



CCC INTELLIGENT SOLUTIONS HOLDINGS INC.

INVESTOR PRESENTATION

MAY - JUNE 2026

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DISCLAIMER (CONT'D)

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The Company believes these non-GAAP measures of financial results provide useful information to management and investors regarding certain financial and business trends relating to the Company's financial condition and results of operations. The Company believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends in and in comparing the Company's financial measures with other similar companies, many of which present similar non-GAAP financial measures to investors. These non-GAAP financial measures are subject to inherent limitations as they reflect the exercise of judgments by management about which expense and income are excluded or included in determining these non-GAAP financial measures. Please refer to the reconciliations of these measures below to what the Company believes are the most directly comparable measures evaluated in accordance with GAAP.

This presentation also includes certain projections of non-GAAP financial measures. Due to the high variability and difficulty in making accurate forecasts and projections of some of the information excluded from these projected measures, together with some of the excluded information not being ascertainable or accessible, CCC is unable to quantify certain amounts that would be required to be included in the most directly comparable GAAP financial measures without unreasonable effort. Consequently, no disclosure of estimated comparable GAAP measures is included and no reconciliation of the forward-looking non-GAAP financial measures is included for these projections.



BUSINESS AND PRODUCT **OVERVIEW**



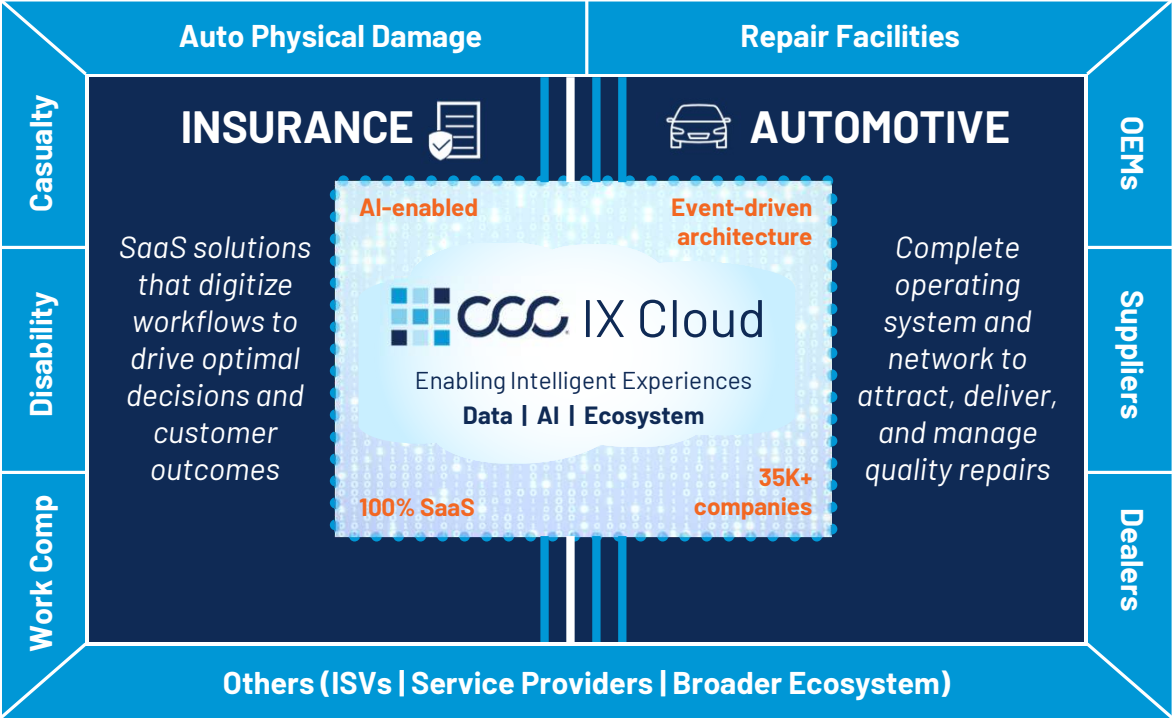
CCC: THE SAAS PLATFORM FOR THE INSURANCE ECONOMY

Our platform helps customers drive revenue and profitability across >\$200 billion of transactions annually

