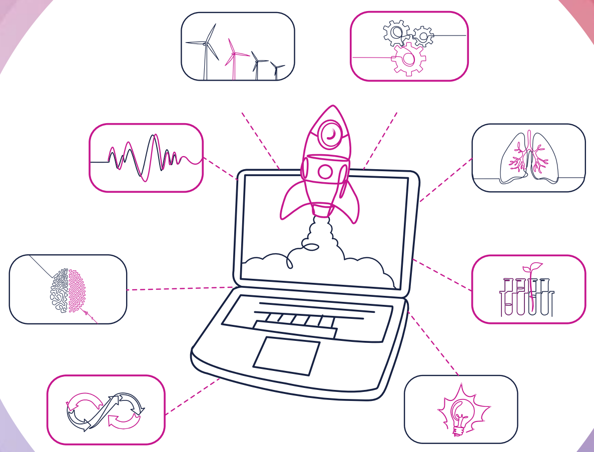
Planisware

The Accelerator of the Project Economy

H1 2026 results

July 30, 2026



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, 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

H1 2026 highlights

Planisware

in H1 2026

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

ENERGY SAFETY CANADA · PONSSE · Powerlink QUEENSLAND · SUNTORY OCEANIA · MISO · esa European Space Agency

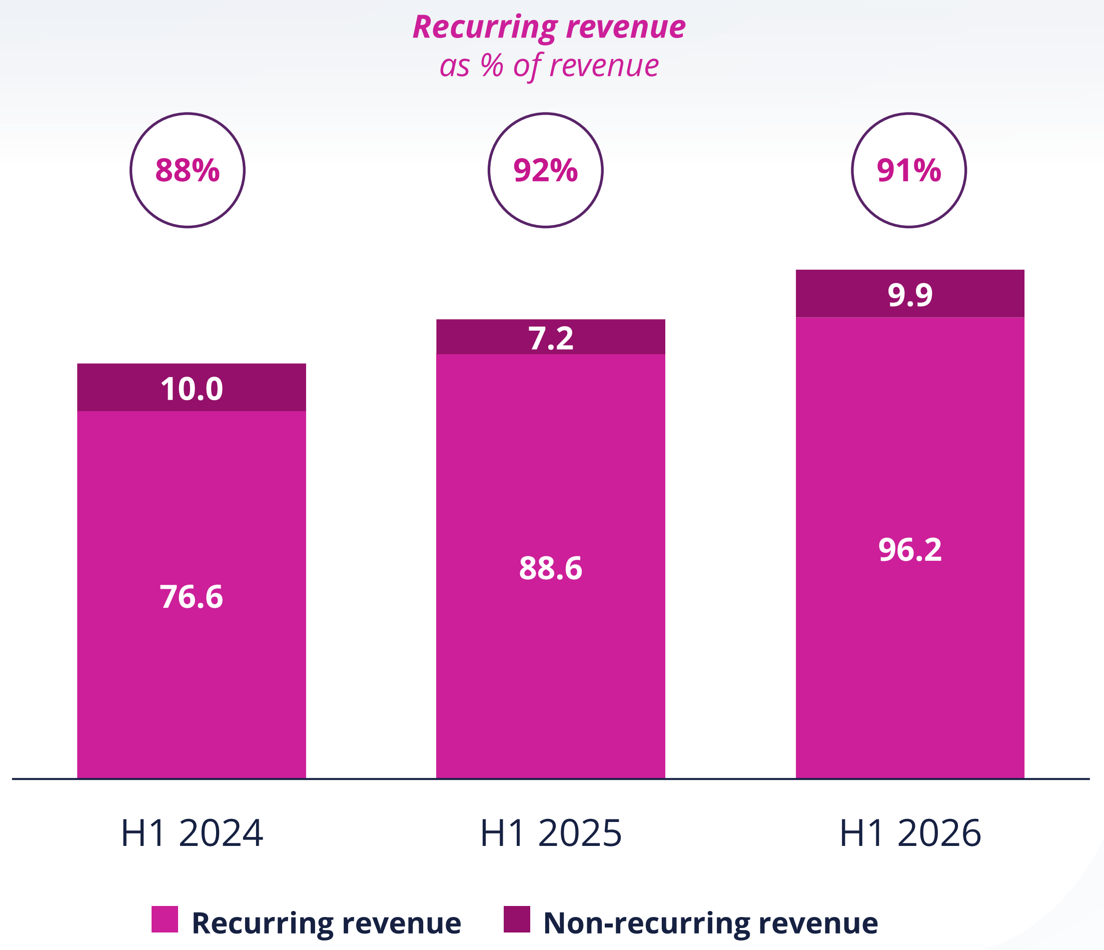
NDDOT North Dakota Department of Transportation · SID SERVICE D'INFRASTRUCTURE DE LA DEFENSE · UMASS · TENAGA NASIONAL · GE VERNOVA · STORZ KARL STORZ — ENDOSKOPE

