

Q1 2026 Earnings Call & Webcast

TSX: AIF | May 7, 2026

Forward-looking information & statements

Certain information in this presentation may constitute “forward-looking information” within the meaning of applicable securities legislation. All information contained in this presentation, other than statements of current and historical fact, is forward-looking information. Forward-looking information includes, but is not limited to, statements relating to expected divestitures (including the expected timing of such divestitures), proposed capital return objectives and initiatives (including the Company’s objectives to return up to \$800 million to shareholders in 2026 through a combination of share repurchases under the Company’s Normal Course Issuer Bid (“NCIB”), potential substantial issuer bid tenders, quarterly dividend payments and other methods) as well as the discussion of our business, strategies and expectations of future performance, including any guidance on financial expectations and anticipated changes to our business lines, and our expectations with respect to cash flows and liquidity. Generally, forward-looking information can be identified by use of words such as “may”, “will”, “expect”, “believe”, “anticipate”, “estimate”, “intend”, “plan”, “would”, “could”, “should”, “continue”, “goal”, “objective”, “remain” and other similar terminology.

Forward-looking information is not, and cannot be, a guarantee of future results or events. Forward-looking information is based on, among other things, opinions, assumptions, estimates and analyses that, while considered reasonable by us at the date the forward-looking information is provided, inherently are subject to significant risks, uncertainties, contingencies and other factors that may not be known and may cause actual results, performance or achievements, industry results or events to be materially different from those expressed or implied by the forward-looking information. The material factors or assumptions that we identified and applied in drawing conclusions or making forecasts or projections set out in the forward-looking information (including sections entitled “Business Outlook”) include, but are not limited to: engagement and product pipeline opportunities will result in associated definitive agreements; continued adoption of cloud subscriptions by our customers; retention of material clients and bookings; sustaining our software and subscription renewals; successful execution of our business strategies; consistent and stable economic conditions or conditions in the financial markets; consistent and stable legislation in the various countries in which we operate; consistent and stable foreign exchange conditions; no disruptive changes in the technology environment; opportunity to acquire accretive businesses and the absence of negative financial and other impacts resulting from strategic investments, acquisitions or dispositions on short term results; successful integration of acquired businesses; and continued availability of qualified professionals.

Inherent in the forward-looking information are known and unknown risks, uncertainties and other factors that could cause our actual results, performance or achievements, or industry results, to differ materially from any results, performance or achievements expressed or implied by such forward-looking information. Those risks include, but are not limited to: the commercial real estate market conditions; the general state of the economy; our financial performance; our financial targets; our international operations; acquisitions, divestitures, joint ventures and strategic investments; business interruption events; third party information and data; cybersecurity; industry competition; technology strategy; our subscription renewals; our sales pipeline; professional talent; client concentration and loss of material clients; product enhancements and new product introductions; our use of technology; intellectual property; compliance with laws and regulations; privacy and data protection; artificial intelligence; our leverage and financial covenants; interest rates; inflation; our brand, reputation & social media risk; our ARGUS Intelligence transition; share repurchase programs; fixed price engagements; currency fluctuations; credit; tax matters; financial reporting standards; our contractual obligations; legal proceedings; regulatory review; our insurance limits; our internal and disclosure controls; our dividend payments; the price of our common shares; our capital investments; the issuance of additional common shares and debt; shareholder activism; health and safety hazards; environmental, social and governance (ESG) matters and climate change; communications regulation; and foreign private issuer status, as well as those described in our annual publicly filed documents, including the Annual Information Form for the year ended December 31, 2025 (which are available on SEDAR+ at www.sedarplus.ca).

Investors should not place undue reliance on forward-looking information as a prediction of actual results. The forward-looking information reflects management’s current expectations and beliefs regarding future events and operating performance and is based on information currently available to management. Although we have attempted to identify important factors that could cause actual results to differ materially from the forward-looking information contained herein, there are other factors that could cause results not to be as anticipated, estimated or intended. The forward-looking information contained herein is current as of the date of this presentation and, except as required under applicable law, we do not undertake to update or revise it to reflect new events or circumstances. Additionally, we undertake no obligation to comment on analyses, expectations or statements made by third parties in respect of Altus Group, our financial or operating results, or our securities.

