

Presentation of Addnode Group's Interim Report January – September 2026



**Johan
Andersson**

President and Chief Executive Officer
johan.andersson@addnodegroup.com
+46 70 420 58 31



**Kristina
Elfström Mackintosh**

Chief Financial Officer
kristina.mackintosh@addnodegroup.com
+46 70 633 89 90

Agenda

- Third Quarter 2026
- Q&A

Appendix

Software and Digital Solutions in Selected Niches

Process Division



Design & PLM Divisions



Our Competitive Strengths

- 1 Domain Expertise
- 2 Mission-Critical software with High Switching Costs
- 3 Trusted Partner to our Customers

Financials, LTM Q3 2026

~ 40,000 customers

SEK 5,983 m, Net sales

62% recurring revenue

16.2 % EBITA margin

5
Continents

20
Countries

96
Acquisitions

Highlights of Q3 2026

Strong improvement in the third quarter

+10%

Net sales growth

+68%

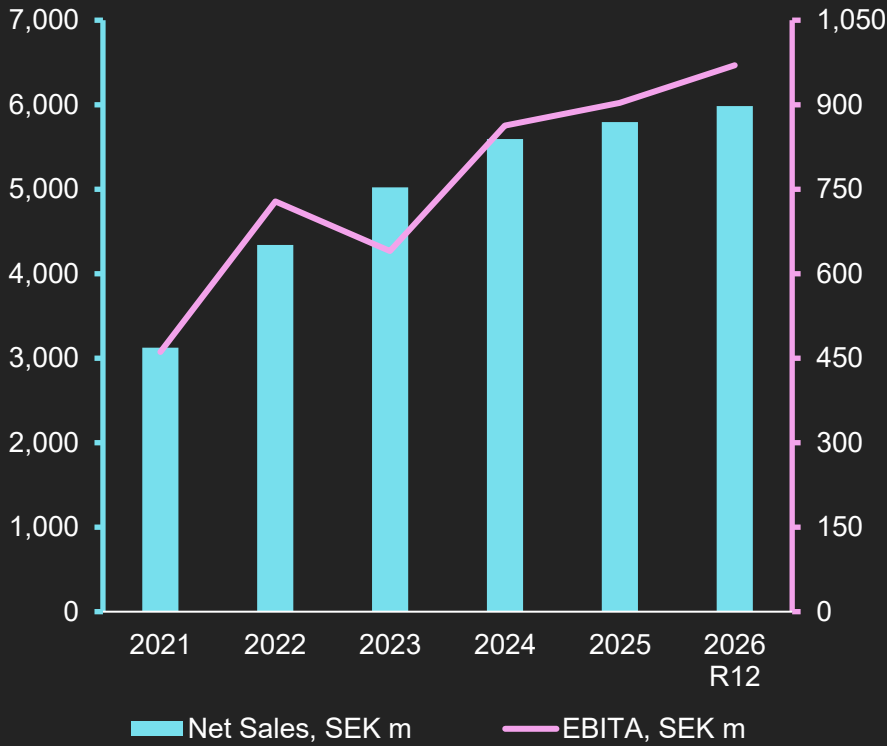
EBITA growth

17.4%

EBITA margin

- Organic growth, acquisitions and cost-efficiency initiatives have contributed to Addnode Group’s strong improvement in the third quarter
- Organic growth 3%
- Operating cash flow improved to SEK 9 m (-64)
- Ten-year agreement signed with the City of Stockholm, valued at approximately SEK 100 m
- Acquisition of US-based AI-driven software platform and investments in Bimify and Inuse

2021 – 2026 R12



Three divisions – all improved EBITA and margin in Q3

Process Management

+6%	+16%	24.0%
Net sales growth	EBITA growth	EBITA margin

- Organic growth 4%
- Stable public sector demand
- SEK 100 m software contract
- Ninth consecutive quarter of EBITA margin improvement



Design Management

+21%	+184%	20.5%
Net sales growth	EBITA growth	EBITA margin

- Organic growth 8%
- Strong demand in the United States, driven by data centers
- Strong EBITA improvement driven by easier comps, organic growth, acquisitions and lower cost



Product Lifecycle Management

+0%	+10%	10.6%
Net sales growth	EBITA growth	EBITA margin

- Organic growth -3%
- Growth in the defense industry partially offset weaker German automotive industry
- Cost-efficiency measures contributed to improved margins





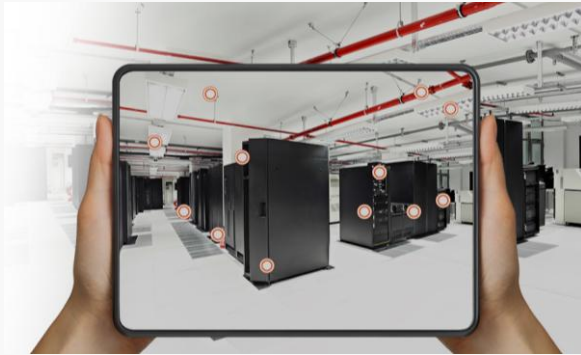
Record deal with the City of Stockholm valued at ~SEK 100 m

A trusted partner to Swedish municipalities

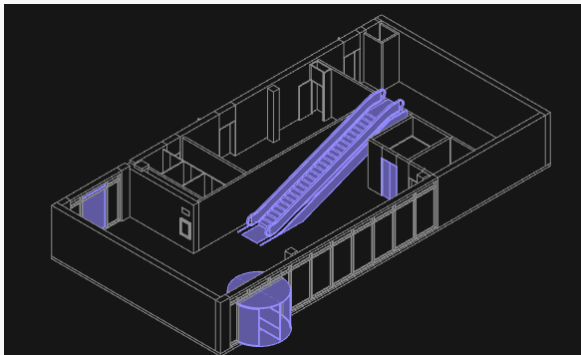
- Sokigo's largest municipal case management agreements to date
- Important reference customer for continued growth in municipal digitalisation - confirms our strong position within digital urban and community development
- 10 year contract - Strengthens recurring revenue base for the Process Management Division
- Enables increased use of AI in information management and decision-support, further future-proofing the offering

Technology and AI investments to leverage global market position

SpaceIntel



Bimify



Acad-plus



InUse



Combining the acquired technology with Division Design Management's strong market position, extensive customer base and global sales organization, we will accelerate market penetration and recurring revenue growth

Three Customer Success Stories

Smarter campus operations for TU Dublin



The Technological University Dublin wanted support to create a scalable digital foundation for its campus operations and to support its 2030 sustainability targets.

Solution – SWG’s Geminus platform, integrates facilities management systems, BIM digital twins, IoT, and other data sources into an AI-powered environment that automates monitoring, reporting, and building performance optimisation.

Result - AI-interpreted data enables TU Dublin to optimise campus performance, support sustainability, and track decarbonisation progress.

Accelerated development of electric aircraft



As ELECTRON Aerospace prepared for certified production of its electric aircraft, it needed a scalable cloud-based PLM environment to manage growing engineering and certification complexity.

Solution – Technia deployed the 3DEXPERIENCE platform in the public cloud, unifying design, simulation, product data, and technical documentation into a single source of truth across the product development process.

Result - With its new digital foundation, ELECTRON improved collaboration, reduced rework, and accelerated certification and aircraft development.

AI-driven search solution for the intranet



Fastighetsbyrån wanted to evolve its intranet into a central knowledge hub and to improve access to information on sales, administration, and legal processes for the employees.

