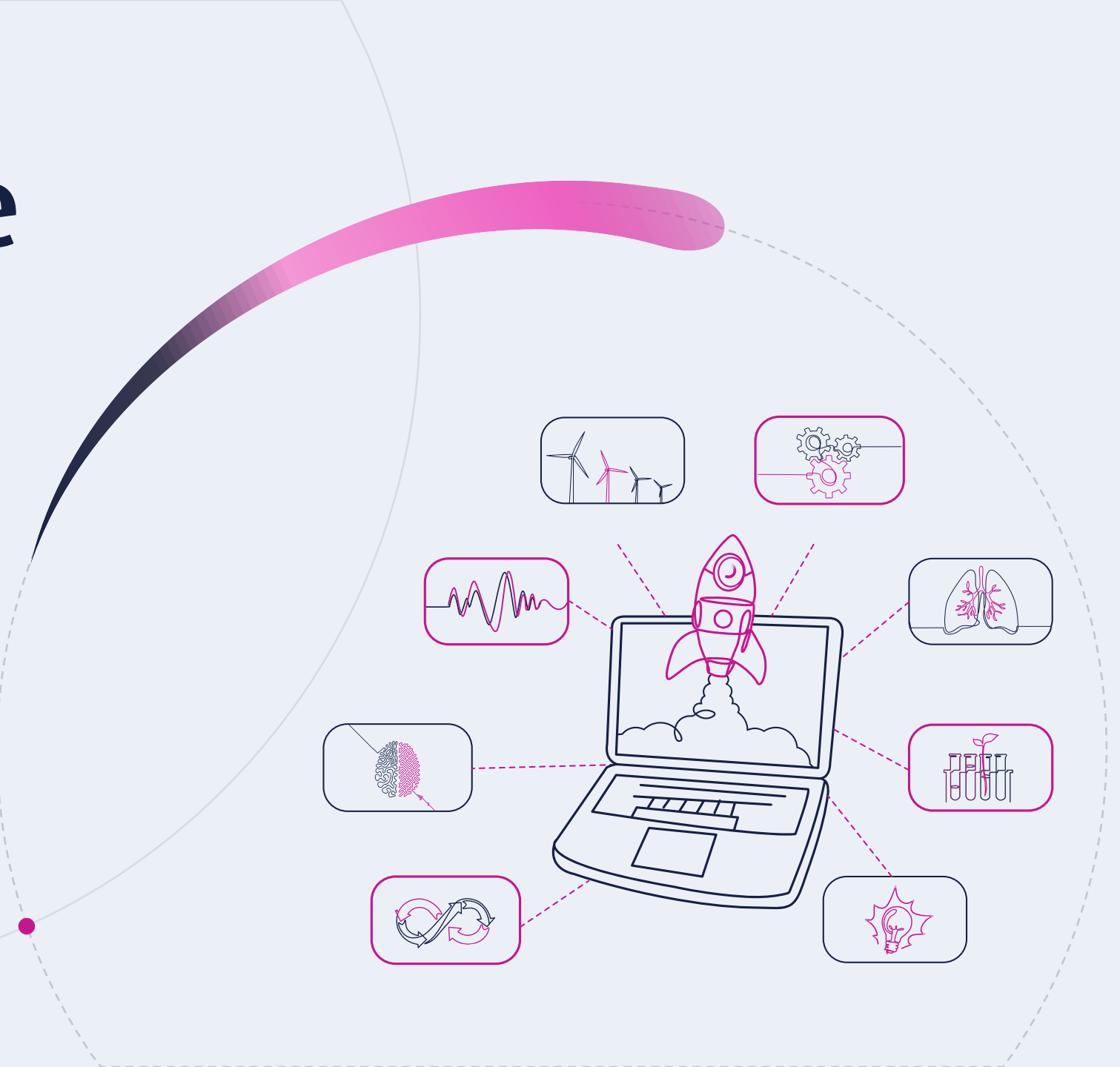


Planisware

The Accelerator of the
Project Economy

Roadshow post
Q1 2026 revenue

Make **Vision** Reality



Disclaimer

This document contains statements regarding the prospects and growth strategies of Planisware. These statements are sometimes identified by the use of the future or conditional tense, or by the use of forward-looking terms such as “considers”, “envisages”, “believes”, “aims”, “expects”, “intends”, “should”, “anticipates”, “estimates”, “thinks”, “wishes” and “might”, or, if applicable, the negative form of such terms and similar expressions or similar terminology. Such information is not historical in nature and should not be interpreted as a guarantee of future performance. Such information is based on data, assumptions, and estimates that Planisware considers reasonable. Such information is subject to change or modification based on uncertainties in the economic, financial, competitive or regulatory environments.

This information includes statements relating to Planisware's intentions, estimates and targets with respect to its markets, strategies, growth, results of operations, financial situation and liquidity. Planisware's forward-looking statements speak only as of the date of this document. Absent any applicable legal or regulatory requirements, Planisware expressly disclaims any obligation to release any updates to any forward-looking statements contained in this document to reflect any change in its expectations or any change in events, conditions or circumstances, on which any forward-looking statement contained in this document is based. Planisware operates in a competitive and rapidly evolving environment; it is therefore unable to anticipate all risks, uncertainties or other factors that may affect its business, their potential impact on its business or the extent to which the occurrence of a risk or combination of risks could have significantly different results from those set out in any forward-looking statements, it being noted that such forward-looking statements do not constitute a guarantee of actual results.

Certain numerical figures and data presented in this document (including financial data presented in millions or thousands and certain percentages) have been subject to rounding adjustments and, as a result, the corresponding totals in this document may vary slightly from the actual arithmetic totals of such information.

Variation in constant currencies represent figures based on constant exchange rates using as a base those used in the prior year. As a result, such figures may vary slightly from actual results based on current exchange rates.

This document includes certain unaudited measures and ratios that the Group uses to measure financial or non-financial performance (the “non-IFRS measures”), such as “Adjusted EBITDA”, “Adjusted EBITDA margin”, “Adjusted Free Cash Flow”, “cash conversion rate”, and “Net cash position”. Non-IFRS financial information may exclude certain items contained in the nearest IFRS financial measure or include certain non-IFRS components. Readers should not consider items which are not recognized measurements under IFRS as alternatives to the applicable measurements under IFRS. These measures have limitations as analytical tools and readers should not treat them as substitutes for IFRS measures. In particular, readers should not consider such measurements of the Group's financial performance or liquidity as an alternative to profit for the period, operating income or other performance measures derived in accordance with IFRS or as an alternative to cash flow from (used in) operating activities as a measurement of the Group's liquidity. Other companies with activities similar to or different from those of the Group could calculate non-IFRS measures differently from the calculations adopted by the Group.

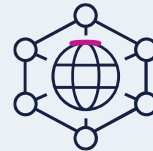
Main non-IFRS measures used by the Group and potentially included in this document are defined as follows:

- Adjusted EBITDA is calculated as Current operating profit including share of profit of equity-accounted investees, plus amortization and depreciation as well as impairment of intangible assets and property, plant and equipment, plus either non-recurring items or non-operating items.*
- Adjusted EBITDA margin is the ratio of Adjusted EBITDA to total revenue.*
- Adjusted FCF (Free Cash Flow) is calculated as cash flows from operating activities, plus IPO costs paid, if any, less other financial income and expenses classified as operating activities in the cash-flow statement, and less net cash relating to capital expenditures.*
- Cash Conversion Rate is defined as Adjusted FCF divided by Adjusted EBITDA.*
- Net cash position is defined as Cash minus indebtedness excluding lease liabilities.*
- Net Retention Rate (NRR) is calculated as the recurring revenue of a given 12-month period generated by customers having contributed to recurring revenue of the prior 12-month period, divided by total recurring revenue in the prior 12-month period, in constant currencies.*
- Churn rate is calculated as the prior 12-month period recurring revenue from customers which did not contribute to recurring revenue in the given 12-month period, divided by the recurring revenue from all customers in the prior 12-month period.*

Planisware at a glance in 2025



€198m | **91%**
FY 2025 total revenue | FY 2025 recurring revenue



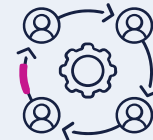
81% | **43%**
FY 2025 International revenue⁽¹⁾ | FY 2025 revenue in North America



17% | **37.4%**
2020-2025 revenue growth CAGR | FY 2025 Adj. EBITDA margin



c. 650 | **c. 37**
blue-chip global customers | countries served



110% | **1.4%**
FY 2025 NRR⁽²⁾ | FY 2025 churn rate⁽³⁾



11 years
average top 20 customer tenure



20 | **All offices**
offices worldwide | certified *Great Place to Work*[®]



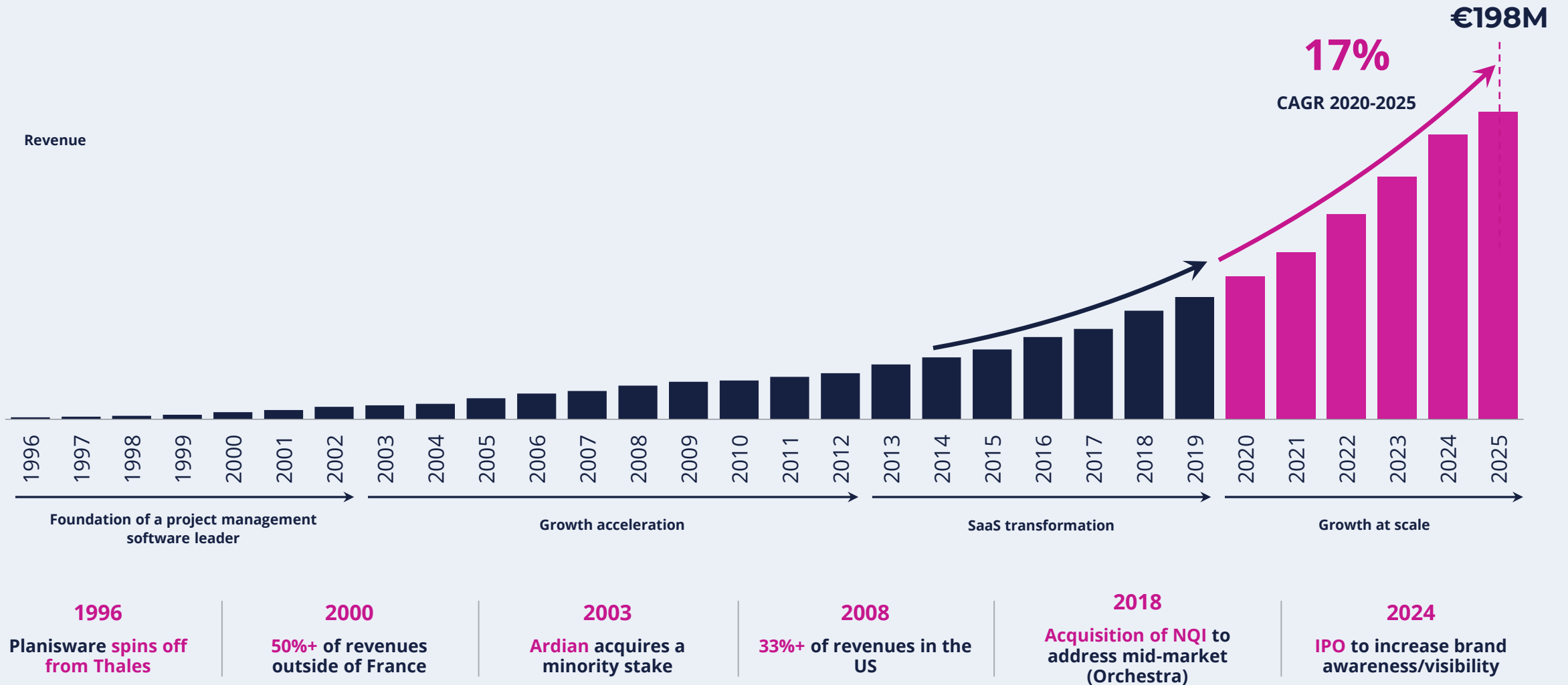
c. 850 | **12**
talented employees | countries of local presence



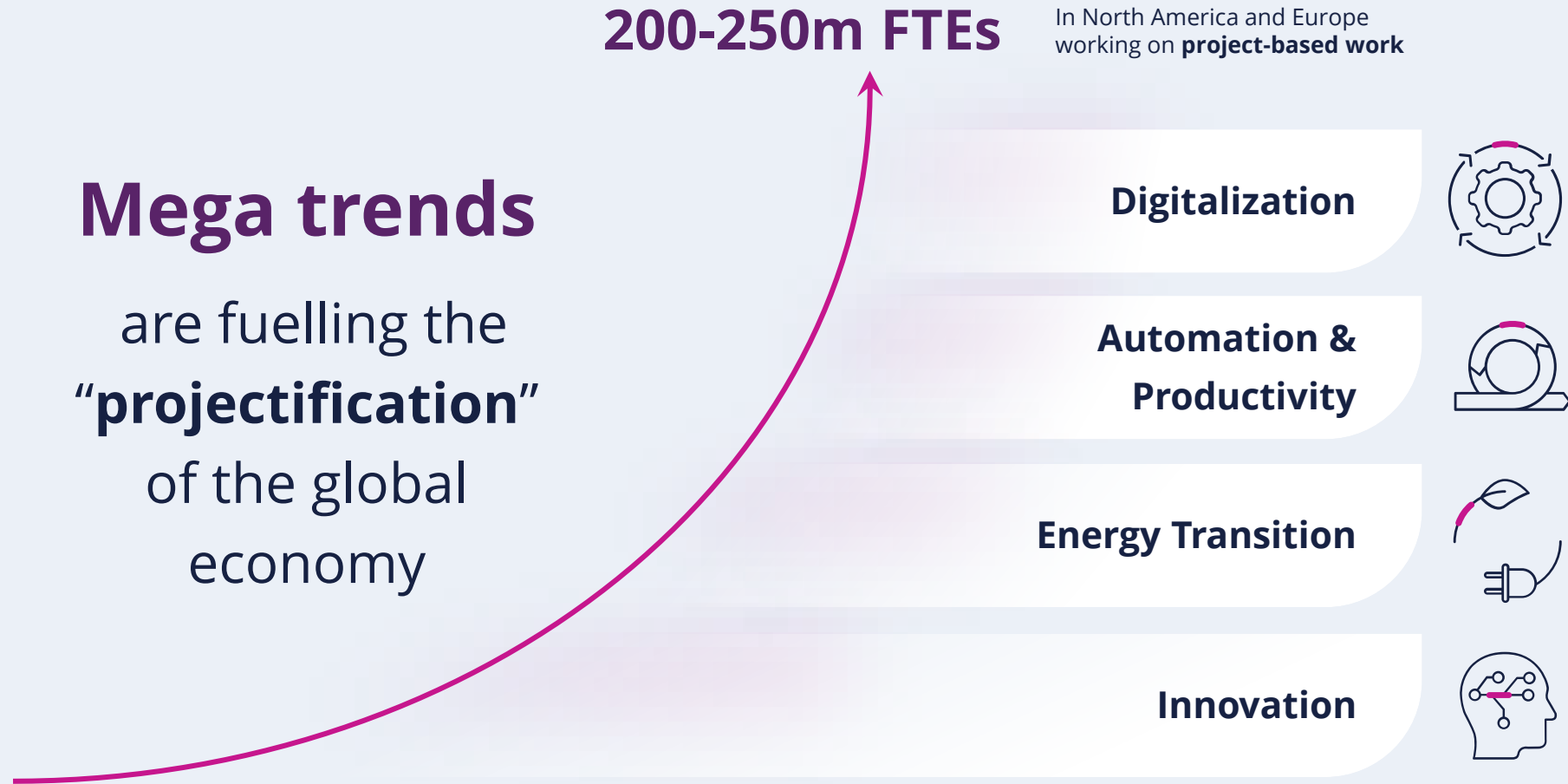
B CDP score | **Silver medal**
for transparency and performance on climate change | by Ecovadis for sustainable performance

Notes: (1) Outside of France. (2) Net Retention Rate (NRR) measures customer renewals, up-sells, cross-sells, down-sells and churn, excluding revenue from new customers. A customer is considered as a new customer during the first 12 months they generate recurring revenue. Calculation methodology is defined in the disclaimer at the beginning of this document. (3) Churn rate measures lost recurring revenue in a given 12-month period. Calculation methodology is defined in the disclaimer at the beginning of this document.