Certain information in this presentation, including sections entitled “Business Outlook”, may be considered as “financial outlook” within the meaning of applicable securities legislation. The purpose of this financial outlook is to provide readers with disclosure regarding Altus Group’s reasonable expectations as to the anticipated results of its proposed business activities for the periods indicated. Readers are cautioned that the financial outlook may not be appropriate for other purposes.

Non-GAAP and other measures

We use certain non-GAAP financial measures, non-GAAP ratios, capital management measures, and supplementary and other financial measures as defined in National Instrument 52-112 – Non-GAAP and Other Financial Measures Disclosure (“NI 52-112”). We believe that these measures may assist investors in assessing an investment in our shares as they provide additional insight into our performance. Readers are cautioned that the measures are not defined performance measures, and do not have any standardized meaning under IFRS and may differ from similar computations as reported by other similar entities and, accordingly, may not be comparable to financial measures as reported by those entities. These measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with IFRS.

Opening remarks

Mike Gordon
CEO & Chair




Introducing ARGUS Assist

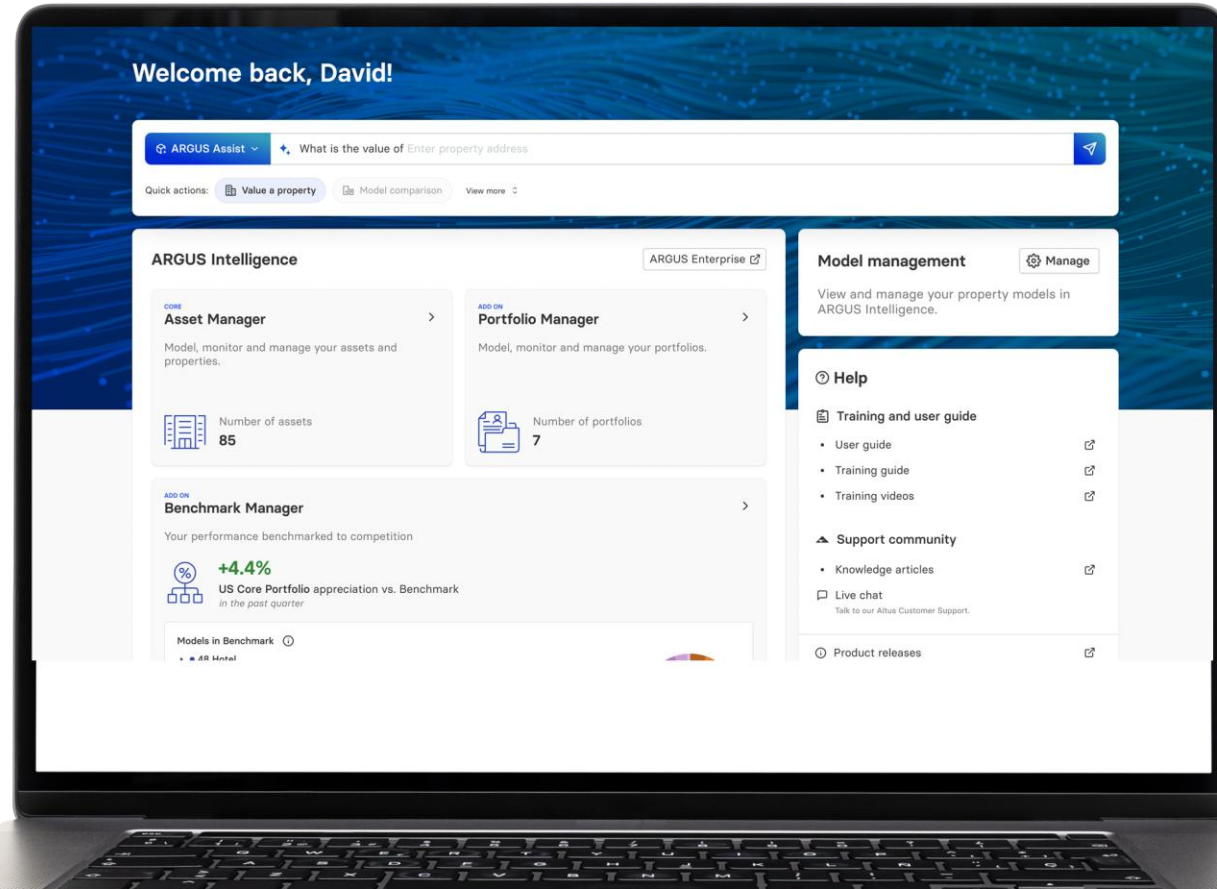
ARGUS Intelligence meets Agentic AI: conversational interface to interact with ARGUS data