Comprehensive suite of **Auto Physical Damage (APD)** solutions for **300+ insurers⁽¹⁾**

Leading **bodily injury** claims solutions across Casualty, Disability, and Work Comp lines

Multiple **additional growth pathways** into P&C and Life & Disability insurance lines of business



Complete **operating system** to attract, deliver, and manage repairs for **30,500+ repair facilities⁽²⁾**

Network solutions to enhance **OEM value and customer experience** across vehicle lifecycle






E-commerce solutions to enable **parts sales** from more than **6,000 parts suppliers**

Integrations and data to connect **other participants** to CCC network

1. Includes self-insurers and other entities processing insurance claims
2. Includes other entities that estimate damaged vehicles
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CCC AT A GLANCE

 Mission-critical for insurers and repairers	35K+ TOTAL CUSTOMERS
 Trusted and relied upon by our customers	99% GROSS DOLLAR RETENTION ⁽¹⁾
 Demonstrated customer expansion	106% NET DOLLAR RETENTION ⁽¹⁾
 Durable, long-term organic growth	11% 2020-2025 REVENUE CAGR ⁽²⁾
 Strong operating leverage and margins	41% 2025 ADJUSTED EBITDA MARGIN

1. As of December 31, 2025. See "Definitions" in Appendix

2. Revenue excludes Casualty 1st Party Clinical (divested 2020) and EvolutionIQ (acquired January 2025)

INVESTMENT HIGHLIGHTS

Large, resilient TAM ready for digitization	
 <p>AI-enabled SaaS platform powered by 100% multi-tenant cloud⁽¹⁾</p>	 <p>Blue chip customer base with strong account retention and ongoing growth potential</p>
 <p>Mission-critical, deeply-integrated software with multiple network effects</p>	 <p>Highly-recurring and visible SaaS revenue model delivered via multi-year subscriptions</p>
 <p>20+ consecutive years of revenue growth and profitability⁽²⁾</p>	 <p>Highly experienced team delivering strong growth in equity value for 20+ years</p>

1. Solutions rely on CCC and third-party hosted storage or processing, including public infrastructure
 2. Excludes Casualty 1st Party Clinical (divested 2020) and discontinued Europe and Consumer Services businesses (discontinued 2001)
 Source: CCC data



CCC SOLUTIONS ADDRESS MARKET NEEDS

	INSURANCE		AUTOMOTIVE	
	Auto	EvolutionIQ	Repair Facilities	Parts & Other
Industry Leading Solutions	SaaS solutions that digitize workflows, decisions, and customer experience <ul style="list-style-type: none"> Digital engagement Decision engines Workflow automation 	AI claims guidance platform with embedded document synthesis <ul style="list-style-type: none"> Document synthesis Claims guidance AI deployment support 	Complete repair facility OS to attract, deliver, and manage repairs <ul style="list-style-type: none"> Lead generation Repair operations Back-office functions 	Connections to OEMs, dealers, parts suppliers, salvage, tow & more <ul style="list-style-type: none"> Network connections Data and analytics Workflow automation
Sample Solutions	<ul style="list-style-type: none"> Auto Physical Damage Casualty Intelligent APD Subrogation 	<ul style="list-style-type: none"> Disability Work Comp Casualty General Liability 	<ul style="list-style-type: none"> Estimating Direct Repair Program Shop Management Business Office 	<ul style="list-style-type: none"> Parts Ordering Diagnostics OEM Networks Payments
Revenue Model	Subscription (bundled solutions) Recurring transaction (volume-based)	Subscription (bundled solutions)	Subscription (tiered packages) Subscription Add-Ons	Subscription (tiered packages) Recurring transaction (percent of GMV)
% of Revenue ⁽¹⁾	45%	4%	43%	7%

1. Excluding China, as of December 31, 2025. EvolutionIQ acquired January 2025
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POWERING THE INDUSTRY'S AI-DRIVEN TRANSFORMATION