Planisware's history of consistent and sustainable growth



The Project Economy is the growth engine of our time



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

The Problem: Only 35% of Projects Succeed



We are **wasting** enormous amounts of



Time



Money



Opportunity

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

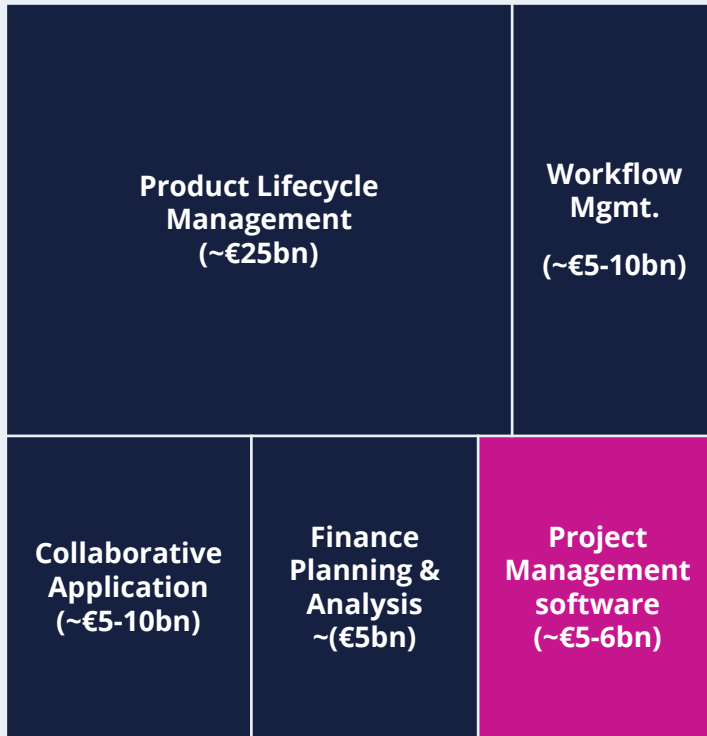
Planisware is the Project Economy accelerator

			Next generation with multiple products <u>planview™</u>	Planisware Project Management Category Leader	
				✓	Unified end-to-end platform
			✓	✓	Multi-specialist across functions and industries
		Next generation specialists ATLASSIAN certinia KANTATA PROCORE servicenow	✓	✓	Mission critical end-to-end solution
	Next generation point solutions smartsheet asana monday.com wrike		✓	✓	Highly sophisticated & configurable
Legacy providers ORACLE PRIMAVERA Sopheon Sciforma P EcoSys™ HEXAGON Clarity BROADCOM SAP			✓	✓	Modern functionalities & interface
✓	✓	✓	✓	✓	Traditional project management needs

Sources: Company, Market reports.

Project Management Software is a large, growing and underpenetrated market within the Project Economy

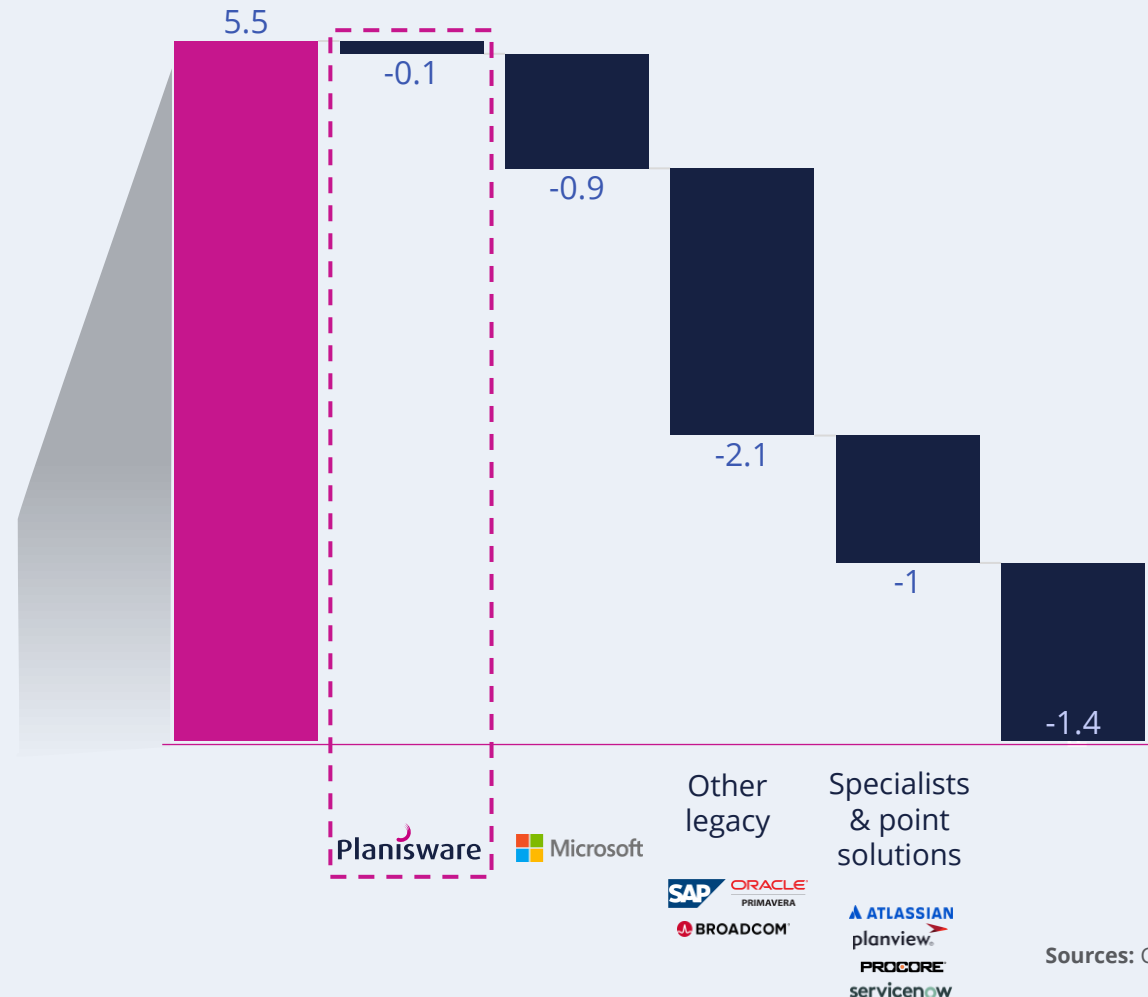
Project Economy software spend* amounted to **€50bn in 2022...**



*all types of "project-related" software solutions across all verticals, customer segments and geographies

... amongst which Project Management software players accounted for ~€5-6bn

2022 Revenue of key Project Management software players (€bn)

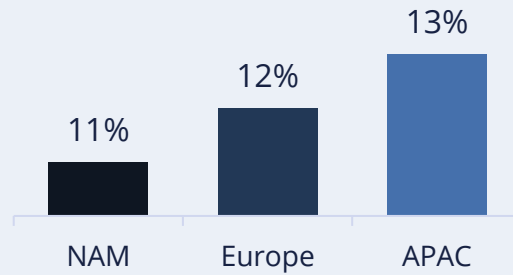


Sources: Company, Market reports.

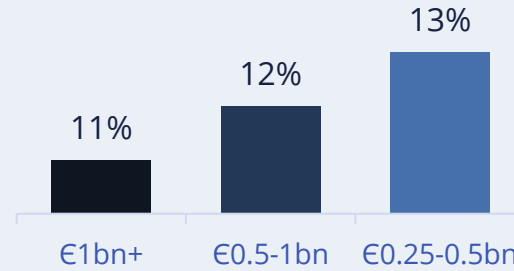
Homogeneous trends for which Planisware is ideally positioned

Market growth forecast (22a-28e CAGR)

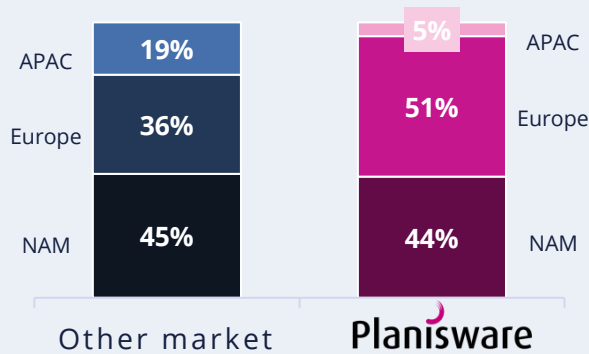
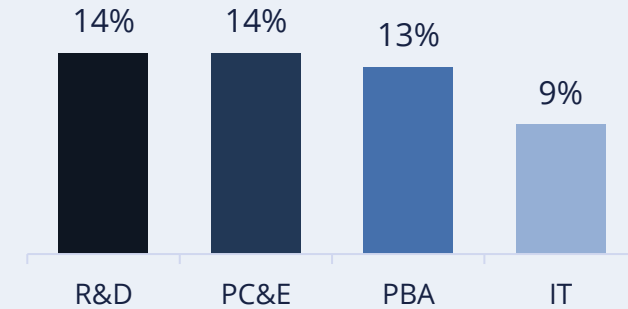
By geography



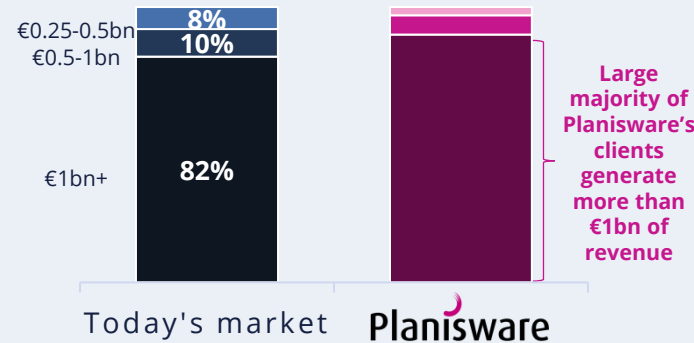
By company size



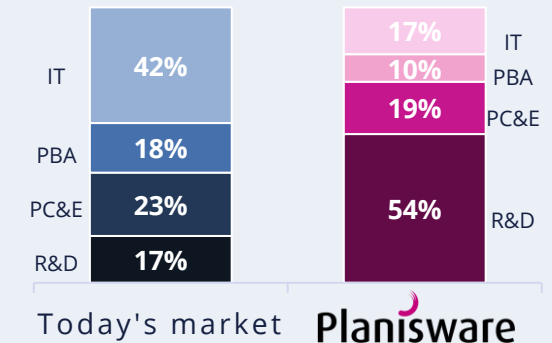
By functions



(22a Revenue breakdown by geography)