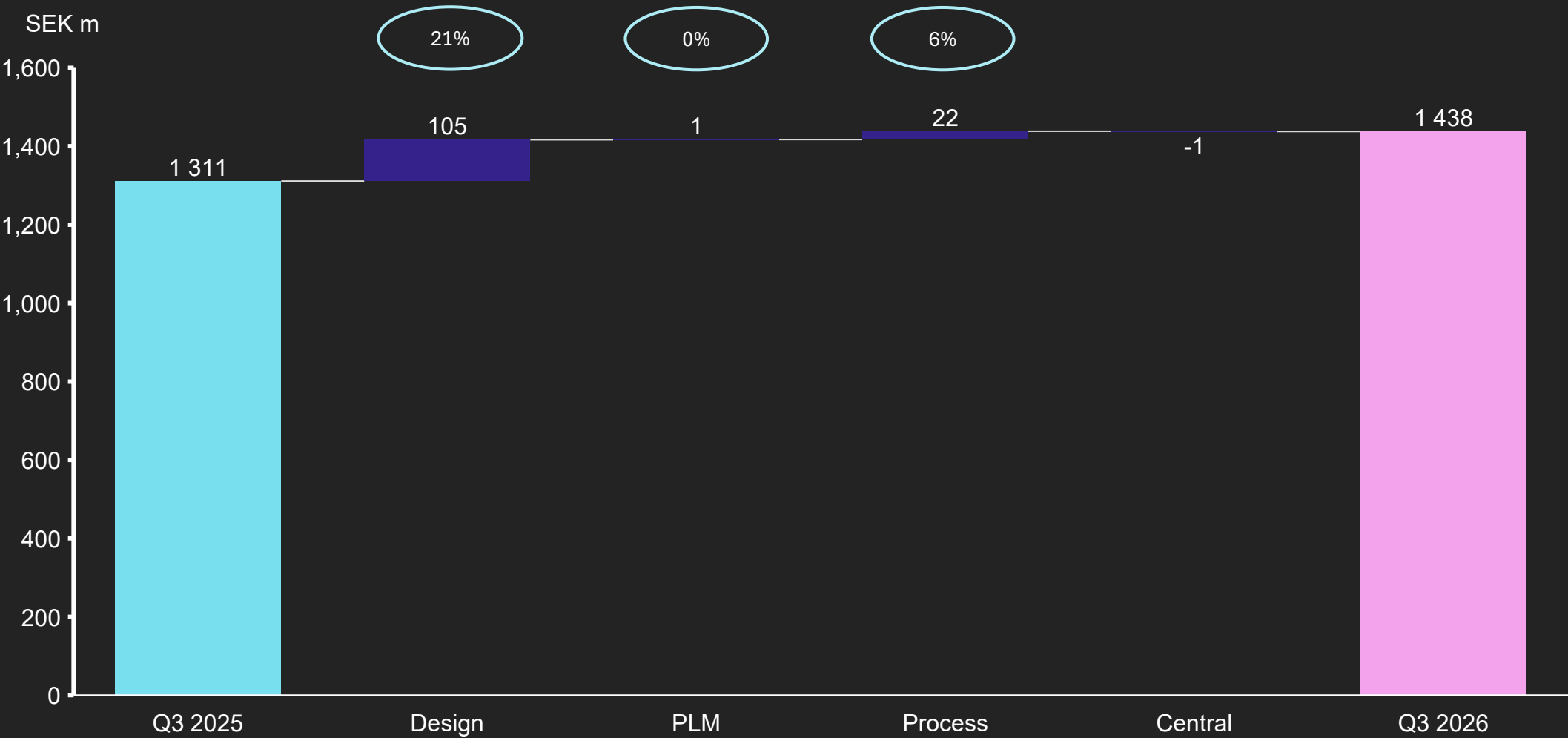
Solution – Decerno developed “Byråassistenten”, an AI-powered intranet assistant that delivers relevant answers and source-backed information through intelligent search and generative AI.

Result - Byråassistenten gives employees faster access to trusted knowledge while providing Fastighetsbyrån with a scalable AI platform for future growth.

Net Sales Q3 2025 → Q3 2026



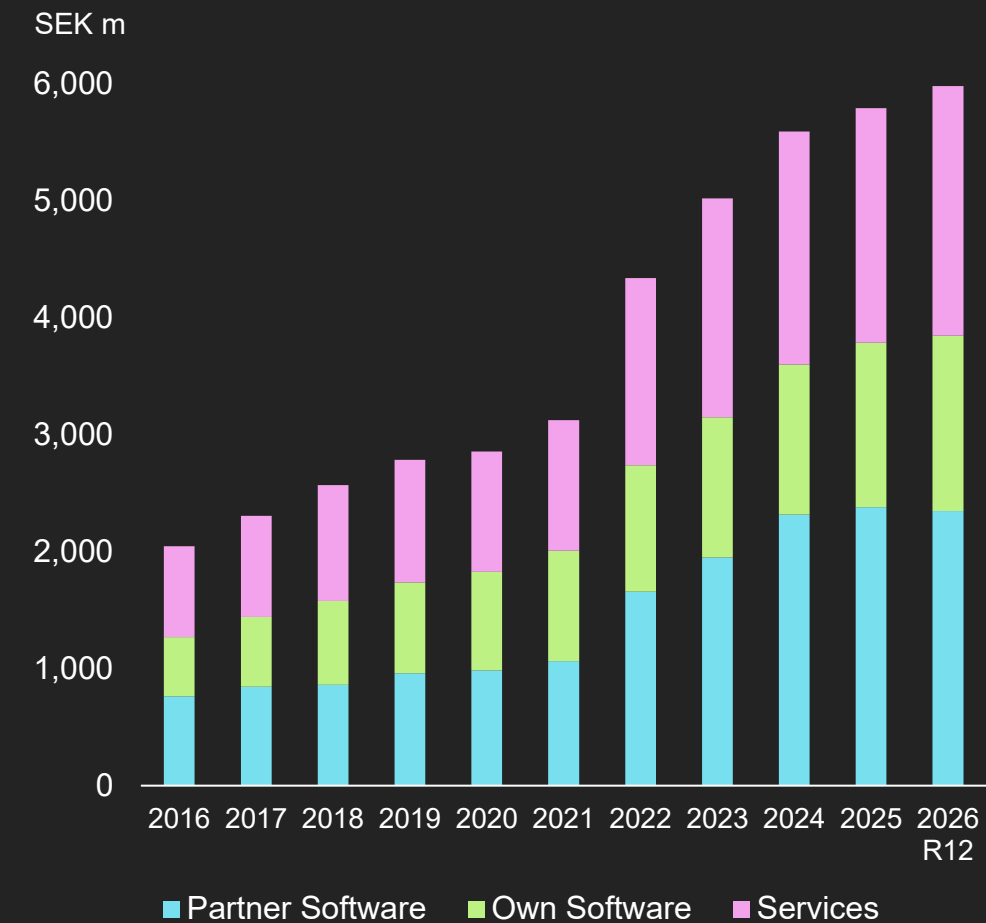
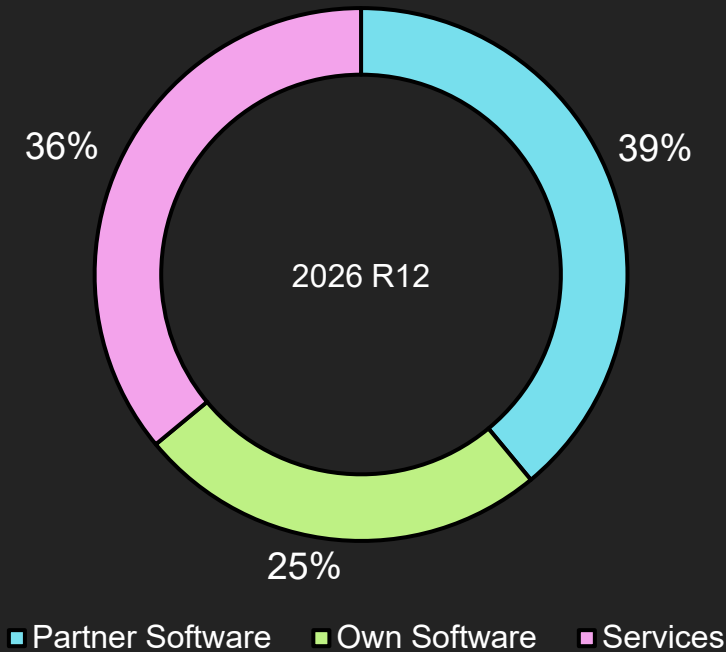
Net Sales Q3 2025 → Q3 2026 per division



Rounding differences of SEK +/-1 m and +/- % may occur in totals. Percentages may also differ slightly due to rounding.

