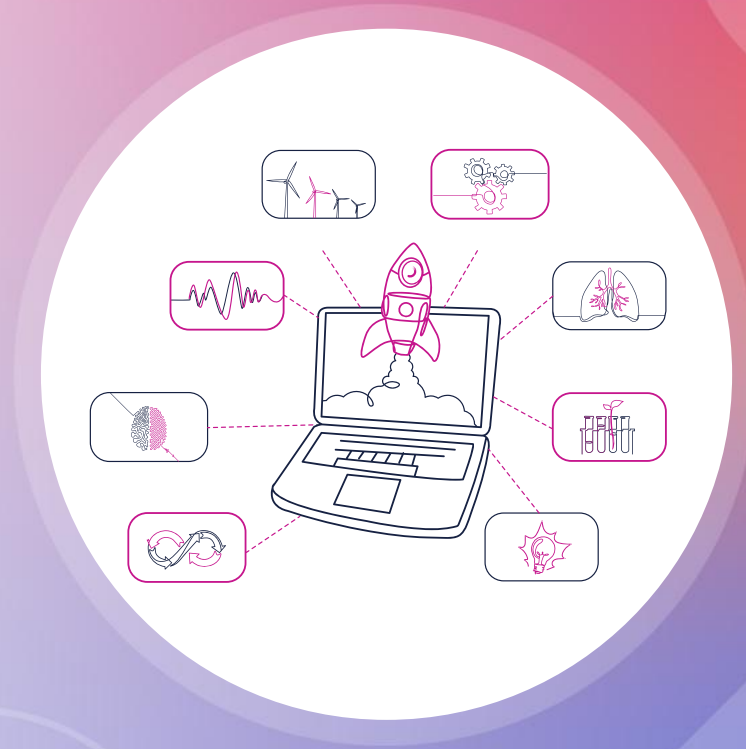




The Accelerator of the Project Economy

Roadshow post
H1 2026 revenue



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

FINANCIALS



€198m

FY 2025

total revenue

91%

FY 2025

Recurring revenue



81%

FY 2025

International revenue⁽¹⁾

43%

FY 2025

revenue in North America



17%

2020-2025

revenue growth CAGR

37.4%

FY 2025

Adj. EBITDA margin

CUSTOMERS & RETENTION

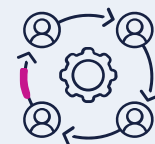


c. 650

blue-chip
global customers

c. 37

countries
served



110%

FY 2025
NRR⁽²⁾

1.4%

FY 2025
churn rate⁽³⁾



11 years

average top 20
customer tenure

PEOPLE, PRESENCE & ESG



20

offices
worldwide

All offices

certified *Great Place to Work*®



c. 850

talented employees

12

countries of
local presence



B CDP score

for transparency
and performance on climate change

Silver medal

by Ecovadis
for sustainable performance

Notes:

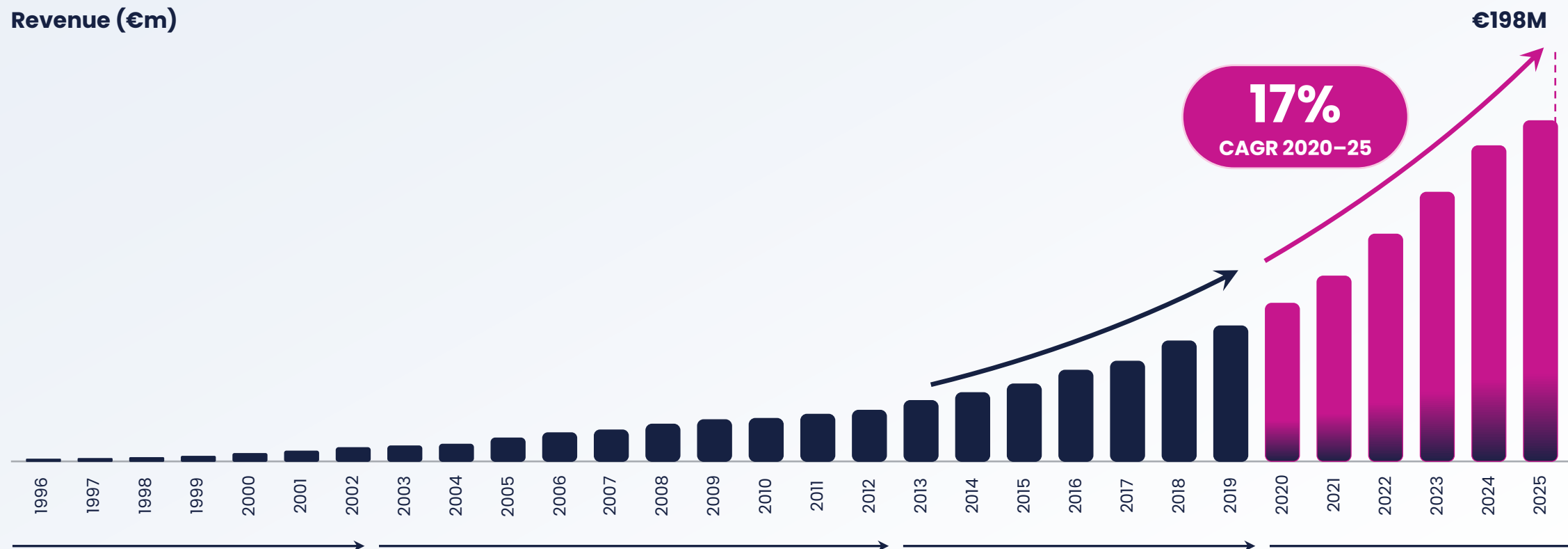
1: Outside of France.

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

Revenue (€m)



Foundation of a project management software leader

Growth acceleration

SaaS transformation

Growth at scale

1996

2000

2003

2008

2018

2024

Planisware spins off from Thales

50%+ of revenues outside of France

Ardian acquires a minority stake

33%+ of revenues in the US

Acquisition of NQI to address mid-market (Orchestra)

IPO to increase brand awareness / visibility

The Project Economy is the growth engine of our time

Mega trends

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

200-250m FTEs

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

Digitalization



Automation &
Productivity



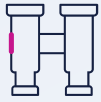
Energy Transition



Innovation



The Problem: **Only 35%** of Projects Succeed



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

**We are wasting
enormous amounts of**



Time



Money



Opportunity



Unified
end-to-end
platform

Multi-specialist
across functions
and industries

Mission critical
end-to-end
solution

Highly sophisticated & configurable

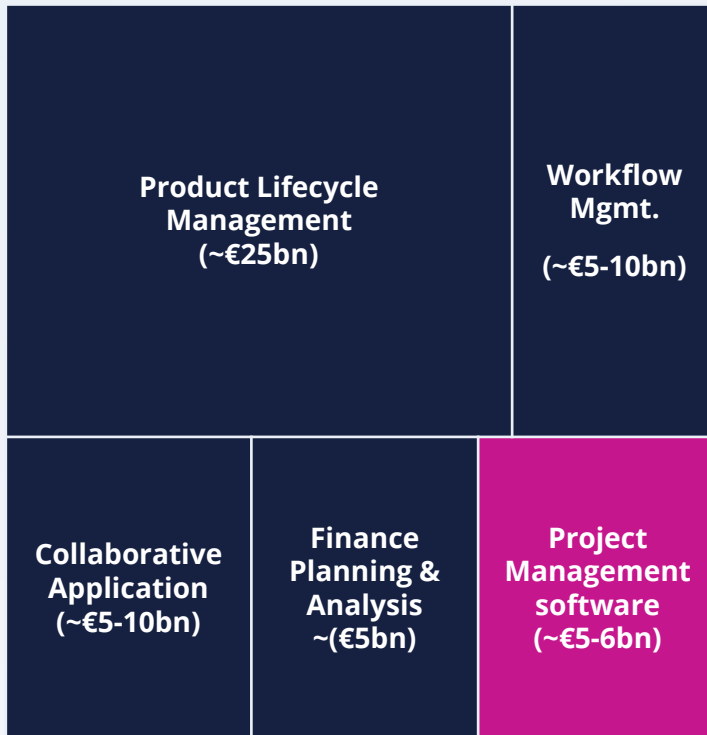
Modern
functionalities &
interface

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...**

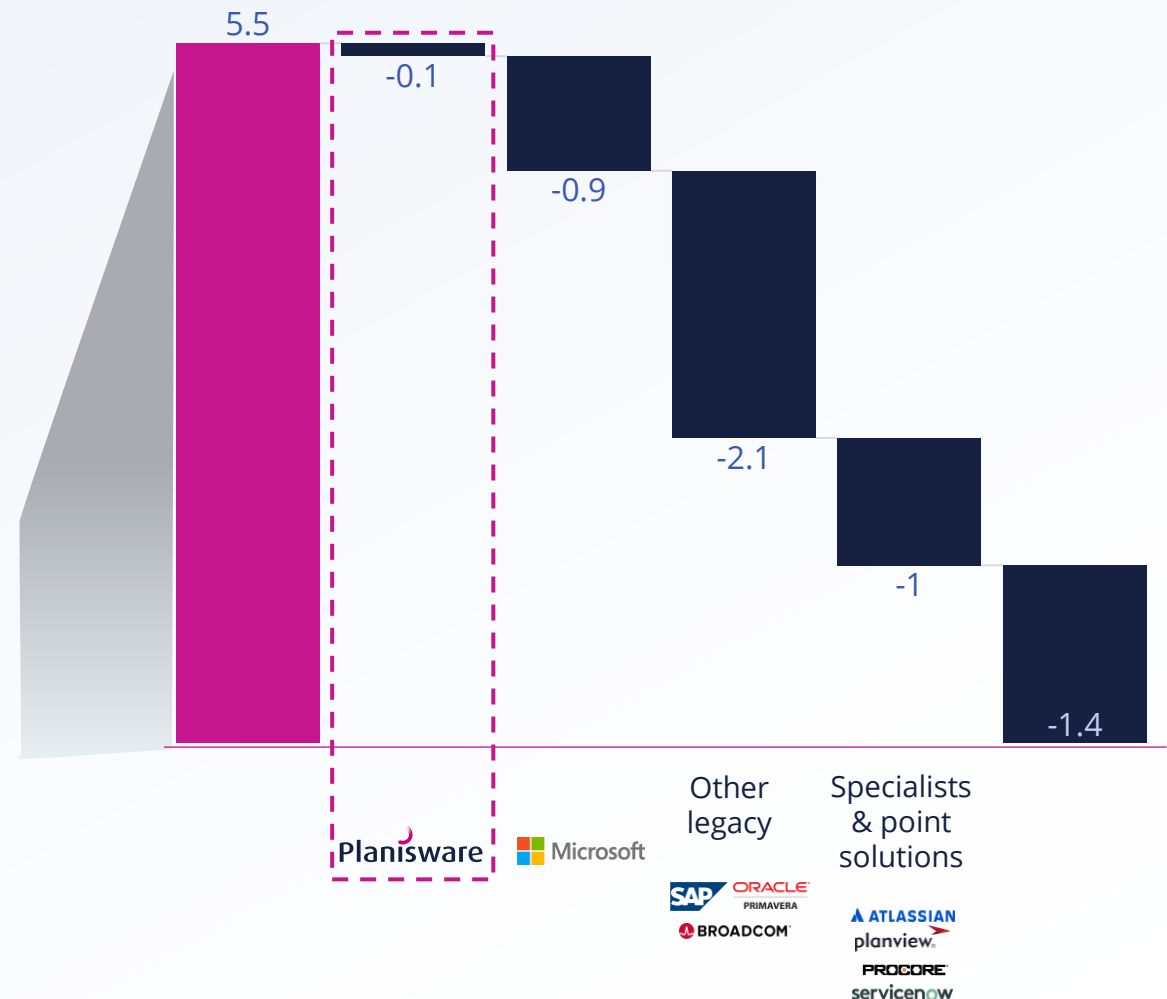


*all types of “project-related” software solutions across all verticals, customer segments and geographies

Sources: Company, Market reports.

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

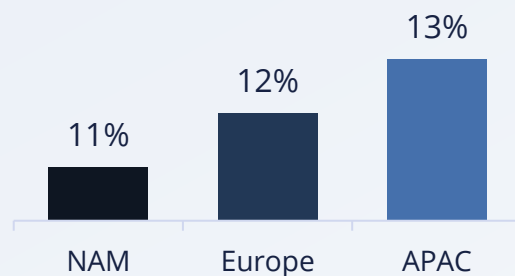
2022 Revenue of key Project Management software players (€bn)



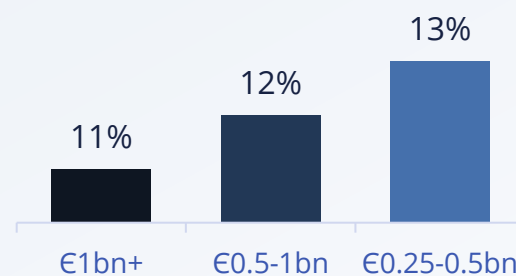
Homogeneous trends for which Planisware is ideally positioned

Market growth forecast (22a-28e CAGR)

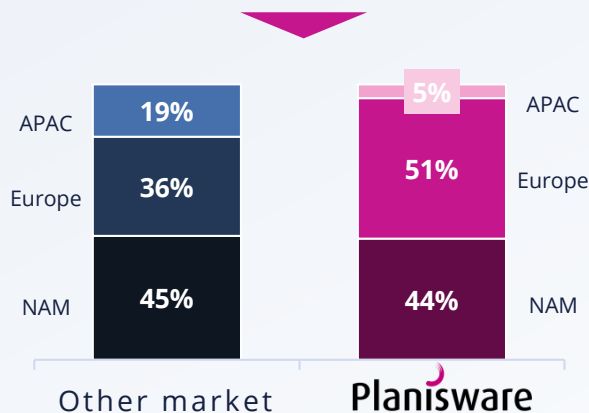
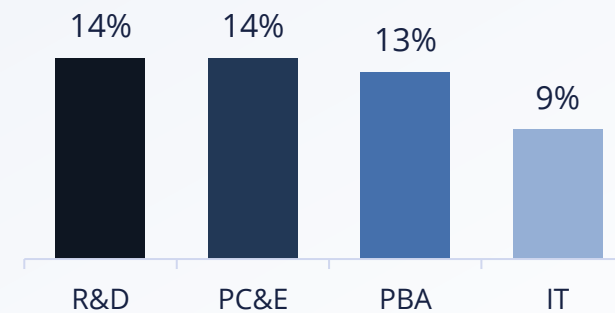
By geography



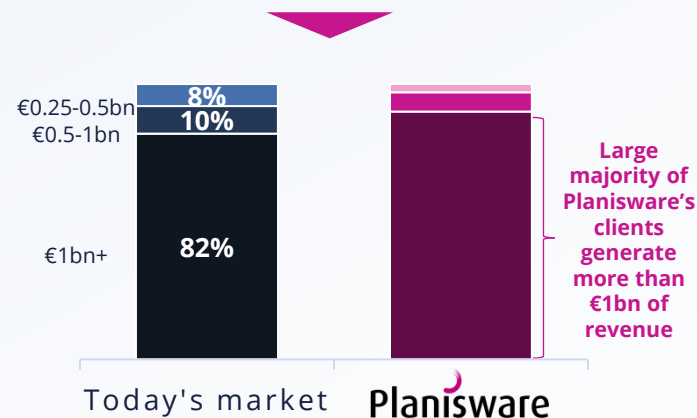
By company size



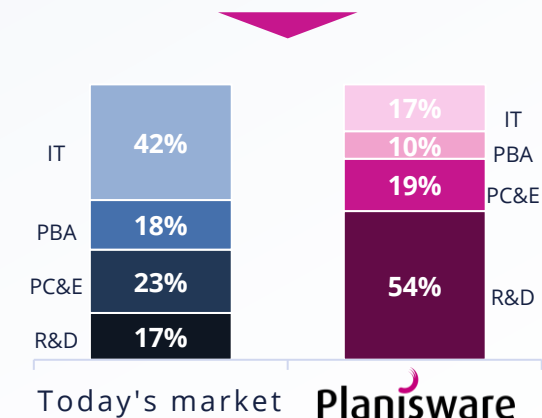
By functions



(22a Revenue breakdown by geography)



