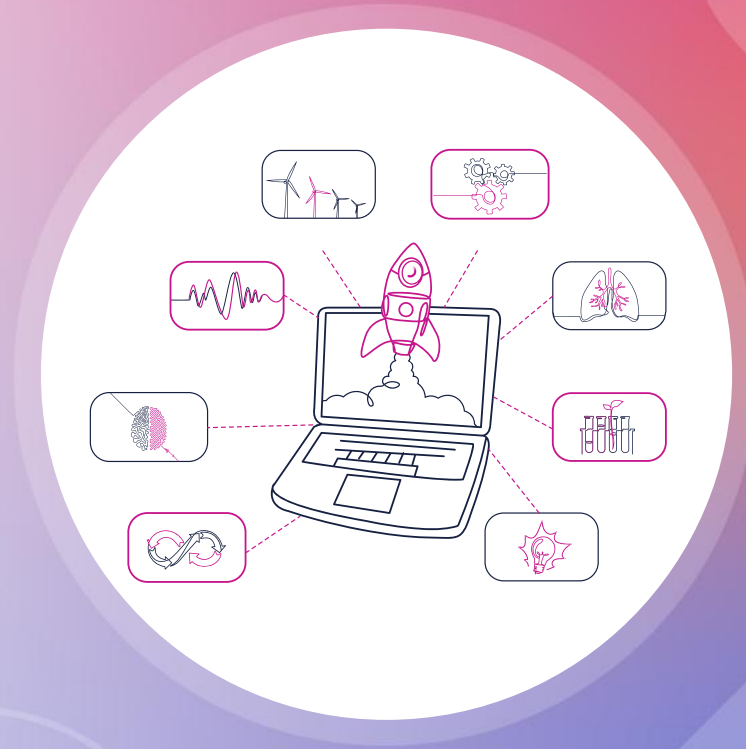




The Accelerator of the Project Economy

Q3 2026 revenue

October 23, 2026



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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, 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



Stéphanie Pardo
CFO

Q3 2026 highlights

Planisware
in Q3 2026

1

- **Q3 revenue of €57.4m, up +14.9% in cc*** (+15.6% reported)
- Nine-month revenue of €163.5m, up +14.9% in cc*

2

- **In Q3, recurring revenue growth accelerated to +16.6% in cc*** from +12.6% in H1

3

- **Strong commercial momentum:** new wins and expansions across geographies and a broad range of verticals
- Recent wins support implementation activity and future recurring revenue growth

4

- **Planisware unified platform 26Q4 released:** new capabilities across Planisware's products
- **Successful launch of Prisma Beta:** an important milestone in Planisware's AI strategy

5

- **2026 objectives confirmed following July's upgrade**
- Continued caution on macroeconomic conditions and Q4 non-recurring transaction timing

Notes:

* Revenue evolution in constant currencies

Q3 2026 commercial momentum

Selection of new customer wins and expansions across regions and industries

25+ wins in Q3 2026

Significant wins for  Planisware Nova &  Planisware Horizon





26Q4 expands the unified platform

Enterprise, Orchestra and new specialized products

BROADER MANAGEMENT CAPABILITIES

Agile at scale

New functionalities support complex project environments.

Portfolio and resource management

Additional capabilities broaden coverage of portfolio and resource management needs.

AI AND ENTERPRISE INTEGRATION

Expanded AI capabilities

Oscar, Planisware's AI assistant, adds natural-language formula generation.

Enhanced enterprise integrations

Closer integration with widely used enterprise applications connects customer environments.

A stronger platform value proposition

Broader support for the full spectrum of project and portfolio management use cases

Prisma: Beta version successfully launched

An important milestone in Planisware's AI strategy

WHAT IS PRISMA ?

Hybrid-reasoning AI agent

Helps organizations manage project portfolios and resources more effectively

Three value levers

Task automation, decision support and enhanced operational efficiency

Beta program scope

Prisma and Prisma Pro today; Prisma Expert, focused on configuration and customization, to follow at a later stage

WHAT THE BETA AIMS AT ?