Mission-critical Solutions with High Customer Retention

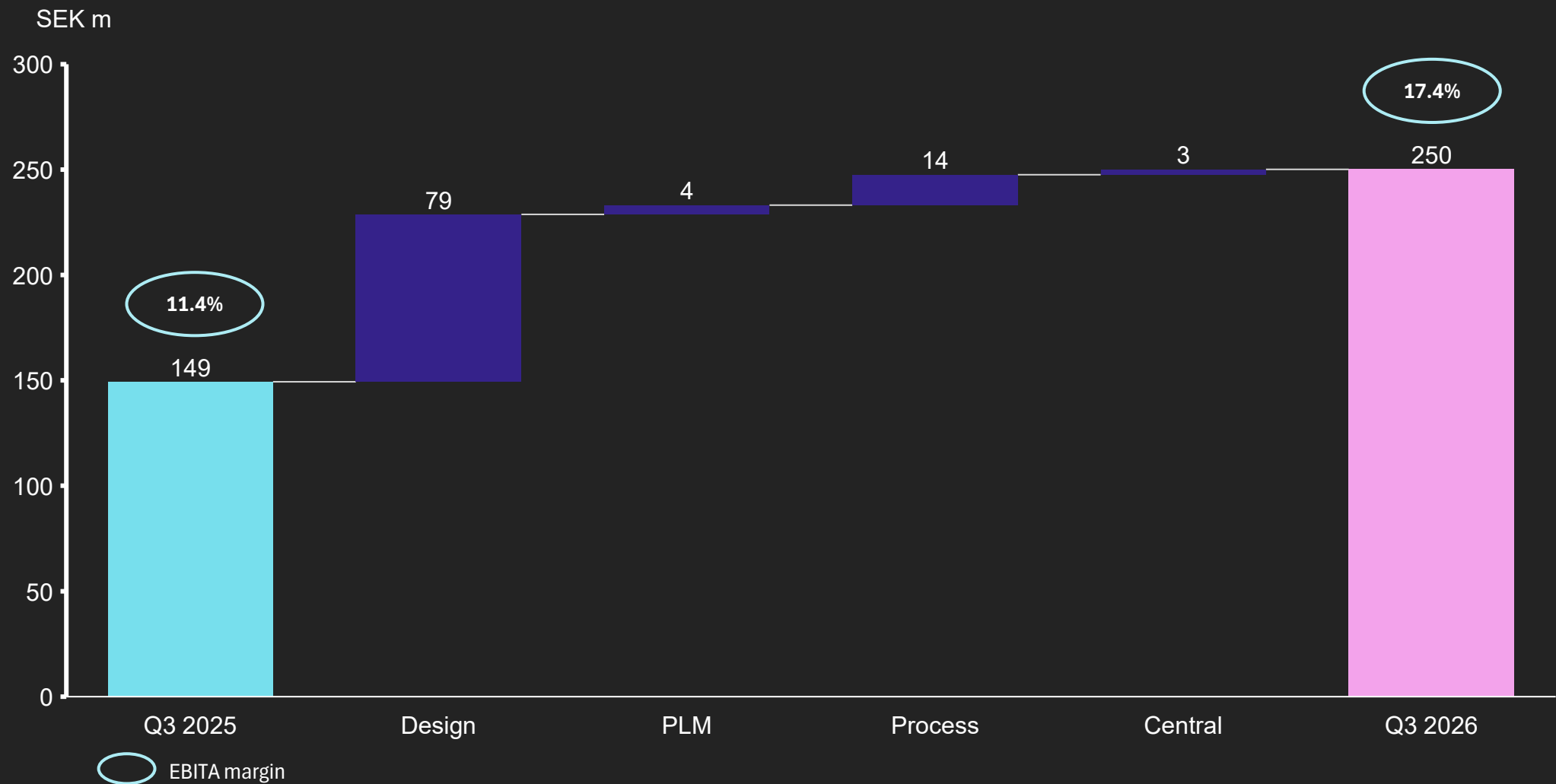
Net Sales by Category and recurring revenue



62%

Recurring Revenue
2026 R12

EBITA Q3 2025 → Q3 2026 per division



Consolidated Cash Flow

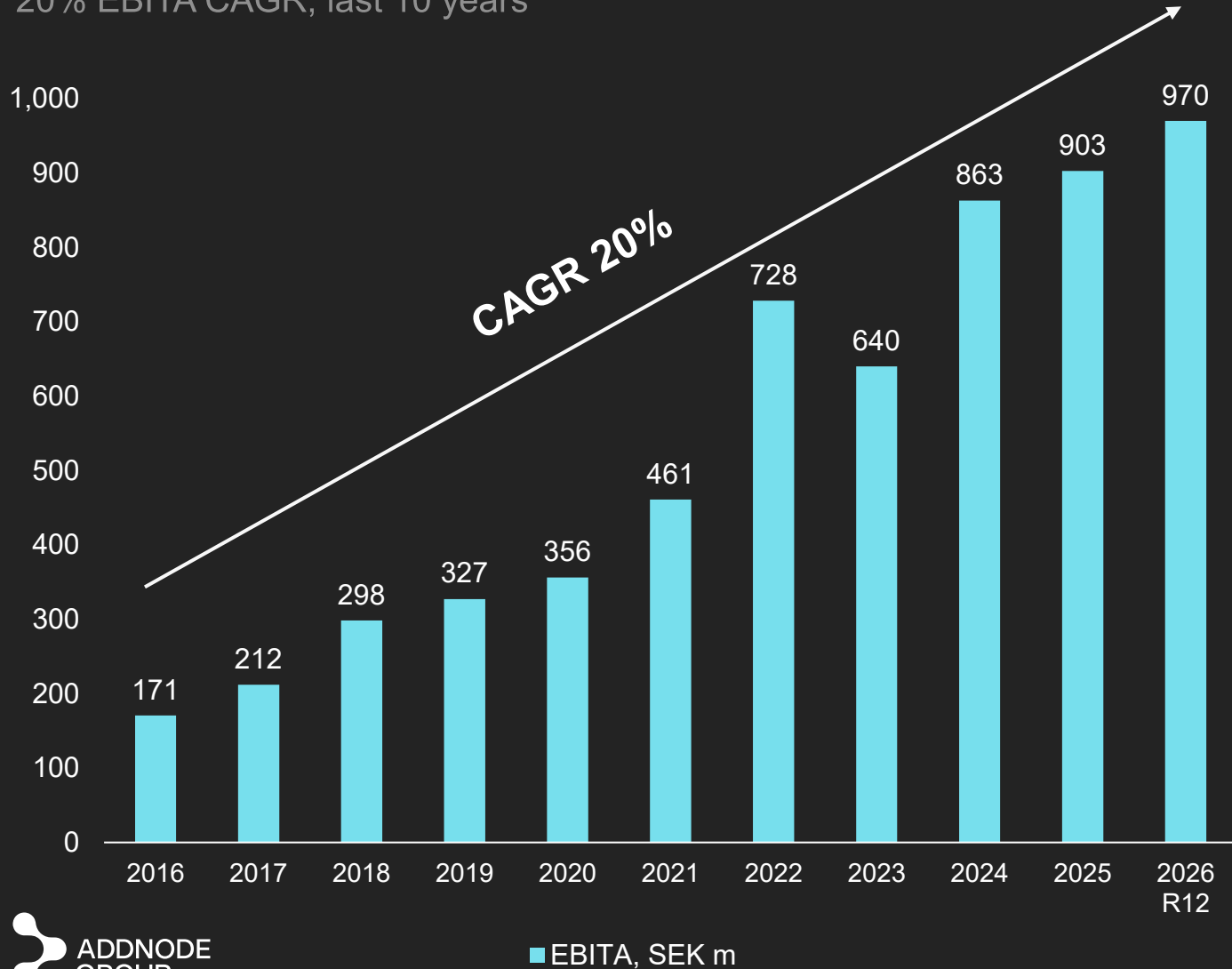
Q3 2026

SEK m	Jul-Sep 2026	Jul-Sep 2025	Change	YTD Sep 2026	YTD Sep 2025	Change
Operating profit	159	74	85	403	393	10
Adjustments for other non-cash items	118	121	-3	368	326	42
Net financial items	1	-7	8	-61	-56	-5
Tax paid	-28	-39	11	-123	-126	3
Change in working capital	-241	-213	-28	-153	-432	279
Cash flow from operating activities	9	-64	73	434	105	329
Cash flow from investing activities	-115	-615	500	-296	-799	503
Cash flow from financing activities	176	298	-122	-21	430	-451
Cashflow for the period	70	-380	450	117	-264	381