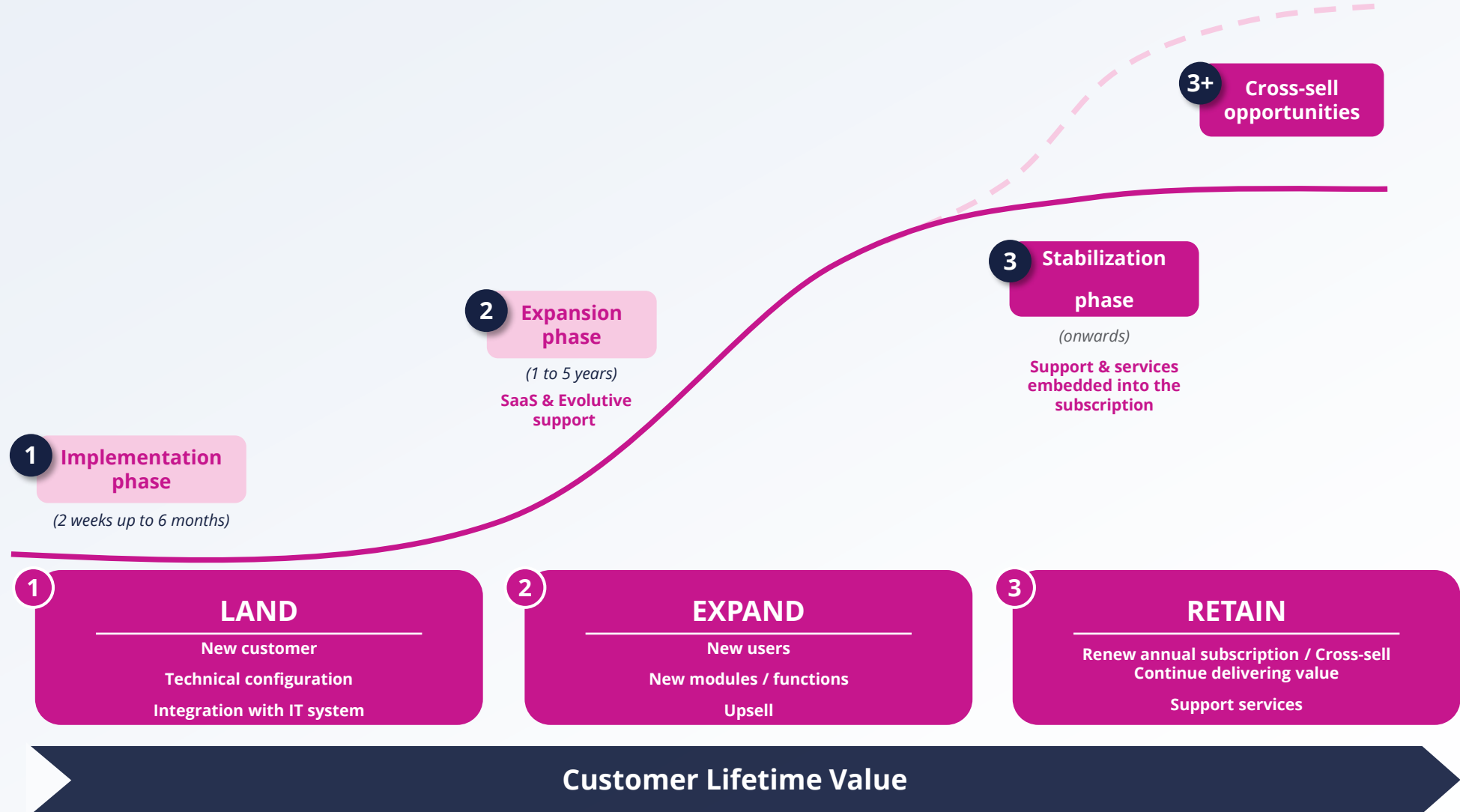
(22a Revenue breakdown by company revenue size)



(22a Revenue breakdown by functions)

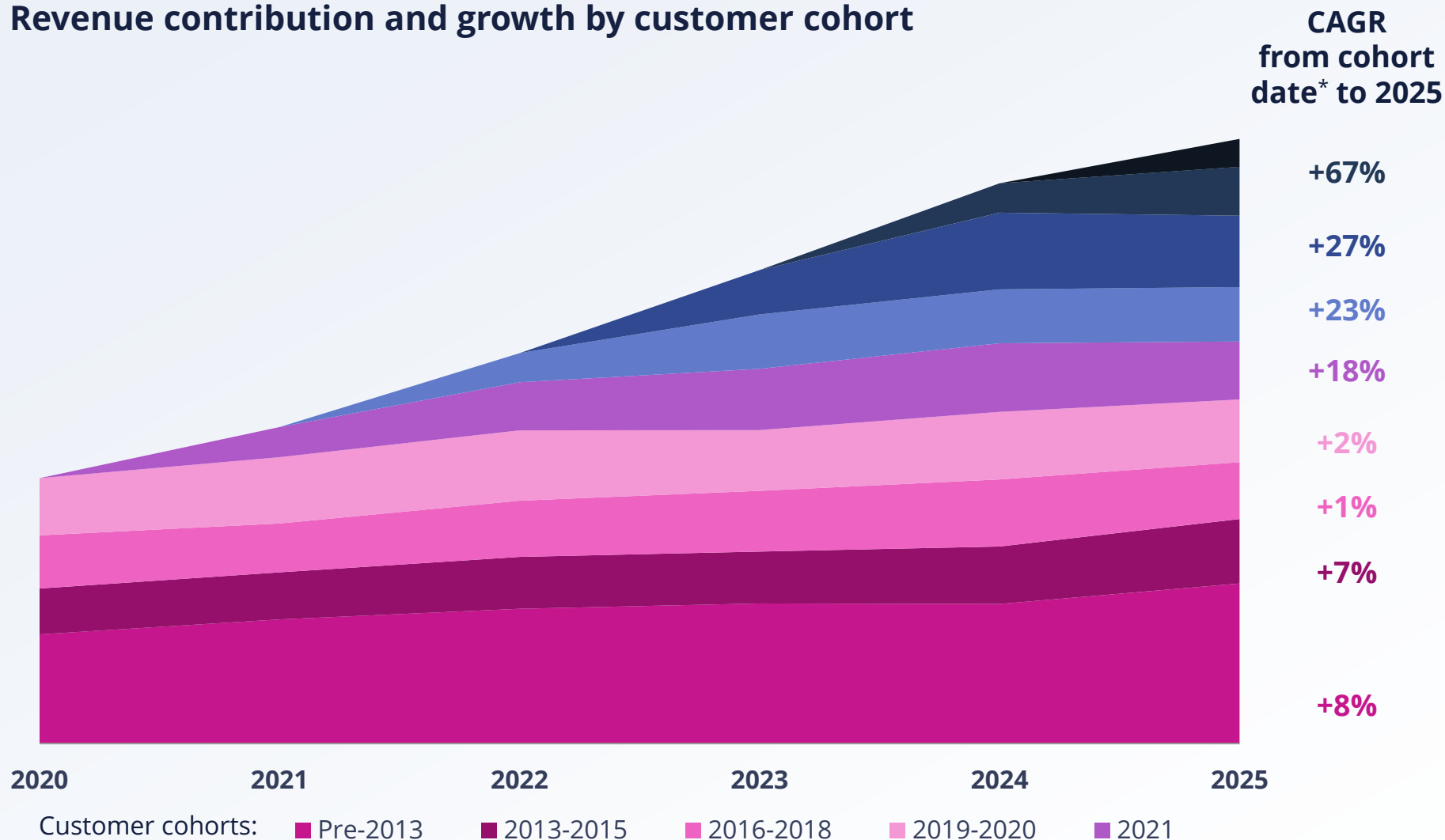
Planisware is **ideally positioned** to capture growth

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

Notes:

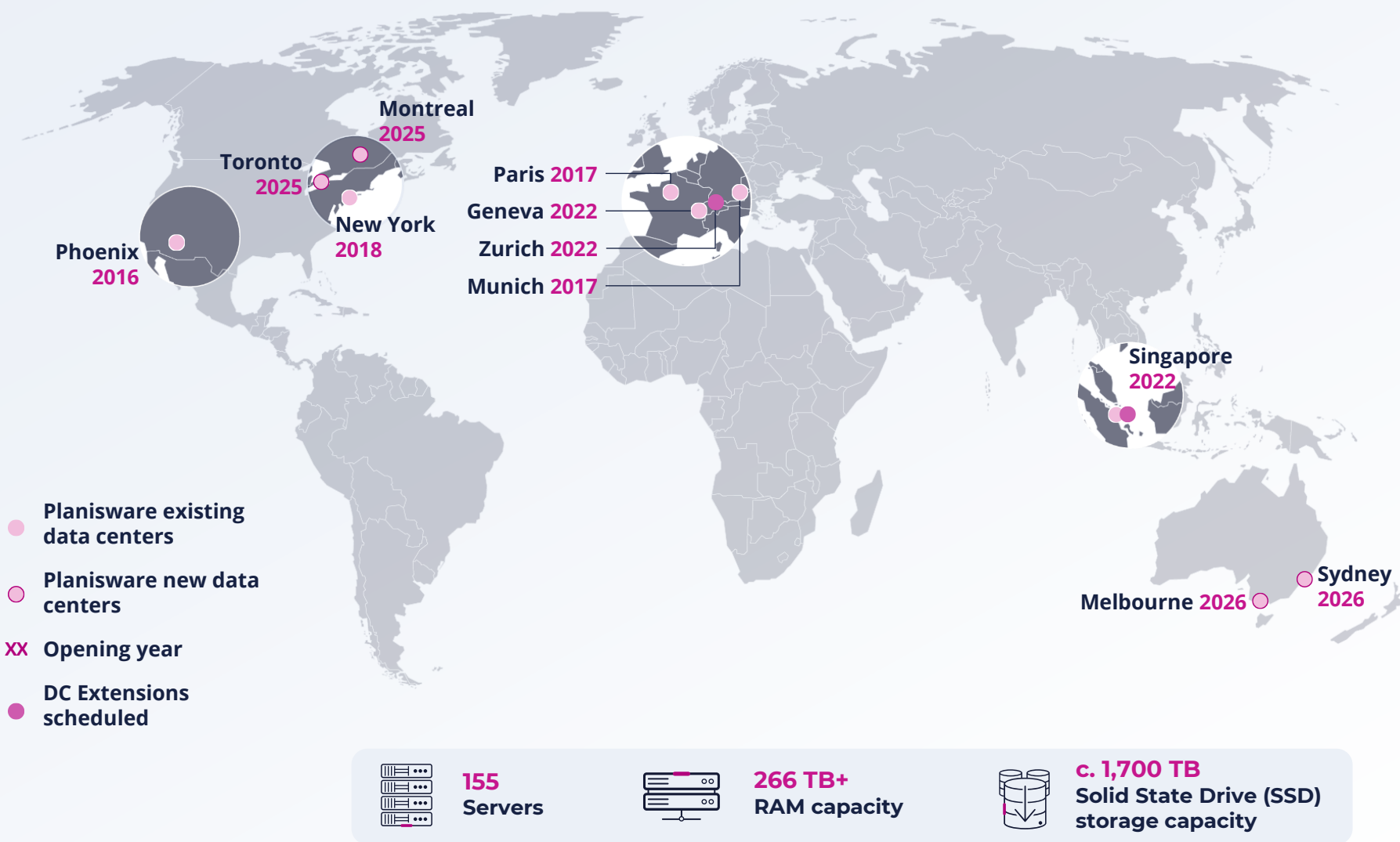
* Or from 2020 for earlier customer cohorts.

** Non-IFRS measure. Non-IFRS measures included in this document are defined in the disclaimer of this document.

Continued geographic expansion



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

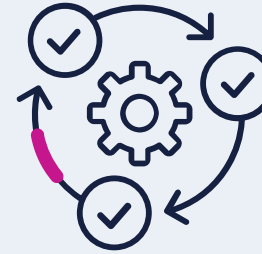


INNOVATION IS IN OUR DNA

Three decades ago, we rebuilt project software from the ground up.

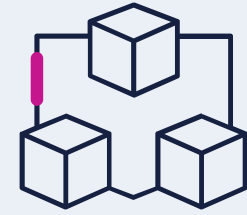
AI-ready by design.

Years ahead by choice.



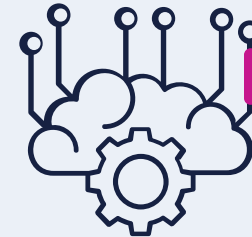
Rapid software development

Ship in cycles, not years. Outpace incumbents by design.



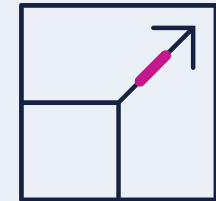
Object-oriented models

Every business concept gets a first-class seat in the architecture.



Semantic foundation

Encoded from the start, our data was LLM-ready before LLMs arrived.



Scalable architecture

One platform that adapts itself to every customer's needs.

The compounding advantage

*Built to lead the
next wave*

30 years of AI. Purpose-
built architecture.

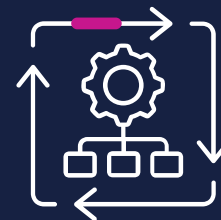
A lead that grows with
every cycle.

Why we win from here



The project economy is human

PPM exists to
coordinate people and
teams, not agents. We
sit exactly where the AI
wave amplifies human
work instead of
replacing it.



Our stack is ready for what's next

The semantic re-
architecture and
product portfolio we
invested in are the
foundation current and
future AI advances plug
straight into.



We sell the full experience

Hosting + software +
services in one model.
Customers don't buy a
tool, they buy
outcomes. That direct
relationship is our edge.



A Group fully geared and ready to benefit from the AI era

1. A 30-year AI advantage, built to compound

- Object-oriented, semantic architecture: LLM-ready before LLMs arrived
- Every AI wave – predictive, generative, agentic – plugs straight into Planisware's stack
- Competitors retrofit; Planisware leads compounds with every cycle

AI-ready by design. Years ahead by choice.

2. A large, growing market with structural tailwinds

- €60+ bn Project Economy software market with robust, strong growth
- Four structural tailwinds: Digitalization & AI, Innovation, Energy transition, Automation
- SAM expanding with targeted growth runway

Same growth equation as IPO, with an expanded runway.

3. A unified platform with purpose-built products

- Five purpose-built products on one unified platform: IT SPM, NPD, PSA/PBA, AIP, E&C
- Each owns its use case end-to-end – the answer when AI is the new interface
- Prisma turns AI from assistant into agent – high-margin, recurring, decoupled from token economics

Purpose-built beats generic when AI is the interface.

4. The organization and delivery engine to win

- ~900 Planiswarians, 20 offices, 15 countries – global reach with local proximity
- Product Office at the center, partner network extending the reach
- 250+ embedded Evolutive Support engineers: a decade-proven Forward Deployed Engineering model
- Strong NRR and very low churn, with expansion built in

First to deliver wins. We are already there.

Product at the center

Continuous feedback on needs, opportunities and difficulties - converging on a single roadmap

The feedback loop:

- **NEEDS**

From customers and the market: what to build next?

- **OPPORTUNITIES**

Adjacent use cases, new pillars, AI deployment patterns

- **DIFFICULTIES**

Friction in the field: implementation, adoption, scale



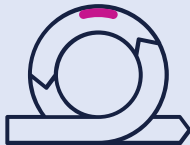
One
single
product
roadmap



An organization built for agility, velocity and scalability

Agility

Market signals reactivity



Faster sensing of market shifts, customer needs and tech opportunities, translated directly into roadmap decisions.

Continuous adaptation to customer's needs.

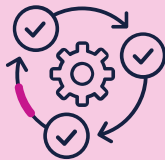
Operational outcome



feedback loop

Velocity

Rapid development



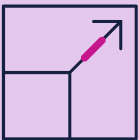
Ship in cycles, not years.
Outpace incumbents' pace by design.
Offering improvement at the speed the AI era demands

Operational outcome

Days saved from field signal to backlog

Scalability

Scalable Architecture



One platform enabling all products to benefit from any innovative development.
Simultaneous deployment to specialized product, continuously adapting to specific customer's needs.

