

Planisware

The Accelerator of the
Project Economy

Q1 2026 revenue
April 16, 2026

Make Vision Reality



Disclaimer

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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.*

Today's presenters



Loïc Sautour
CEO



Benoit d'Amécourt
Head of Investor Relations

Q1 2026 highlights

Strong start to 2026 with accelerating growth

Planisware
in Q1 2026

1

- **Q1 revenue** reaching **€ 51.0 million**, up by **+13.6%** year-on-year in constant currencies

2

- **Growth acceleration** driven by strong implementation ramp-up of recent new logos and SaaS & Hosting reaccelerating **towards historical levels**

3

- **Competitive differentiation** reinforced thanks to latest **AI-powered capabilities across Planisware's unified platform**

4

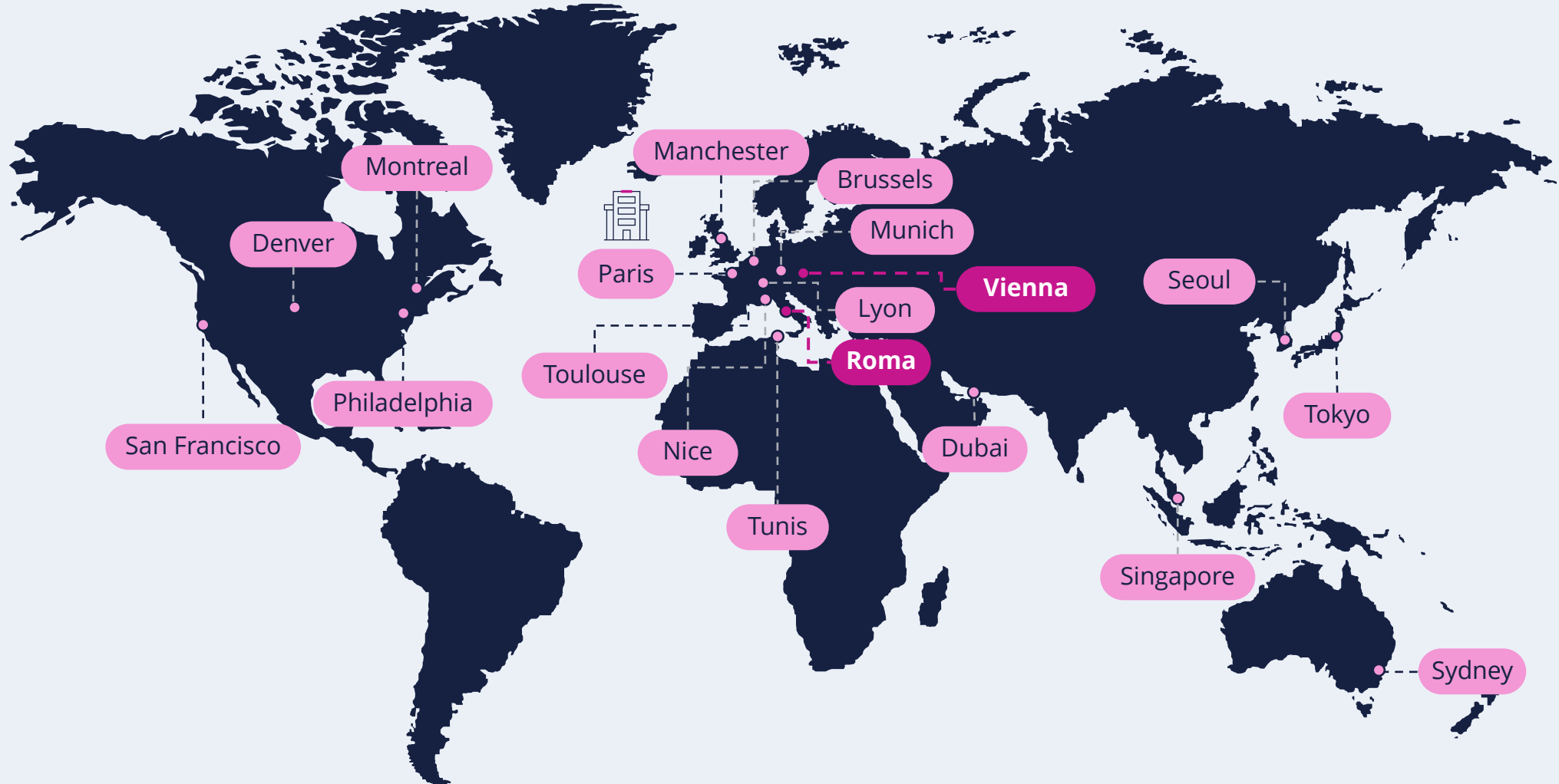
- **Strong demand for PPM and SPM** advanced solutions providing **visibility** and **agility**