RWE · Rakuten Card · VIATRIS · Brambles · Dechra · ZEISS

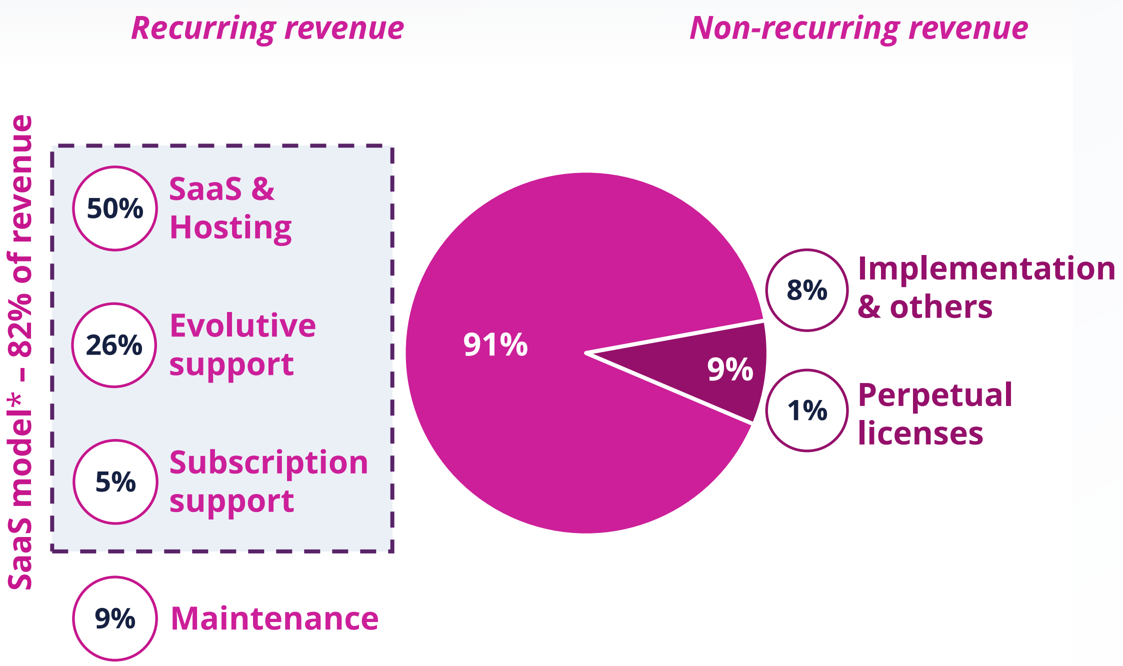
Revenue mix evolution at work

Amounts in € million

Revenue mix evolution



H1 2026 revenue breakdown



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

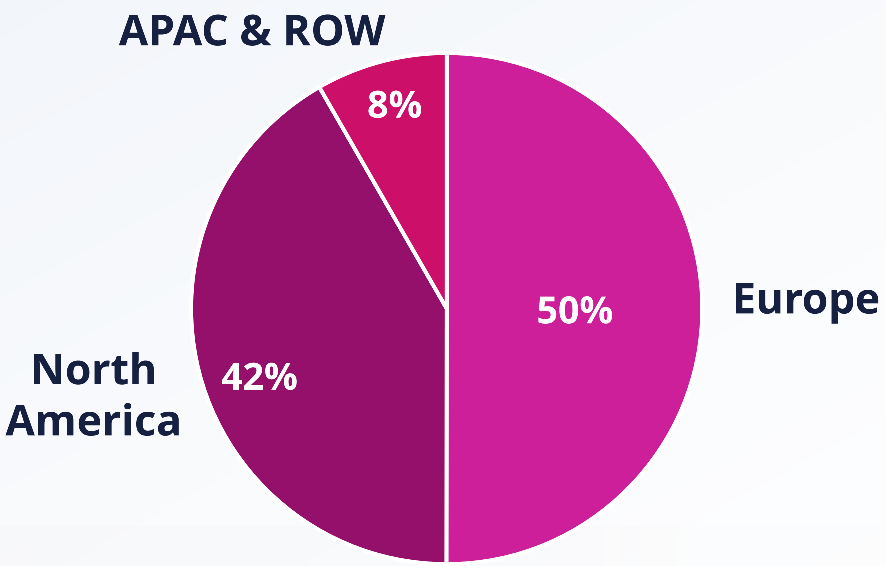
H1 2026 revenue by geography

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

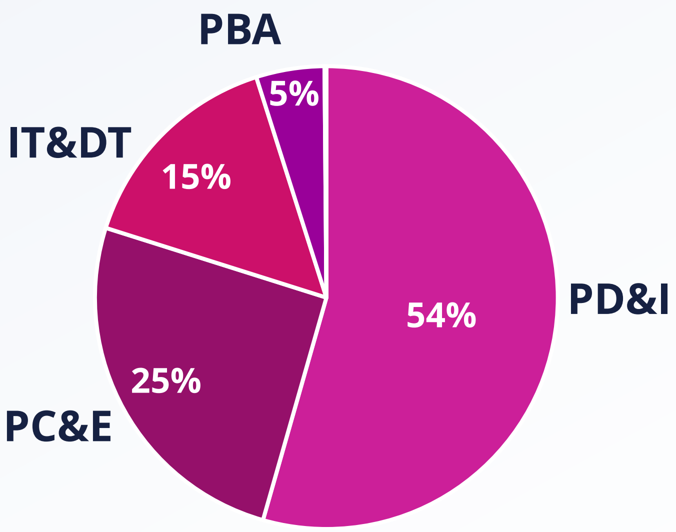
H1 2026 revenue by pillar