Operational outcome

1 central roadmap



AI Powered
**Unified
Platform**
by Planisware



**One platform.
One Experience.**

- Unified technology & user experience
- Modern UI engineered for velocity
- Faster value delivery with minimal friction

- Proven enterprise foundation
- Accelerated pace of delivery
- Security woven into every layer



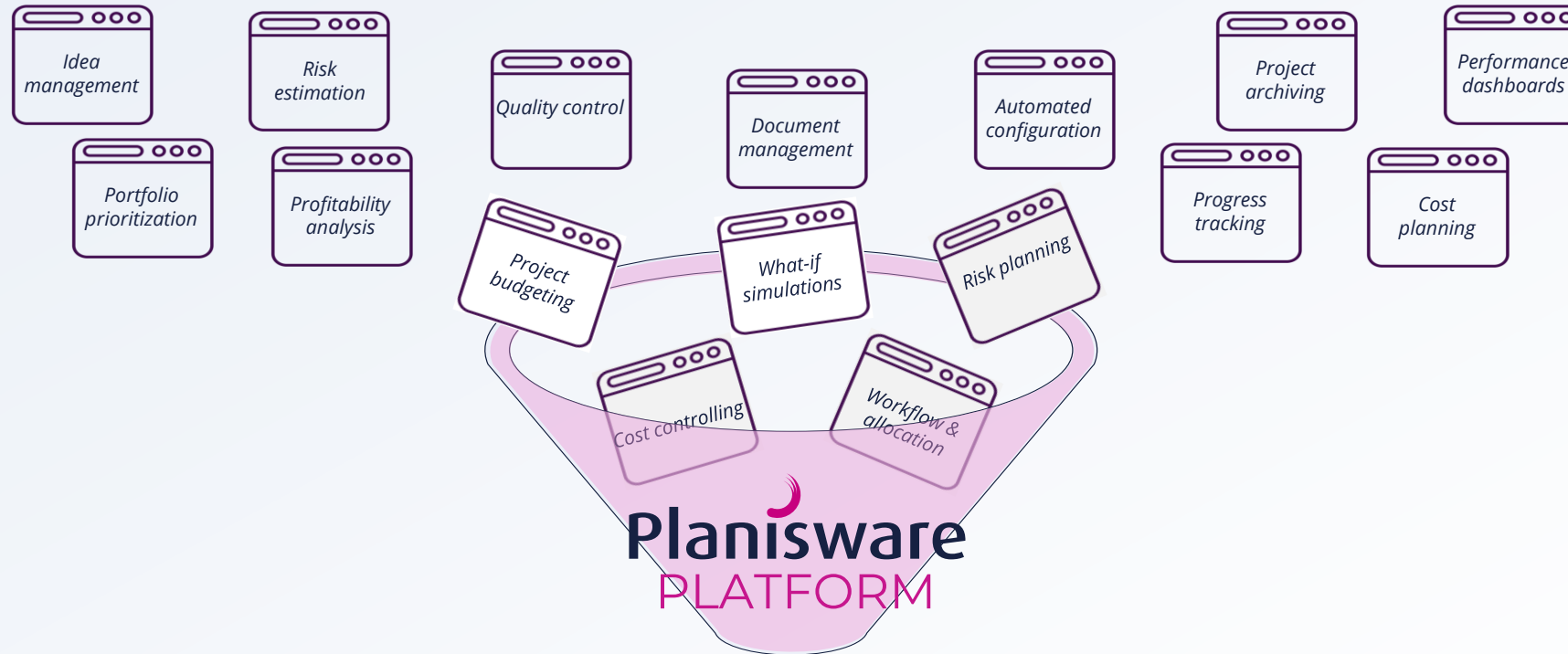
**Proven. Scalable.
Secured.**



**From insight to
impact.**

- Agentic AI, natively integrated
- Connected data that unlocks actionable intelligence
- Frictionless execution from start to finish

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 products offering: one platform underneath



**Planisware
Enterprise**

**The comprehensive solution for the most
advanced usages**

Five use case specialized products



**Planisware
Horizon**

IT Portfolios

Plan and steer the IT
investment portfolio

✓ *Released*



**Planisware
Nova**

**New Product
Development**

Get new products from
idea to launch

✓ *Released*



**Planisware
Luma**

**Revenue-
generating Projects**

Run projects that drive
top-line revenue

Coming



**Planisware
Elevate**

Engineering

Coordinate complex
engineering programs

Coming



**Planisware
Valoris**

**Asset Investment
Planning**

Sequence capital and
asset investments

Coming



**Planisware
Orchestra**

PMO essentials for mid-market



2025

OSCAR

Our configurable assistant.

Customers were already configuring Oscar inside Planisware

Answering questions, drafting updates, navigating the product.



2026

PRISMA

Our new hybrid agent.

From an assistant to an agent, a new class of AI.

One that performs complex tasks, integrates Planisware with documents and other applications, and acts on the full picture.

AI shifted from assisting agents to *productivity agents* handling autonomous multi step work

Most vendors had to rethink their stack. We didn't.

Three decades of AI-first architecture meant agents were the next natural step, not a pivot.

PRISMA

The hybrid AI agent

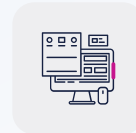
More than a chatbot. Far beyond search queries

An autonomous reasoning agent fully embedded in Planisware, not bolted on



PLUGGABLE LLM

OpenAI, Anthropic, Gemini, Model-agnostic by design.



IN-MEMORY SPEED

Direct access to all Planisware objects, no REST API overhead.



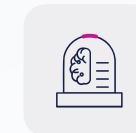
REAL-TIME INTELLIGENCE

Reads & interacts with any Planisware screen in real time, context no external agent can see



VALIDATION-GATED WRITES

Every update is reviewed before it lands. Auditable, replayable, enterprise-safe.



AGENTIC ORCHESTRATION

Autonomous multi-step reasoning with user approval gates.



ENTERPRISE POWER

Generates PPTX/DOCX/XLSX, connects to Teams, Salesforce and SAP.

Generic agents read: **Prisma executes.**

Every enterprise will deploy agents. The winners will have a governed, in-context execution layer inside the system of record. **We already built it.**

	MCP-Only <i>External agent</i>	PRISMA <i>Embedded hybrid agent</i>
Latency	✗ Round-trips through MCP for every read; serialization overhead.	✓ Sub-ms in-memory reads via PMSQL. No round-trips, no serialization tax.
Integration	✗ Sits next to Planisware. Cannot drive the UI, cannot navigate screens.	✓ Drives Planisware screens, reads context from the live UI, agent + screen flow.
Governance	✗ Writes are unmoderated. No approval gate, no replay, no audit.	✓ Every write goes through a controlled approval gate. Auditable, replayable.
Reach	✗ Limited to exposed MCP endpoints — a subset of Planisware logic.	✓ Full Planisware surface — reporting, analytics, configuration, workflows.
Ownership	✗ Owned by the client agent vendor, Planisware becomes a data source.	✓ We own the agent, the data layer, and the UI. Clients stay anchored.

The market sells insights: **We sell execution.**

SYSTEMS OF INSIGHT



Approach: *extract → store → query*

- Read-only, no write-back into the project system
- Analytics only; can't take operational action
- Data lives in a copy, not the live system of record



Approach: *surface → summarize → notify*

- Surfaces summaries, but can't configure or change anything
- No multi-step task execution
- No controlled writes; read-only by design



Client-built
MCP Agents

Approach: *Copilot / custom agent + MCP*

- Vendor-owned; you're locked to their roadmap
- Limited to whatever endpoints they choose to expose
- No native UI integration, governance or controls

SYSTEM OF EXECUTION



Approach: *the all-in-one PPM operating layer*

Reporting

From data to deliverable, not just dashboards. Generate board-ready PPTX, DOCX, and XLSX from live data in one prompt

Analytics

Answers from the live system, not a stale copy. Ask Planisware in natural language and drill into the real project record.

Operations

Prisma acts. Others only observe. Update costs, schedules, and deliverables directly in the system you already work in; every write approval-gated and audited.

Full surface

Every module, natively; not one bolted-on corner. One operating layer across the whole portfolio, not a copilot stapled to a single screen.

MCP integration

Open by design, not locked to a vendor roadmap. External MCPs plug in (i.e. Teams, Salesforce, SAP) so you're never capped at whatever endpoints a vendor chose to expose.



PRISMA

**One AI offering.
Three ways to grow revenue
per user.**

A land-and-expand engine
layered on every existing
named-user license

ENTRY USER

PRISMA

Land the installed base

LAND

- Attaches to every existing named-user license
- Low-friction entry, converts the base into AI users; hard cap on monthly usage
- Broadens the monetizable base instantly

POWER USER

PRISMA PRO

Expand revenue per user

EXPAND

- PMO-equivalent value at a fraction of headcount cost
- Full usage, no cap high willingness-to-pay to extend usage
- Targets power users, PMO leads ; stickiest segment

FUTURE USER

PRISMA EXPERT

Turn services into software

TRANSFORM

- AI-driven config replaces a large share of implementation effort
- Converts services into recurring software revenue
- Premium tier, margin & TAM expansion upside

DECOUPLED

FROM THE TOKEN ECONOMY

Customers bring their own LLM.
We sell Prisma licenses.

**As token prices swing,
Planisware revenue doesn't.**

We monetize the AI capability, not the compute.
The value of our tech is fully desynchronized
from the token economy.

BRING YOUR OWN LLM

Customer holds the LLM contract

*Expected c. 90% of
customers, large ones*

- Customer controls token budget directly, no markup, no resale.
- Prisma plugs into the chosen LLM provider, model-agnostic.
- Token-budget pressure sits with the LLM vendor, not with us.
- Lower procurement friction, one less vendor to onboard.

PATH
1

PRISMA UNITS

Planisware-managed AI credits

*Expected c. 10% of
customers, mid-market*

- For who don't want or cannot manage LLM customers contracts.
- Subscription contract based on monthly budget of Prisma Credit
- Same price whether powered by OpenAI, Anthropic or Google, provider-normalized.

PATH
2

Leveraging AI for internal performance

PLAN

Two-track model

Plan paired with execution capacity

- AI Champions explore real use cases
- Tiger Team ships apps in 2 weeks
- Board-level AI governance in place
- Approved tools, sanitized data

BUILD

Ship in 2 Weeks

Disciplined pace, ruthless focus on adoption

- 2-week build & deploy cycles
- 80% adoption target at 3 months
- Kill apps below 30% usage
- Capacity freed flows to next app

SCALE

Productivity lift

Gains where productivity compounds

- Sales: faster demos, proposals, pitches
- Support: better deliverables, easier config & deploy, knowledge sharing
- R&D: early adopters, industrialization of code production & refactoring

VALUE

Internal value focus

Internal value before external bets

- 15+ initiatives live across functions
- Productivity lift on revenue-driving teams
- AI adoption driven by real identified needs

Developing a network of partners

Extending Planisware's reach where it operates and into still uncovered territories

THE FINALITY

Accelerate growth, extend global reach, get endorsement, absorb workload peaks

01

Where we have subsidiaries

AMPLIFY & ACCELERATE

- Co-selling extends our direct sales capacity
- Consulting firms open doors at enterprise accounts

Distributor

02

Where we are not yet present

ACCESS & EXPAND

- Distributors / Referrals carry the brand into new countries
- Market entry without fixed-cost local infrastructure

Referral

03

Where demand outpaces our capacity

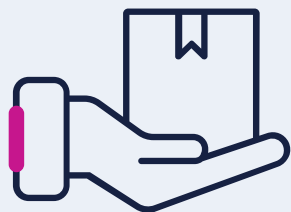
SCALE & DELIVER

- Technology partners absorb project workload at peak demand
- Deliver more without growing fixed headcount

Consulting & Advisory

Technology

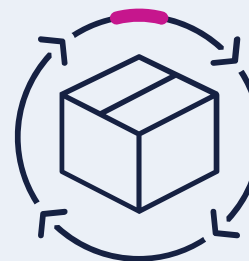
Solidifying customer success



Implementation Services

Scope-defined Projects

People based one-and-done engagements with fixed deliverables



Evolutive Support

Outcome-based Partnership

Embedded teams that operationalize customer workflows to deliver real outcomes



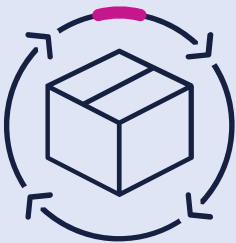
Skilled engineers

Highly skilled engineers that are localized to the customer, spend time on-site with them, and specialize within industries and use cases served



Value & outcome based

Success measured by customer business outcomes, not hours billed or features shipped



Relentless focus on details

Attention and focus to each customer's specific workflows & processes allows customers to achieve optimal adoption and value realization



Strong revenue durability

Delivery done through packaged solutions, Planisware IP, and embedded teams leads to consistent revenue with high margins

Evolutive Support

Solidifying customer success

An outcome-based delivery model with embedded teams operating day-to-day inside customer environments

Customer expansion engine

Every organization is nuanced, the details matter for value realization “Last mile delivery” turns features and capabilities into outcomes

Evoluteve Support builds a deeper moat through stickiness, expansion, and retention



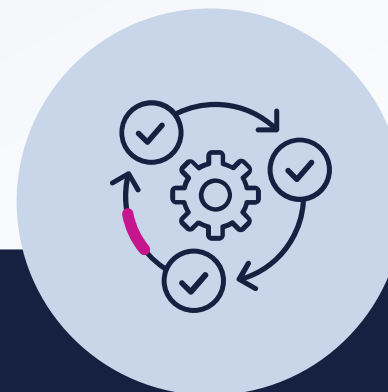
Deep customer knowledge

- Understanding the customer's business allows us to understand their challenges
- This proximity fuels expansion, we know where to grow before they ask



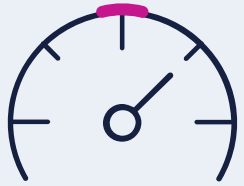
Commercial impact

- Retention that compounds, higher satisfaction, lower churn, stronger net retention.
- Expansion built in. Faster upsell, large cross-sell runway, deeper workflow embedding.



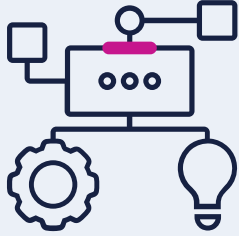
Product feedback loop

- Customer intelligence powers the roadmap, at scale.
- Faster innovation fuels expansion and evoluteve support growth, deepens footprint, and drives a self-reinforcing growth cycle.



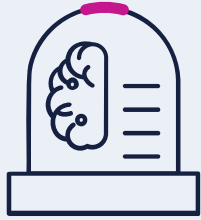
SPEED VS. ADOPTION

AI features ship fast, but customer adoption can't keep up.



FEATURES ≠ OUTCOMES

Customers have more capability than ever, and less value realization.



THE DEMO TRAP

Competitors demo AI. Delivery is what creates value.



FIRST TO DELIVER WINS

The winner is whoever closes the gap between capability and outcomes.

The AI era

CHALLENGE

The bottleneck has shifted from technology features to delivery

Every vendor has AI on the roadmap.

Almost none have delivery figured out.



CO-BUILD WITH THE CUSTOMER

Embedded team designs AI use cases anchored on measurable outcomes.



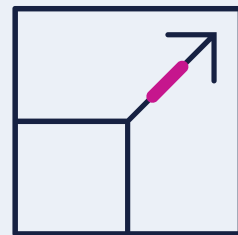
PILOT ON REAL DATA

Working prototype in weeks, not quarters, on the customer's own dataset.



HARDEN IN PRODUCTION

Governance, monitoring, and integration into the customer's IT landscape, unlocking incremental value along the way.



SCALE ACROSS THE ACCOUNT

Next use case, next department, next pillar, each step is an expansion event.

Evolutionary Support

THE ANSWER

Evolutionary Support already sits inside our customer's ecosystems.

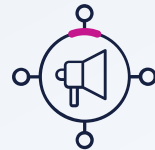
The perfect vehicle to co-build, pilot, harden, and scale AI use cases.

Forward Deployed Engineering, industrialized

**We call it
Evolutive
Support.**

The industry now calls it Forward Deployed Engineering, one of the most important roles on the market, but **Planisware's been doing it for over a decade.**

Profitably, at scale, across AI and non-AI use cases.



MARKET VALIDATION

Investors and analysts now cite FDE as a key competitive advantage. Proof that the bottleneck has moved from technology to delivery.



10+ YEAR TRACK RECORD

We built this model when the market still called it professional services. A decade later, the maturity gap speaks for itself. Already delivering Oscar AI, ready to scale Prisma.



250+ ENGINEERS

A scaled operation embedded across the global customer base, not a pilot team. Real-world engineering insights feed directly into the product, accelerating innovation and expansion.