5

- **2026 objectives confirmed**

Expanding presence in high-potential European markets

Supporting local growth and client proximity



Getting always closer to our clients



Annual user conference held in Denver, Colorado
March 17-19, 2026

Landmark event to share valuable insights, celebrate successes,
and set the stage for future innovations

**Maximizing Value & Velocity
with SPM, AI and Power Metrics**



172

Customers



9

Prospects



41

Sessions



68

Companies



7

Countries

Customer Keynote Sessions

<p>Unlocking Human Potential with AI: PepsiCo's Blueprint for Productivity and Collaboration</p> <p>March 18 9:30 AM</p> <p>Save your spot</p>	<p>Reimagining Possibilities With AI at Pfizer What Would We Cure if We Could Learn Fast Enough?</p> <p>March 18 9:00 AM</p> <p>Save your spot</p>	<p>The Agent Blueprint: Operationalizing AI at Risk</p> <p>March 18 10:45 AM</p> <p>Save your spot</p>	<p>Winning with Change: How Boston Scientific Used a Change First Mindset to Secure and Scale Planisware Across 8 R&D Divisions</p> <p>March 18 9:00 AM</p> <p>Save your spot</p>
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Planisware-Led Sessions

<p>Enhance Your Planisware Skills Gain practical techniques you can apply immediately</p> <p>March 19 10:5 AM and 1:30 AM</p> <p>Save your spot</p>	<p>Mastering Orchestra Essentials Accelerate success with focused strategy sessions and trainings</p> <p>March 17-19 Denver</p> <p>Save your spot</p>	<p>Roadmaps, Innovations, Expert-Led Sessions. Level up your knowledge</p> <p>March 17-19 Denver</p> <p>Save your spot</p>	<p>Advance Your SPM Practice Improve planning accuracy and strategic clarity</p> <p>March 17-19 Denver</p> <p>Save your spot</p>	<p>Elevate your Planning & Execution Strategy Discover two sessions that unlock measurable business value</p> <p>March 18 1:30 PM and 4:30 PM</p> <p>Save your spot</p>	<p>AI-Focused Deep Dives Gain practical intelligence for real results</p> <p>March 18 1:30 PM and 4:30 PM</p> <p>Save your spot</p>
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Customer Breakout Sessions

<p>The Rising AI Tide – Operationalizing AI Strategy in AstraZeneca</p> <p>March 19 10:45 AM</p> <p>Save your spot</p>	<p>Lummus Technology: Creating a Unified, Data-Driven Project Management Environment with Planisware</p> <p>March 18 4:30 PM</p> <p>Save your spot</p>	<p>Doing More with Less at Blegen Creative Strategies & Predictive Power</p> <p>March 18 3:45 PM</p> <p>Save your spot</p>	<p>Transforming Capital Governance: Nutrien's Journey to Integrated AFE & Hard Controls</p> <p>March 18 3:45 PM</p> <p>Save your spot</p>
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On-Site Opportunities