EBITA Growth target of 15% YoY

20% EBITA CAGR, last 10 years



Outlook and focus

- Increase customer value through AI
- Drive organic growth
- Increase recurring revenue
- Operational efficiency
- Value-accretive acquisitions

More three-year contracts are expected to be renewed during 2027 compared to 2026, supporting continued organic growth

Questions & Answers

Appendix



Financial Targets

15%

EBITA Growth

17%

EBITA Margin

30-50%

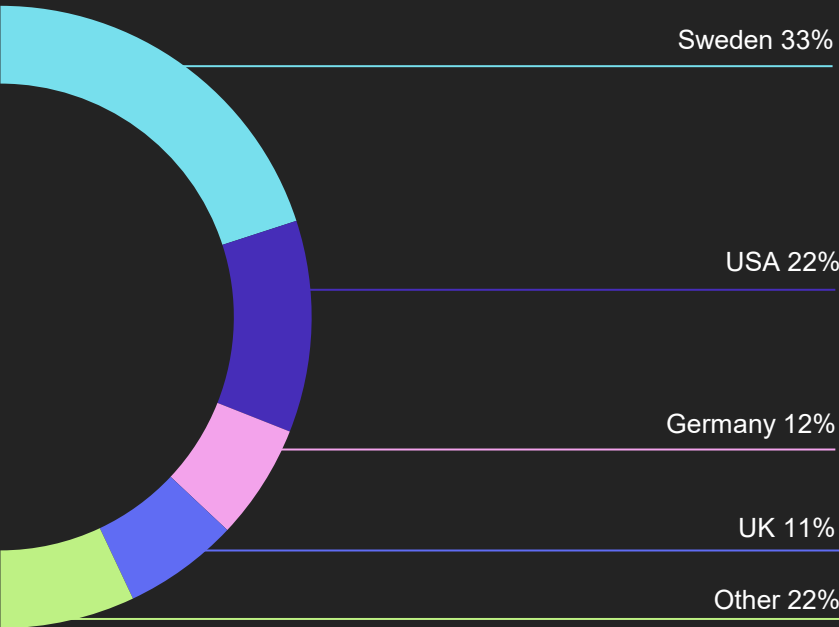
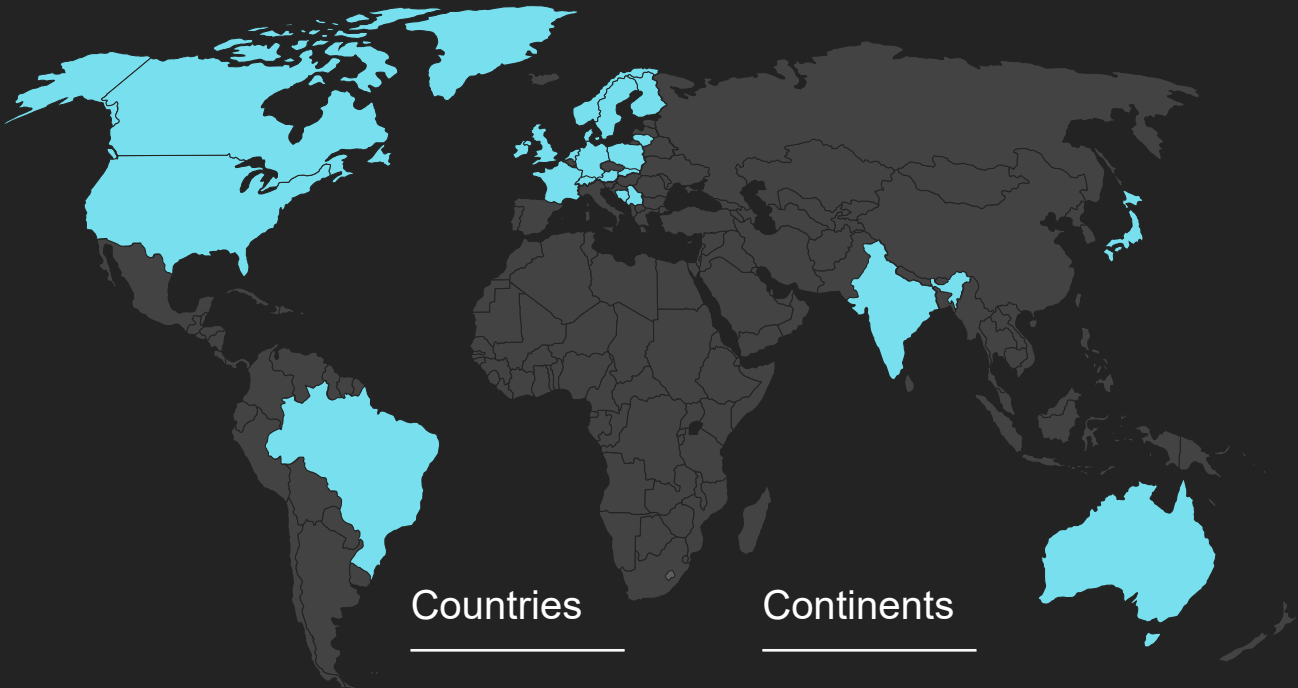
Dividend Policy