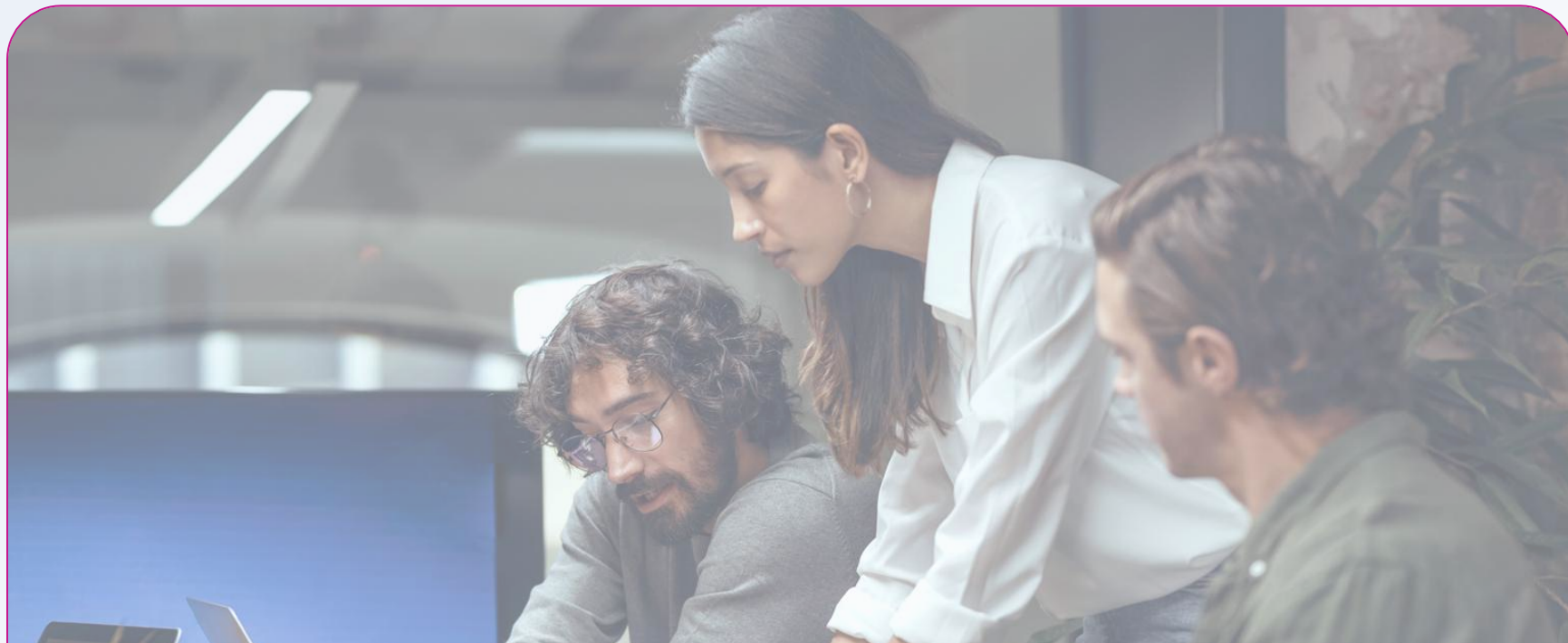
PPM & SPM DOMAIN DEPTH

Vertical depth in PPM & SPM that horizontal players can't replicate. Increasingly focused on embedding AI workflows directly into customer operations

Evoluteive Support

The engine behind the AI advantage

*Profitable.
Recurring.
At scale.*



Growth

Engine

High NRR driver.
Churn avoidance.
Expands accounts from one pillar to many.

AI

Delivery Vehicle

Co-build, pilot, harden, scale. Evoluteive support turns AI features into customer value.

Moat

Defensible

Vertical depth that delivers, which horizontal models can't replicate.

FDE

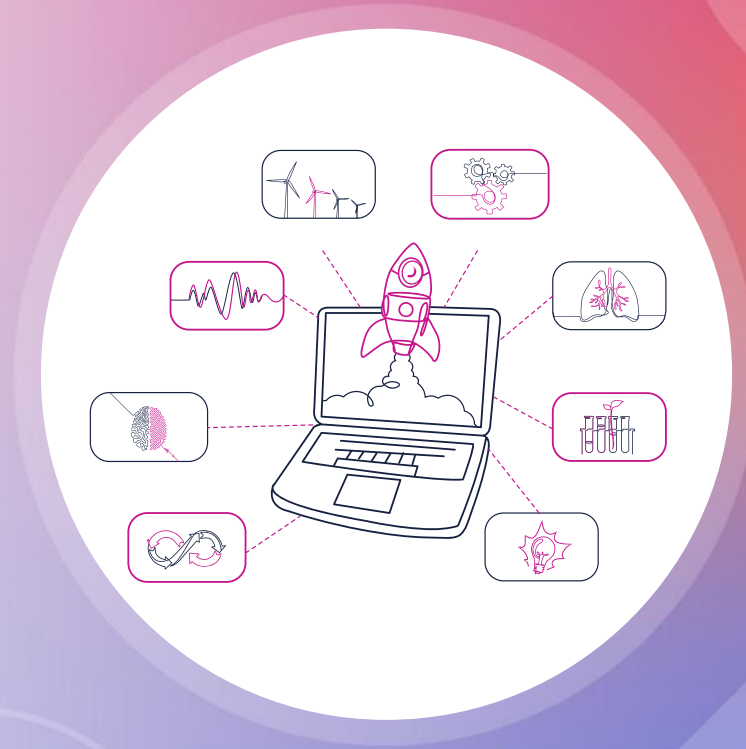
Validated

A decade ahead of the trend. The market now validates what we built.



The Accelerator of the Project Economy

H1 2026 results



April 16, 2026

H1 2026 highlights

1

- **Revenue up +14.8%** in cc* led by Group's SaaS operation and the implementation of new contracts
- **Q2 2026 revenue up +16.0%** in cc* confirming **sequential improvement** since Q2 2025

2

- **Solid commercial traction** with both new logos and existing clients
- Increasing bookings and commercial pipeline

3

- **Adj. EBITDA margin** up by **+20bps** to **36.0%** of revenue
- Less profitable mix effect due to high implementation workload
- High hiring levels to support future growth

4

- **Strong cash generation** with **adj. FCF** up by **+25.3%** year-on-year to **€ 41.2 million**
- Higher conversion rate related to better collection of invoices

5

- **2026 objectives raised** to take into account the strong start of the year, the continued strong commercial momentum, and a solid commercial pipeline

Notes:

* Revenue evolution in constant currencies

H1 2026 commercial momentum

Selection of notable commercial wins across regions and industries

40+ wins
in H1 2026

Well balanced
between new
logos, up-sell,
and cross-sell

Broad-based
across
geographies
and verticals

Displacing the
competition

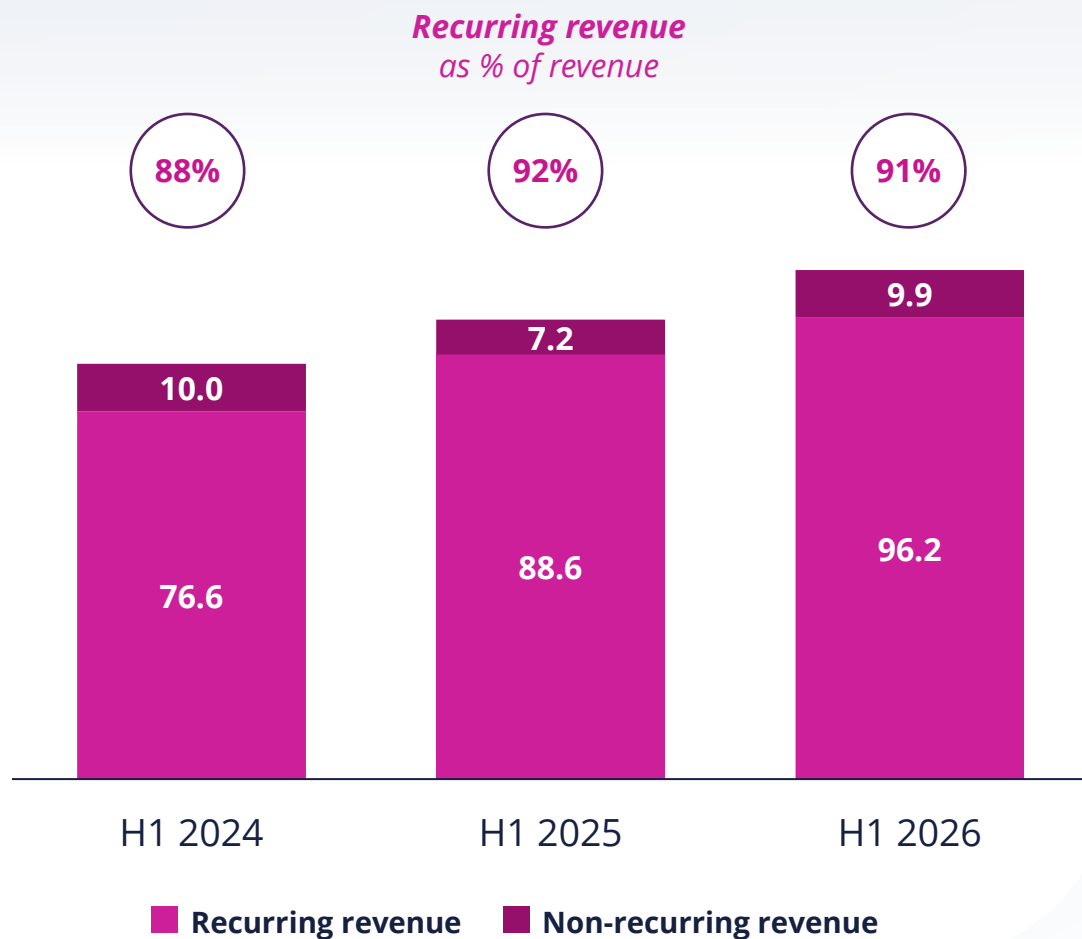
Land,
expand
& scale



Revenue mix evolution at work

Amounts in € million

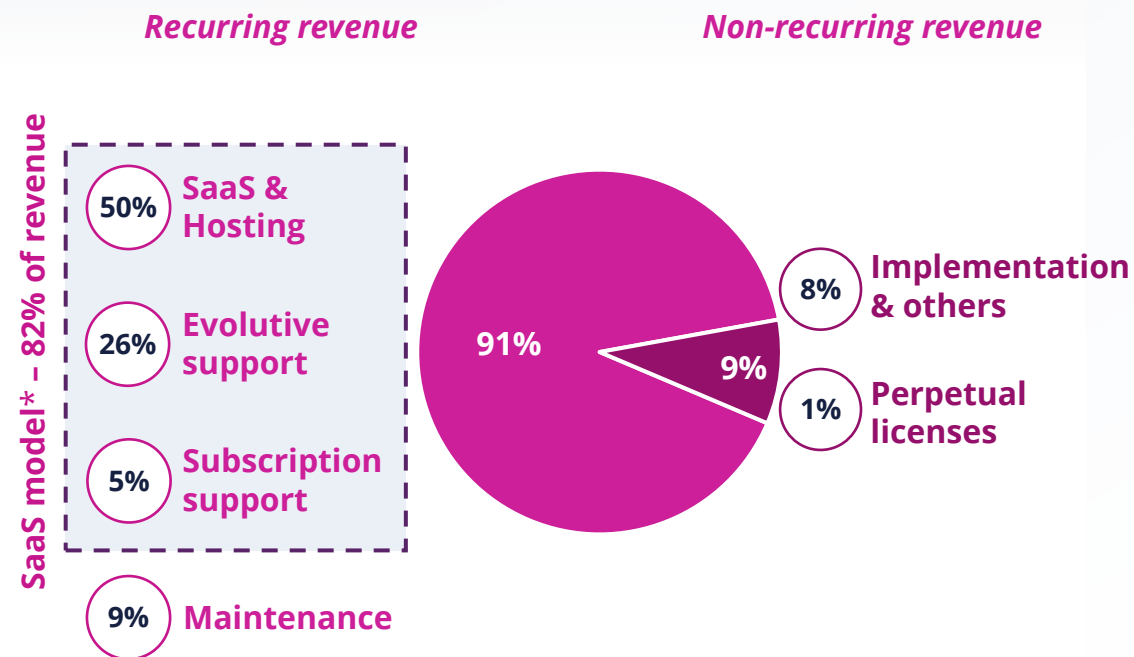
Revenue mix evolution



Notes:

* SaaS Model: SaaS & Hosting and Annual Licenses and Evolutive support and Subscription support

H1 2026 revenue breakdown



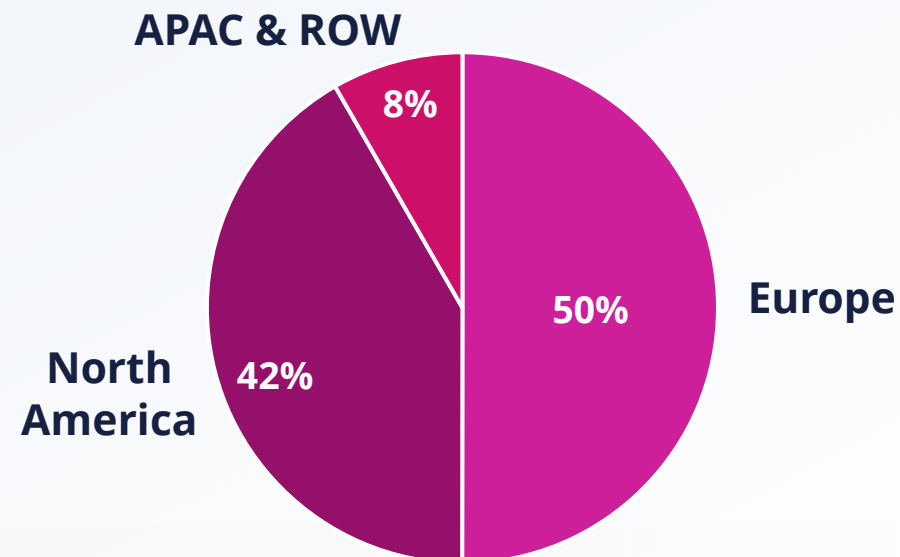
H1 2026 revenue by geography

Amounts in € million

Revenue growth

	H1 2026 revenue	Variation YoY	Variation in cc*
Europe	53.1	+16.6%	+17.0%
North America	44.2	+6.3%	+13.4%
APAC & RoW	8.8	+2.2%	+10.2%

Revenue breakdown



Planisware benefits from its geographical diversification

- Representing **55% of total revenue growth**, **Europe** was the **main growth contributor** over the semester with all key countries contributing to growth with a good balance in contribution from existing customers vs. new logos
- Healthy revenue growth in **North America**, mostly led by new logos
- **APAC & RoW** strong **commercial momentum** in Australia, Japan, and the UAE, partially offset by the significant reduction in revenue from one large Asian governmental digital agency

Notes:

* Revenue evolution in constant currencies, i.e. at H1 2025 average exchange rates

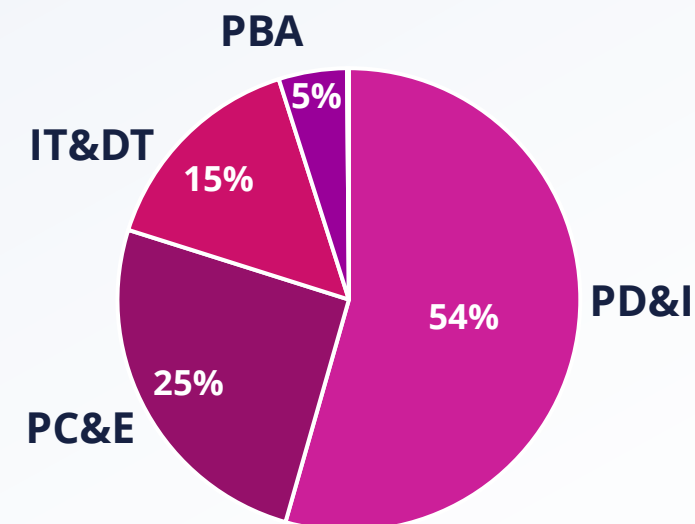
H1 2026 revenue by pillar

Amounts in € million

Revenue growth

	H1 2026 revenue	Variation YoY	Variation in cc*
Product Development & Innovation	57.8	+14.4%	+19.4%
Project Controls & Engineering	27.0	+22.3%	+25.2%
IT Governance & Digital Transformation	16.2	-1.0%	+1.6%
Project Business Automation	5.1	-25.3%	-21.0%

Revenue breakdown



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

- Historical **PD&I** representing 69% of total H1 growth, 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. Representing 25% of H1 2026 total revenue it contributed to 39% of total growth. The +25.2% increase was very broad-based in terms of countries
- **IT&DT** pillar growth driven almost entirely by a new logo in the banking industry in North America offsetting lower contribution from the installed base
- **PBA**, Planisware's latest pillar, impacted by revenue erosion from the existing customer base, primarily in the services industry, and limited new-customer acquisition

Notes:

* Revenue evolution in constant currencies, i.e. at H1 2025 average exchange rates

H1 2026 revenue by revenue stream

<i>In € million</i>	H1 2026	Variation YoY	Variation in cc ¹
Recurring revenue	96.2	+8.7%	+12.6%
SaaS & Hosting	53.2	+16.5%	+20.7%
Annual licenses	0.0	-93.3%	-93.3%
Evoluteive support	28.1	+3.2%	+7.2%
Subscription support	5.7	-2.7%	+2.2%
Maintenance	9.2	-5.2%	-3.0%
Non-recurring revenue	9.9	+37.2%	+41.9%
Perpetual licenses	1.3	-31.5%	-31.5%
Implementation & others non-recurring	8.6	+62.6%	+69.1%
Total revenue	106.1	+10.8%	+14.8%
SaaS Model²	87.0	+10.4%	+14.6%

Revenue growth in cc¹ led by SaaS Model² at +14.6% with:

- SaaS & Hosting: +20.7%
- Evoluteive support: +7.2%
- Subscription support: +2.2%
- Annual licenses: €-0.1m

Group shift
from Perpetual licenses to SaaS reflected by revenue decline in **Maintenance** and **Perpetual license** (-3.0% and -31.5% in cc¹ respectively, €-0.9m combined)