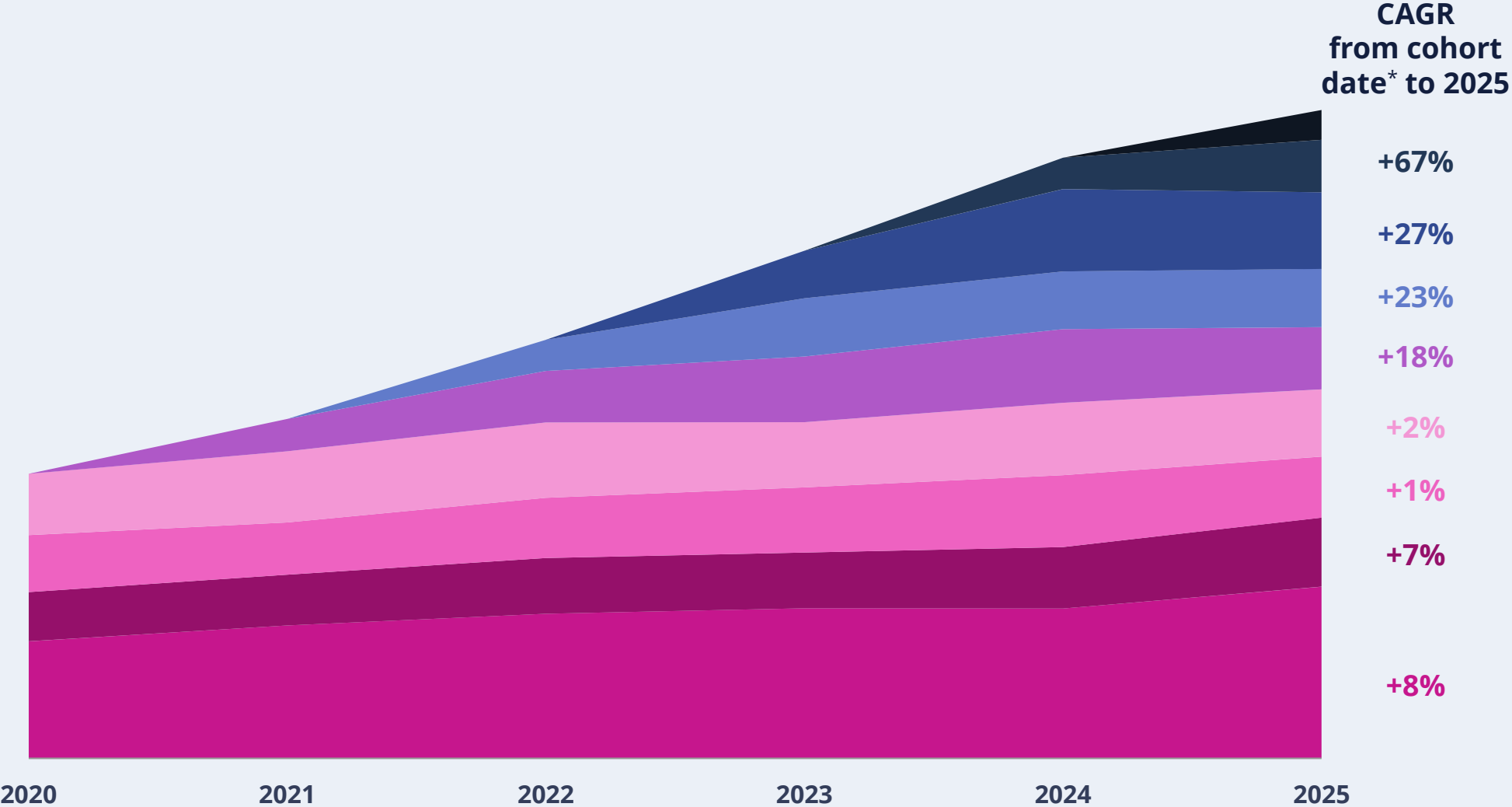
<p>See You at the Village Get answers, insights, and solutions</p> <p>March 17-19 Denver</p> <p>Save your spot</p>	<p>Network. Learn. Accelerate. Build relationships that drive results</p> <p>March 17-19 Denver</p> <p>Save your spot</p>
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Excellence Awards

<p>Stand Out. Get Recognized. Submit your Excellence Awards story</p> <p>Submissions end on January 30</p> <p>Submit Today</p>	<p>Announcing the 2026 Excellence Awards Finalists Celebrating remarkable success</p> <p>Be part of the moment, winners revealed on March 18, starting at 6:30 PM</p> <p>Register now</p>	<p>Discover the Finalists in Digital Transformation</p> <p>Winners revealed on March 18 in Denver</p> <p>Save your spot</p>	<p>Discover the Finalists in Innovation</p> <p>Winners revealed on March 18 in Denver</p> <p>Save your spot</p>
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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