Real-world validation

Validate the solution with a limited group of advanced users, supported by our Evolutive Support teams

Feedback before broader commercialization

Gather user feedback to refine the offer ahead of commercial release

Strong early interest

From existing customers and prospects, validating both the use cases and our monetization approach

End of Q3 2026

**Successful launch
of Beta version**

Beta phase

**Validation in real-world
environments & feedback**

End of Q1 2027

**Official commercial
release**

Thereafter

**Progressive direct revenue
contribution**



Partner ecosystem expands to support scalable growth

Dedicated global organization and new partner programs now in place

25+

**Implementation
partners
already onboarded**

Expand delivery capacity

Implementation partners support increasingly complex customer transformation programs, with hybrid teams of Planisware and partner consultants

Dedicated global partner organization

New partner programs with enhanced training, accreditation and certification

Extend geographic reach

Global consulting firms, local specialists and commercial partners support expansion into new geographies

Deepen industry expertise

Technical, functional and industry expertise supports implementation and change management

Complementing customer engagement while preserving close customer relationships

Q3 2026 revenue by revenue stream

<i>In € million</i>	Q3 2026	Variation YoY	Variation in cc ¹
Recurring revenue	51.7	+17.2%	+16.6%
SaaS & Hosting	28.2	+19.8%	+19.1%
Annual licenses	0.1	+0.0%	+2.0%
Evolutionary support	15.6	+20.0%	+19.6%
Subscription support	3.1	+11.5%	+10.3%
Maintenance	4.7	+0.4%	-0.2%
Non-recurring revenue	5.7	+2.5%	+1.7%
Perpetual licenses	1.3	-50.4%	-50.3%
Implementation & others non-recurring	4.5	+46.6%	+45.1%
Total revenue	57.4	+15.6%	+14.9%
SaaS Model²	47.0	+19.2%	+18.6%

SaaS model growth

of **+18.6% in cc¹**

led by SaaS & Hosting
(+19.1%)

Evolutionary support grew

+19.6% vs. +7.2% in H1.

Subscription support grew
+10.3% vs. +2.2%, as new
customers ramped up

Stable **Maintenance** (-0.2%)

Implementation & other non-recurring revenue rose

+45.1%, driven by new
customer onboarding.

Perpetual licenses fell -50.3%
as the shift to SaaS continued

Notes:

1: Revenue evolution in constant currencies, i.e. at Q3 2025 YTD average exchange rates

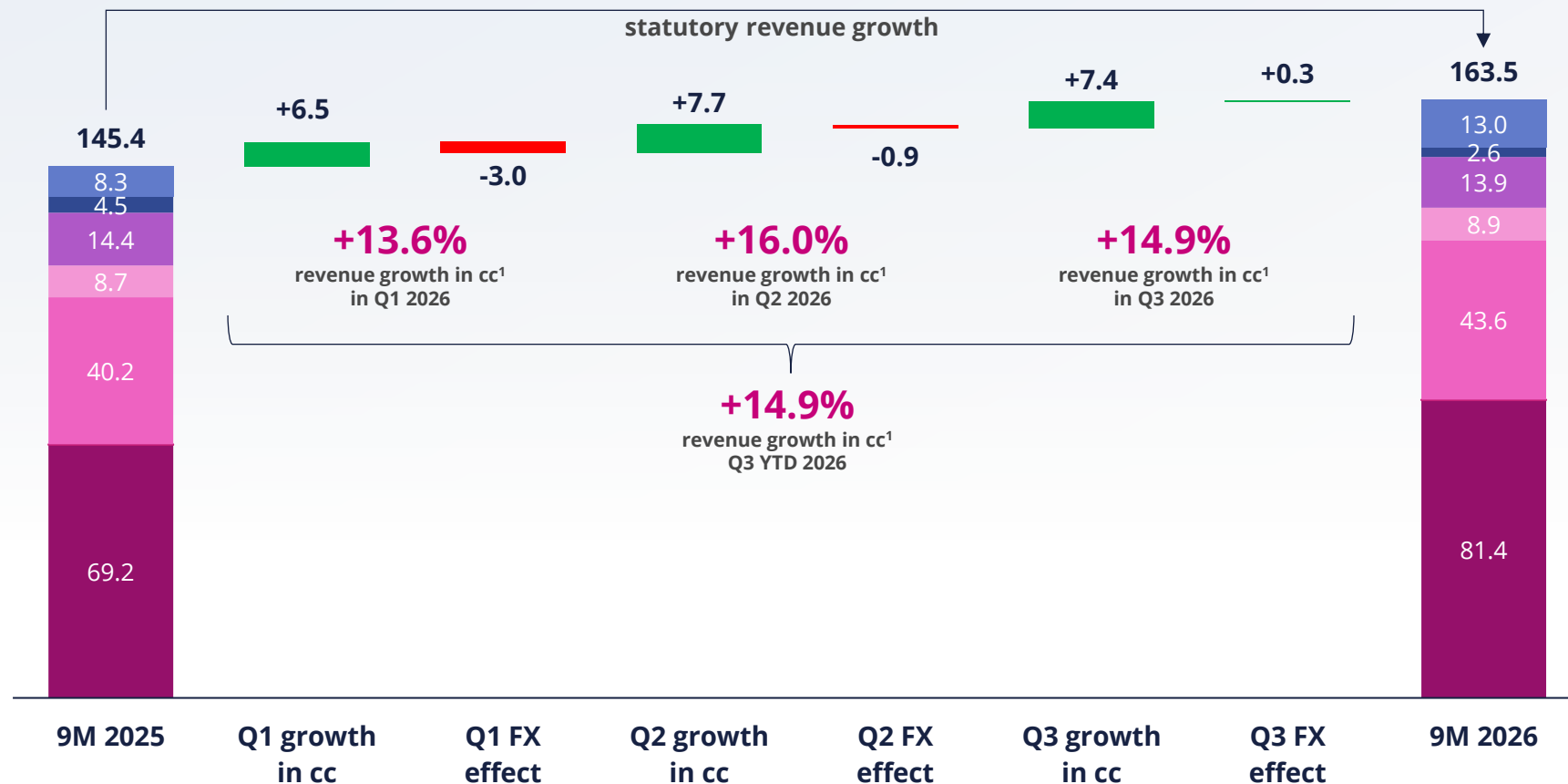
2: SaaS Model: SaaS & Hosting and Annual Licenses and Evolutionary support and Subscription support;