Implementation high growth (+69.1%) led by the strong commercial momentum and **new logos onboarding**

Notes:

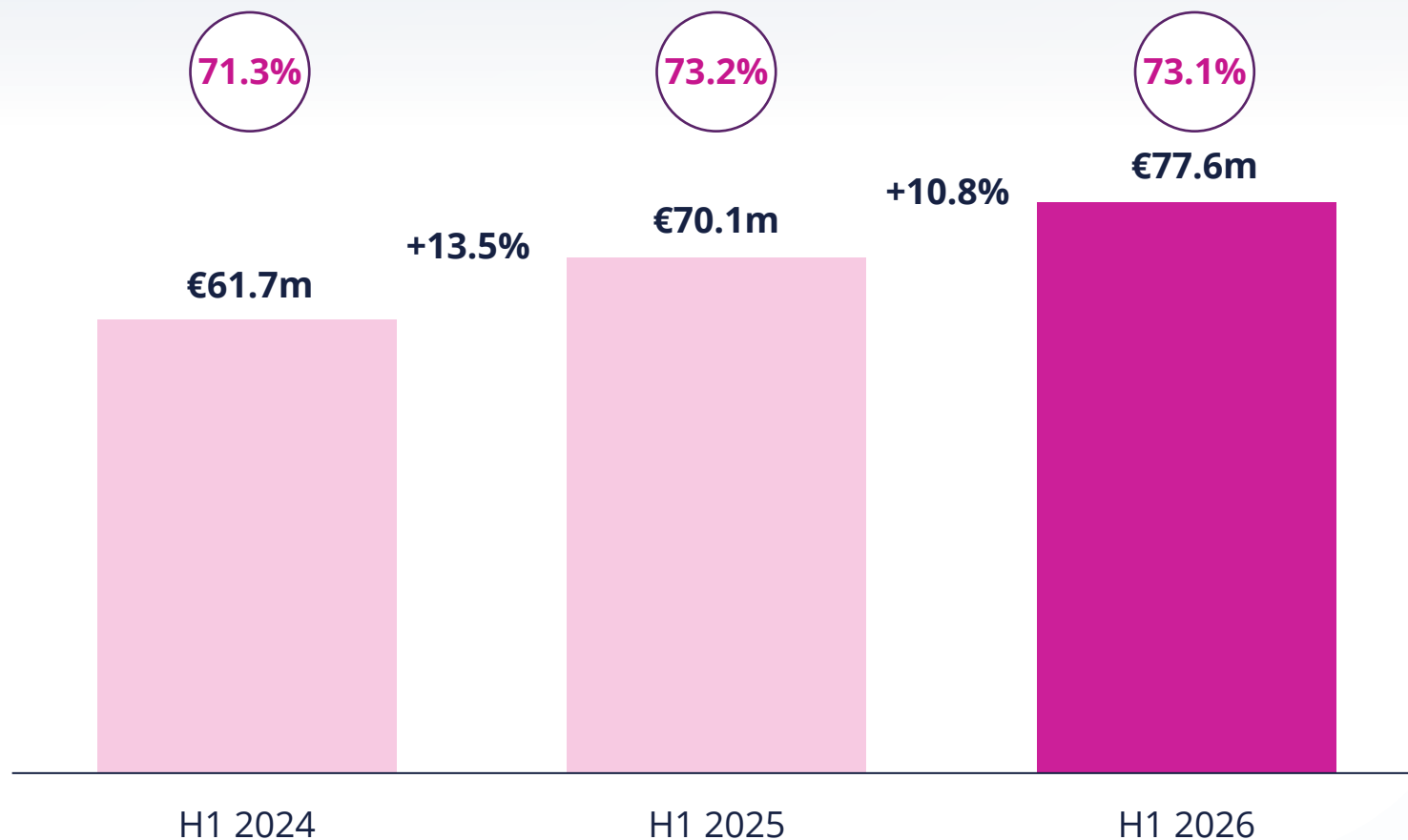
1: Revenue evolution in constant currencies, i.e. at H1 2025 average exchange rates

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

Gross margin evolution

Gross profit

*Gross margin
as % of revenue*

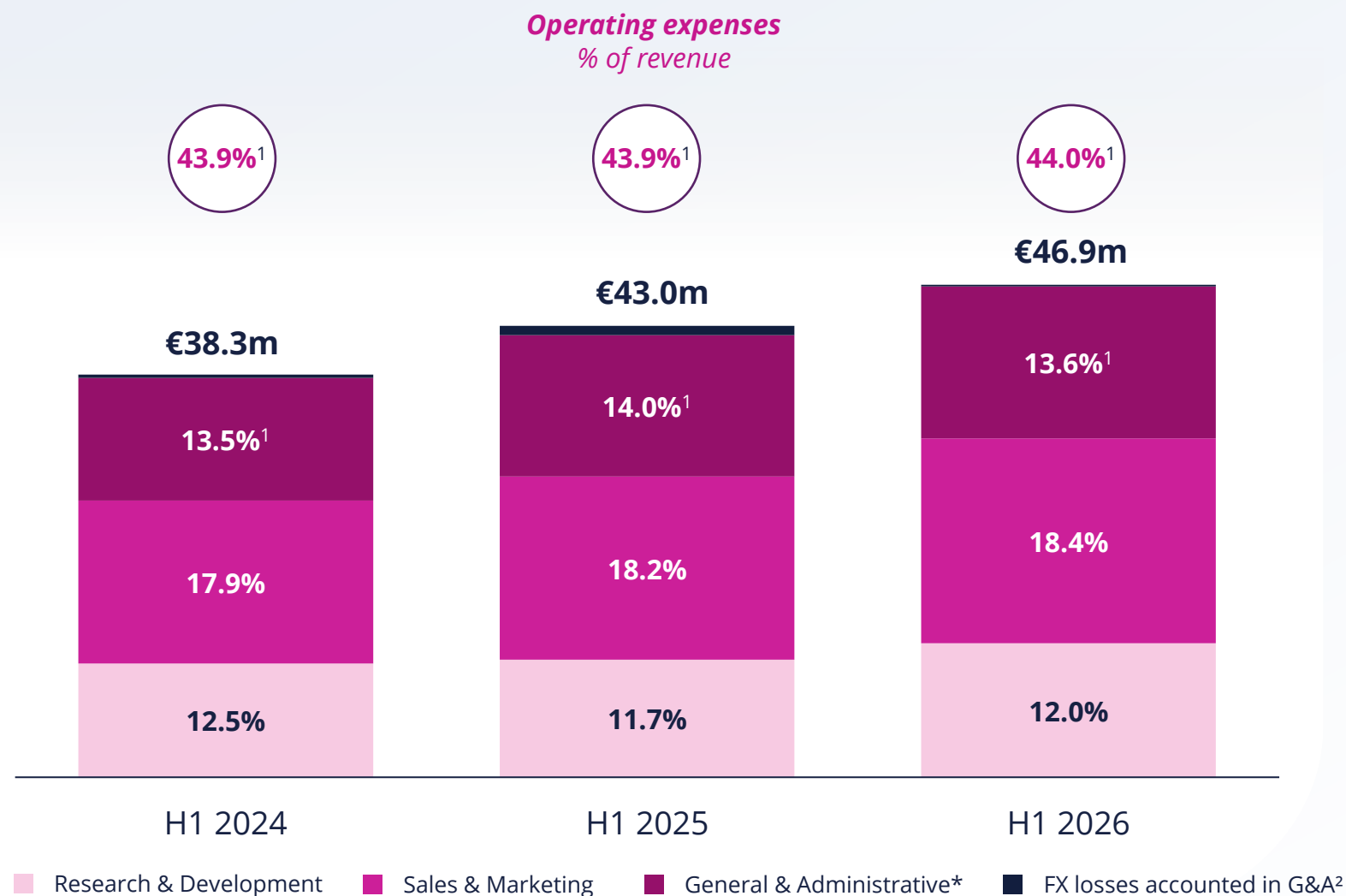


Stable gross margin

Less positive mix effect than usual with **implementation driven revenue growth**, the Group's least profitable activity

High hiring levels to support future growth

Consistent operating expenses breakdown



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

Continued investment in **Sales & Marketing** (particularly concentrated in H1) to continue supporting **business expansion and strengthen leading positioning**

General & Administrative expenses decreased by -40bps¹ reflecting the **scaling-up** of Planisware

Notes:

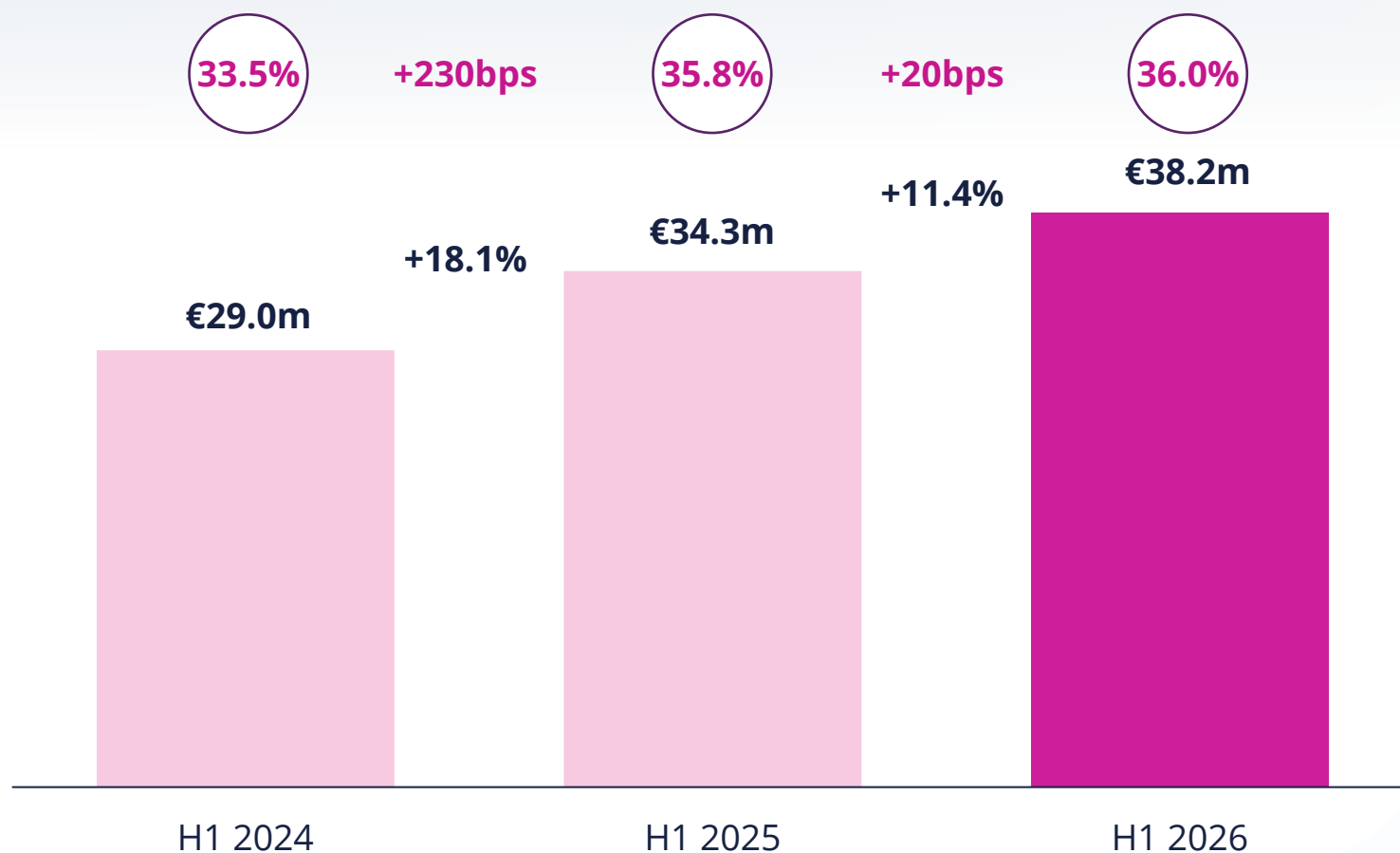
1 Excluding foreign exchange losses accounted in G&A.

2 Foreign exchange losses accounted in G&A amounted to € 0.3 million, € 0.9 million, € 0.2 million in H1 2024, H1 2025, and H1 2026 respectively.

Adjusted EBITDA improvement

Adjusted EBITDA

*Adj. EBITDA margin
as % of revenue*



Slight increase of adjusted EBITDA margin
due to year-on-year stable gross margin

Further **operational efficiency** and **scale gains**

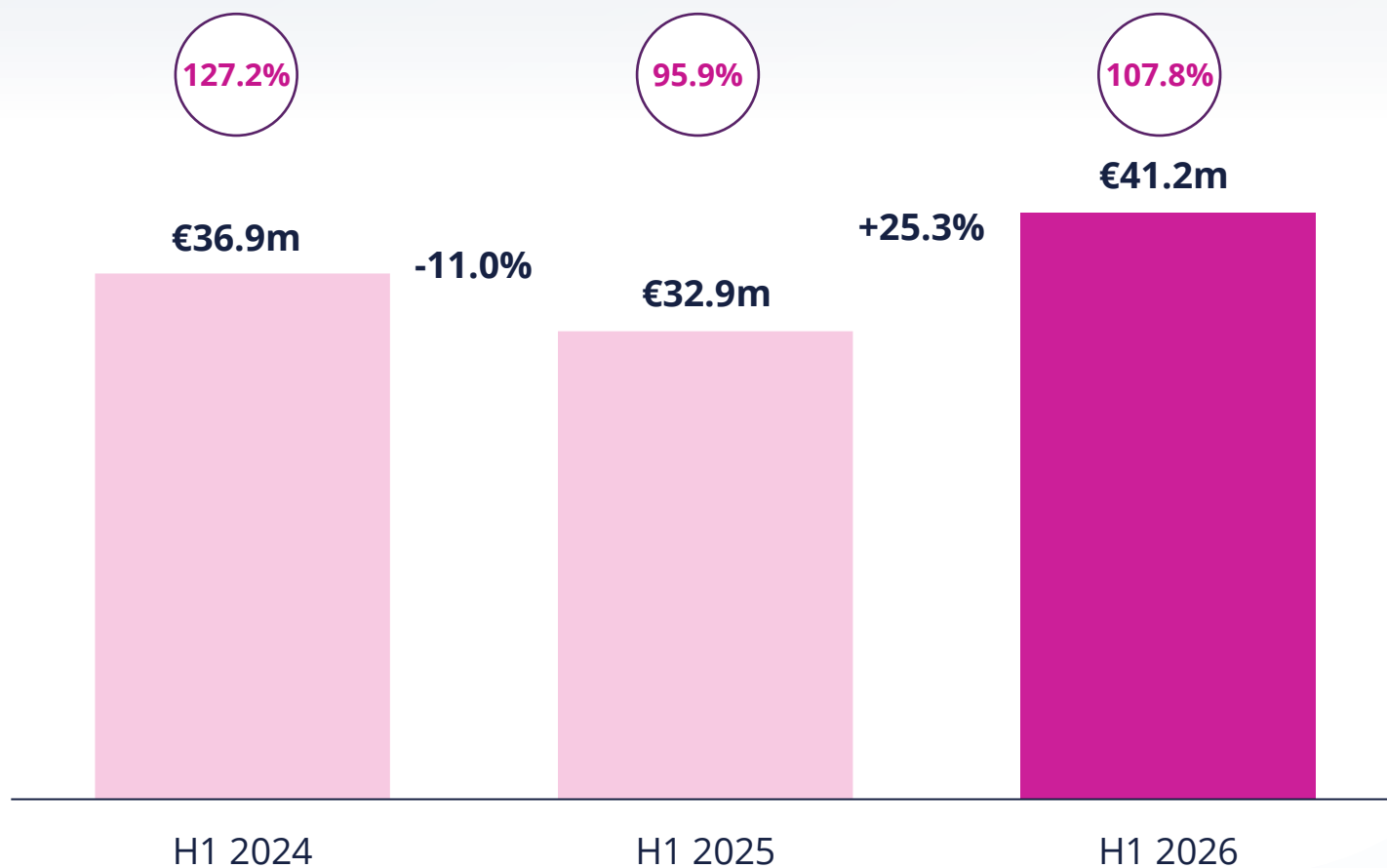
Continued **disciplined approach to expenses**