10+ YRS OF AI DEPLOYED IN MARKET

~10% REVENUE FROM AI SOLUTIONS

>\$2T OF HISTORICAL DATA

INSURANCE AUTOMOTIVE

Auto

EvolutionIQ

Repair Facilities

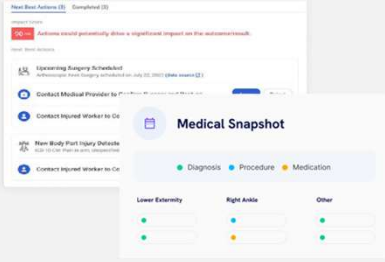
Parts & Other

125+ insurers
in production



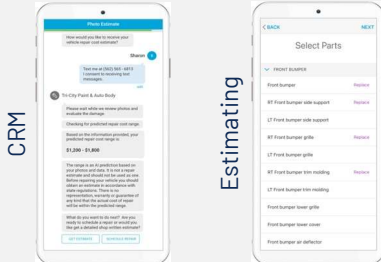
- 30M+ unique claims processed
- Real-world results and ROI
- Computer vision and LLMs
- Numerous use cases in market

9 of top 15
disability insurers



- Pioneer in AI claims guidance
- Multi-point combined ratio impact
- Best-in-class medical synthesis
- Live in Work Comp, Casualty

15,000+ collision
repair facilities in production



- AI-enabled CRM suite with NLP
- 90M+ texts / year via our platform
- First AI estimating tool in market
- Deep integration into CCC ONE

\$200B+
of commerce on CCC network



- Innovating with new AI use cases
- Billions of images and documents
- Broad ecosystem potential
- Strong customer engagement

INDUSTRY COMPLEXITY DRIVING DEMAND FOR CCC SOLUTIONS

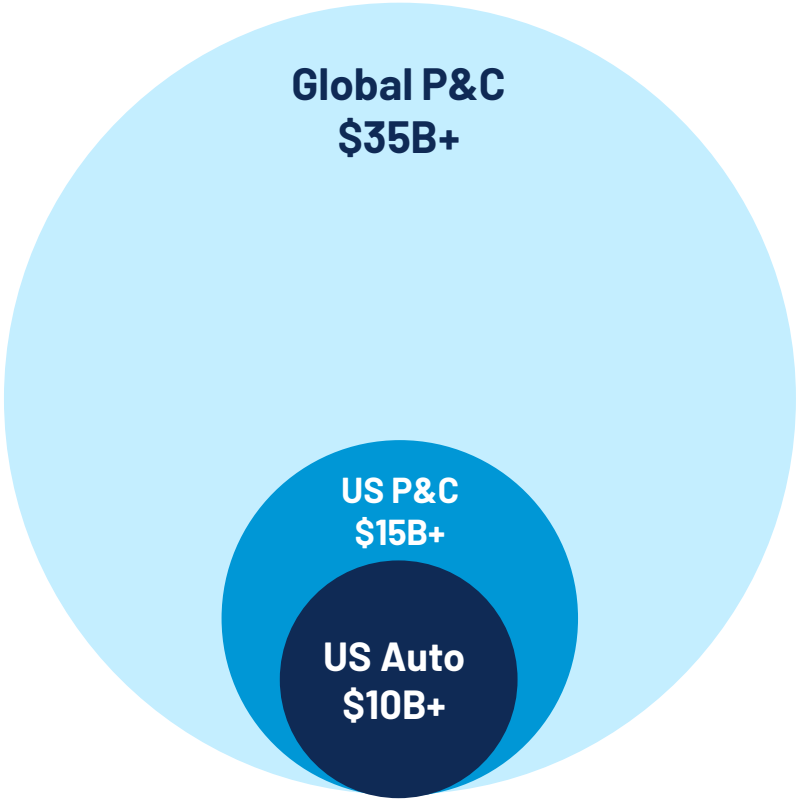
MACRO	OPERATIONAL	ECOSYSTEM
		
<p>Examples</p> <ul style="list-style-type: none"> ▪ Vehicle complexity ▪ Medical complexity ▪ Extreme weather ▪ Supply chain uncertainty 	<p>Examples</p> <ul style="list-style-type: none"> ▪ Labor shortages ▪ Skill gaps ▪ AI proliferation ▪ New consumer expectations 	<p>Examples</p> <ul style="list-style-type: none"> ▪ Emerging technologies ▪ New data sources ▪ Systems integrations ▪ Coordination challenges