 Built directly into ARGUS Intelligence

 Works across the entire platform

 Embedded in valuation-grade workflows

 Powered by the ARGUS calculation engine



Path to value creation

✓ **Deliver on innovation roadmap and drive assets to platform to fuel better analytics**

- Enhanced ARGUS Intelligence platform with agentic AI - unveiled ARGUS Assist & Valuation Agent at Altus Connect client conference
- Steadily growing number of assets on the ARGUS Intelligence platform, driving increased client engagement

✓ **Continue portfolio rationalization**

- Continuing operations present Altus as a pure-play tech company
- Completed sale of Appraisals business (Q1) & One 11 Managed Services business (Q2); plans to divest Development Advisory business (by YE)

✓ **Reduce operating expenses**

- Initiated restructuring program and cost actions in Q1
- FY2026 Adjusted EBITDA margin* guidance = 450 - 550 bps of expansion y/y
- Rolling out new AI tools internally to improve productivity, decision-making & innovation

✓ **Exit 2027 as a Rule of 40 company**

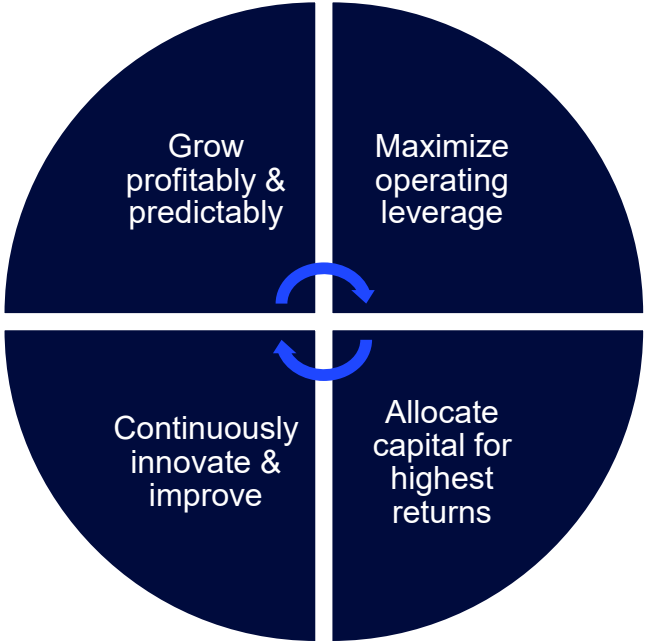
- FY2026 guidance delivers steady growth & margin expansion
- Rule of 28 exiting Q1 2026

✓ **Return capital to shareholders**

- Intent to return up to \$800M of capital in 2026
- ~\$400M of capital returns to date in 2026 (\$162.8M via Q1 SIB, \$200.0M via Q2 SIB, & \$36.8M via NCIB in Q1) – share count down 18%

✓ **Pursue US dual-listing**

- Plans underway for 2027



*Non-GAAP and other financial measure, refer to slides 2 and 15-16 for additional information. | SIB = Substantial Issuer Bid and NCIB = Normal Course Issuer Bid

Note: "Rule of" defined as revenue growth (%), Constant Currency) + Adjusted EBITDA margin (%); 40 or greater is recognized as best in class, indicative of a healthy balance between growth and profitability