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

Strong cash generation

Adjusted Free Cash Flow

*Adj. FCF
as % of Adj. EBITDA*

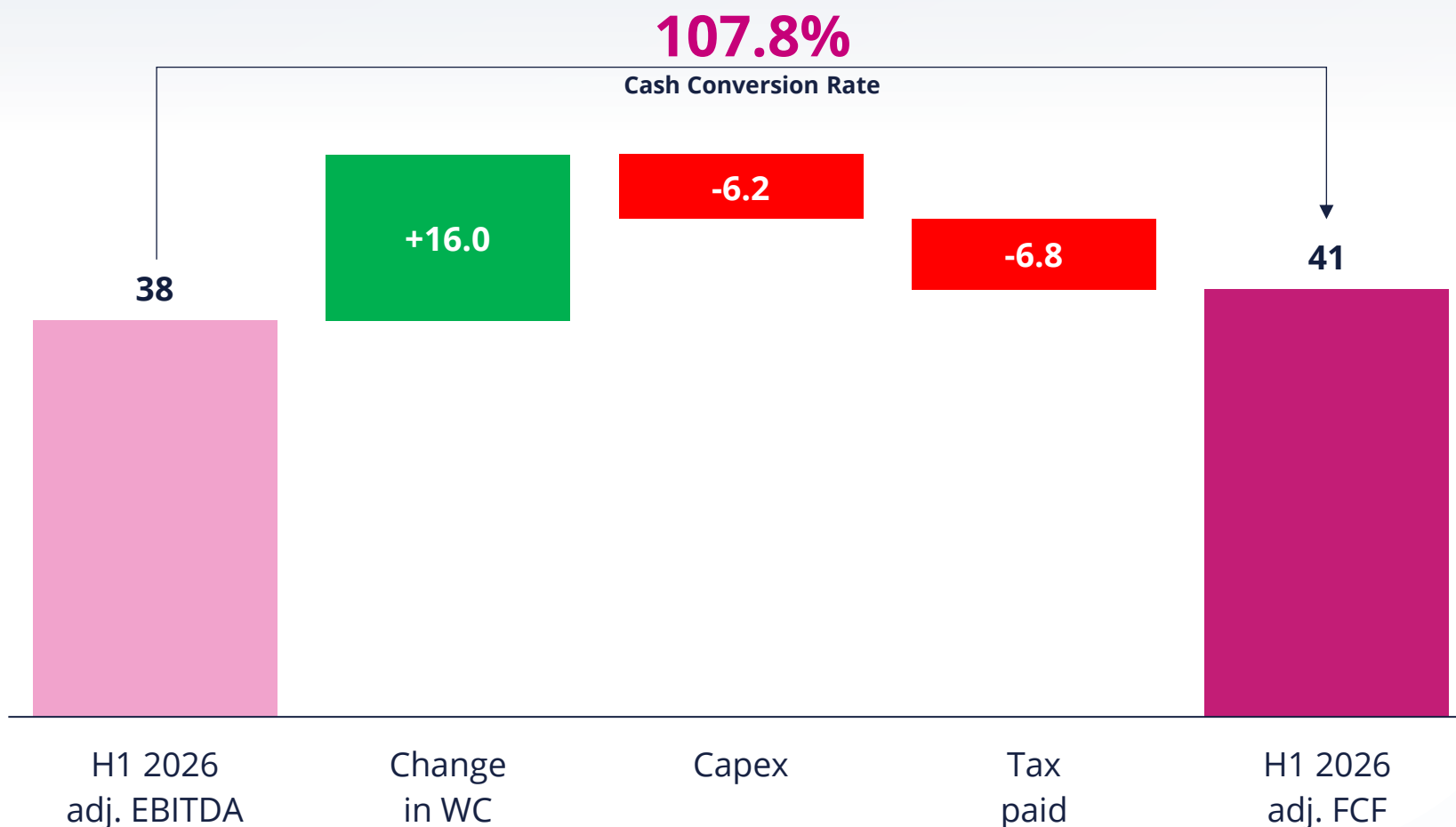


Adjusted FCF growth led by adjusted EBITDA growth and a particularly strong cash conversion over the semester

80% Cash Conversion Rate considered normative **for 2026 and the coming years**

Bridge from adjusted EBITDA to adjusted Free Cash Flow

Amounts in € million



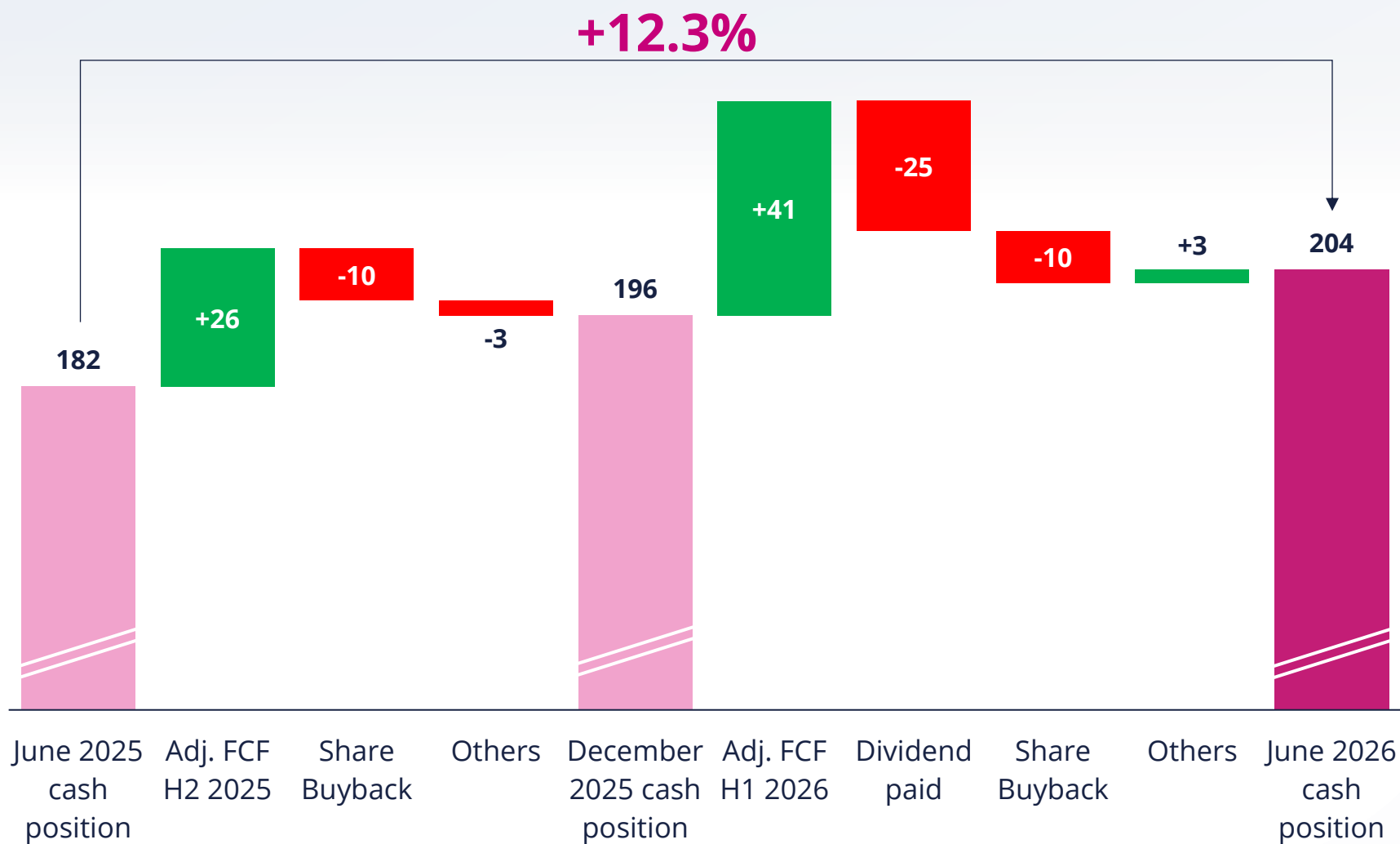
Very strong cash conversion thanks to:

- Very positive **change in WC** reflecting the strong growth of subscription contracts billed in advance of the services rendered
- Better collection of invoices
- Lower **Tax paid** compared to H1 2025 that was impacted by payments related to 2024

High **capital expenditures** due to unusual H1 concentration

Net cash position evolution

Amounts in € million



The Group doesn't have any financial debt aside from lease liabilities (€18.2m vs. €17.6m end of December 2025 and €17.9m end of June 2025)

2026 objectives raised

Former objectives
set in February 2026

Updated objectives
as of July 30, 2026

**Revenue growth
in constant currencies¹**

Low double-digit rate

At least +13%

Adj. EBITDA margin²

c. 37% of revenue

**At least FY 2025 level
(i.e. 37.4%)**

Adj. Free Cash Flow²

**Cash Conversion Rate²
of c. 80%**

**Cash Conversion Rate²
of c. 80%**

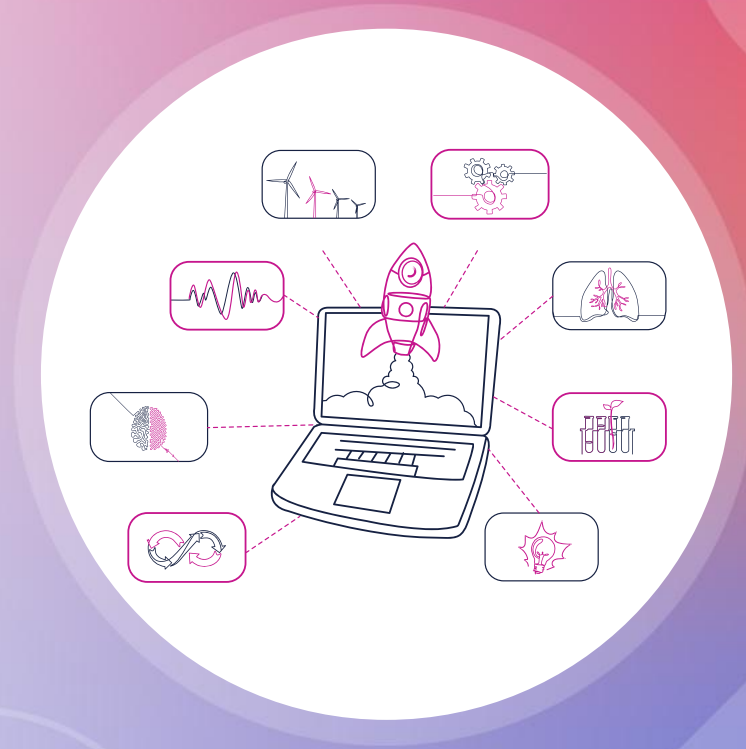
Notes:

1: Variation in constant currencies represent figures based on constant exchange rates using as a base those used in the prior year.
2: Non-IFRS measure. Non-IFRS measures included in this document are defined in the disclaimer at the beginning of this document.



The Accelerator of the Project Economy

FY 2025 results



April 16, 2026

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:

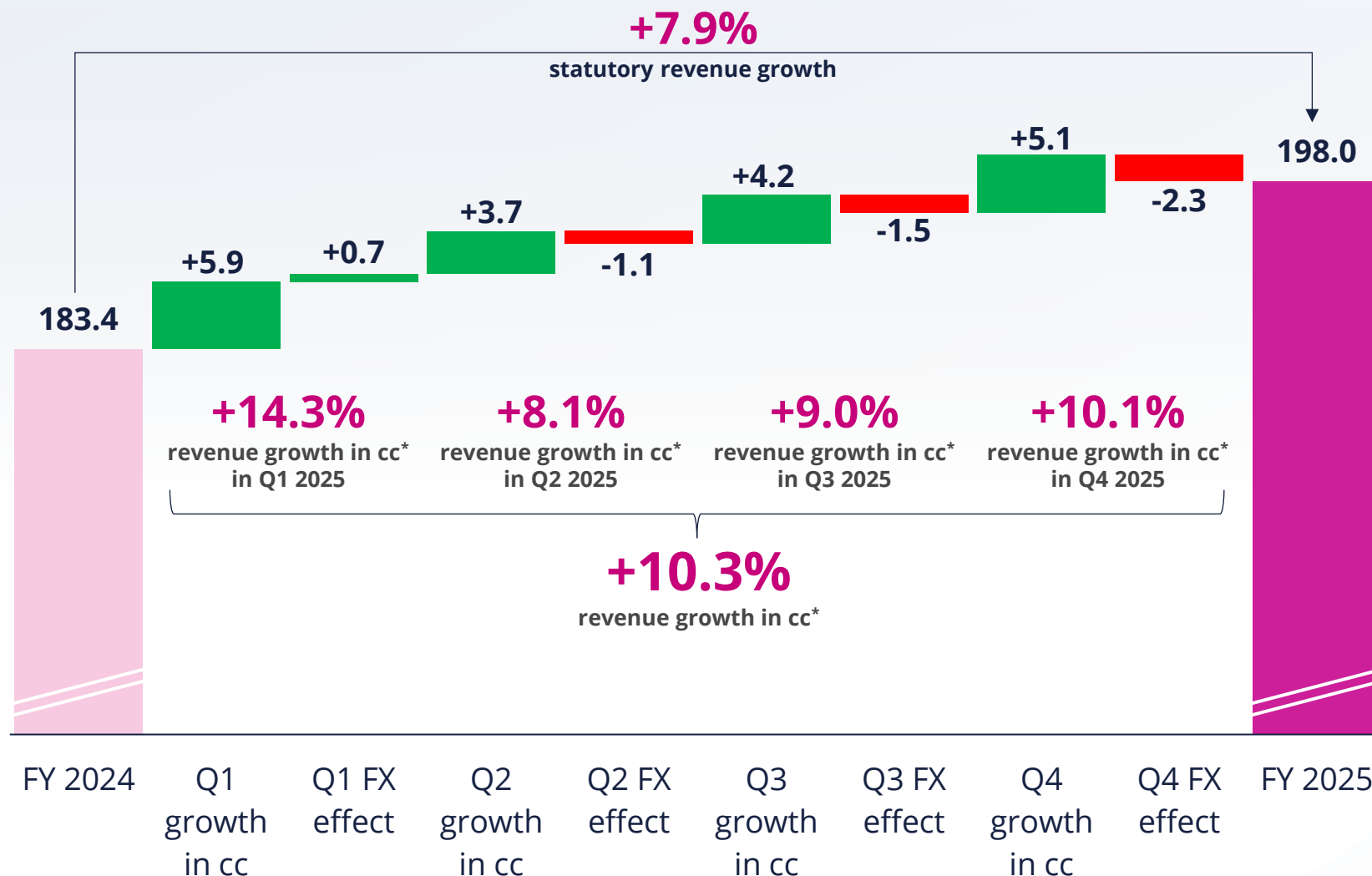
* Revenue evolution in constant currencies

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

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

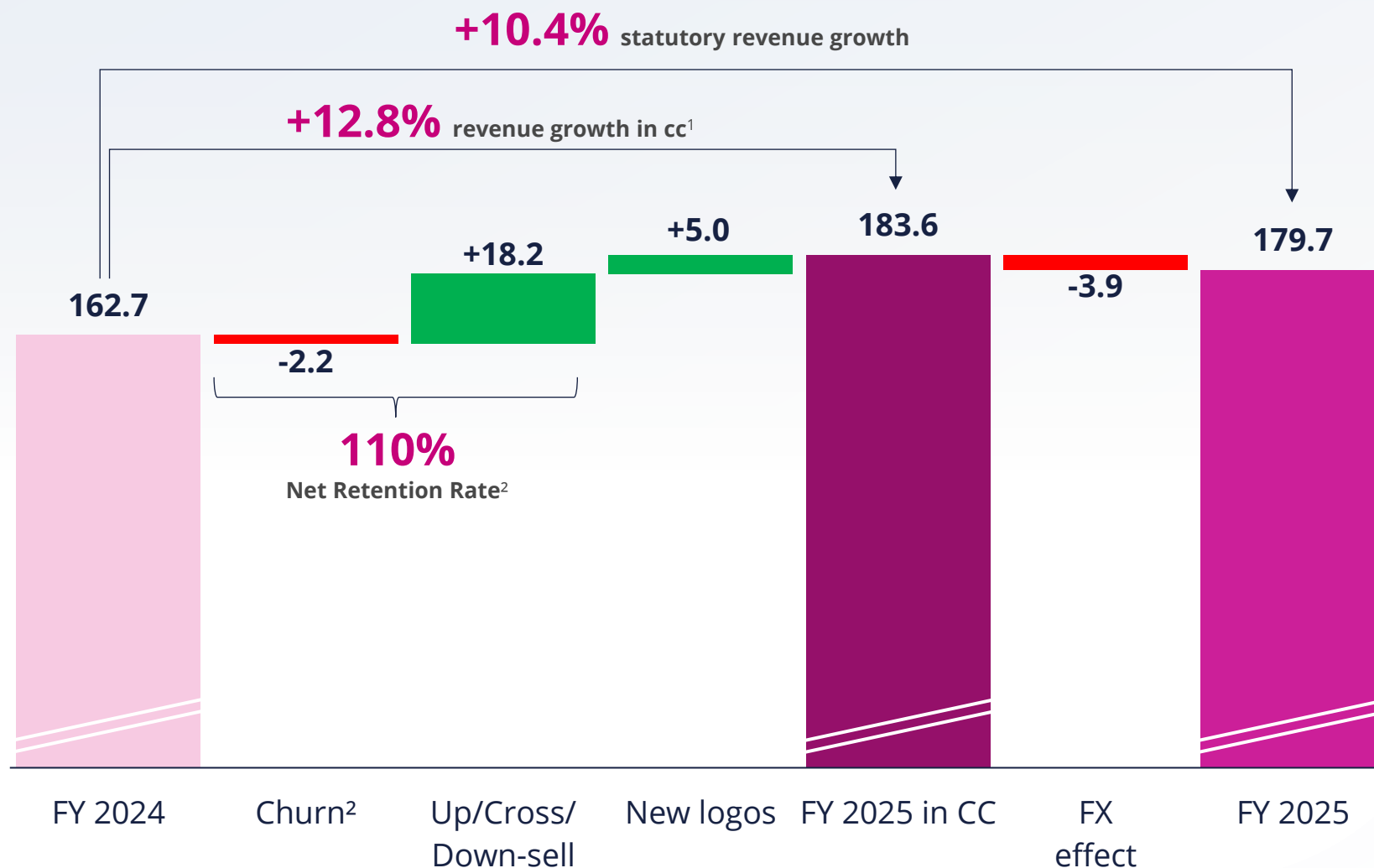
Sequential acceleration from Q3 thanks to higher NRR and improving commercial momentum