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

In € million	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%*
Evolutive 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 Model[2]	**87.0**	***+10.4%***	***+14.6%***

Revenue growth in cc[1] **led by SaaS Model**[2] **at +14.6%** with:

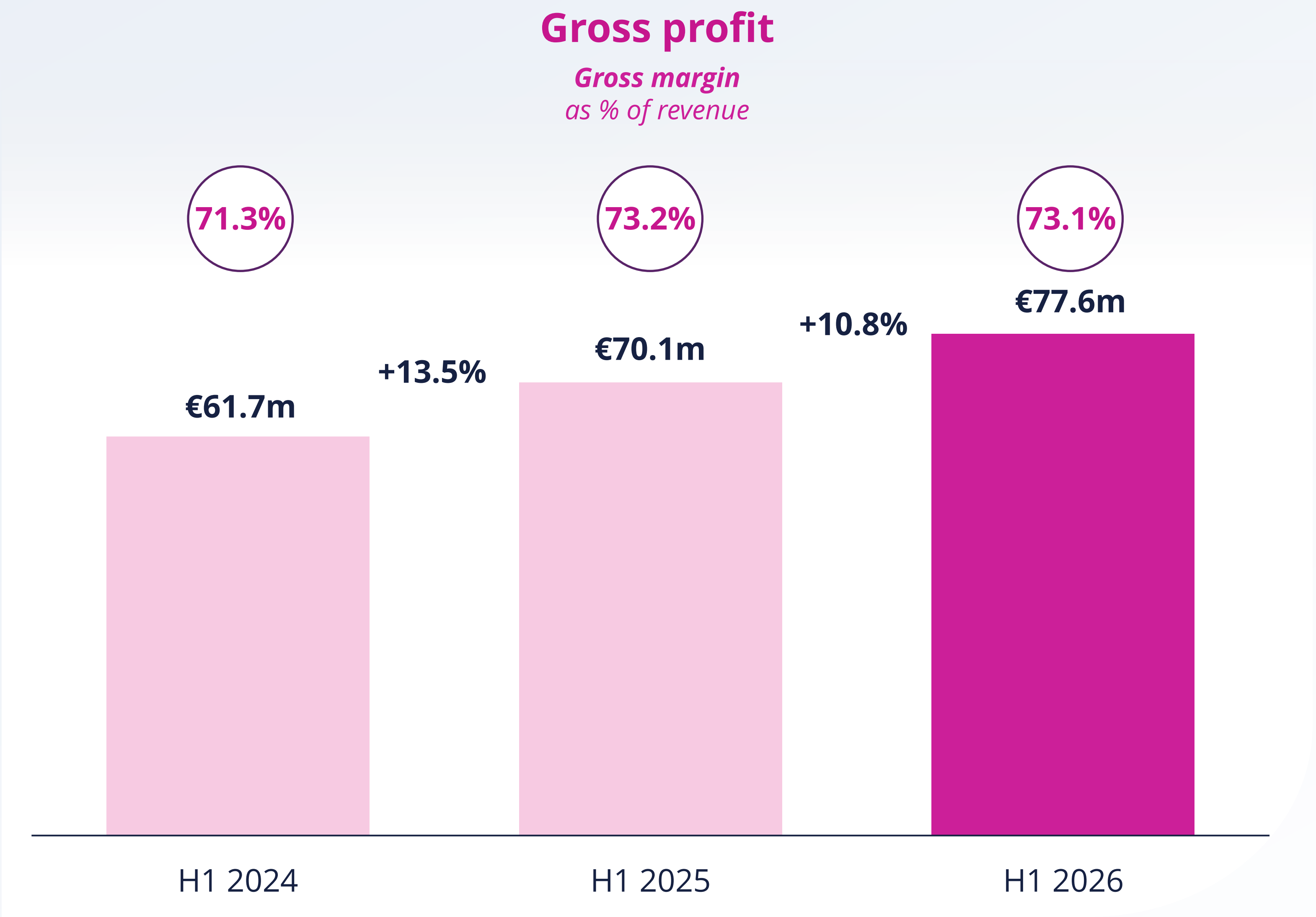
- SaaS & Hosting: +20.7%
- Evolutive support: +7.2%
- Subscription support: +2.2%
- Annual licenses: €-0.1m