Q1 2026 review

Pawan Chhabra
Chief Financial Officer



Q1 2026 summary results

Consolidated continuing operations now reflect only the Analytics segment

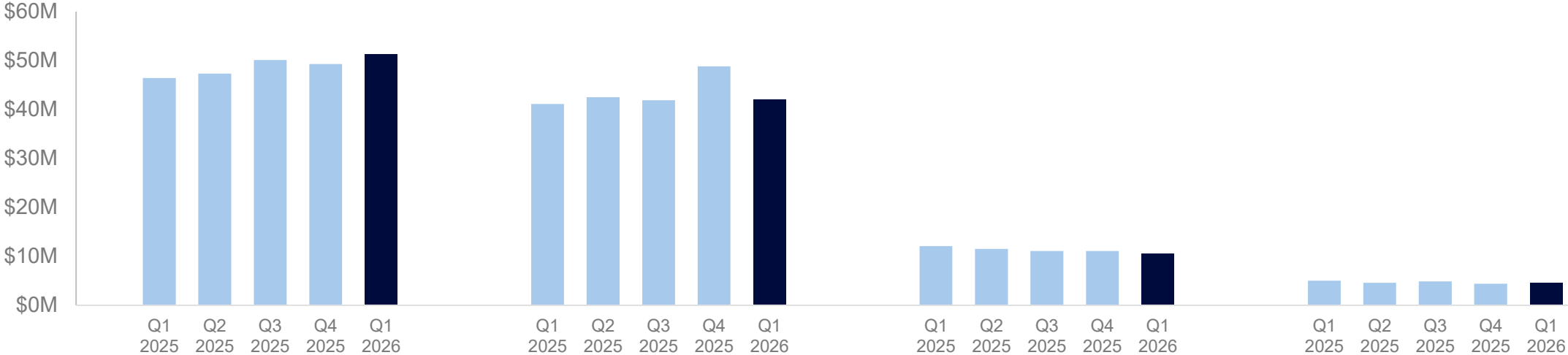
Continuing operations**	Q1 2026	%	y/y change	change currency
Revenues	\$108.2M	▲	6.2%	Constant Currency
Recurring Revenue*	\$102.8M	▲	6.5%	Constant Currency
Profit (Loss) from continuing operations	\$(6.5)M	▲	10.8%	As Reported
Basic EPS from continuing operations	\$(0.16)	●	0.0%	As Reported
Diluted EPS from continuing operations	\$(0.16)	●	0.0%	As Reported
Adjusted EBITDA*	\$23.7M	▲	46.8%	Constant Currency
Adjusted EBITDA Margin*	21.9%	▲	620 bps	Constant Currency
Adjusted EPS*	\$0.42	▲	100.0%	As Reported

*Non-GAAP and other financial measure

**Continuing operations exclude the Appraisals & Development Advisory business segment (Appraisals business was sold in Q1 2026 & Development Advisory business was moved under discontinued operations in Q1 2026).