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

FX effect related to EUR appreciation vs. USD and JPY

FY 2025 recurring revenue growth building blocks

Amounts in € million



Recurring revenue growth by +12.8% in cc¹ was led by a **robust**

110% NRR²⁻³

(vs. 117% in 2024) sustained by customers continuous expansion journey

This NRR includes a **very limited**

1.4% Churn rate²⁻³
(vs. 2.0% in 2024)

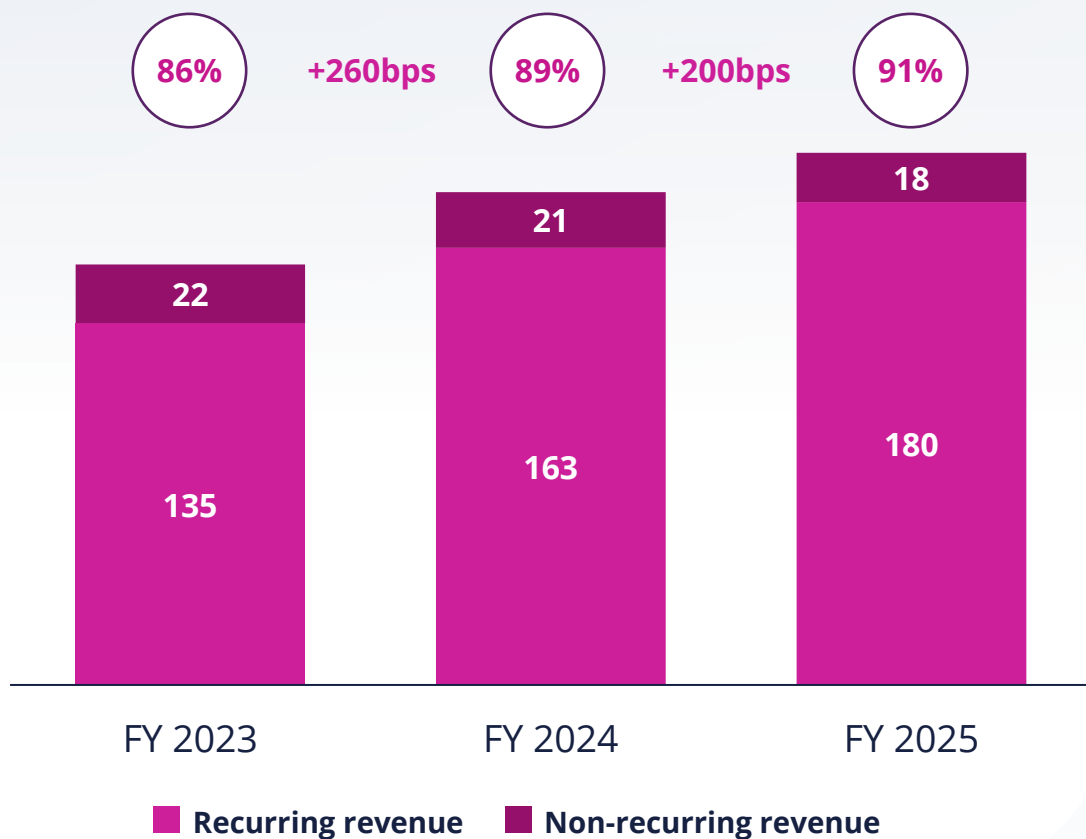
New logos contributed to 24% to 2025 recurring revenue growth in cc¹

Revenue mix evolution at work

Amounts in € million

Revenue mix evolution

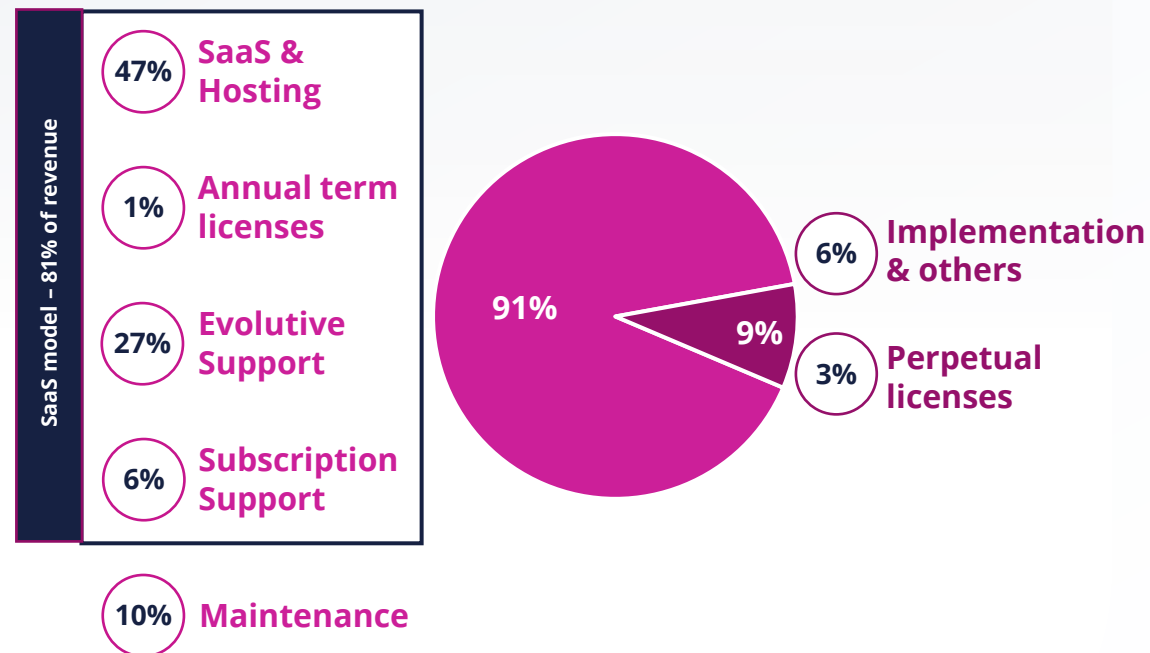
*Recurring revenue
as % of revenue*



FY 2025 revenue breakdown

Recurring revenue

Non-recurring revenue



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**

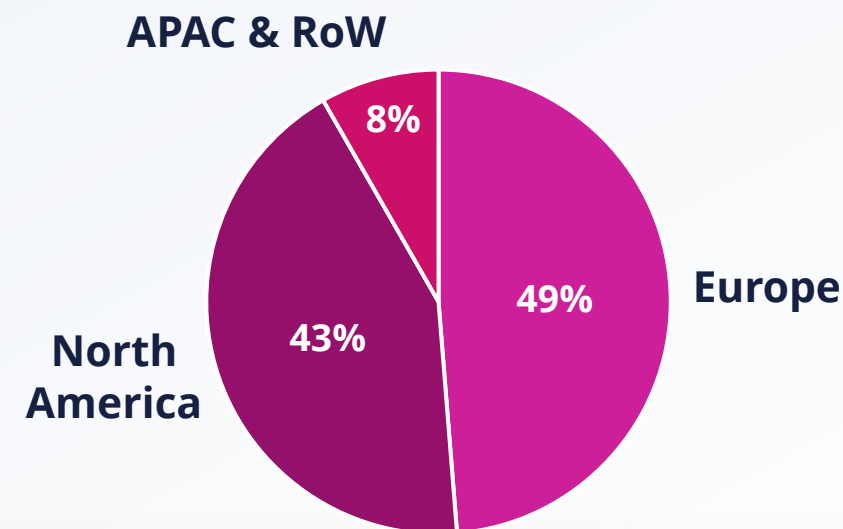
FY 2025 revenue by geography

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.

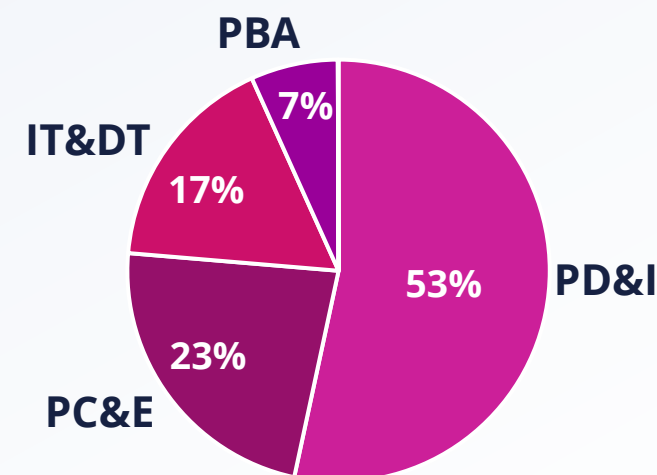
FY 2025 revenue by pillar

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



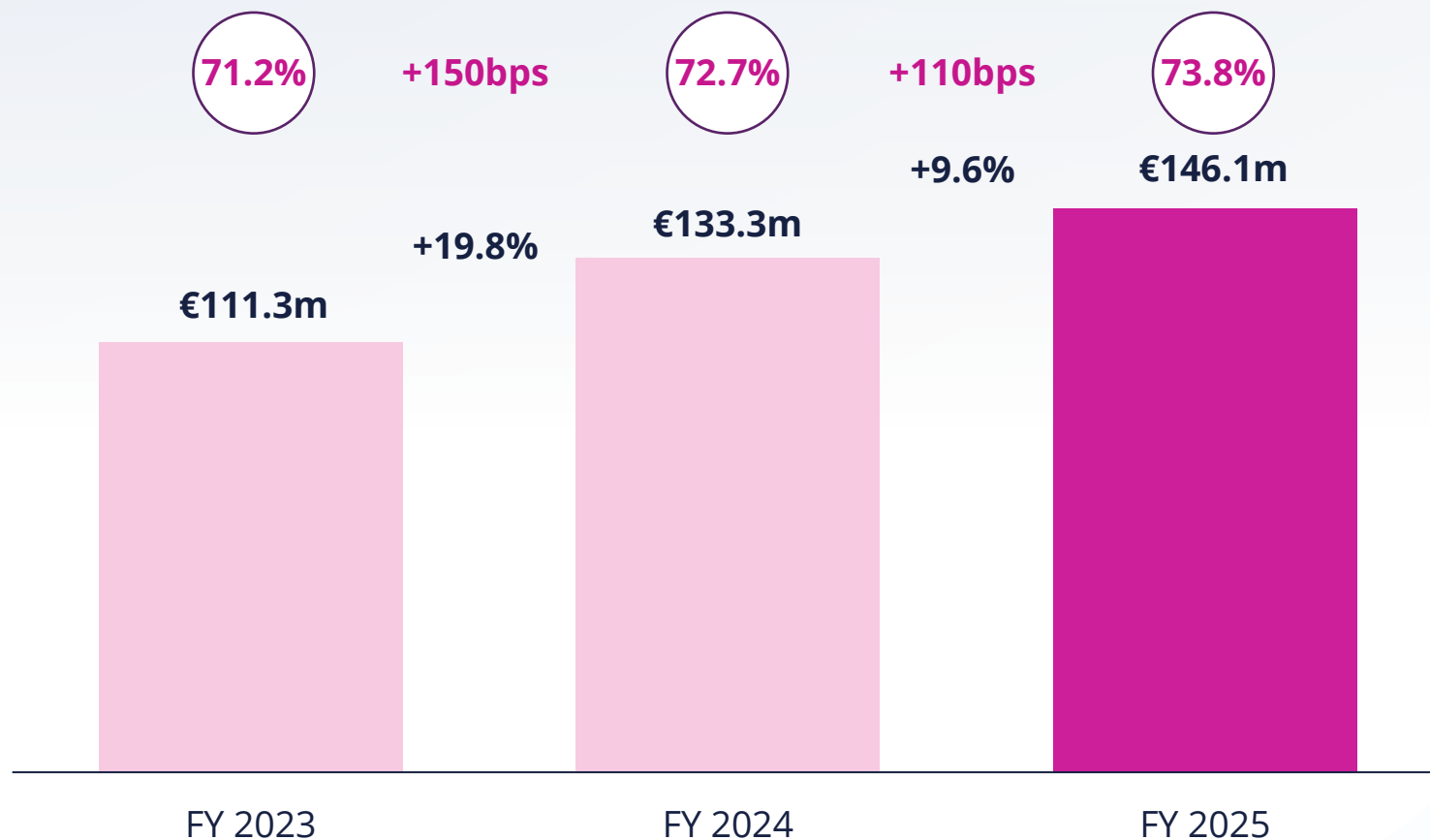
Largest pillars remained the main contributors to the Group's revenue growth

- 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

Gross margin improvement

Gross profit

*Gross margin
as % of revenue*

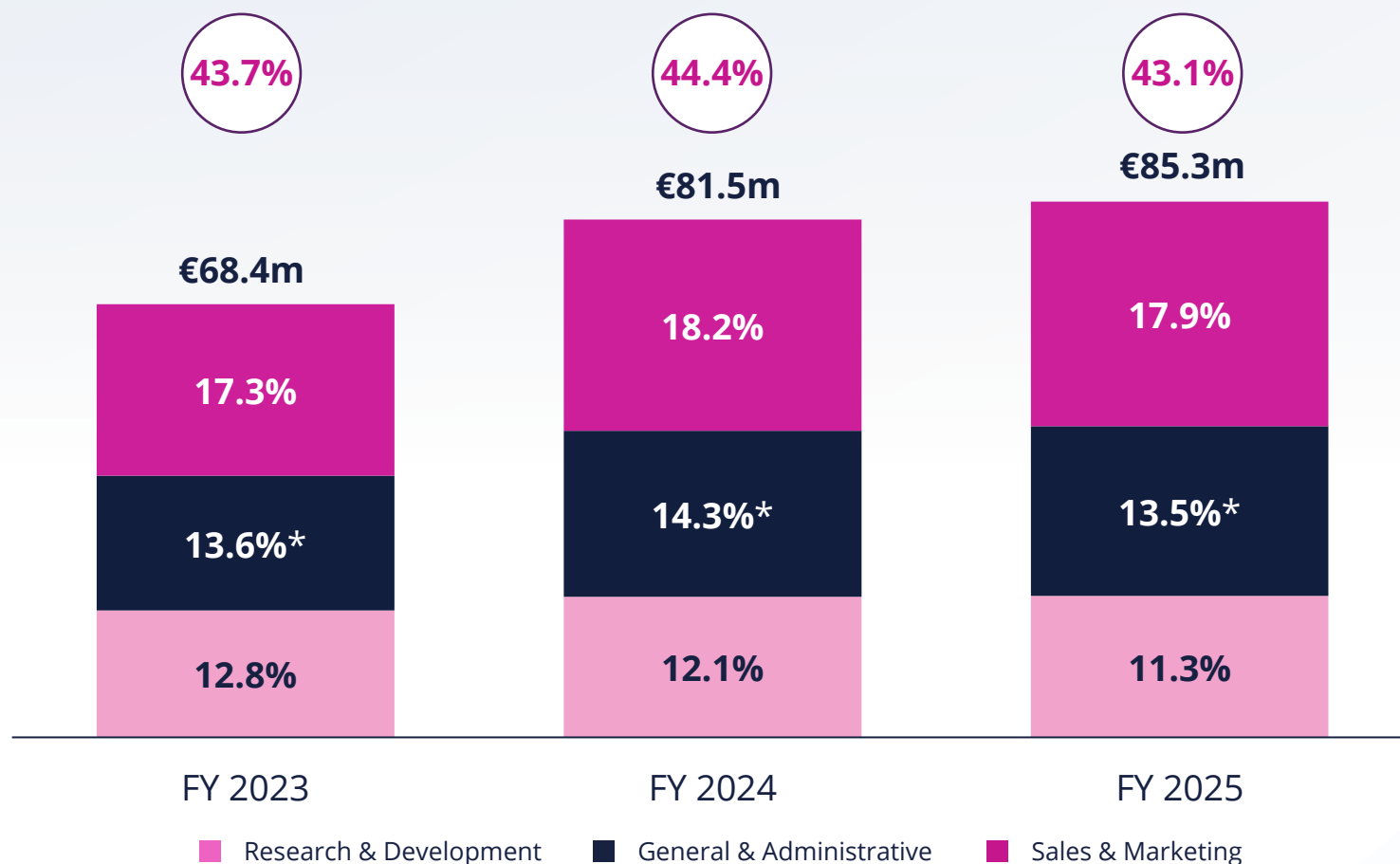


Gross margin increased to 73.8%
benefiting from business mix evolution towards SaaS and Annual licenses