Group shift **from Perpetual licenses to SaaS** reflected by revenue decline in **Maintenance** and **Perpetual license** (-3.0% and -31.5% in cc[1] 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 Evolutive support and Subscription support

Gross margin evolution

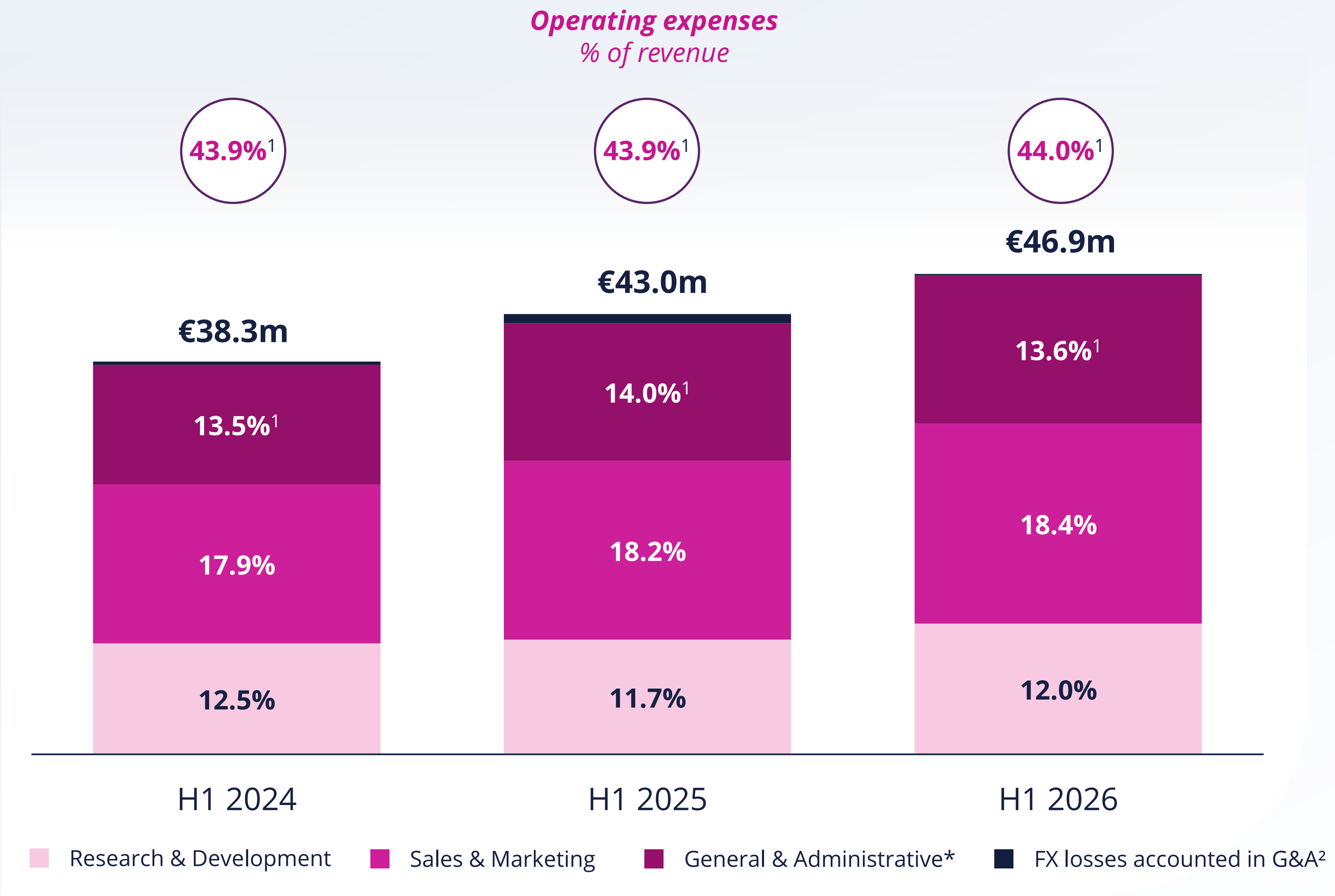


Stable gross margin

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



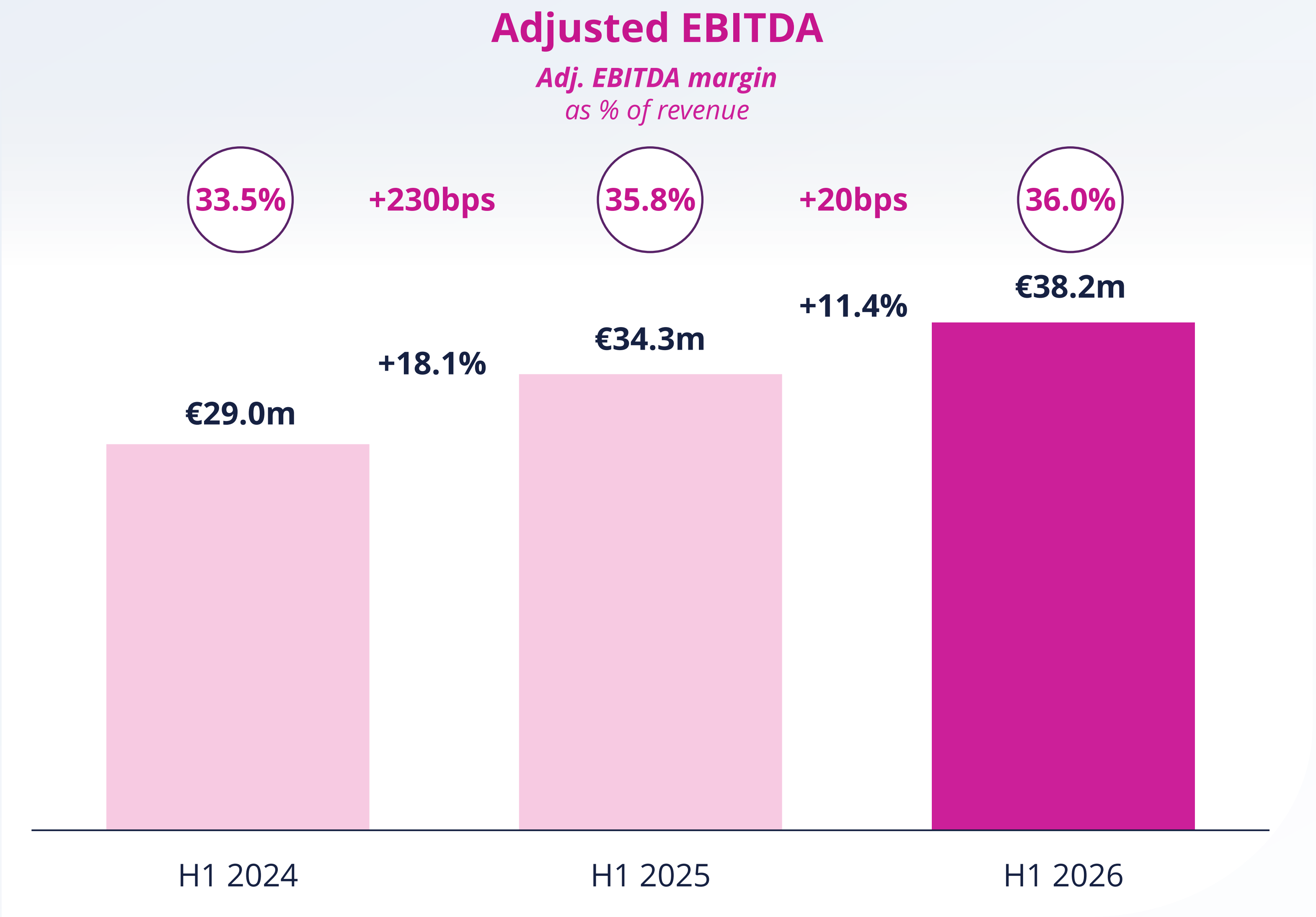
R&D expenses reflecting Group ambitions **for continuous product development and leadership** while **benefiting from AI tools**