Q1 2026 revenue performance

Flagship offerings driving steady topline growth & ARR



Software

▲ **11.7%**
\$51.3M

VMS

▲ **6.0%**
\$42.0M

Data

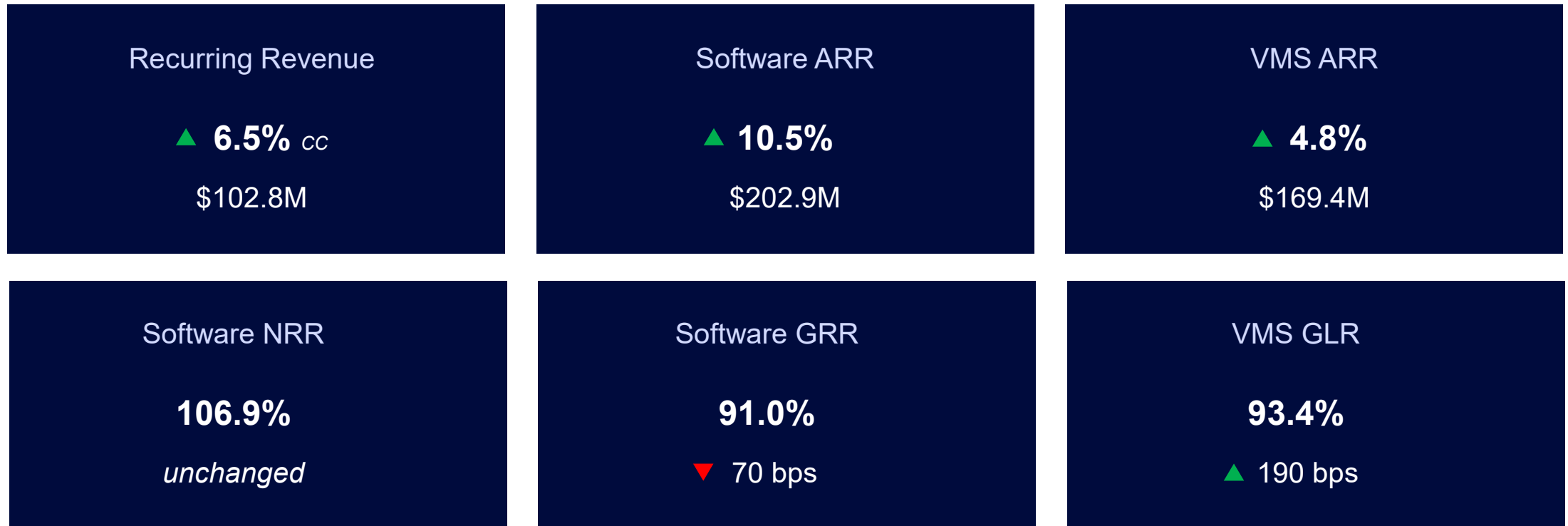
▼ **10.3%**
\$10.5M

Services

▼ **4.8%**
\$4.6M

Operating metrics*

Steady ARR growth and retention reflect a durable, high-quality revenue base



Please refer to Appendix slide for definitions of these metrics.

P&L efficiency

Steady improvements, progressing towards target model

Cost of sales

▼ **0.4%**

\$31.0M

Gross profit

▲ **5.5%**

\$77.2M

Gross margin

▲ **120 bps**

71.4%

S&M expense

\$17.4M

16.1% of revenue

▲ **1.0%**

R&D expense

\$13.3M

12.2% of revenue

▲ **0.5%**

G&A expense

\$27.4M

25.3% of revenue

▼ **11.0%**

Cash generation & balance sheet

Growing cash generation fuels balance sheet strength and capital returns

Amended credit facility strengthens liquidity, preserves flexibility and reflects lender confidence

Net cash provided by operating activities	\$21.0M	▲ 2,873.8%	Cash position	\$253.1M	~\$200M returned to shareholders in Q1 2026
Free Cash Flow*	\$19.7M	▲ 3,329.5%	Bank debt	\$180.5M	
Free Cash Flow per share*	\$0.48	▲ 4,900.0%	Funded debt to EBITDA ratio	1.33:1	
			Available capital	\$622.6M	(~\$400M to date including Q2 SIB)

Notes:

1. All growth rates (% & bps) are presented on a y/y view on an As Reported basis
2. Net cash provided by operating activities and Free Cash Flow metrics still include contribution from businesses that were moved to discontinued operations until they were/will be sold
3. All balance sheet figures are as of March 31, 2026, and YTD capital returns are as at the end of April 2026
4. Funded debt to EBITDA ratio is as defined in the Company's credit facility agreement available on the Company's profile on SEDAR+ at www.sedarplus.ca
5. Available capital = cash + bank credit facilities available

2026 business outlook

Progressing towards goal to exit 2027 as a Rule of 40 company

Guidance updated for continuing operations & refreshes implied As Reported \$ ranges for current FX rates:

	Revenues	Adjusted EBITDA margin*
Q2 2026	<p>5 – 7% CC growth</p> <p>Implied As Reported range** of \$110 – \$112M</p>	<p>450 – 550 bps CC expansion</p> <p>Implied As Reported range** of 25 – 26%</p>
FY 2026	<p>5 – 7% CC growth</p> <p>Increased from 4 – 6%</p> <p>Implied As Reported range** refreshed to \$448 – \$454M</p>	<p>450 – 550 bps CC expansion</p> <p>Increased from 350 – 450 bps</p> <p>Implied As Reported range** refreshed to 26 – 27%</p>

Loss of One11 Managed Services partial revenues is offset by increased Analytics growth expectations

The One11 Managed Services business was sold on April 30, 2026 and will contribute revenues to FY2026 up to the time of sale. It will remain in the comparative 2025 period as it does not qualify for discontinued operations accounting treatment. In FY 2025 One11 contributed ~\$5.2M in FY2025, including ~\$3.9M of Recurring Revenue.