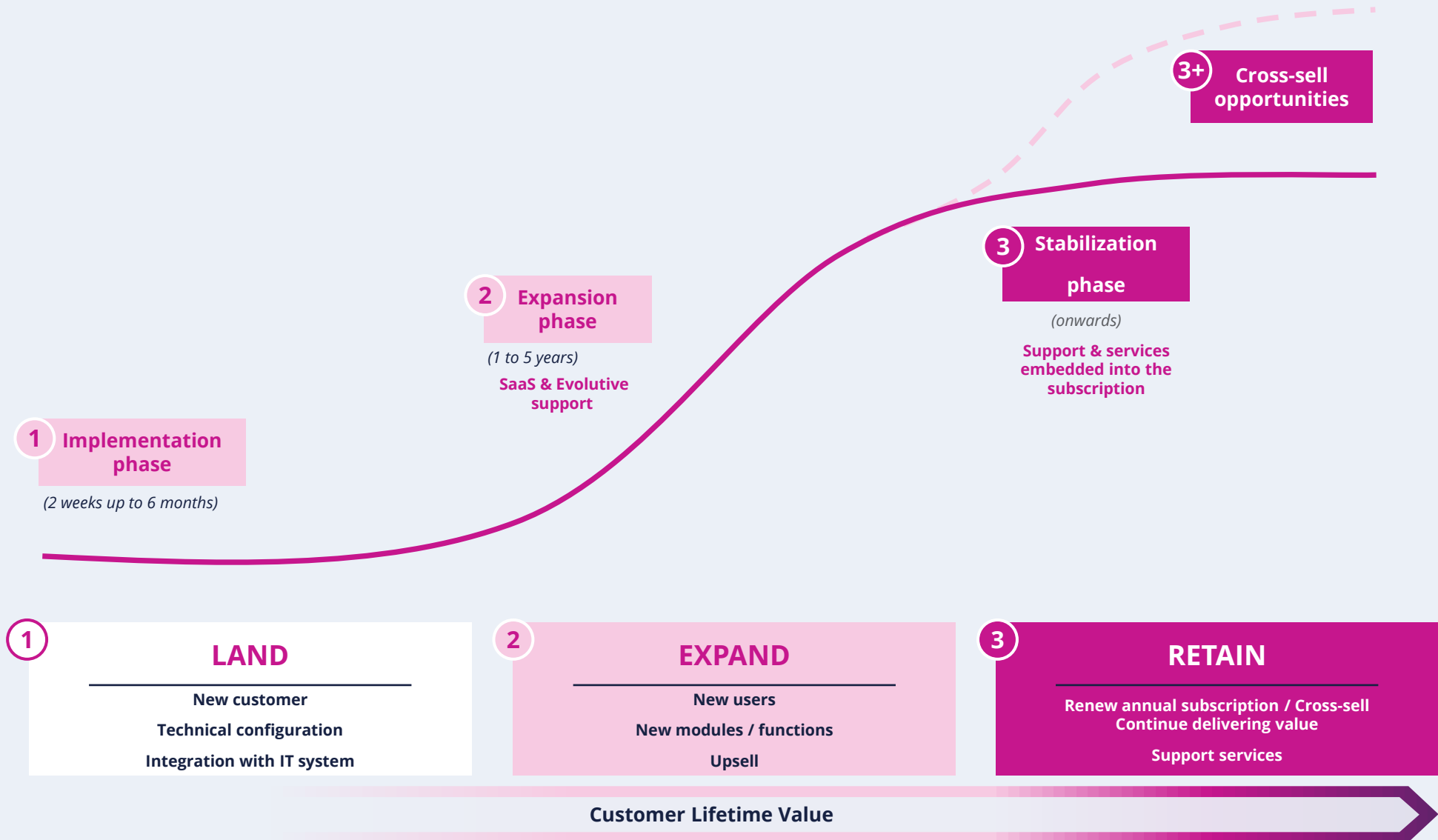
(22a Revenue breakdown by company revenue size)



(22a Revenue breakdown by functions)

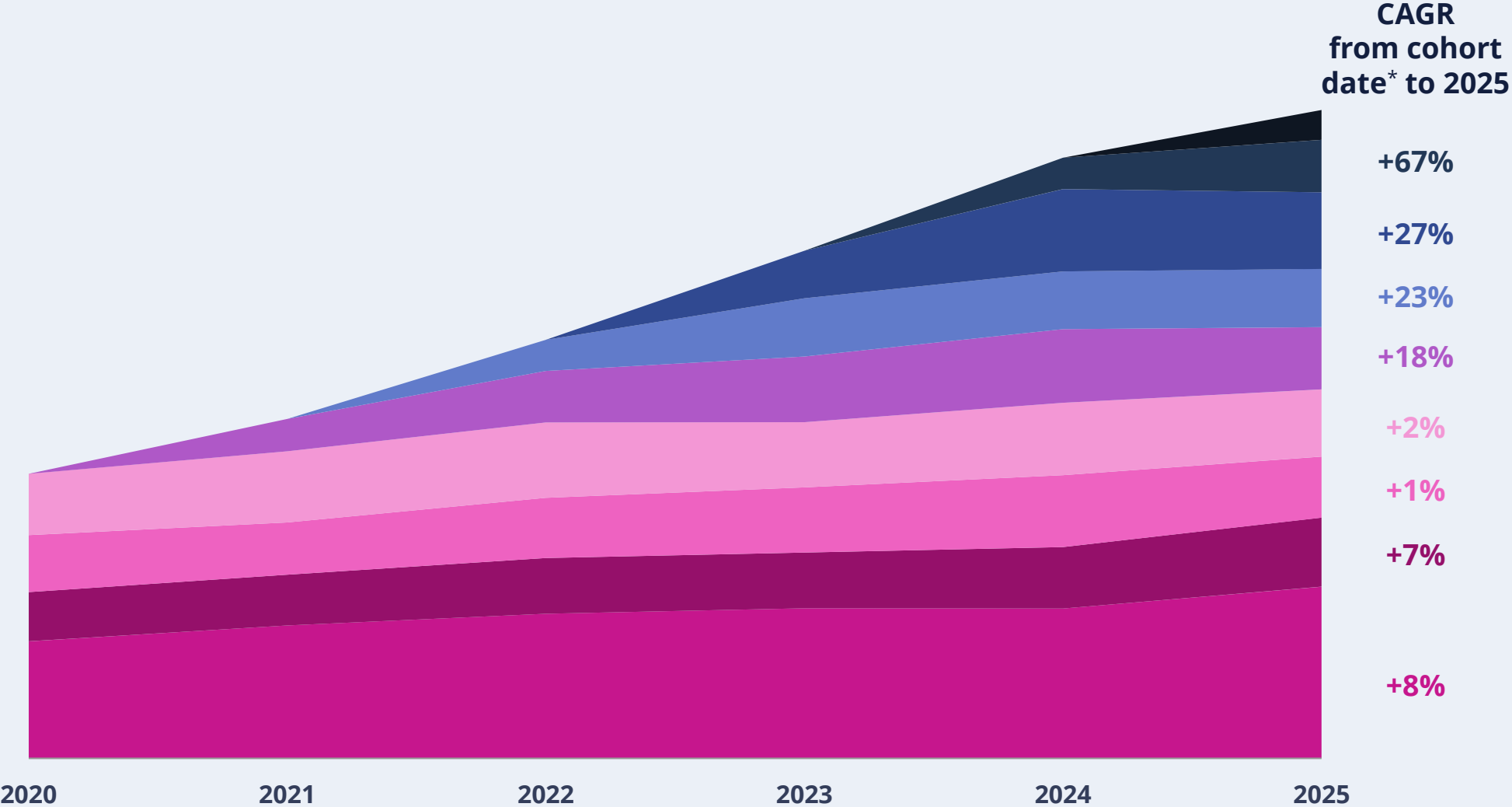
Planisware is **ideally positioned** to capture growth

Highly recurring business model adapted to clients' needs



Sustained expansion across installed customer base

Revenue contribution and growth by customer cohort



Proven **land-and expand-strategy**, driving lifetime customer value through **cross-sell** and **upsell** across cohorts

110% / 117%

2025 / 2024 NRR**

1.4% / 2.0%

2025 / 2024 churn rate**

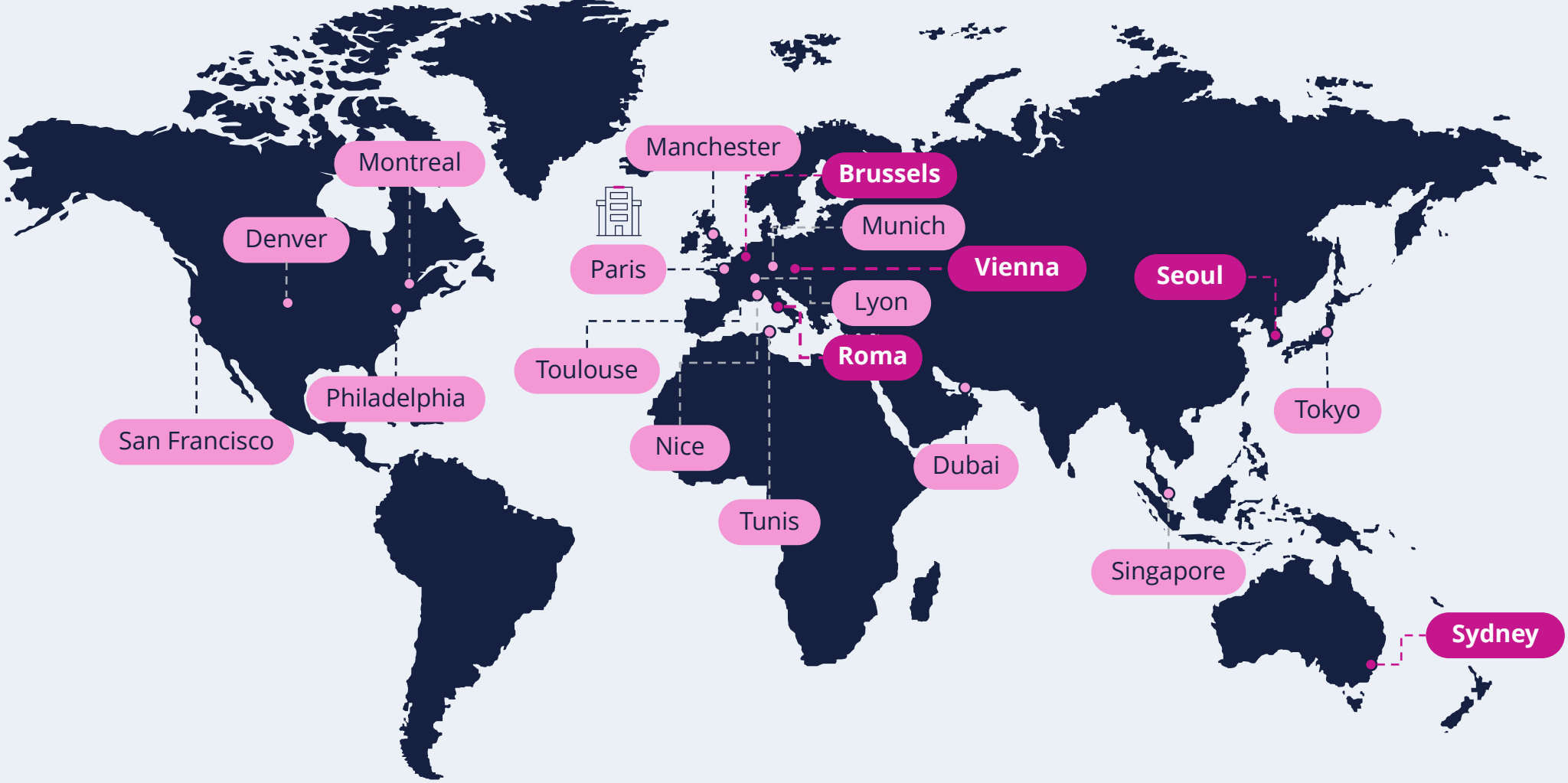
11 years

average top 20 customer tenure

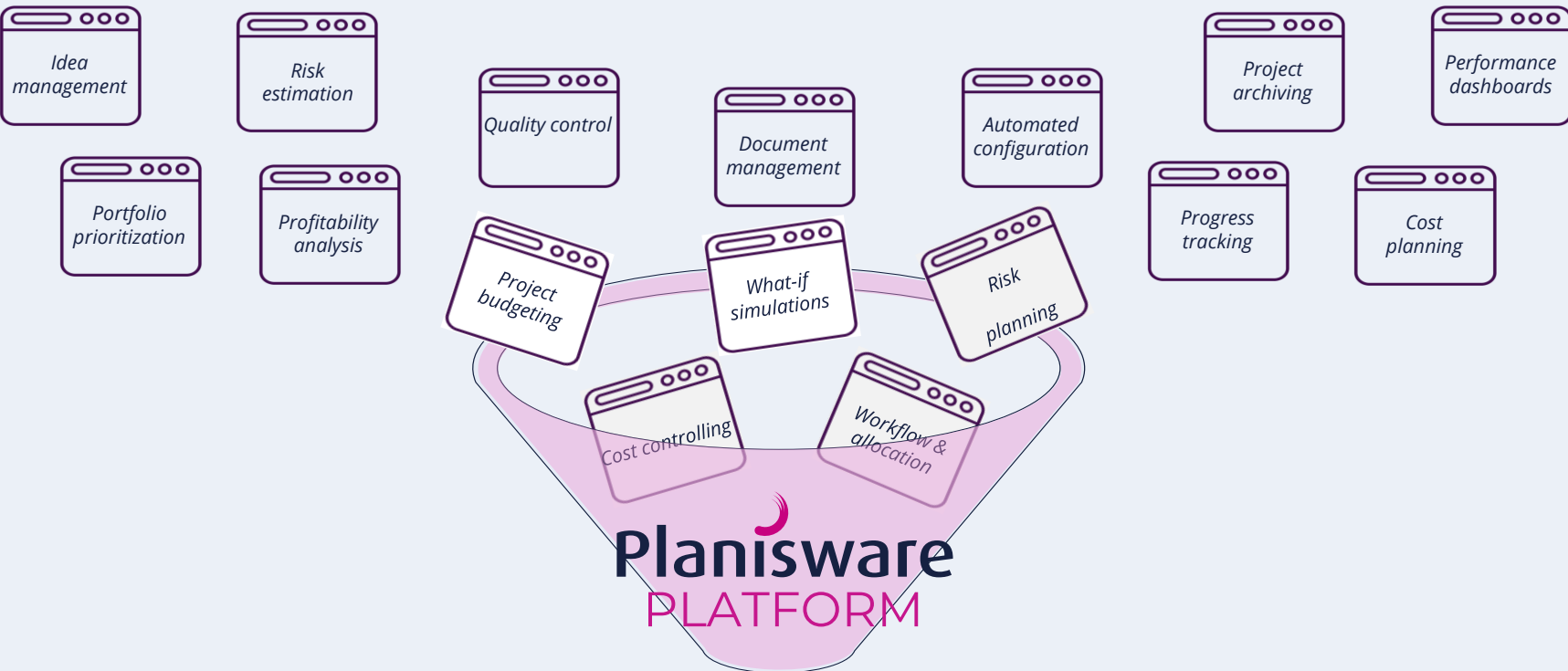
Customer cohorts: ■ Pre-2013 ■ 2013-2015 ■ 2016-2018 ■ 2019-2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024 ■ 2025

Notes:
 * Or from 2020 for earlier customer cohorts.
 ** Non-IFRS measure. Non-IFRS measures included in this document are defined in the disclaimer of this document.

