.2</b>	<b>(0.2)</b>	<b>n.m.</b>
<b>Other non-cash items or non-current</b>	<b>(3.8)</b>	<b>(0.2)</b>	<b>n.m.</b>
<b>Cash Tax paid</b>	<b>(7.5)</b>	<b>(8.0)</b>	<b>(6.7%)</b>
<b>Adj. Free Cash Flow</b>	<b>43.8</b>	<b>26.7</b>	<b>+64.4%</b>
<i>% Adj. EBITDA</i>	84.0%	64.4%	+1957bps

Source: Company.

# Strong cash position on Balance Sheet

(€m - FYE 31/12)	2023
Cash and cash equivalents	142.7
Trade receivables and contract assets	46.6
Other receivables and current assets	14.8
<b>Total current assets</b>	<b>204.1</b>
Goodwill	21.0
Intangible assets	7.6
Property, plant and equipment	4.6
Right-of-use assets	13.7
Equity-accounted investees	-
Other financial assets	1.0
Other non-current assets	0.8
Deferred tax assets	2.4
<b>Total non-current assets</b>	<b>51.1</b>
<b>Total assets</b>	<b>255.1</b>
<b>Total equity</b>	<b>163.8</b>
Employee benefits	2.3
Loans and borrowings	11.4
Deferred tax liabilities	1.0
<b>Total non-current liabilities</b>	<b>14.7</b>
Provisions	0.0
Loans and borrowings	3.6
Trade payables	4.3
Other payables	35.0
Contract liabilities	33.7
<b>Total current liabilities</b>	<b>76.6</b>
<b>Total equity and liabilities</b>	<b>255.1</b>

On which €97m  
of consolidated  
reserves

**€143m of cash as of  
December 2023**

€15.0m in loans and  
borrowings, **relating to  
IFRS 16 leases, and no  
financial debt**

Source: Company.

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# Thank you

For more information, please contact:

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