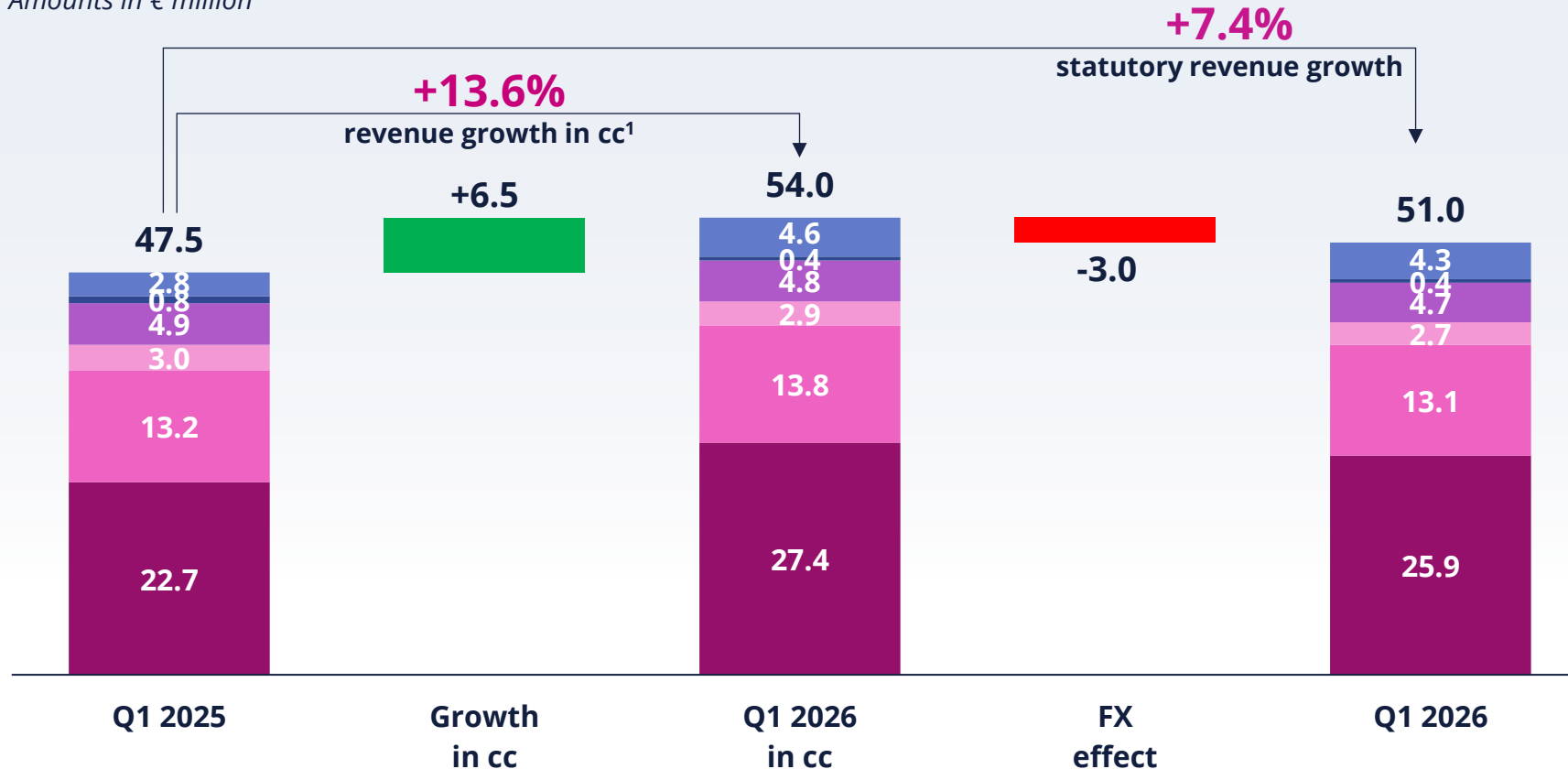
average top 20 customer tenure

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.

Q1 2026 revenue growth building blocks

Amounts in € million



Recurring revenue

- SaaS & Hosting
- Evolutionary support
- Subscription support
- Maintenance

SaaS Model

Non-recurring revenue

- Perpetual license
- Implementation & others non-recurring

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

Notes:

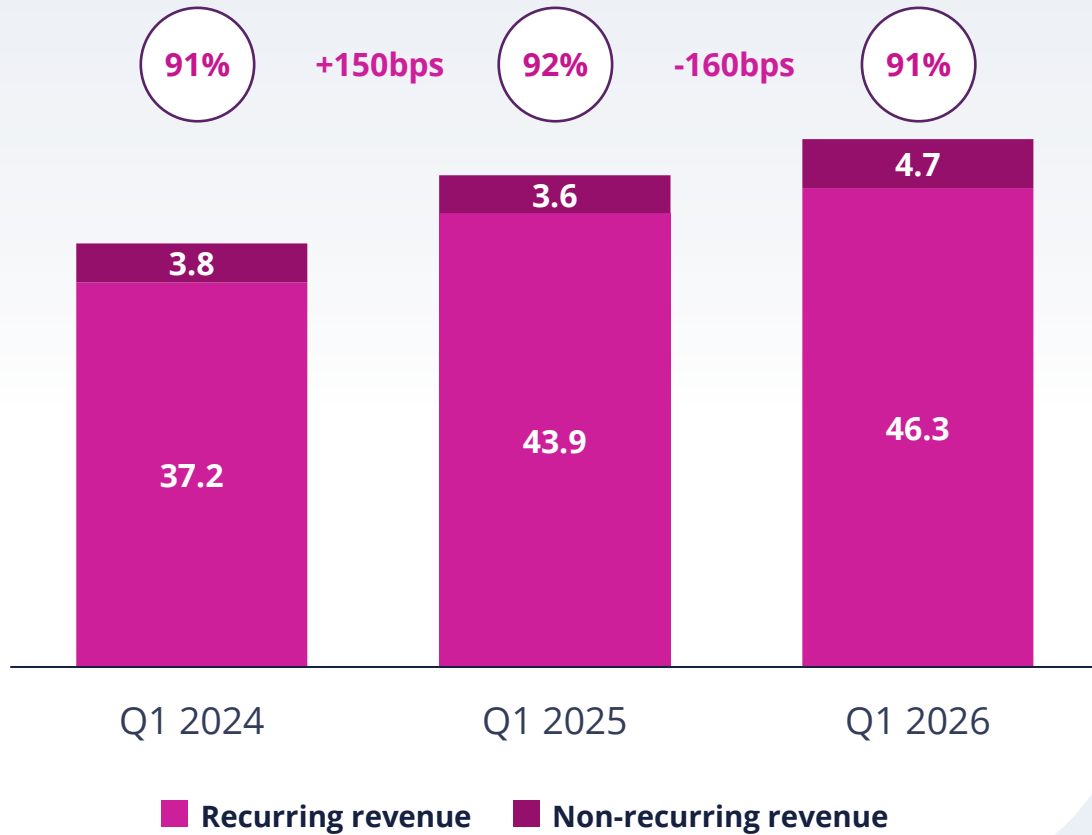
- 1: Revenue evolution in constant currencies, i.e. at Q1 2025 average exchange rates
- 2: SaaS Model: SaaS & Hosting, Annual Licenses and Evolutionary & Subscription support
- 3: Evolutionary support and Subscription support together

Revenue mix evolution at work

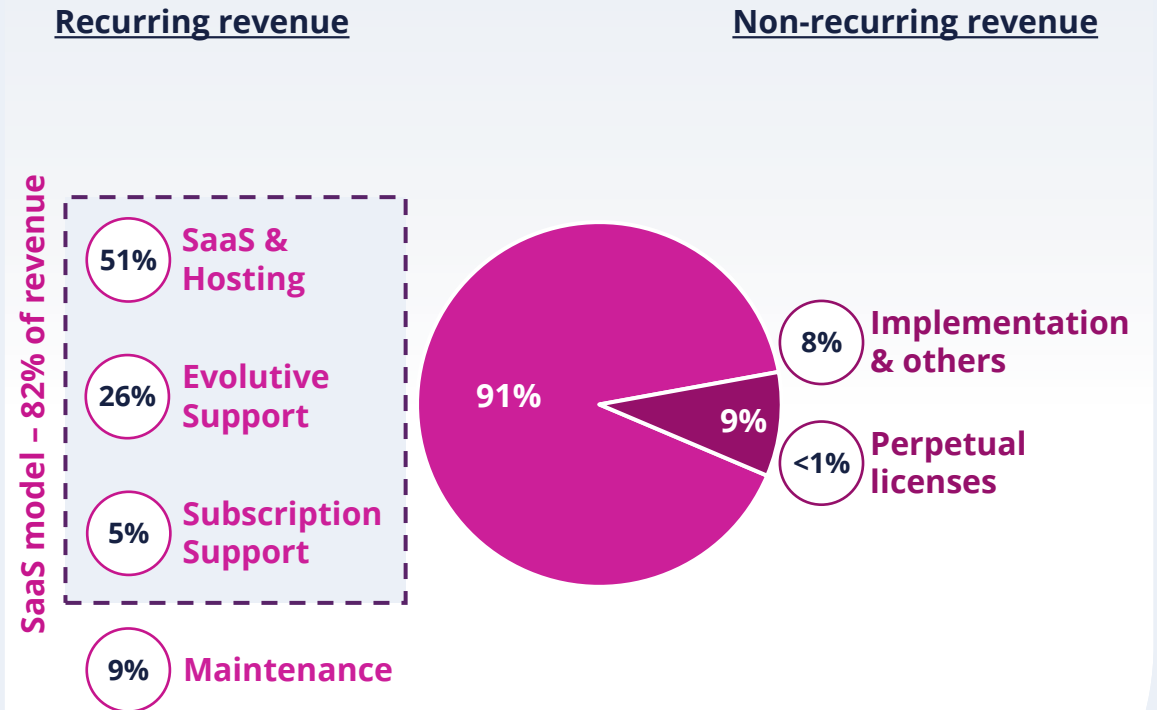
Amounts in € million

Revenue mix evolution

*Recurring revenue
as % of revenue*



Q1 2026 revenue breakdown



2026 objectives confirmed

**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.

**Thanks for
Your time**

For more information, please contact:

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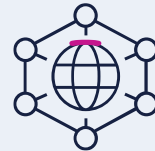
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Appendices

Planisware at a glance in 2025



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



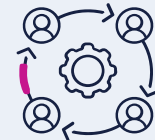
81% | **43%**
FY 2025 International revenue⁽¹⁾ | FY 2025 revenue in North America



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*®



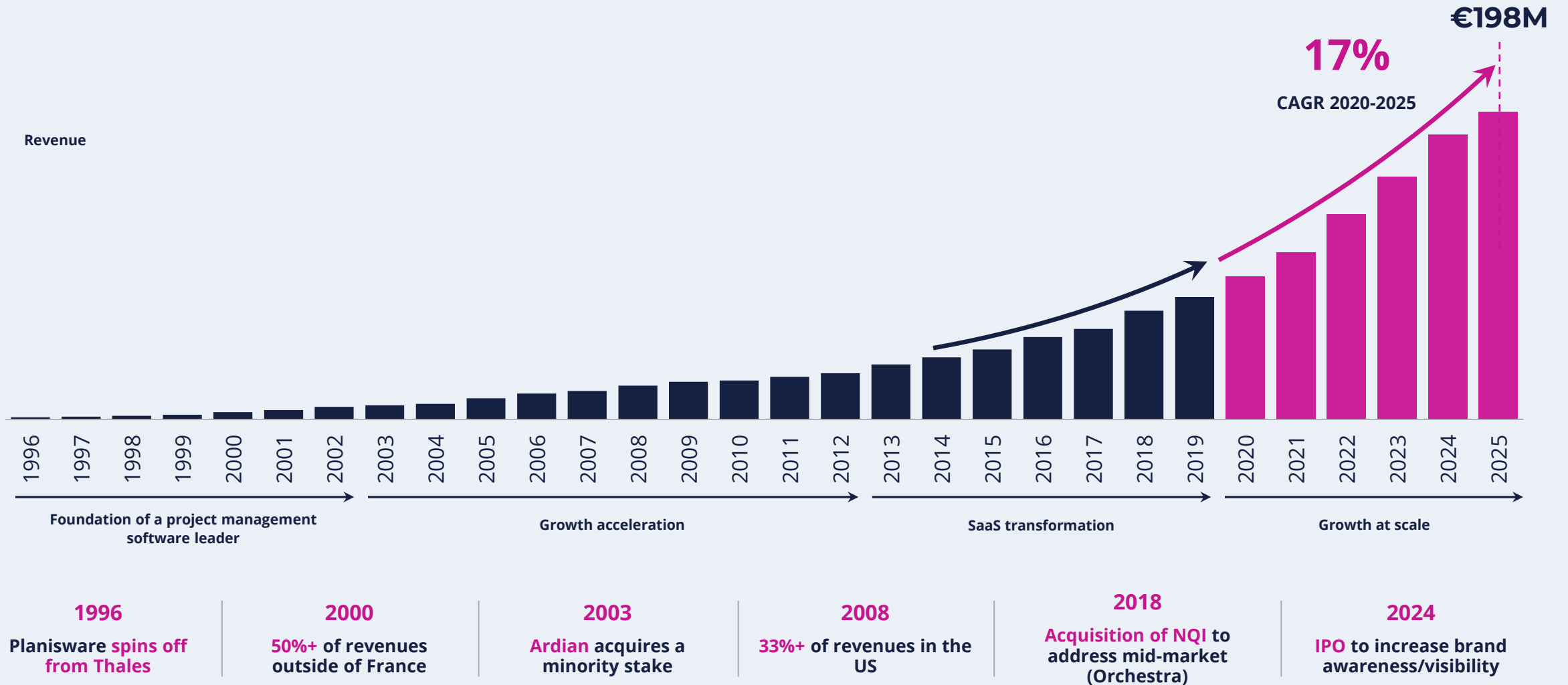
c. 850 | **12**
talented employees | countries of local presence



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



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