<2.5x

Net Debt / EBITDA

A Global Group

Net Sales 2026 Q3



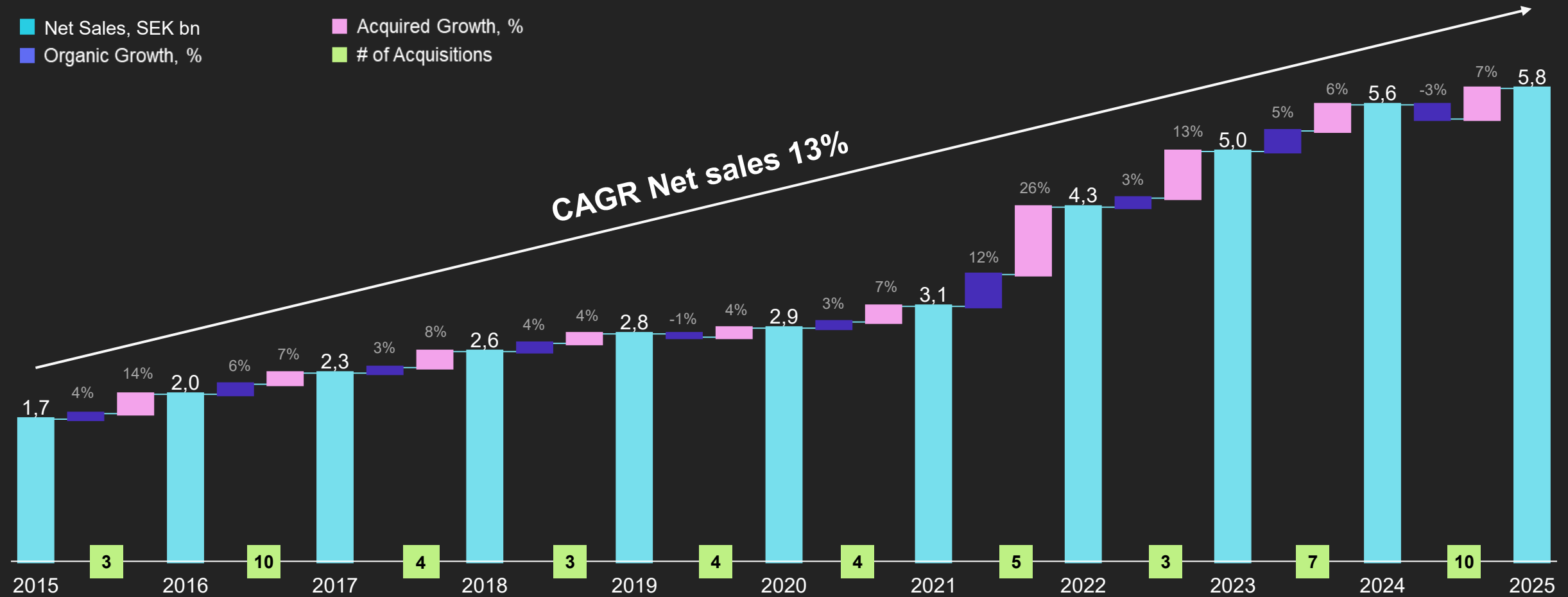
Countries

Continents

20 5

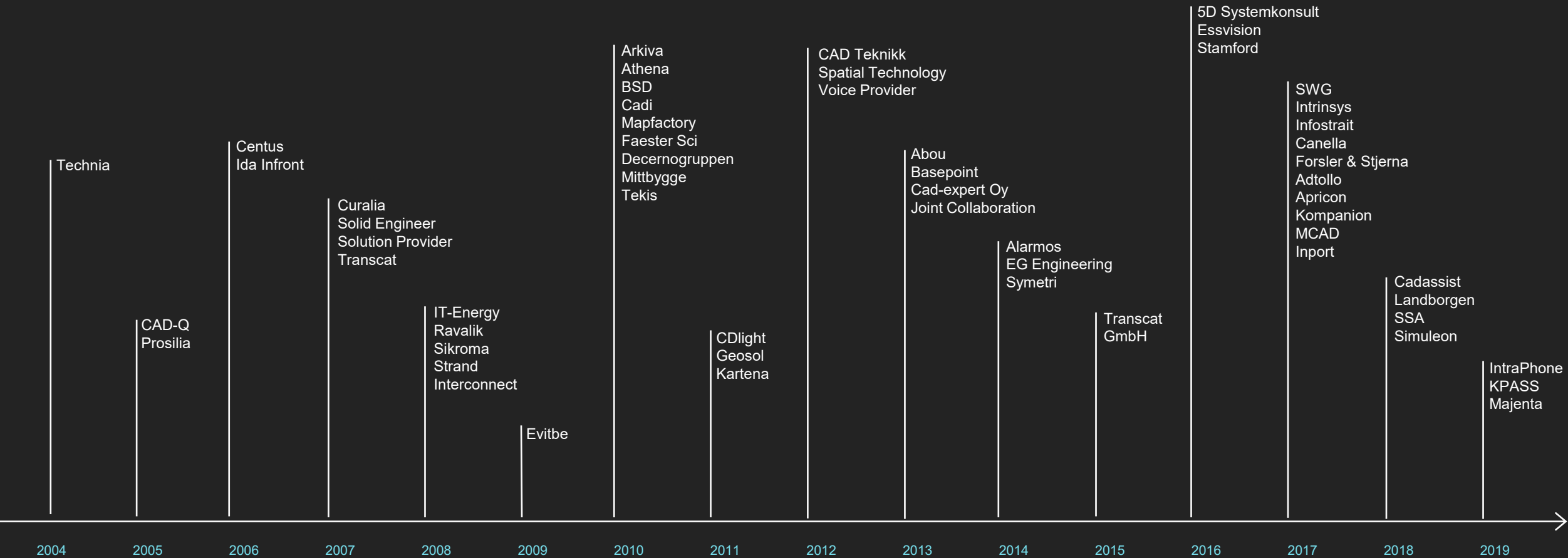
Organic and Acquisition-led Growth Strategy

From a Local Swedish Company to a Global Group



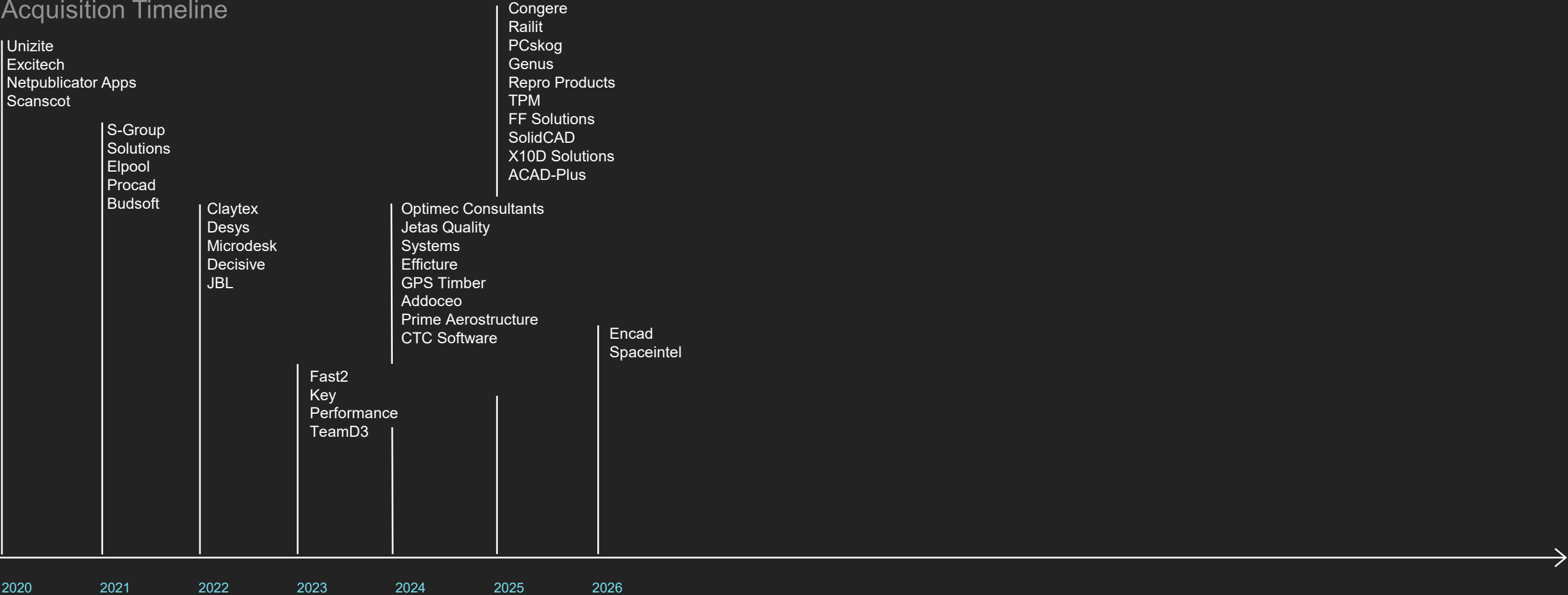
96 Acquisitions Since Inception of Addnode Group 2003