Continued geographic expansion



Single Platform: sophisticated & configurable features



**PLANISWARE
PILLARS**



Product Development & Innovation



Project Controls & Engineering



Project Business Automation



IT Governance & Digital Transformation

**MEGA
TRENDS**

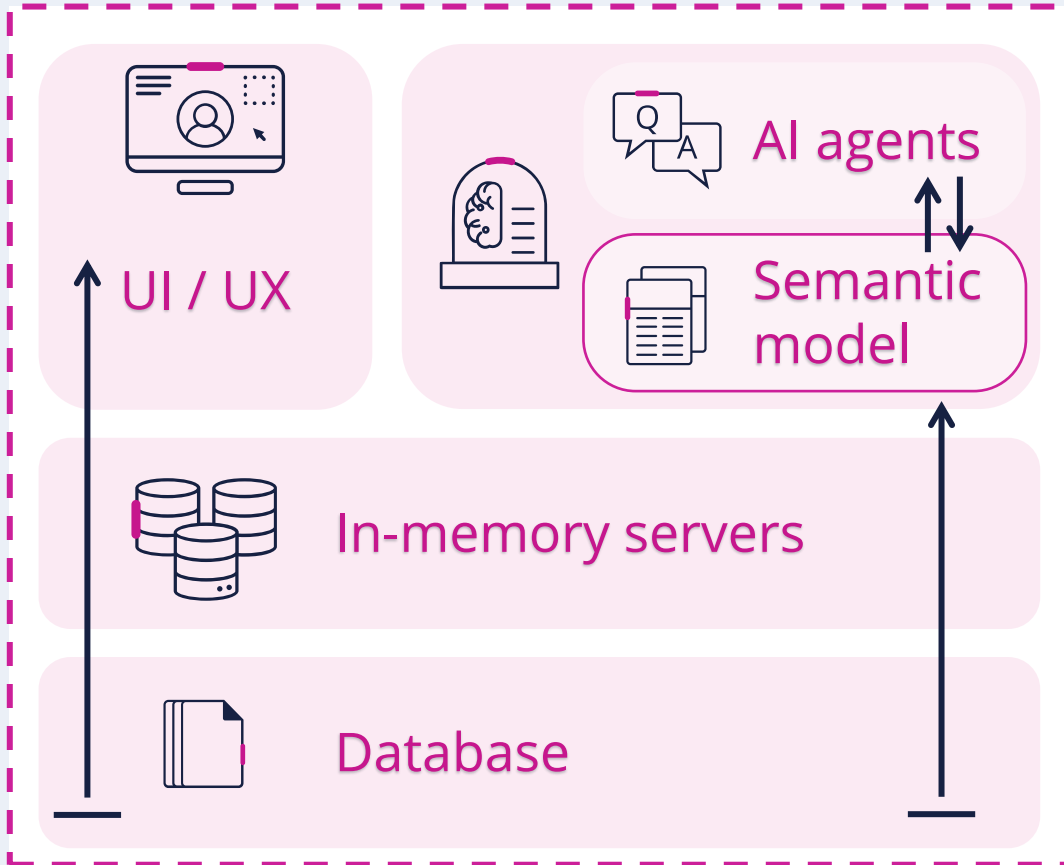
INNOVATION

**ENERGY
TRANSITION**

**AUTOMATION &
PRODUCTIVITY**

DIGITALIZATION

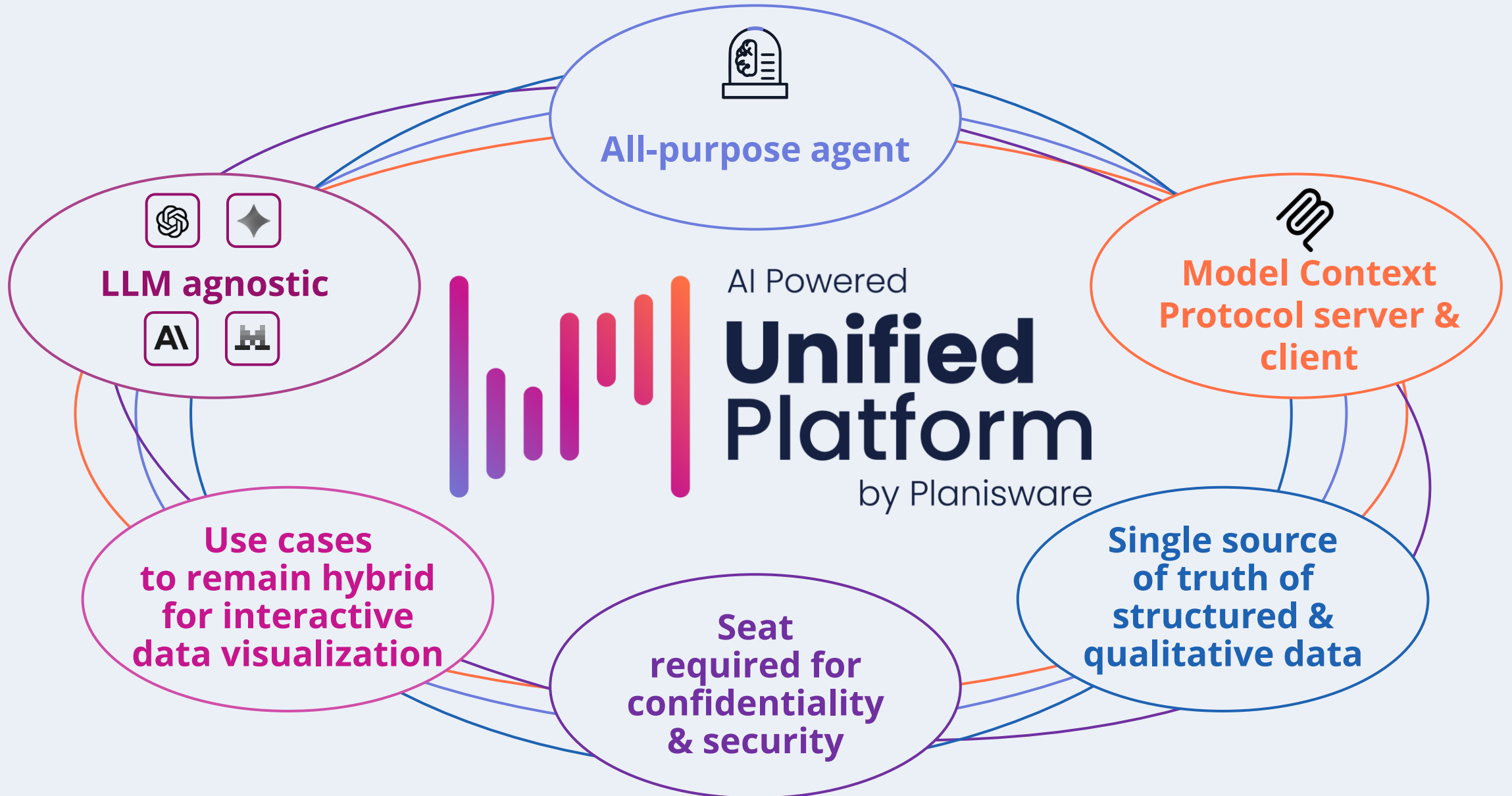
Planisware's AI Powered Unified Platform



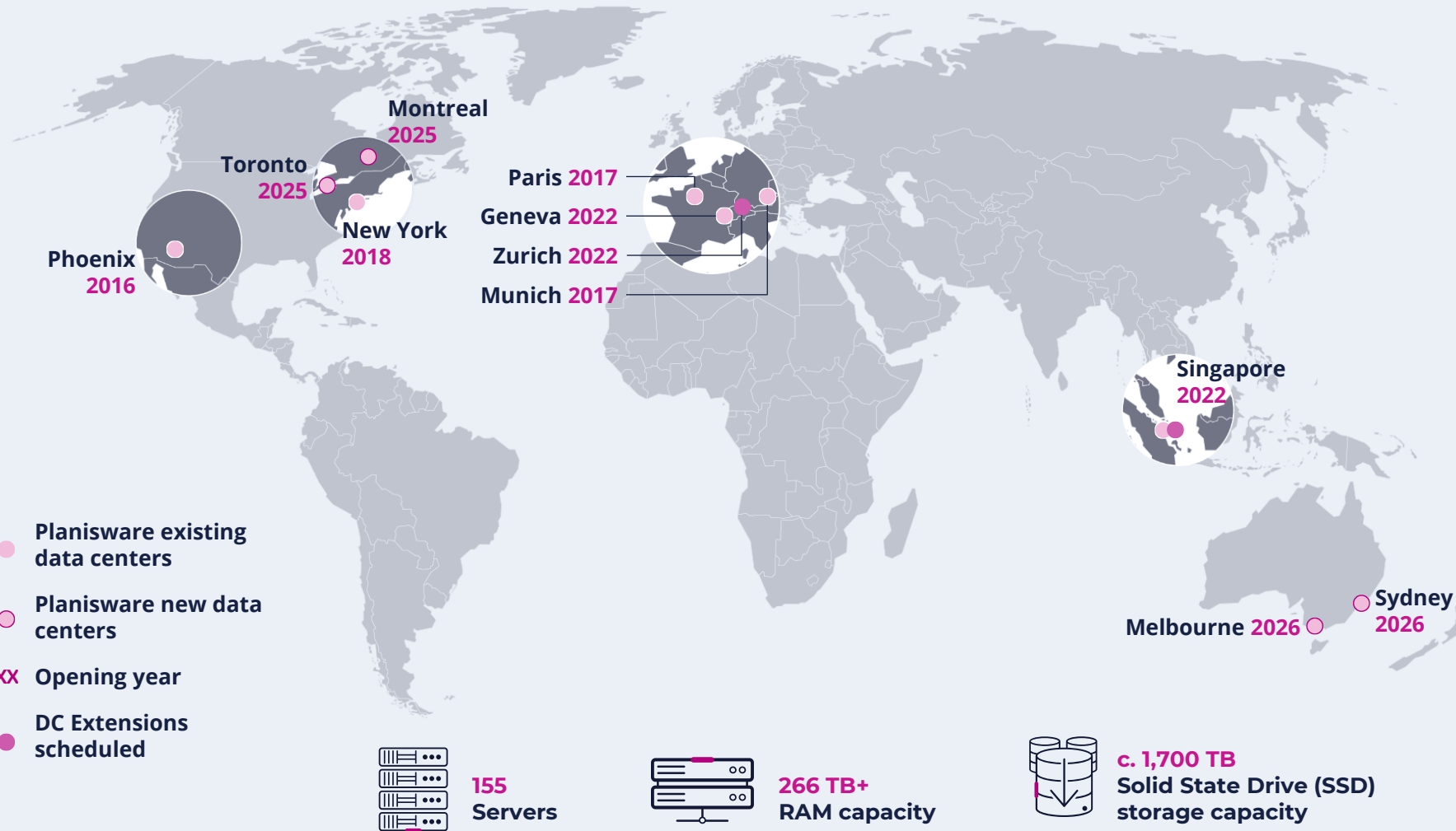
➤ Future proof for a transition to 80% of the usage with AI agents in a few years

➤ Higher barrier to entry

Planisware's AI Powered Unified Platform



Highly secure, single-tenant proprietary cloud infrastructure



- ✔ Vertically **integrated** stack enabling fast deployment and capacity **extension**
- ✔ Highest security levels
- ✔ Collocated in **Tier 1 facilities**
- ✔ Significant **built-in redundancies** ensuring **high availability and scalability**
- ✔ Full **hardware ownership** enables cost efficiencies

FY 2025 highlights

Planisware
in 2025

1

- **Revenue up +10.3% in cc*** led by +14.4% growth in cc* of **Planisware's SaaS Model**
- **Q4 2025 revenue up +10.1%** in cc* confirming **sequential improvement** since Q2 2025

2

- **Strong level of signatures** by year-end for both new logos and existing clients supporting **revenue growth acceleration in 2026**

3

- **Strong profitability** with adj. EBITDA margin up by +220bps to 37.4% and high cash generation with adj. FCF up by +8.7% representing 80.1% of adj. EBITDA

4

- **€ 50 million profit for the period**, +17.0% year-on-year
- **€ 0.36** proposed **dividend** per share, in line with historical 50% pay-out dividend distribution

5

- **2026 objectives** implying **stronger revenue growth** combined with **high profitability and cash generation**

Notes:

* Revenue evolution in constant currencies

Strong FY 2025 results

✓ Revenue	>	€198.0m	>	+10.3%	YoY growth in constant currency
✓ Adjusted EBITDA	>	€74.1m	>	+14.7%	YoY growth
✓ Adjusted EBITDA margin	>	37.4%	>	+220bps	YoY improvement
✓ Operating profit	>	€60.8m	>	+31.7%	YoY growth
✓ Adjusted FCF	>	€59.3m	>	+8.7%	YoY growth
✓ Cash conversion	>	80.1%	>	€196m	Net cash position at year end

2026 objectives

**Revenue growth
in constant currencies¹**

Low double-digit rate

Adj. EBITDA margin²

c. 37% of revenue

Adj. Free Cash Flow³

Cash Conversion Rate³ of c. 80%

Notes:

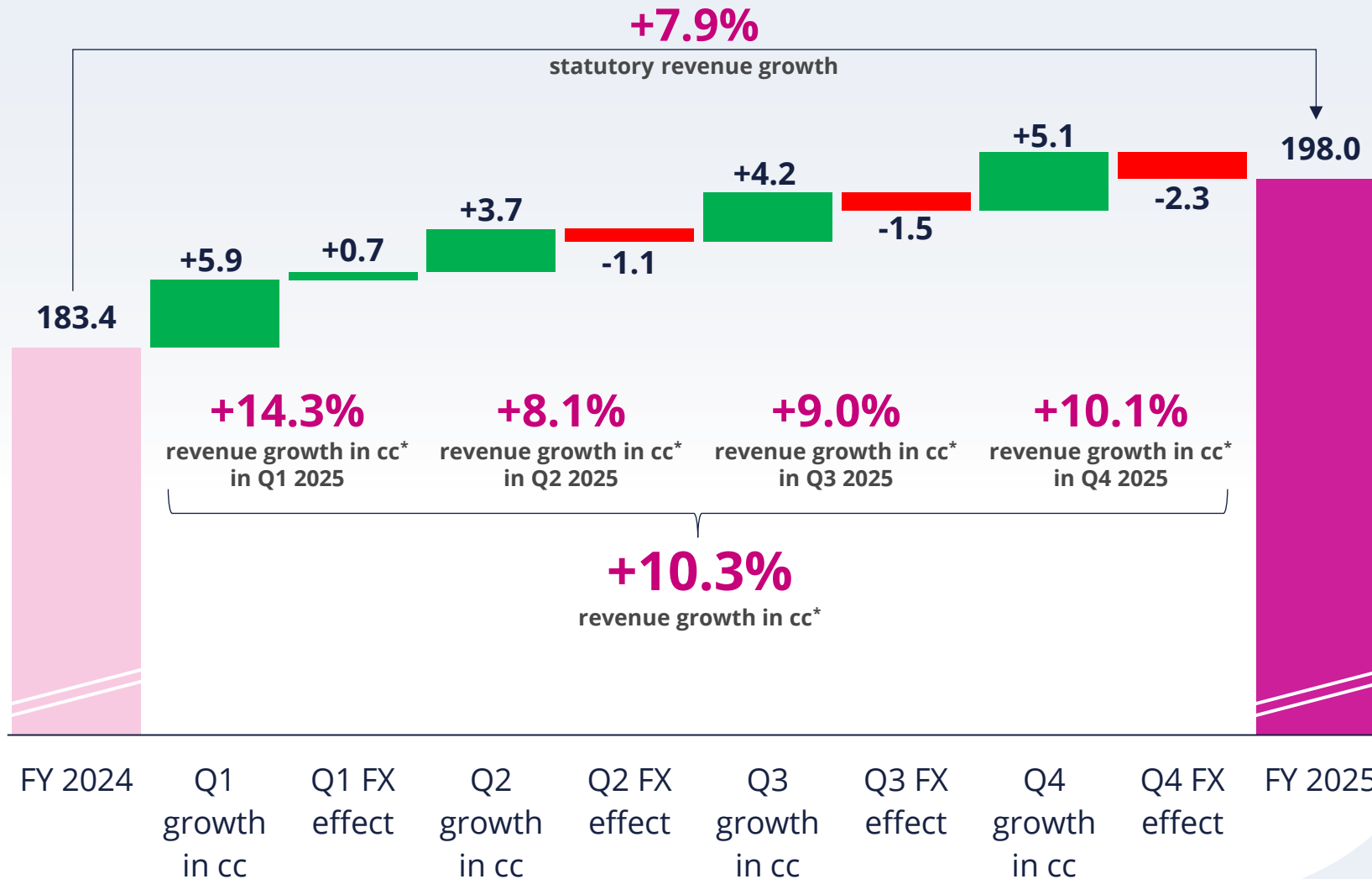
1: Variation in constant currencies represent figures based on constant exchange rates using as a base those used in the prior year.