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

General & Administrative expenses decreased by -40bps[1] 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



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

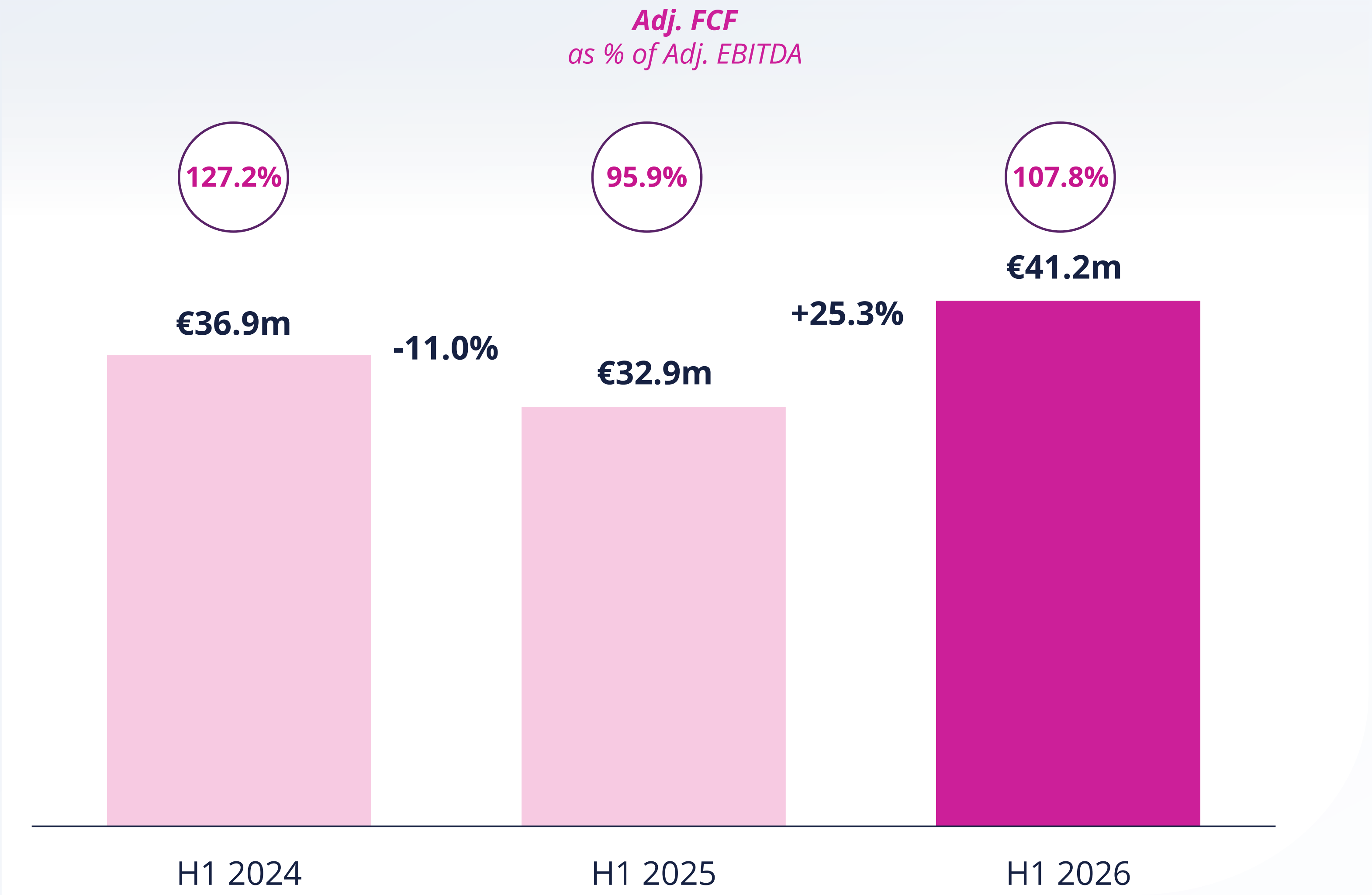
Further **operational efficiency** and **scale gains**