Acquisition Timeline



96 Acquisitions Since Inception of Addnode Group 2003 (continued)

Acquisition Timeline



Key Financials

2020 – 2026R12

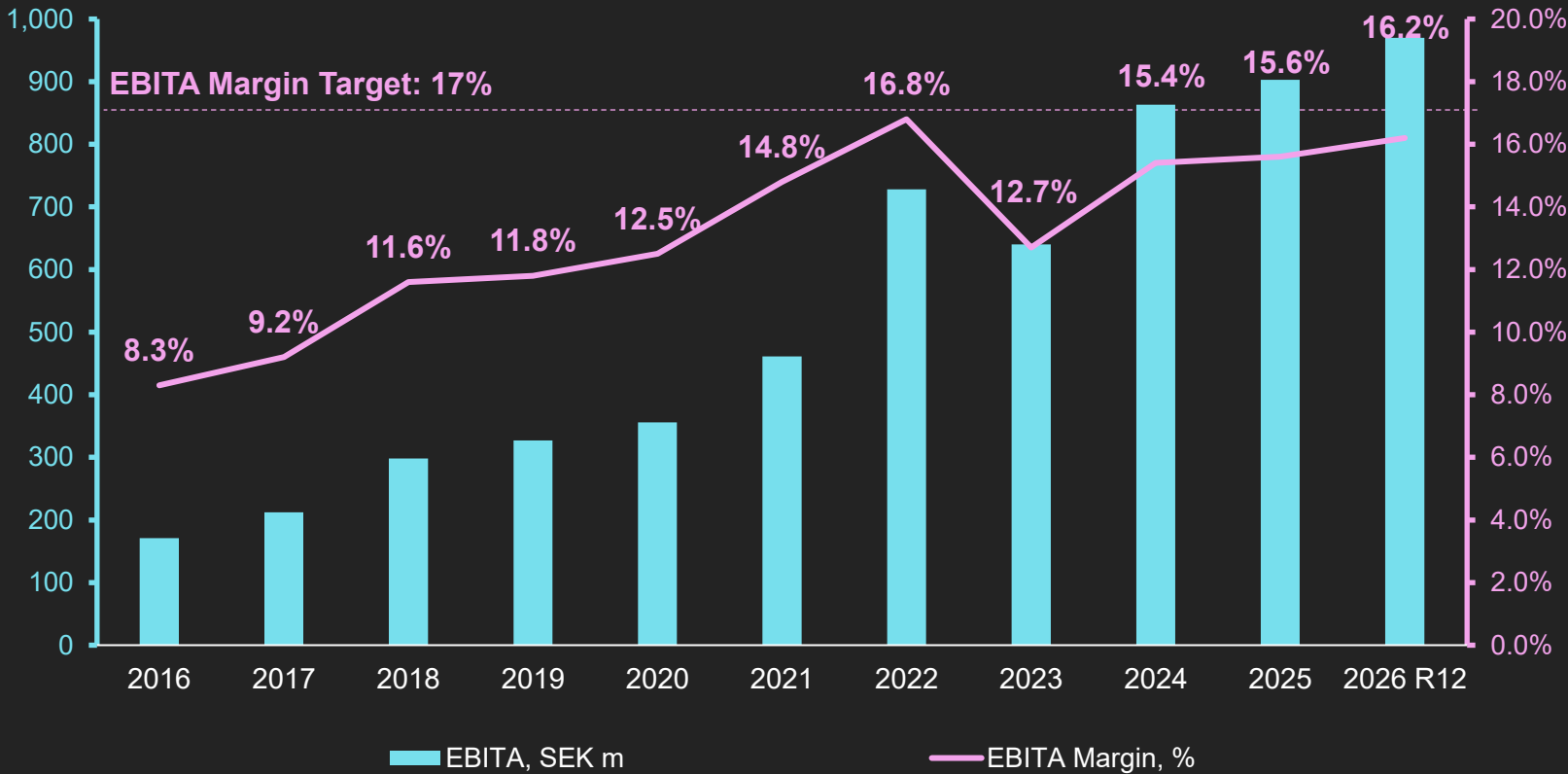
	2020	2021	2022	2023	2024	2025	2026R12 ¹⁾
Net Sales, SEK bn²⁾	2.9	3.1	4.3	5.0	5.6	5.8	6.0
Net Sales growth, %	3	9	39	16	11	4	7
EBITA, SEK bn	0.4	0.5	0.7	0.6	0.9	0.9	1.0
EBITA margin, %²⁾	12.5	14.8	16.8	12.7	15.4	15.6	16.2
EBT, SEK bn	0.2	0.3	0.5	0.4	0.5	0.5	0.5
EBT growth, %	20	35	73	-27	48	-4	-3
Return on Capital Employed	10.6%	13.0%	19.6%	13.8%	18.6%	14.1%	12.6%
Return on Equity	11.2%	13.9%	20.7%	13.5%	17.6%	14.8%	13.3%
EPS, SEK	1.22	1.66	2.86	2.09	3.02	2.87	2.79
EPS growth, %	26	36	72	-27	44	-5	-1
Dividend per share, SEK	0.63	0.75	1.00	1.00	1.15	1.15	N/A
Dividend growth, %	N/A	20	33	0	15	0	N/A
Net Debt/EBITDA	0.4	0.7	0.6	1.3	1.1	2.4	2.4
Operating cash flow/share, SEK	4.33	3.27	5.34	3.63	5.26	3.17	5.59

1) Change for 2026 R12 in comparison with October 2024 – September 2025.

2) Net sales and EBITA margin have been recalculated for the years 2020–2024 as if the new transaction model for partner software and the reclassification of third-party agreements, that was introduced in Q4 2024, had been in effect throughout the period.

EBITA MARGIN DEVELOPMENT

Organic and Acquisition-led Growth Strategy, last 10 years



Net sales has been adjusted as if the new transaction model for partner software and reclassification of third-party agreements had been in place from 2016.

Financial Targets

EBITA MARGIN

17%

Addnode Group, Significant earnings improvement

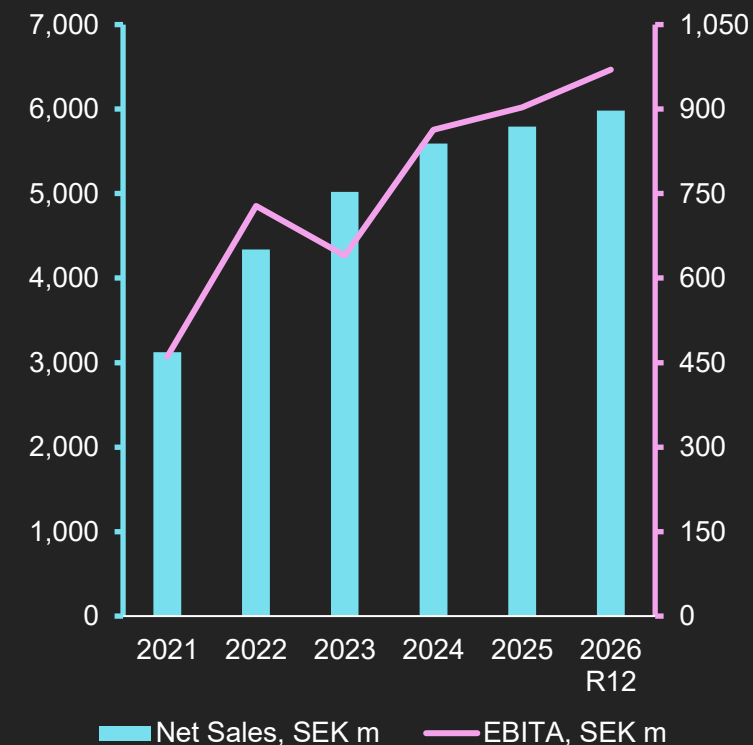
Key Highlights, Q3 2026

- Organic growth 3 percent
 - Currency effects impacted net sales by SEK 17 m (-50)
- Division Design Management increased EBITA 184 percent
 - Impacted by renewal cycle of Autodesk contracts in Division Design Management
- Division Process Management increased EBITA 16 percent
- Sokigo secured a landmark SEK 100 m deal with the City of Stockholm for its building permit management solution
- Improved cash flow to SEK 9 m (-64)

Key Financials, Q3 2026

	Q3 2026	Q3 2025	Change %	2026 R12
Net sales, SEK m	1,438	1,311	10	5,983
EBITA, SEK m	250	149	68	970
EBITA margin, %	17.4	11.4		16.2