2: 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. Adjusted EBITDA margin is the ratio of Adjusted EBITDA to revenue.

3: Adjusted Free Cash Flow (FCF) is calculated as cash flows from operating activities, plus IPO costs paid, if any, less other financial income and expenses classified as operating activities in the cash-flow statement, and less net cash relating to capital expenditures. Management considers Adjusted Free Cash Flow to be a liquidity measure that provides useful information to stakeholders. Cash Conversion Rate is the ratio of Adjusted FCF to Adjusted EBITDA.

FY 2025 revenue growth by quarter

Amounts in € million



Decent start of the year with Q1 revenue growth benefiting from 2024 signings despite **US tariffs related elongated sales cycles**

Significant revenue slowdown in Q2 materializing increased cautiousness from prospects on the back of high macroeconomic uncertainties

Sequential acceleration from Q3 thanks to higher NRR and improving commercial momentum

Strong bookings by year-end supporting **growth acceleration in 2026**

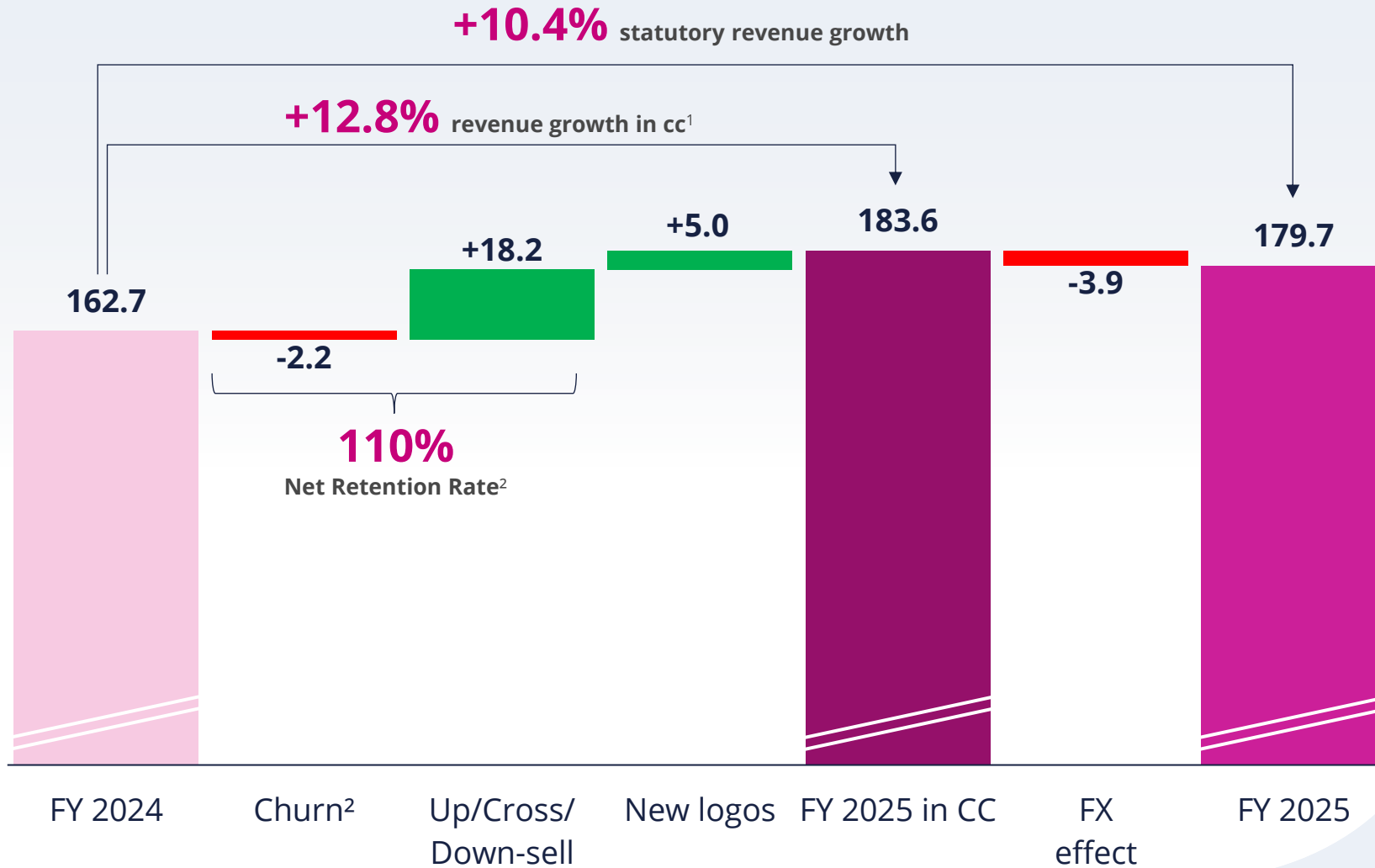
FX effect related to EUR appreciation vs. USD and JPY

Notes:

*: Revenue evolution in constant currencies

FY 2025 recurring revenue growth building blocks

Amounts in € million



Recurring revenue growth by +12.8% in cc¹ was led by a **robust 110% NRR**²⁻³ (vs. 117% in 2024) sustained by customers continuous expansion journey

This NRR includes a **very limited 1.4% Churn rate**²⁻³ (vs. 2.0% in 2024)

New logos contributed to 24% to 2025 recurring revenue growth in cc¹

Notes:

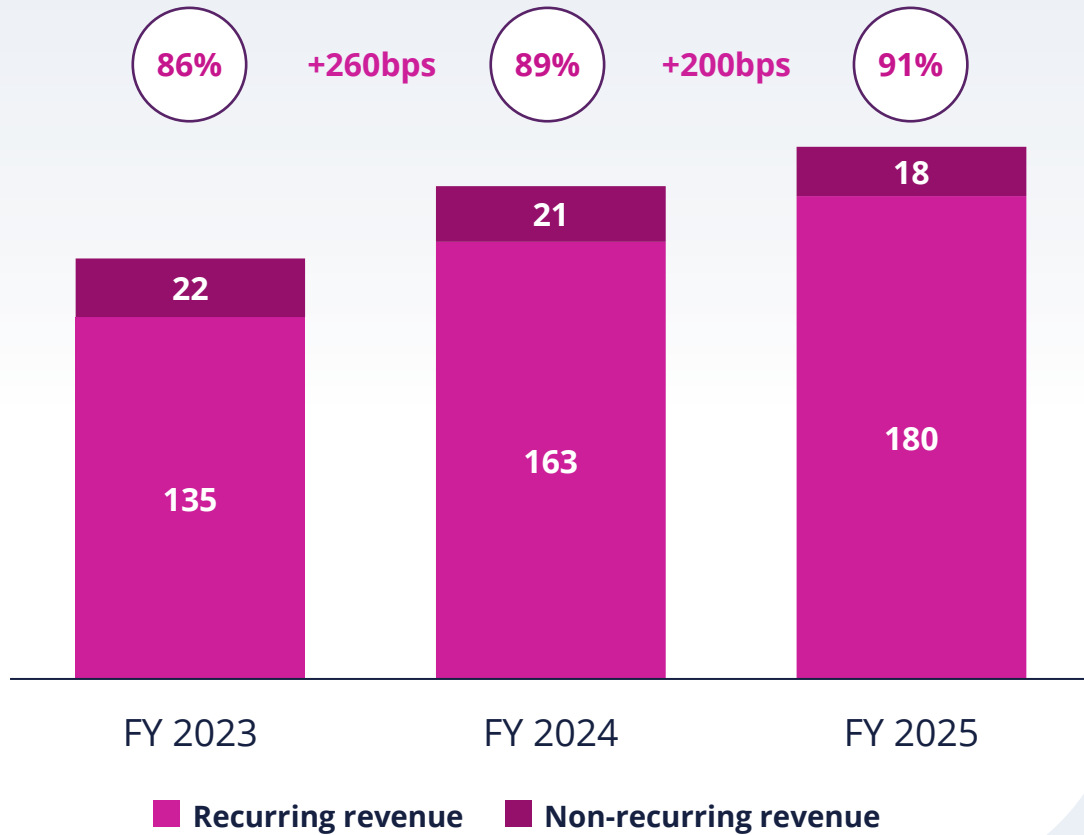
1: Revenue evolution in constant currencies. 2: Non-IFRS measure defined in the disclaimer of this document. Net Retention Rate (NRR) measures customer renewals, up-sells, cross-sells, down-sells and churn, excluding revenue from new customers. A customer is considered as a new customer during the first 12 months they generate recurring revenue. Churn measures lost recurring revenue in a given 12-month period. 3: To better align with industry best practices and provide a more comprehensive and comparable measure of customer engagement and related revenue durability, Planisware adjusted its methodology for Net Retention Rate (NRR) and Churn Rate calculation. Adjustments and effects are detailed in the FY 2025 results press release. NRR measures customer renewals, up-sells, cross-sells, down-sells and churn, excluding revenue from new customers. A customer is considered as a new customer during the first 12 months they generate recurring revenue. Churn rate measures lost recurring revenue in a given 12-month period.

Revenue mix evolution at work

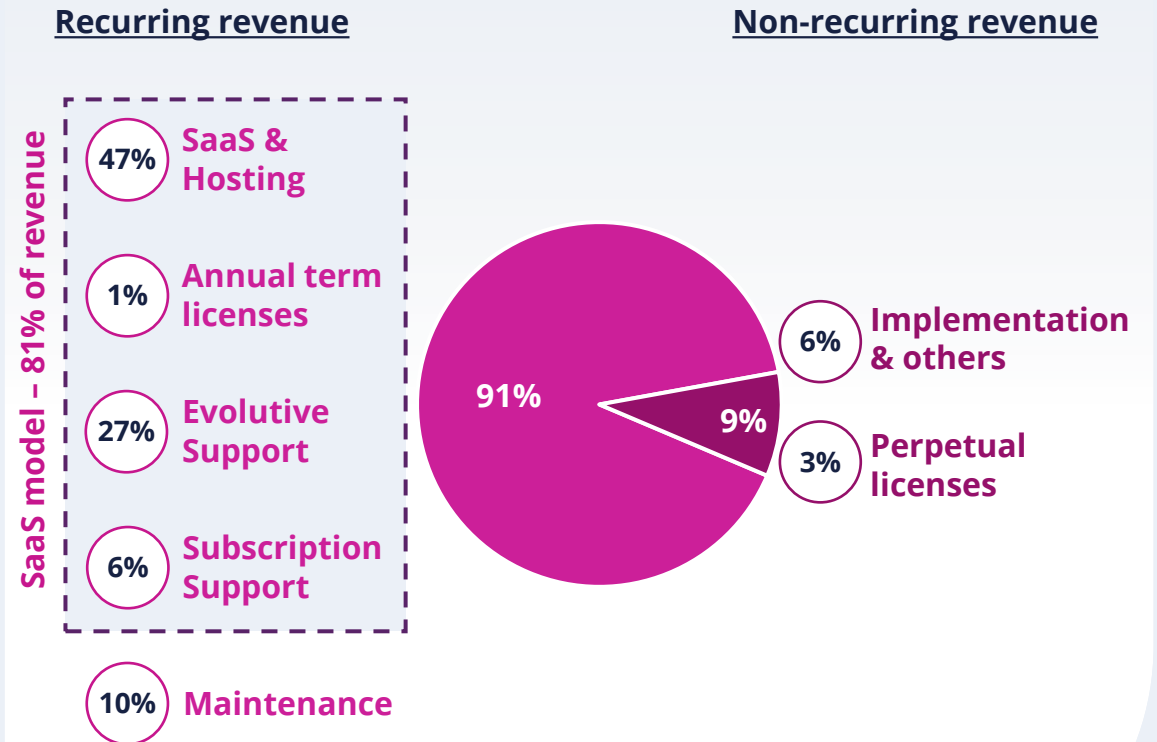
Amounts in € million

Revenue mix evolution

*Recurring revenue
as % of revenue*



FY 2025 revenue breakdown



FY 2025 revenue by revenue stream

<i>In € million</i>	FY 2025	Variation YoY	Variation in cc ¹
Recurring revenue	179.7	+10.4%	+12.8%
SaaS & Hosting	93.7	+14.2%	+16.7%
Annual licenses	1.7	+63.4%	+69.0%
Evolutionary support	53.6	+10.0%	+12.5%
Subscription support	11.7	-1.6%	+1.6%
Maintenance	19.0	-0.3%	+1.1%
Non-recurring revenue	18.3	-11.6%	-10.1%
Perpetual licenses	5.8	-22.7%	-21.3%
Implementation & others non-recurring	12.5	-5.3%	-3.7%
Total revenue	198.0	+7.9%	+10.3%
SaaS Model²	160.7	+11.9%	+14.4%