Withdrawing previous Recurring Revenue guidance now that Recurring Revenue represents ~95% of total revenues.

*Non-GAAP and other financial measure | All growth rates (% & bps) are presented on a y/y view on a Constant Currency (CC) basis for continuing operations

**Implied ranges were refreshed based on average March 2026 foreign exchange rates. Currency fluctuations may cause reported results to differ. The CC growth rates represent the Company's official guidance expectations.

Question period

For additional inquiries please email:

IR@altusgroup.com





APPENDIX

Non-GAAP and other measures definitions

Altus Group uses certain non-GAAP financial measures, non-GAAP ratios, capital management measures, and supplementary and other financial measures as defined in NI 52-112. Management believes that these measures may assist investors in assessing an investment in the Company's shares as they provide additional insight into the Company's performance. Readers are cautioned that they are not defined performance measures, and do not have any standardized meaning under IFRS and may differ from similar computations as reported by other similar entities and, accordingly, may not be comparable to financial measures as reported by those entities. These measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with IFRS.

Non-GAAP Financial Measures

Adjusted Earnings (Loss): Altus Group uses Adjusted Earnings (Loss) to facilitate the calculation of Adjusted Earnings (Loss) per Share ("Adjusted EPS"). How it's calculated: Profit (loss) from continuing operations added or (deducted) by: depreciation of right-of-use assets; amortization of intangibles of acquired businesses; restructuring expense (recovery); impairment loss (recovery); (gain) loss on sale of assets; (gain) loss on investments; share of the profit from associates and joint ventures; other operating expenses; non-cash share-based compensation; interest costs (income), net – leases; interest accretion on contingent consideration payables; (gains) losses on hedging transactions and interest expense (income) on swaps; and the tax impact of these items.

Adjusted Earnings before Interest, Taxes, Depreciation and Amortization ("Adjusted EBITDA"): Altus Group uses Adjusted EBITDA to evaluate the performance of the business, as well as when making decisions about the ongoing operations of the business and the Company's ability to generate cash flows. This measure represents Adjusted EBITDA determined on a consolidated entity-basis as a total of the Company's various segments. All other Adjusted EBITDA references are disclosed in the Company's financial statements and are not considered to be non-GAAP financial measures pursuant to NI 52-112. How it's calculated: Profit (loss) from continuing operations added or (deducted) by: interest costs (income), net; depreciation and amortization; income tax expense (recovery); restructuring expense (recovery); impairment loss (recovery); (gain) loss on sale of assets; (gain) loss on investments; share of the profit from associated and joint ventures; other operating expenses; and non-cash share-based compensation.

Constant Currency: Altus Group uses Constant Currency to allow current financial and operational performance to be understood against comparative periods without the impact of fluctuations in foreign currency exchange rates against the Canadian dollar. How it's calculated: The financial results and non-GAAP and other measures presented at Constant Currency within this document are obtained by translating monthly results denominated in local currency (U.S. dollars, British pound, Euro, Australian dollars, and other foreign currencies) to Canadian dollars at the foreign exchange rates of the comparable month in the previous year.

Non-GAAP Ratios

Adjusted EPS: Altus Group uses Adjusted EPS to assess the performance of the business, on a per share basis, before the effects of the noted items because they affect the comparability of the Company's financial results and could potentially distort the analysis of trends in business performance. How it's calculated: Adjusted Earnings (Loss) (for greater certainty, using the new definition as described above) divided by basic weighted average number of shares, adjusted for the effects of the weighted average number of restricted shares.