2021 – 2026 R12



One Group Three Divisions

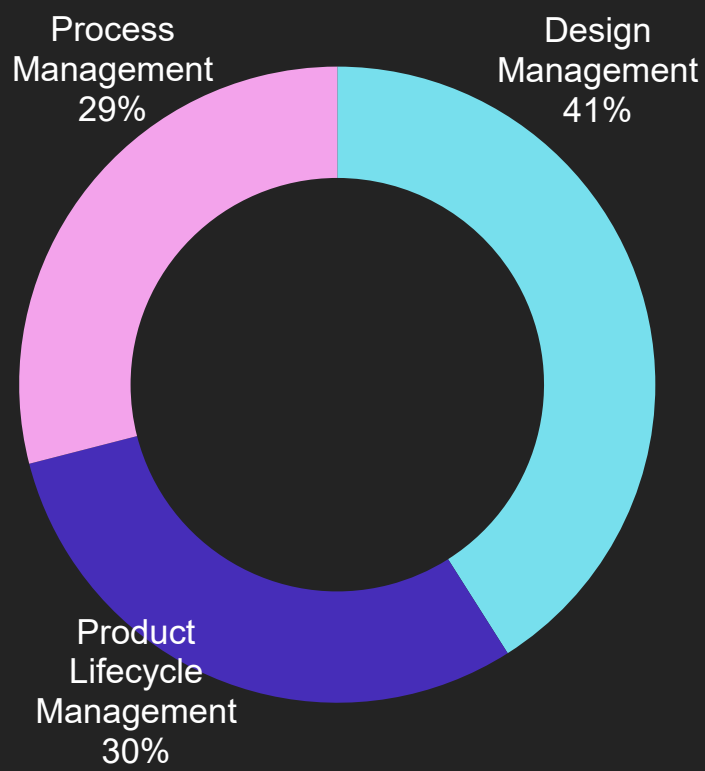
Design
Management

Product Lifecycle
Management

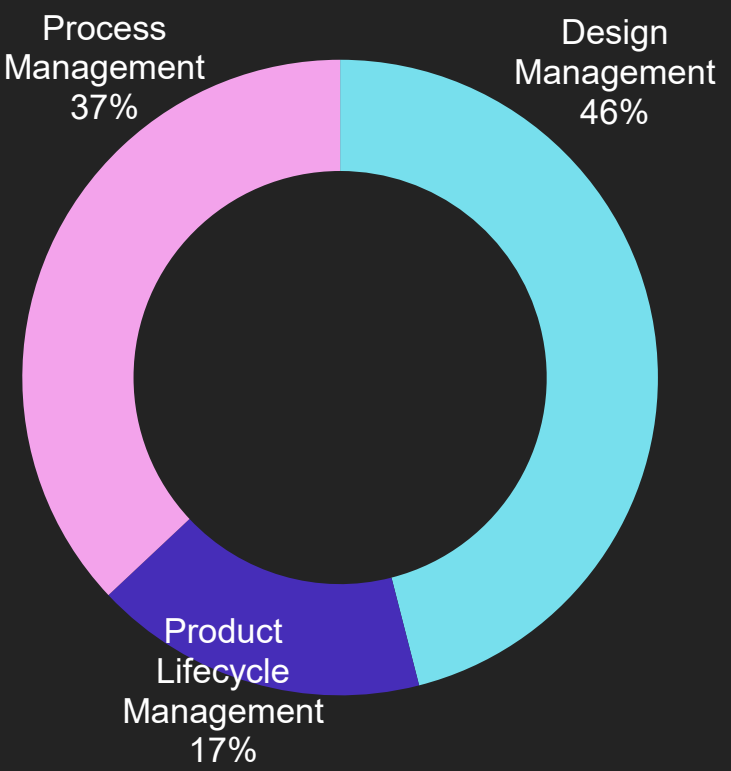
Process
Management

Three Divisions

Share of Net Sales* Q3 2026



Share of EBITA* Q3 2026



* Before eliminations / central costs

Division Design Management

Design, BIM, Facility Management Software

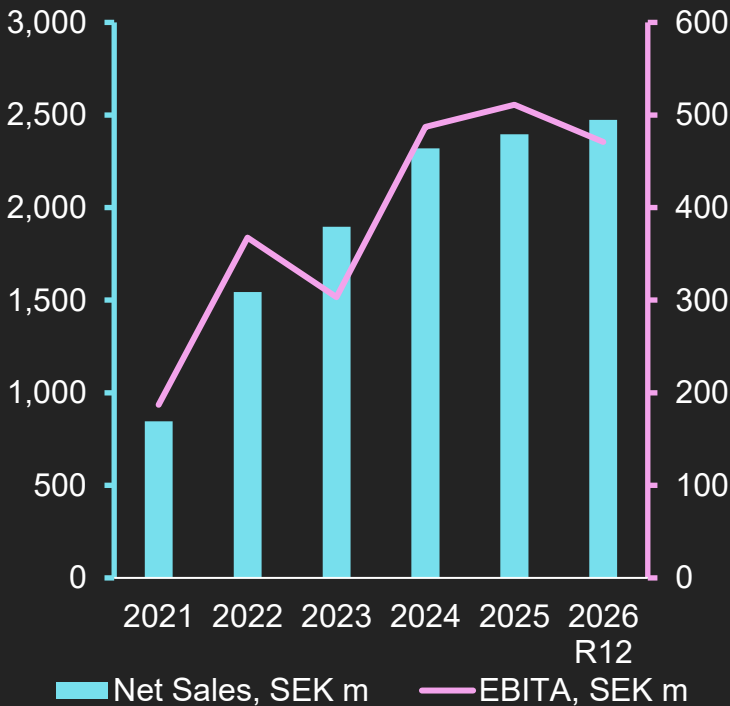
Key Highlights, Q3 2026

- Net sales increased by 21 percent to SEK 595 m (490)
 - Sales of partner software significantly affected by the timing of Autodesk contract renewals and new incentive model
 - Positive organic growth, +8 percent
- Efficiency programme expected to deliver annual cost savings of approximately SEK 100 m
- In August, Symetri acquired the operations of SpaceIntel, a US-based AI-driven software platform for property management

Key Financials, Q3 2026

	Q3 2026	Q3 ¹⁾ 2025	Change %	2026 R12
Net sales, SEK m	595	490	21	2,473
EBITA, SEK m	122	43	184	471
EBITA margin, %	20.5	8.8		19.0

2021 – 2026 R12



1) Q3 2025 has been adjusted for Tribia's move from Design Management to Process Management.

Division Product Lifecycle Management

Design, Simulation, Virtual Twins

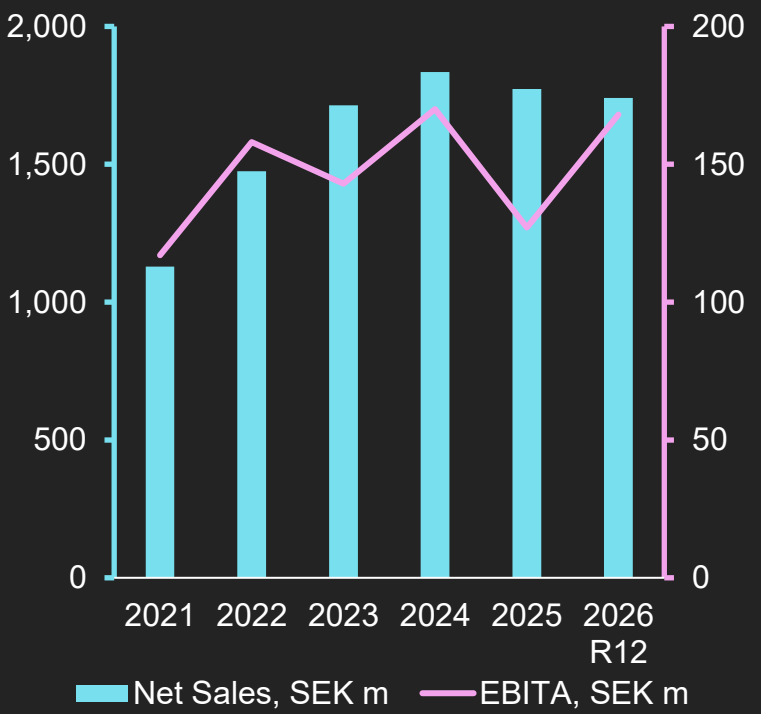
Key Highlights, Q3 2026

- Net sales stable at SEK 436 m (435)
 - Organic growth decreased by 3 percent
 - Strategically important verticals, such as aerospace and defense, remained strong in demand
 - Solid quarter for Nordics, Benelux and the United States. German market still stagnant
- EBITA increased by 10 percent to SEK 46 m (42)
 - EBITA-margin increased to 10.6 (9.7) percent
 - Last year’s restructuring efforts have contributed to a higher operational efficiency and leaner cost structure

Key Financials, Q3 2026

	Q3 2026	Q3 2025	Change %	2026 R12
Net sales, SEK m	436	435	0	1,740
EBITA, SEK m	46	42	10	168
EBITA margin, %	10.6	9.7		9.7

2021 – 2026 R12



Net sales has been adjusted as if the new transaction model for partner software and reclassification of third-party agreements had been in place from 2022.