Revenue growth in cc¹ led by SaaS Model² at +14.4% with:

- SaaS & Hosting: +16.7%
- Annual licenses: +69.0%
- Evolutionary support: +12.5%
- Subscription support: +1.5%

Maintenance growth (+1.1% in cc¹) reflecting the shift from **Perpetual licenses to SaaS**

Strong decrease (-21.3% in cc¹) in **Perpetual license**

Implementation decline (-3.7% in cc¹) related to shorter implementations; compensated by **implementation of recent new logos**

Notes:

1: Revenue evolution in constant currencies, i.e. at FY 2024 average exchange rates

2: SaaS Model: SaaS & Hosting and Annual Licenses and Evolutionary support and Subscription support

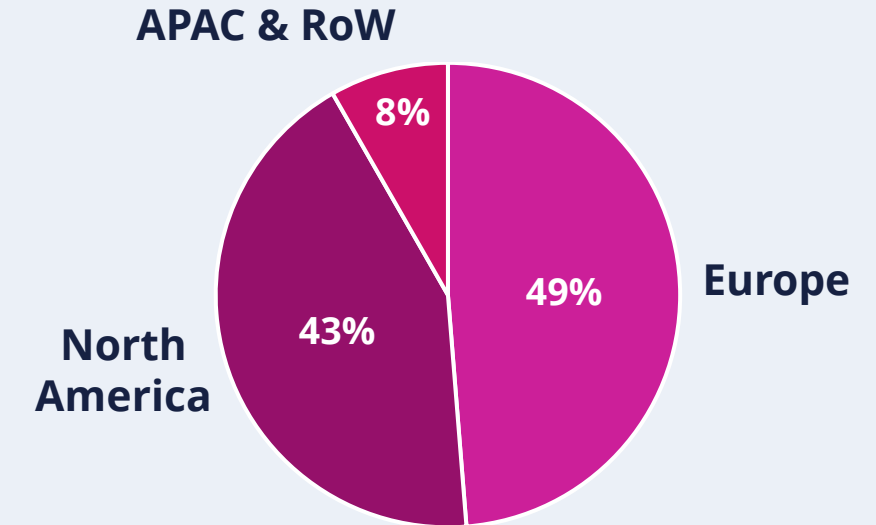
FY 2025 revenue by geography

Amounts in € million

Revenue growth

	FY 2025 revenue	Variation YoY	Variation in cc*
Europe	96.5	+10.6%	+10.8%
North America	85.2	+6.0%	+10.5%
APAC & RoW	16.4	+3.1%	+6.1%

Revenue breakdown



Planisware benefits from its geographical diversification

- **Europe** was the **main growth contributor** over the year thanks to with a significant acceleration in H2 2025 at +12.8%
- After having faced elongated customer' decision-making processes, **North America** recorded particularly **strong bookings** at the end of the year with significant **new customer wins**.
- **APAC & RoW** performance remained linked to a strong **commercial momentum** in Singapore and the Middle-East but was heavily impacted in H2 2025 by US tariffs affecting Japanese customers, in particular in the automotive industry.

Notes:

*: Revenue evolution in constant currencies

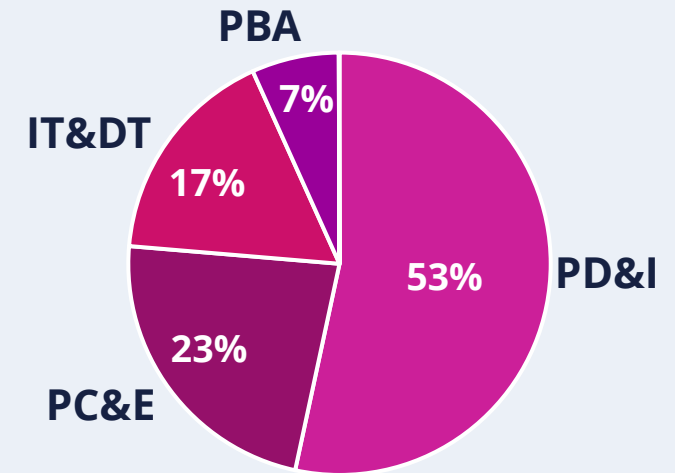
FY 2025 revenue by pillar

Amounts in € million

Revenue growth

	FY 2025 revenue	Variation YoY	Variation in cc*
Product Development & Innovation	105.7	+8.1%	+10.9%
Project Controls & Engineering	45.5	+22.3%	+24.3%
IT Governance & Digital Transformation	33.5	+4.0%	+5.4%
Project Business Automation	13.2	-16.6%	-14.6%

Revenue breakdown



Largest pillars remained the main contributors to the Group's revenue growth

- Historical **PD&I** pillar **growth** was the **main growth contributor** over the year with both new customer wins and expansion with existing customers
- **PC&E** continued to **ramp-up** by supporting many production teams in industries with sophisticated products, plants and infrastructures
- **IT&DT** pillar fueled by continuous **cross-sell to Planisware clients** combined with **new logo landings**
- Growth in Planisware's latest pillar **PBA** was impacted in by down-sell and fewer new logos in the services industry

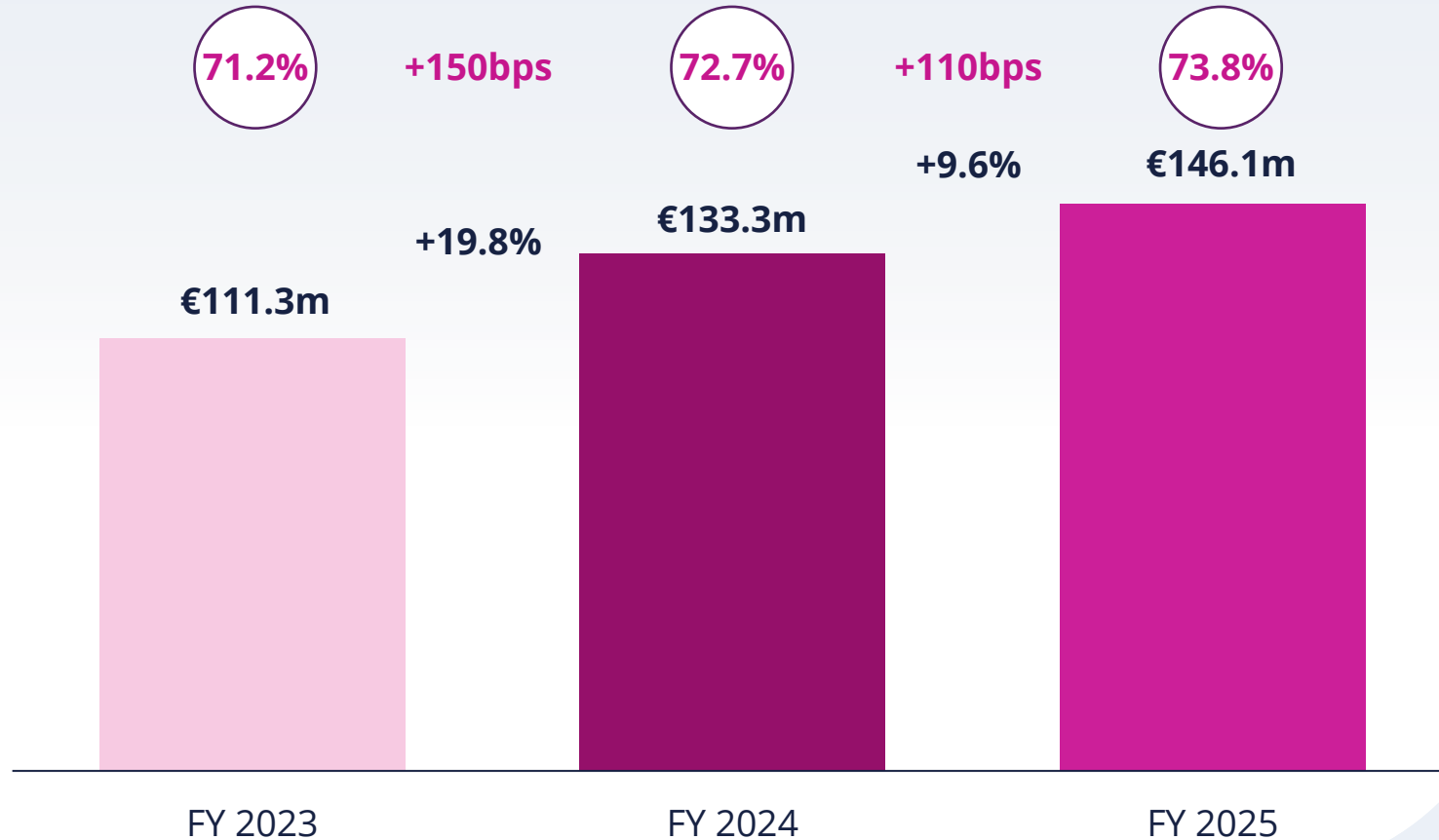
Notes:

*: Revenue evolution in constant currencies

Gross margin improvement

Gross profit

*Gross margin
as % of revenue*

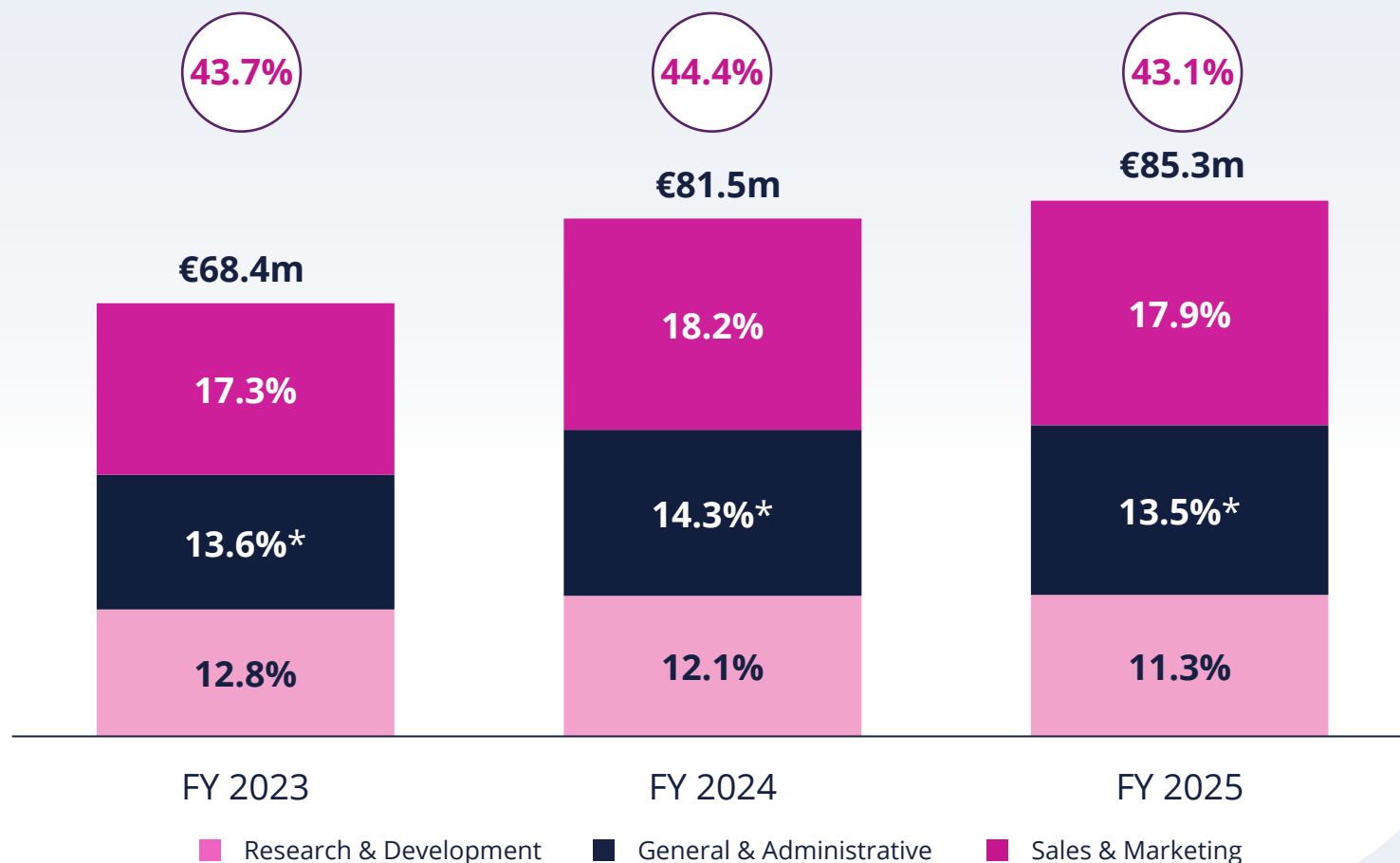


Gross margin increased to 73.8% benefiting from business mix evolution towards SaaS and Annual licenses

Continued **disciplined approach to expenses**

Consistent operating expenses repartition

Operating expenses
% of revenue



R&D expenses reflecting Group ambitions for **continuous product development and leadership** while **benefiting from AI tools**

Continued investment in **Sales & Marketing** as we continue **enforce business expansion and strengthen leading positioning**

General & Administrative expenses decreased by -70bps reflecting the **scaling-up** of Planisware