Q3 YTD 2026 revenue growth building blocks

Amounts in € million

+12.4%

statutory revenue growth



Recurring revenue

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

SaaS Model²

Non-recurring revenue

- Perpetual licenses
- Implementation & others non-recurring

2026 YTD revenue evolution highlights

Revenue of €163.5m, up +14.9% in cc (+12.4% reported), driven by SaaS growth and new customer implementations.

Recurring revenue up +13.9% in constant currencies, led by SaaS & Hosting (+20.2%)

Evolutive support grew +11.2% and Subscription support +4.8%

Implementation & other revenue up +60.3% in constant currencies, supported by new customer onboarding

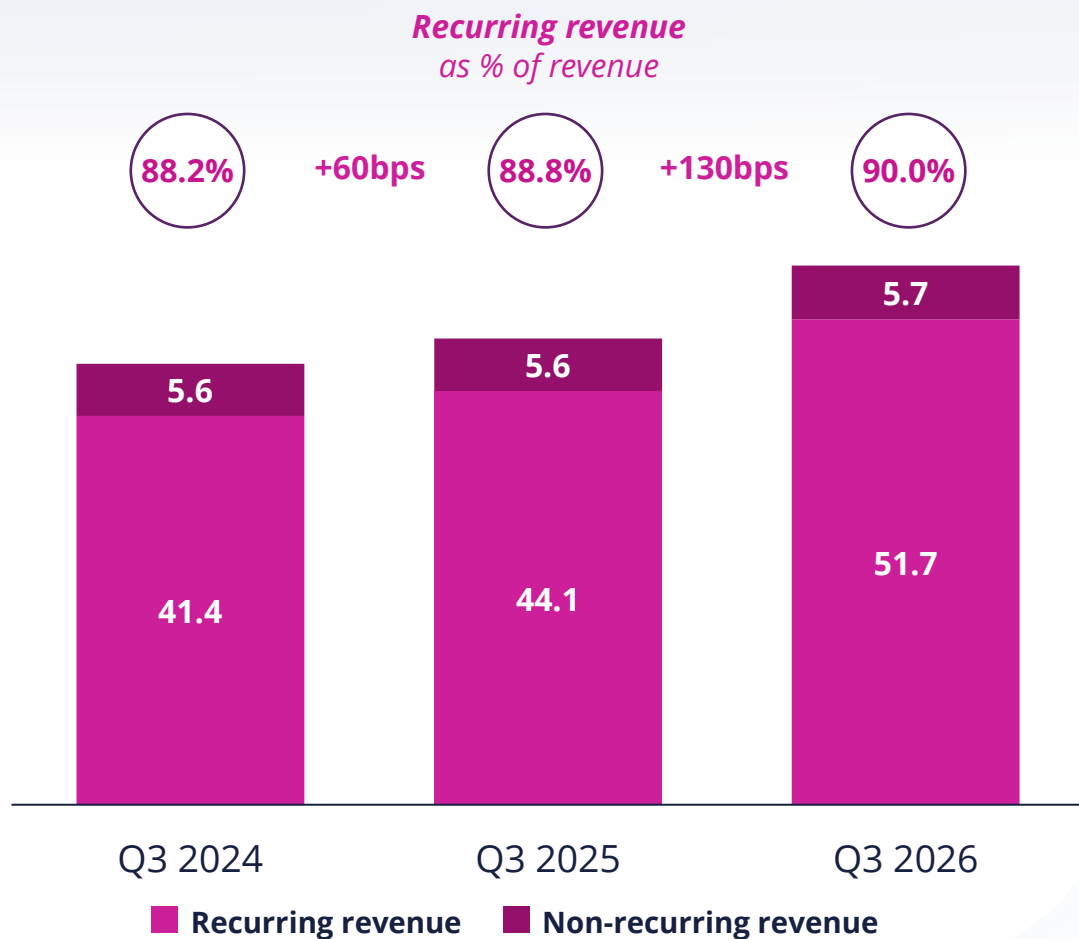
Perpetual licences -42.1% as the shift to SaaS continued