Division Process Management

Case Management and GIS Solutions for Public Sector

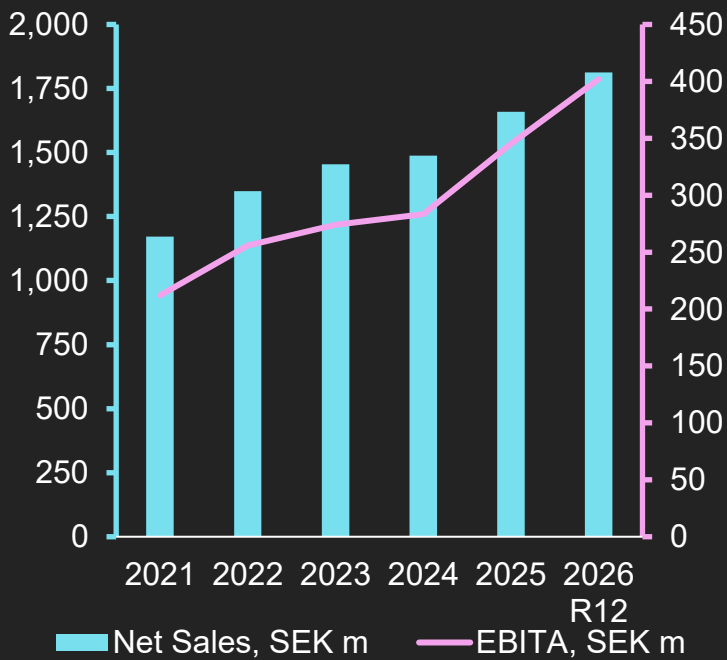
Key Highlights, Q3 2026

- Net sales increased by 6 percent to SEK 417 m (395)
 - Organic growth increased by 4 percent
 - Stable demand from the public sector
 - A strong market position, long-term experience, and solid references help win public-sector contracts
 - Sokigo secured a landmark SEK 100 m deal with the City of Stockholm for its building permit management solution
- EBITA increased by 16 percent to SEK 100 m (86)
 - EBITA margin increased to 24.0 (21.8) percent
 - Recent acquisitions and improved operational efficiency contributed to the margin uplift

Key Financials, Q3 2026

	Q3 2026	Q3 ¹⁾ 2025	Change %	2026 R12
Net sales, SEK m	417	395	6	1,813
EBITA, SEK m	100	86	16	402
EBITA margin, %	24.0	21.8		22.2

2021 – 2026 R12



1) Q3 2025 has been adjusted for Tribia's move from Design Management to Process Management.

Consolidated Financial Position

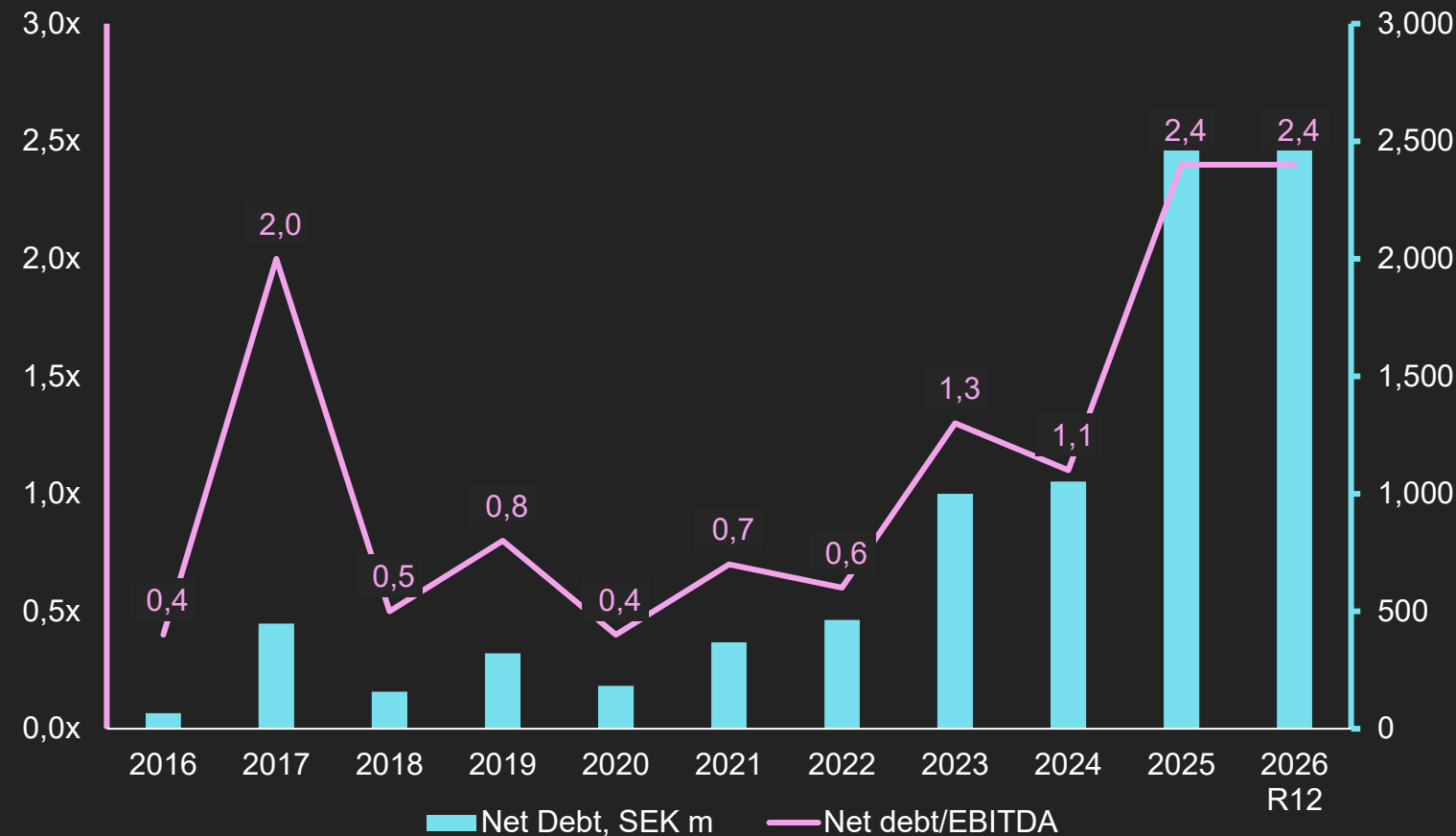
September 30, 2026

SEK m	Sep 30 2026	Sep 30 2025	Change
Intangible Non-current Assets	6,085	4,972	1,113
Other Non-current Assets	395	396	-1
Net Working Capital	7	-117	124
Total Net Assets	6,487	5,251	1,236
Equity	3,060	2,639	420
Provisions, Taxes and Other Debt	785	692	93
Net Debt	2,642	1,918	724
Total Equity & Liabilities	6,487	5,251	1,236
Equity Ratio	32	31	1 pp
Return on Capital Employed (ROCE)	12.6	16.6	-4 pp
Term Loan	1,743	879	864
Revolving Credit Facility	2,000	1,600	400
<i>Whereof Unutilized</i>	<i>562</i>	<i>337</i>	<i>175</i>



Leverage and Balance Sheet

Acquisitions Drive Leverage



Financial Target

NET DEBT / EBITDA

<2.5x