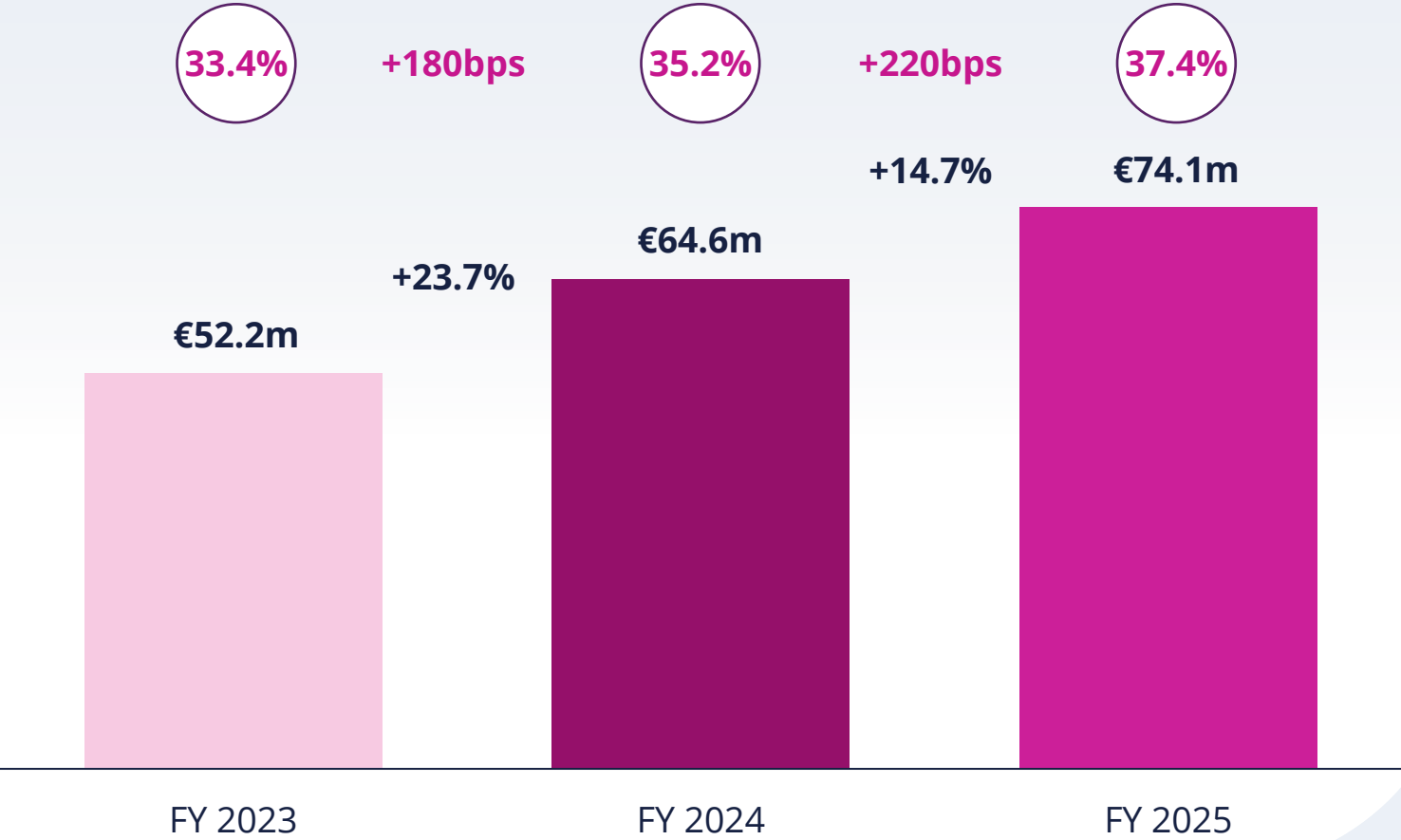
Notes:

* Excluding €-0.1 million, €+0.2 million, €-0.9 million foreign exchanges gains (+) and losses (-) in 2023, 2024, and 2025 respectively, accounted in G&A.

Adjusted EBITDA improvement

Adjusted EBITDA

*Adj. EBITDA margin
as % of revenue*



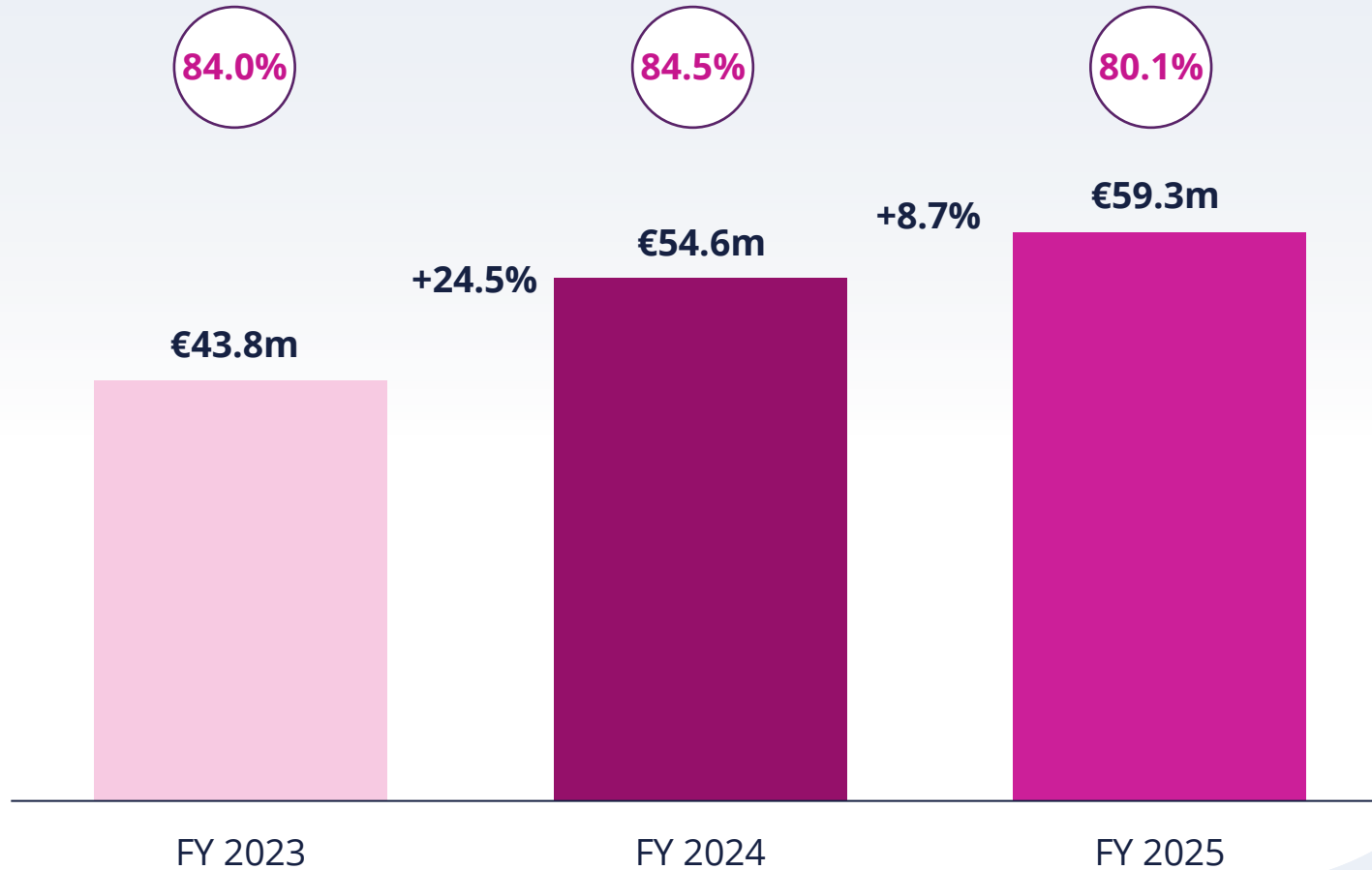
Strong increase of adjusted EBITDA margin fuelled by **revenue growth** and **lower COGS** with **further efficiencies** on employee-related costs and scale effects

Consistent high profitability ambitions and **controlled cost base**

Strong cash generation

Adjusted Free Cash Flow

*Adj. FCF
as % of Adj. EBITDA*

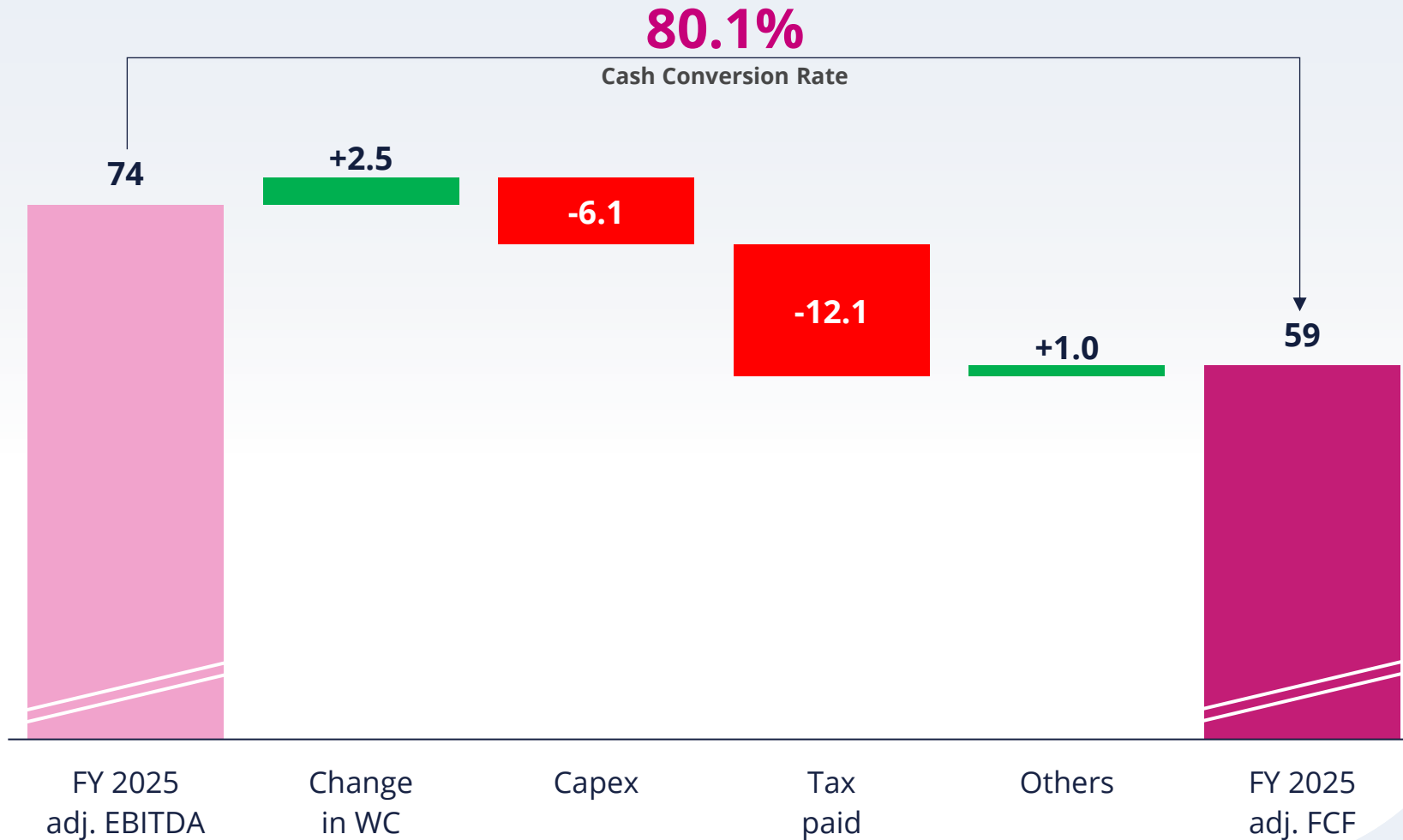


Adjusted FCF growth led by adjusted EBITDA growth

80% Cash Conversion Rate considered as normative **for the coming years**

Bridge from adjusted EBITDA to adjusted Free Cash Flow

Amounts in € million



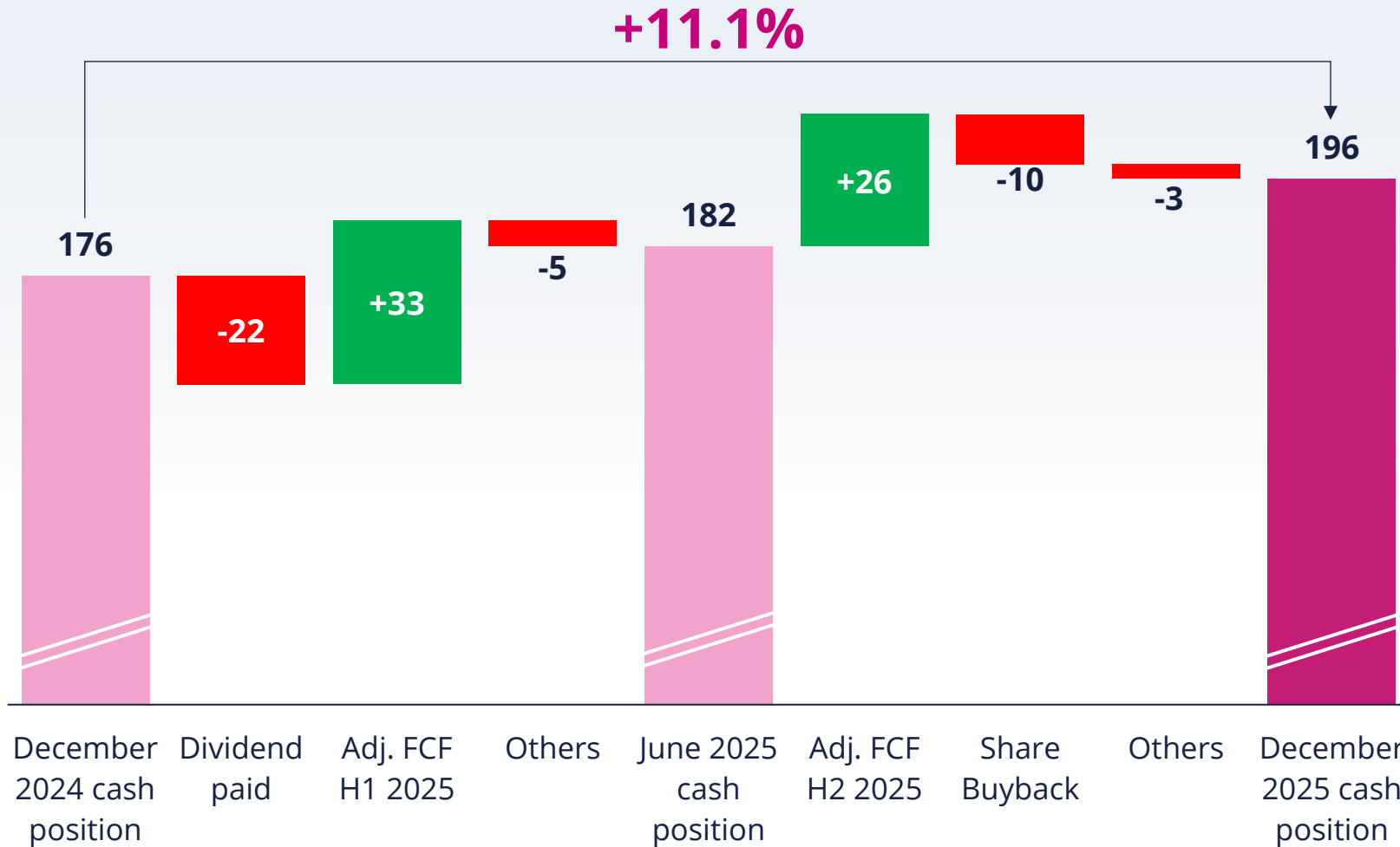
Positive change in WC reflecting the **growth of subscription contracts** billed in advance of the services rendered