Continued **disciplined approach to expenses**

Consistent high profitability ambitions and controlled cost base

Strong cash generation

Adjusted Free Cash Flow

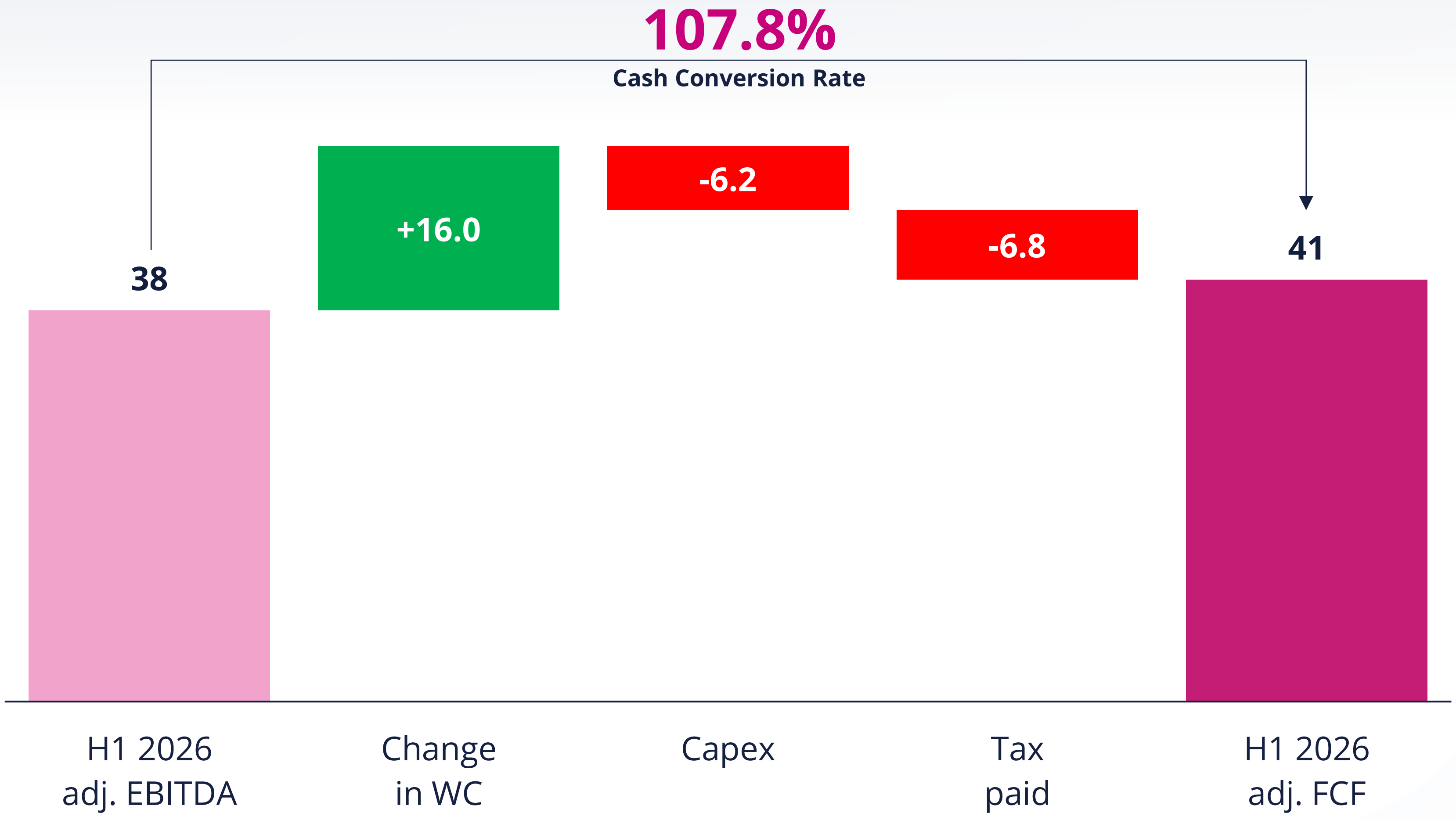


Adjusted FCF growth led by adjusted EBITDA growth and a particularly strong cash conversion over the semester