FX headwinds gradually easing as the US dollar strengthens against the euro

Revenue mix evolution at work

Amounts in € million

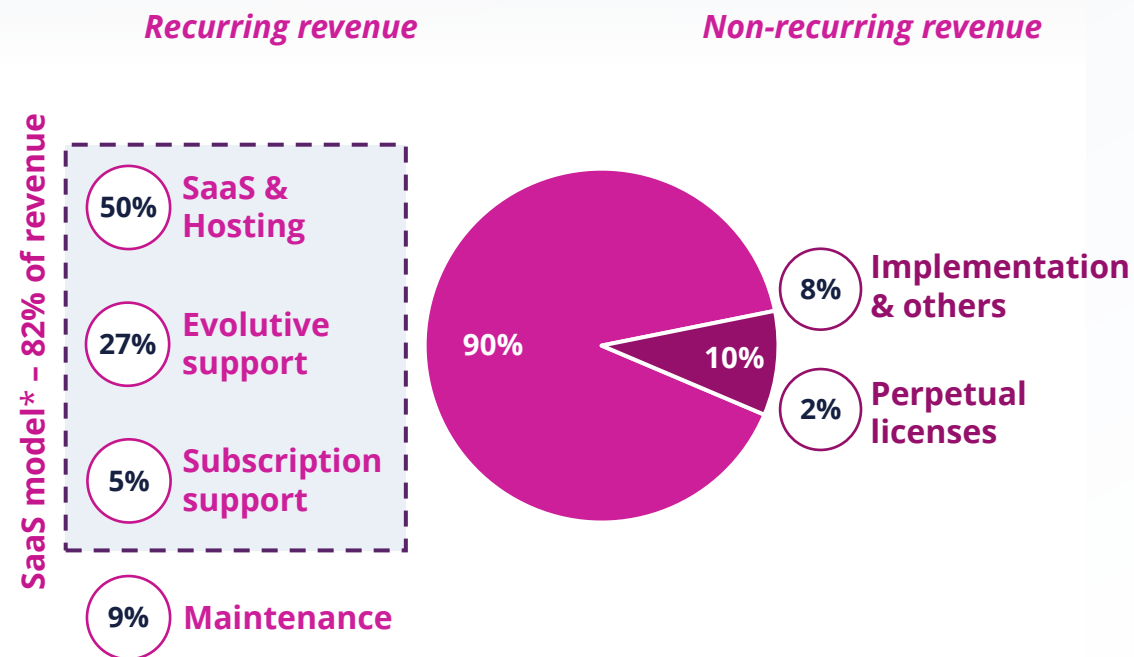
Revenue mix evolution



Notes:

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

9M YTD 2026 revenue breakdown



2026 objectives confirmed

Revenue growth in constant currencies¹

At least +13%

Adj. EBITDA margin²

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

Adj. Free Cash Flow²

Cash Conversion Rate² of c. 80%

Notes:

1: Variations 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.