Free Cash Flow per Share: Altus Group uses Free Cash Flow per Share to assess how much of the cash generated from operating activities is available to repay borrowings, pay dividends, and reinvest in the Company on a per-share basis as well as to provide insight on our operating leverage and capital allocation efficiency. How it's calculated: Free Cash Flow divided by the basic weighted average number of shares adjusted for the effects of the weighted average number of restricted shares for the corresponding period.

Non-GAAP and other measures definitions

Capital Management Measures

Free Cash Flow: Altus Group uses Free Cash Flow to understand how much of the cash generated from operating activities is available to repay borrowings and to reinvest in the Company. How it's calculated: Net cash provided by (used in) operating activities deducted by capital expenditures.

Supplementary Financial and Other Measures

Adjusted EBITDA Margin: Altus Group uses Adjusted EBITDA margin to evaluate the performance of the business, as well as when making decisions about the ongoing operations of the business and its ability to generate cash flows. How it's calculated: Adjusted EBITDA divided by revenue.

Organic Revenue: Altus Group uses Organic Revenue to evaluate and assess revenue trends in the business on a comparable basis versus the prior year, and as an indicator of future revenue growth. How it's calculated: Revenue deducted by revenues from business acquisitions that are not fully integrated (up to the first anniversary of the acquisition).

Recurring Revenue, Non-Recurring Revenue, Organic Recurring Revenue: Altus Group uses Recurring Revenue, Non-Recurring Revenue and Organic Recurring Revenue as measures to assess revenue trends in the business, and as an indicator of future revenue growth. How it's calculated: *Recurring Revenue:* Revenue from software subscriptions recognized on an over time basis in accordance with IFRS 15, software maintenance revenue associated with the Company's legacy licenses sold on perpetual terms, Valuation Management Solutions, data subscriptions, and recurring contracts from managed services for technology services. *Non-Recurring Revenue:* Total Revenue deducted by Recurring Revenue. *Organic Recurring Revenue:* Recurring Revenue deducted by Recurring Revenue from business acquisitions that are not fully integrated (up to the first anniversary of the acquisition).

Software - Annual Recurring Revenue ("Software - ARR"), VMS - Annual Recurring Revenue ("VMS - ARR"): Altus Group uses Software - ARR and VMS - ARR as measures to assess revenue trends in the business, and as a real-time measure of performance and recurring revenue at a point in time. Software - ARR and VMS - ARR are converted into CAD at fixed rates that are held consistent over time and may vary from those used in revenue recognized in accordance with IFRS 15. How it's calculated: *Software - ARR:* Annualized contract value of active subscription contracts as at the end of the reporting period. *VMS - ARR:* Revenue recognized from Valuation Management Solutions for the last twelve months as at the end of the reporting period.

Software - Net Revenue Retention ("Software - NRR"): Altus Group uses Software - NRR as a measure to assess our ability to retain and expand customer relationships, monitor long-term revenue growth drivers, and evaluate the quality and stability of our revenue base. Software - NRR are converted into CAD at fixed rates that are held consistent over time and may vary from those used in revenue recognized in accordance with IFRS 15. How its calculated: Software - ARR as at the end of the prior comparative period ("Beginning Software - ARR"), adjusted by the annualized equivalent value from lost customers, contract scope reductions, and contract scope expansions as at the end of the current reporting period, divided by the Beginning Software - ARR.

Software - Gross Revenue Retention ("Software - GRR"): Altus Group uses Software - GRR to monitor customer retention and manage revenue trends in the software business. Software - GRR is converted into CAD at fixed rates that are held consistent over time and may vary from those used in revenue recognized in accordance with IFRS 15. How its calculated: Beginning Software - ARR adjusted by the annualized equivalent value from lost customers and contract scope reductions as at the end of the current reporting period, divided by the Beginning Software - ARR.

VMS - Gross Logo Retention ("VMS - GLR"): Altus Group uses VMS - GLR to monitor customer retention and manage revenue trends in the VMS business. How its calculated: Number of clients with VMS - ARR at the end of the period divided by the number of clients with VMS - ARR at the beginning of the period.