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**

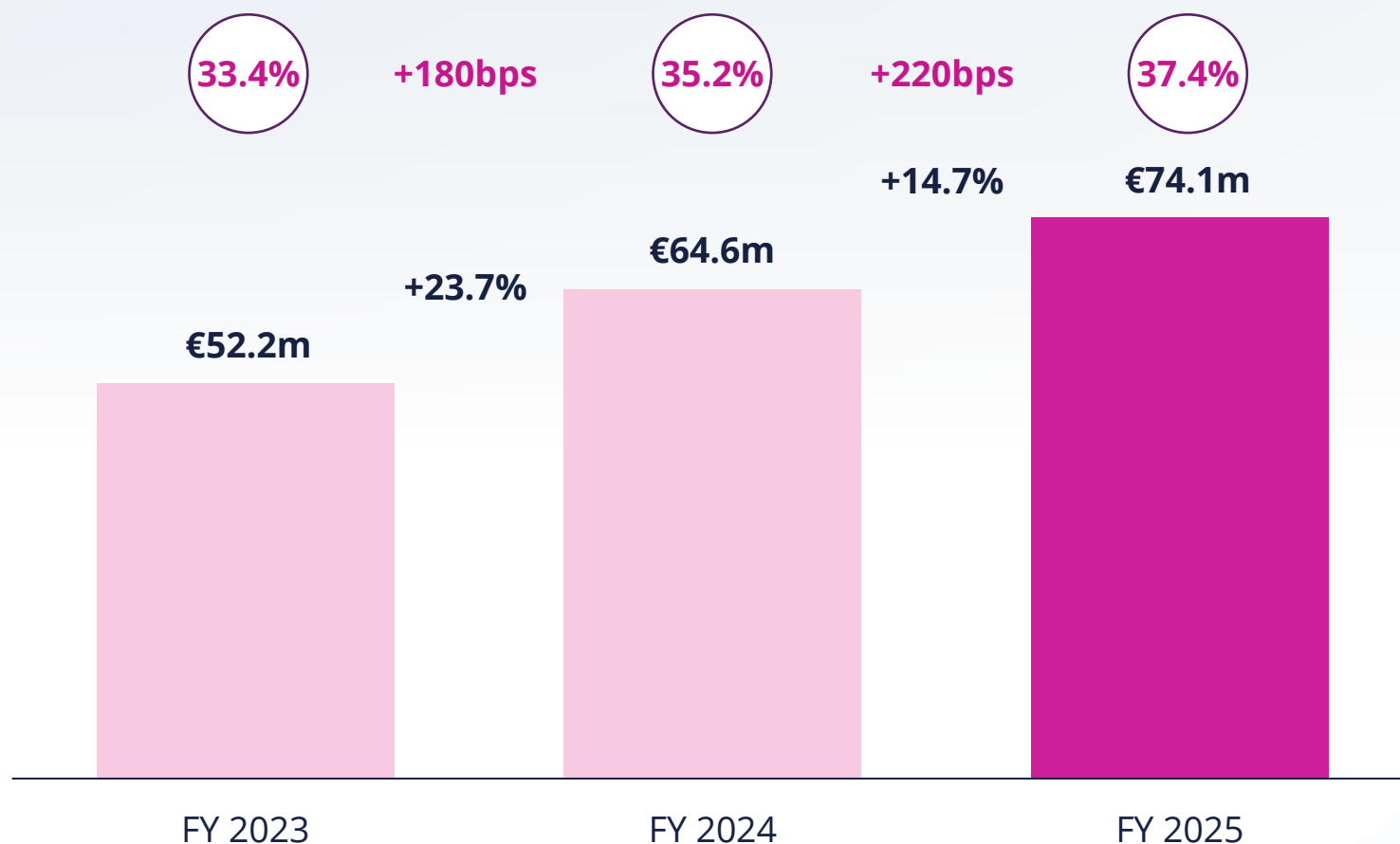
Continued investment in **Sales & Marketing** as we continue **enforce business expansion and strengthen leading positioning**

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

Adjusted EBITDA improvement

Adjusted EBITDA

*Adj. EBITDA margin
as % of revenue*



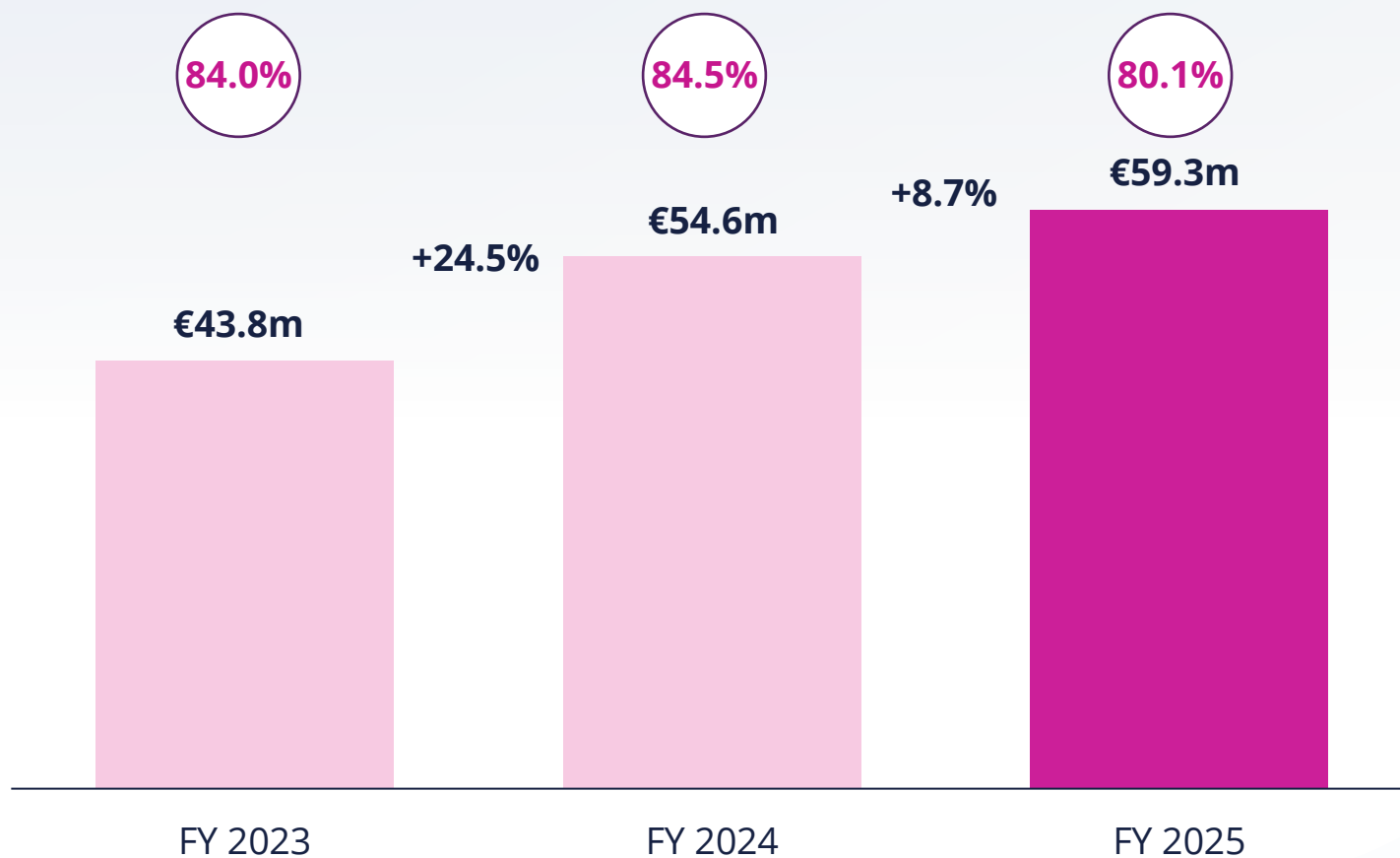
Strong increase of adjusted EBITDA margin fuelled by **revenue growth** and **lower COGS** with **further efficiencies** on employee-related costs and scale effects

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

Strong cash generation

Adjusted Free Cash Flow

*Adj. FCF
as % of Adj. EBITDA*

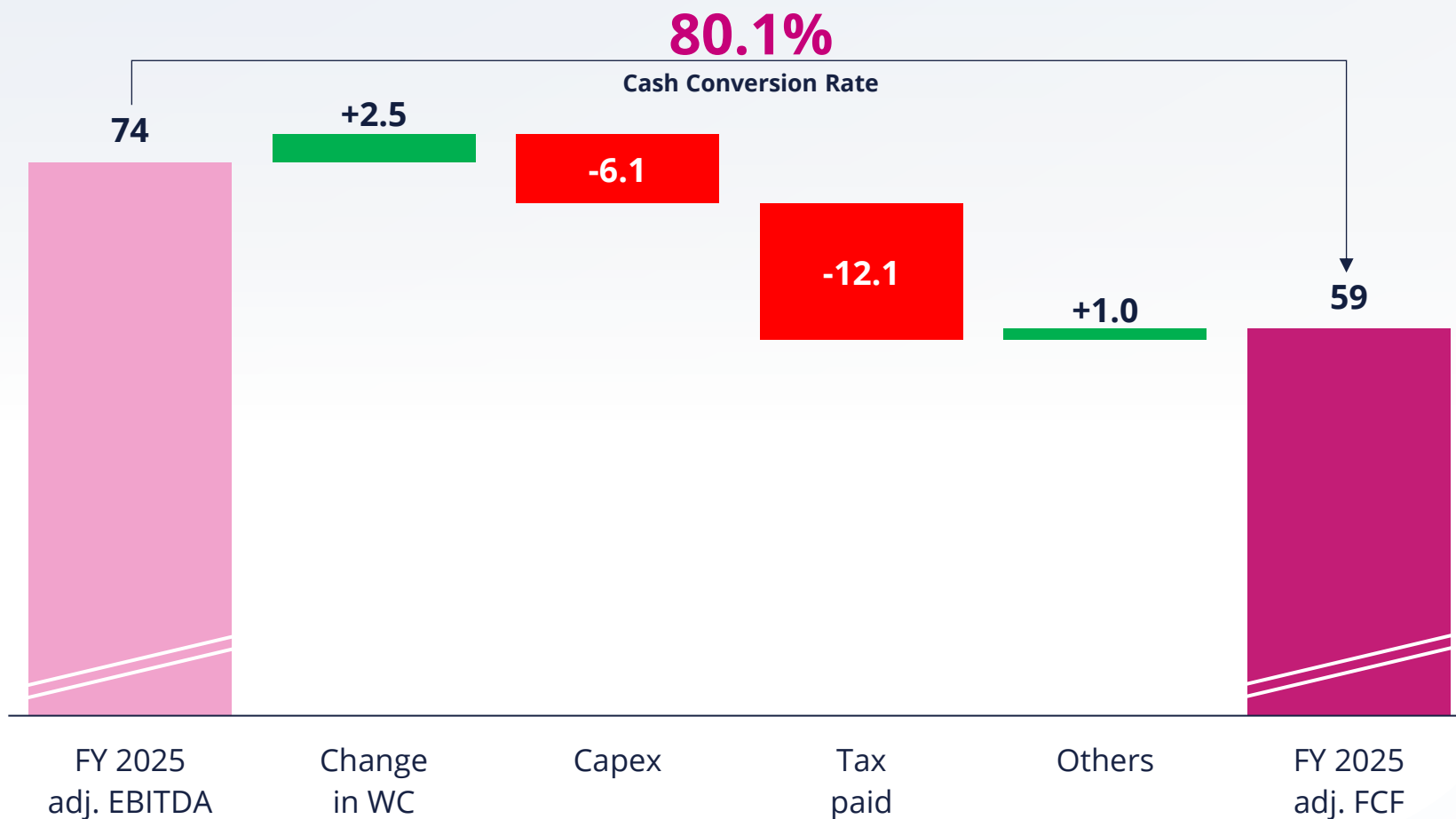


Adjusted FCF growth led by adjusted EBITDA growth

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

Bridge from adjusted EBITDA to adjusted Free Cash Flow

Amounts in € million



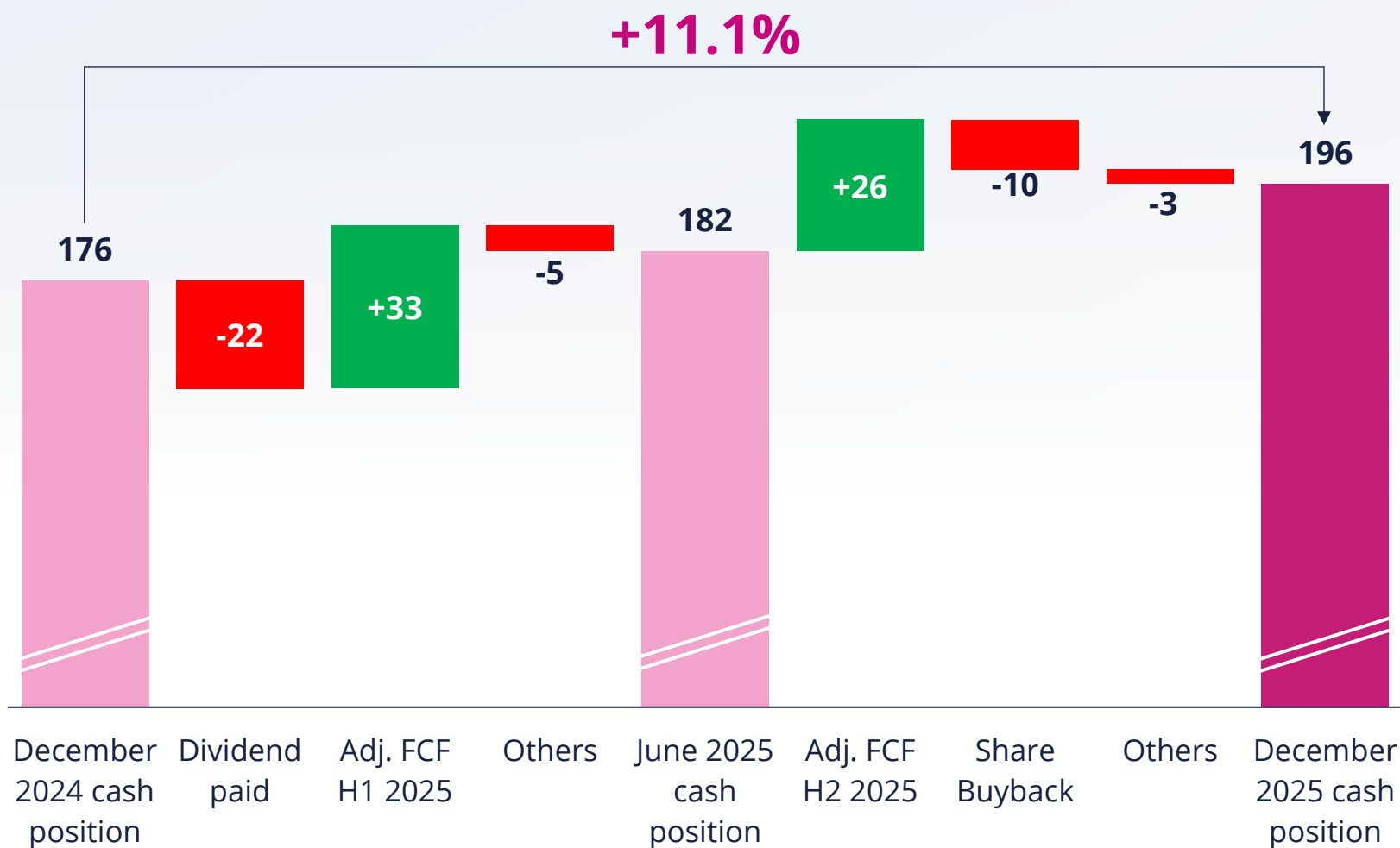
Positive change in WC reflecting the **growth of subscription contracts** billed in advance of the services rendered

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)

Thanks for **Your** time

For more information, please contact:

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