Appendices

9M 2026 YTD revenue by revenue stream

<i>In € million</i>	9M 2026	Variation YoY	Variation in cc ¹
Recurring revenue	147.9	+11.5%	+13.9%
SaaS & Hosting	81.4	+17.6%	+20.2%
Annual licenses	0.1	-56.8%	-56.0%
Evolute support	43.6	+8.6%	+11.2%
Subscription support	8.9	+1.9%	+4.8%
Maintenance	13.9	-3.4%	-2.1%
Non-recurring revenue	15.6	+22.0%	+24.3%
Perpetual licenses	2.6	-42.2%	-42.1%
Implementation & others non-recurring	13.0	+56.8%	+60.3%
Total revenue	163.5	+12.4%	+14.9%
SaaS Model²	134.0	+13.3%	+15.9%

Notes:

1: Revenue evolution in constant currencies, i.e. at Q3 2025 YTD average exchange rates

2: SaaS Model: SaaS & Hosting and Annual Licenses and Evolute support and Subscription support;

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

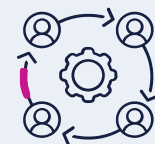


c. 650

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:

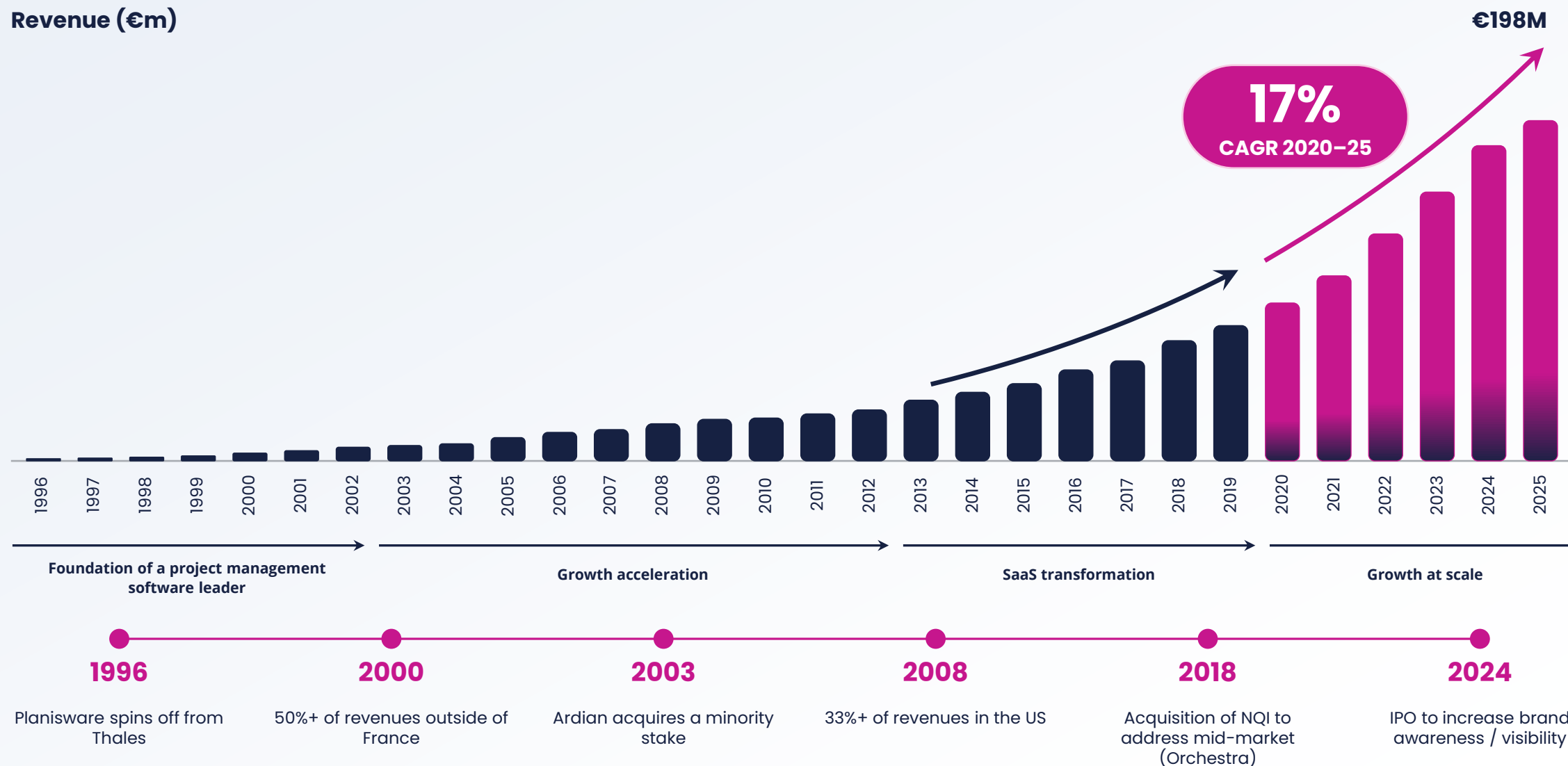
1: Outside of France.

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)



Thanks for **Your** time

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