Capital expenditures representing 3.1% of revenue as targeted

Tax paid increase reflecting taxable profit increase and higher Income Tax prepayments in France

FY 2025 net cash position evolution

Amounts in € million



The Group doesn't have any financial debt aside for lease liabilities (€17.6m vs. €17.0m in 2024) and small amounts of bank overdrafts

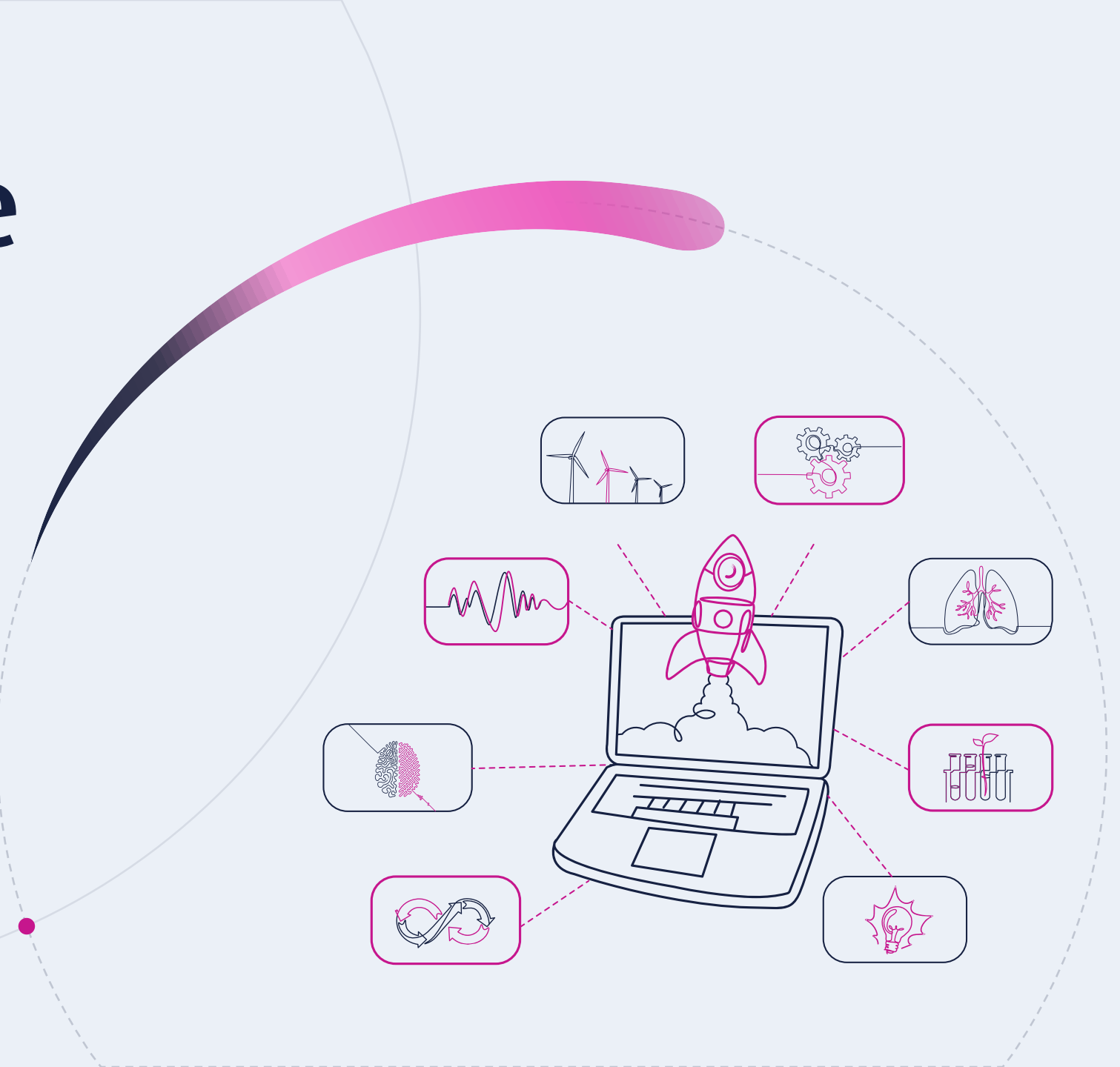
Proposed dividend of 50% distribution of FY net profit, representing € 25.2 million or **€ 0.36 per share** (+16.1% year-on-year)

Planisware

The Accelerator of the
Project Economy

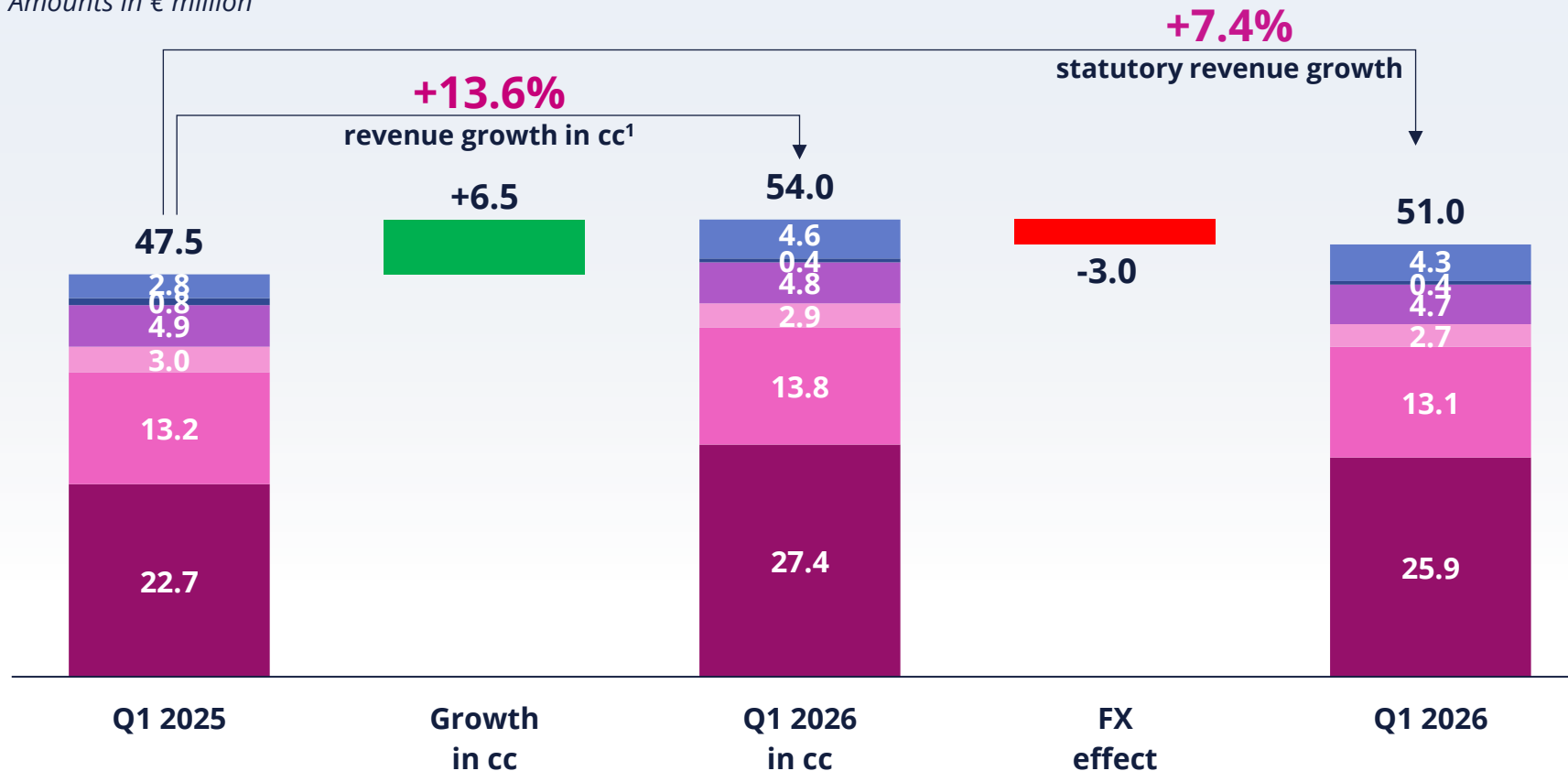
Q1 2026 revenue
April 16, 2026

Make Vision Reality



Q1 2026 revenue growth building blocks

Amounts in € million



Recurring revenue

- SaaS & Hosting
- Evolutive support
- Subscription support
- Maintenance

SaaS Model

Non-recurring revenue

- Perpetual license
- Implementation & others non-recurring

Notes:

- 1: Revenue evolution in constant currencies, i.e. at Q1 2025 average exchange rates
- 2: SaaS Model: SaaS & Hosting, Annual Licenses and Evolutive & Subscription support
- 3: Evolutive support and Subscription support together

Revenue growth in cc¹ led by SaaS Model² at +13.2% with:

- SaaS & Hosting: +20.5%
- Support activities³: +3.0%

Implementation high growth (+64.8%) led by the strong commercial momentum at end of 2025

Maintenance (€-0.1m) and Perpetual licenses (€-0.4m) decrease reflecting **ongoing shift from Perpetual license sales to SaaS model**

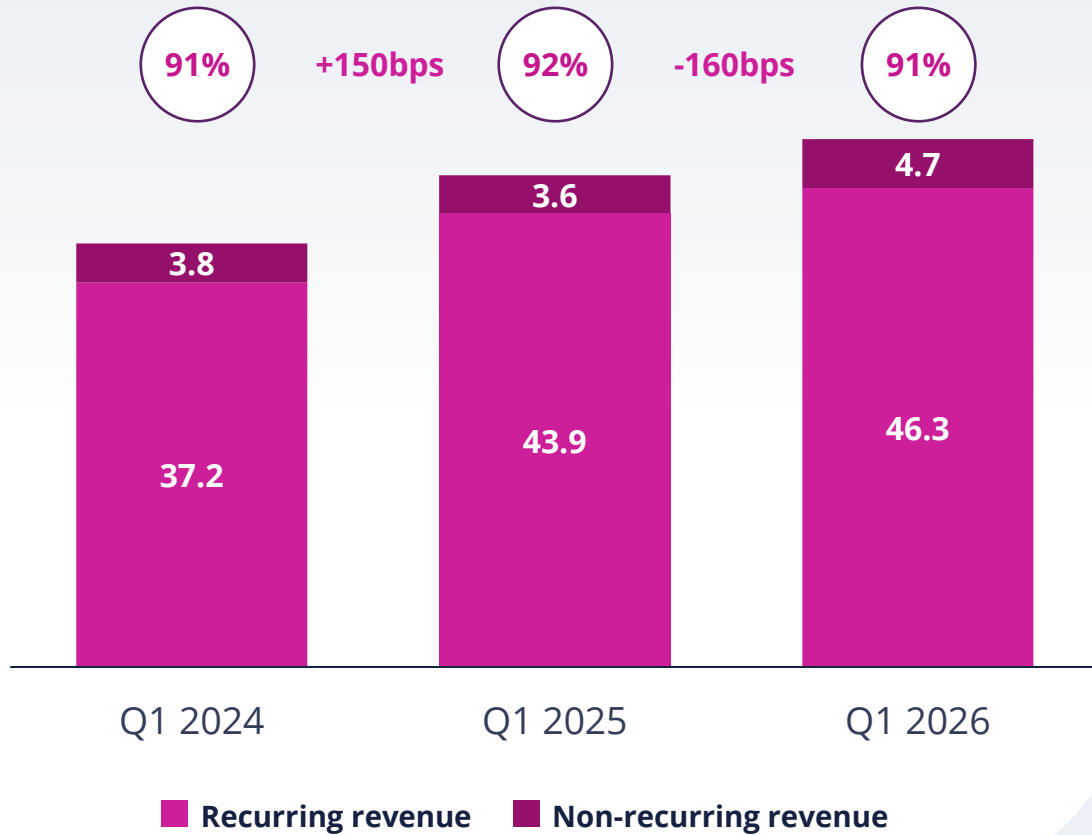
FX effect related to USD depreciation, and to a lesser extent to JPY

Revenue mix evolution at work

Amounts in € million

Revenue mix evolution

*Recurring revenue
as % of revenue*

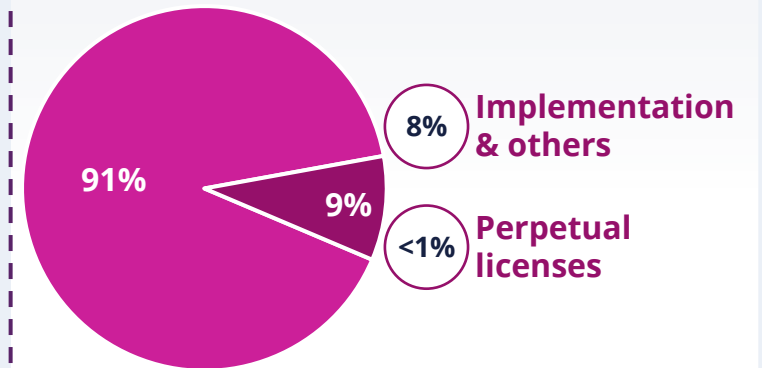
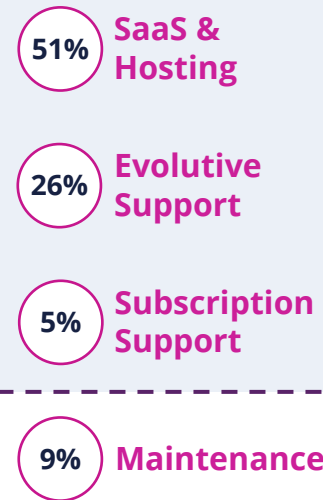


Q1 2026 revenue breakdown

Recurring revenue

Non-recurring revenue

SaaS model - 82% of revenue



**Thanks for
Your time**

For more information, please contact:

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