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

Bridge from adjusted EBITDA to adjusted Free Cash Flow

Amounts in € million



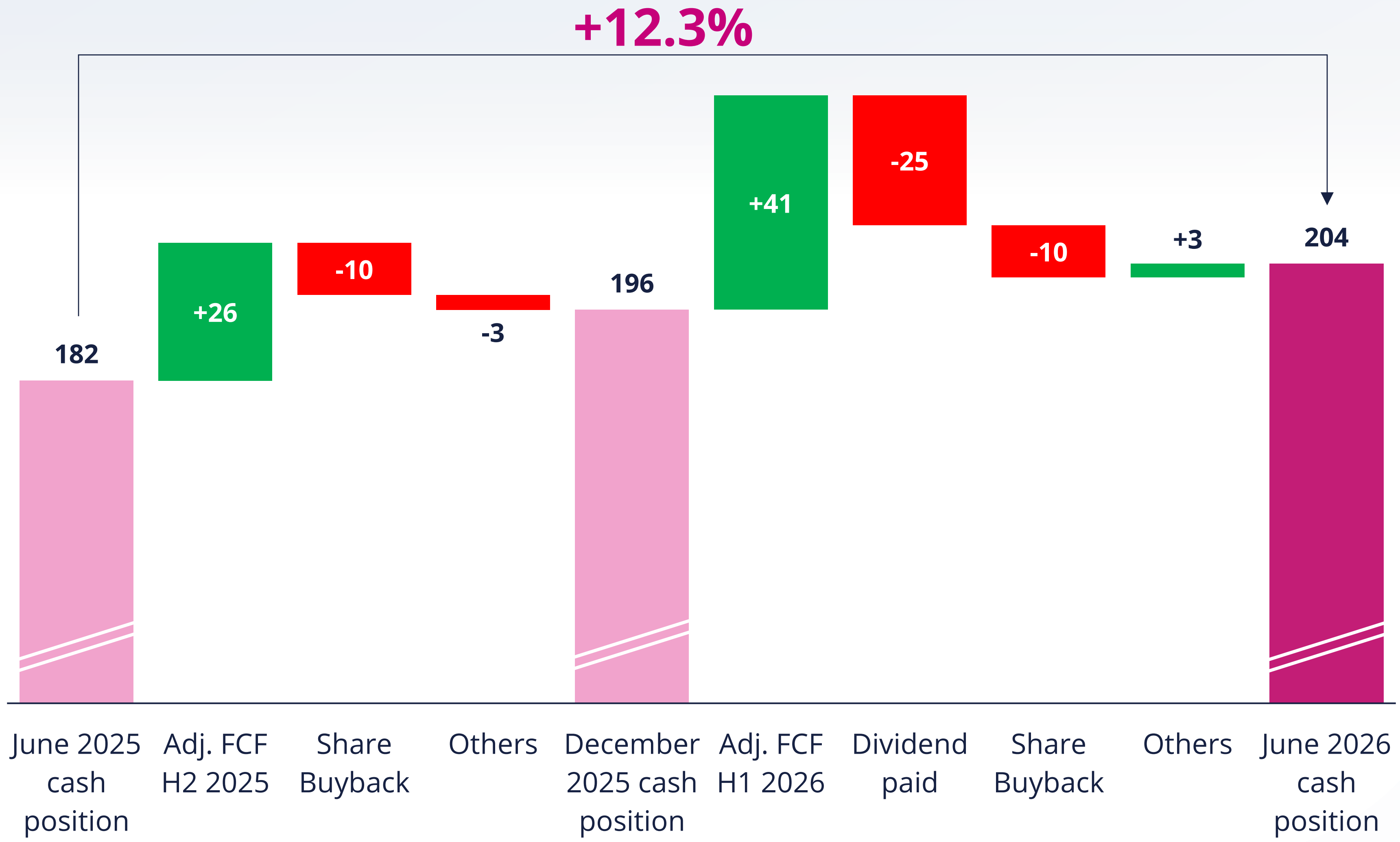
Very strong cash conversion thanks to:

- 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 currencies[1]	**Low double-digit rate**	**At least +13%**
Adj. EBITDA margin[2]	**c. 37% of revenue**	**At least FY 2025 level** (i.e. 37.4%)
Adj. Free Cash Flow[2]	**Cash Conversion Rate[2] of c. 80%**	**Cash Conversion Rate[2] 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.

Thanks for Your time

For more information, please contact:

Benoit d’Amécourt

Head of Investor Relations

benoit.damecourt@planisware.com

+33 6 75 51 41 47