CCC's AI-powered, highly interconnected platform is purpose-built to address industry's complexity challenges

LARGE GLOBAL ADDRESSABLE MARKET



CCC Total Addressable Market⁽¹⁾



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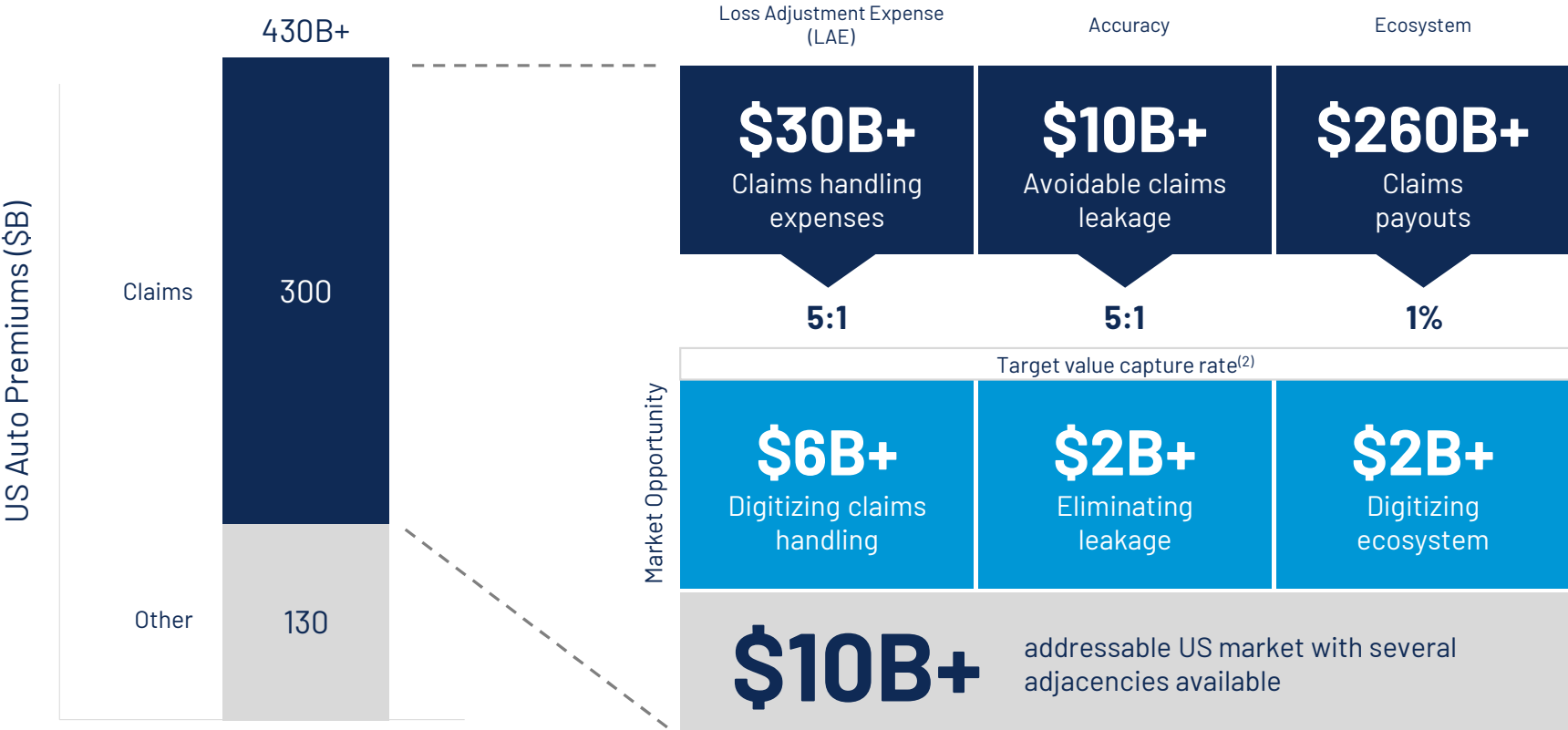
1. Based on 2024 assessment

2. Based on 2024 Direct Written Premium

Source: S&P SNL P&C Group- used by permission, analyst reports, CCC and EvolutionIQ data and estimates as of 2024



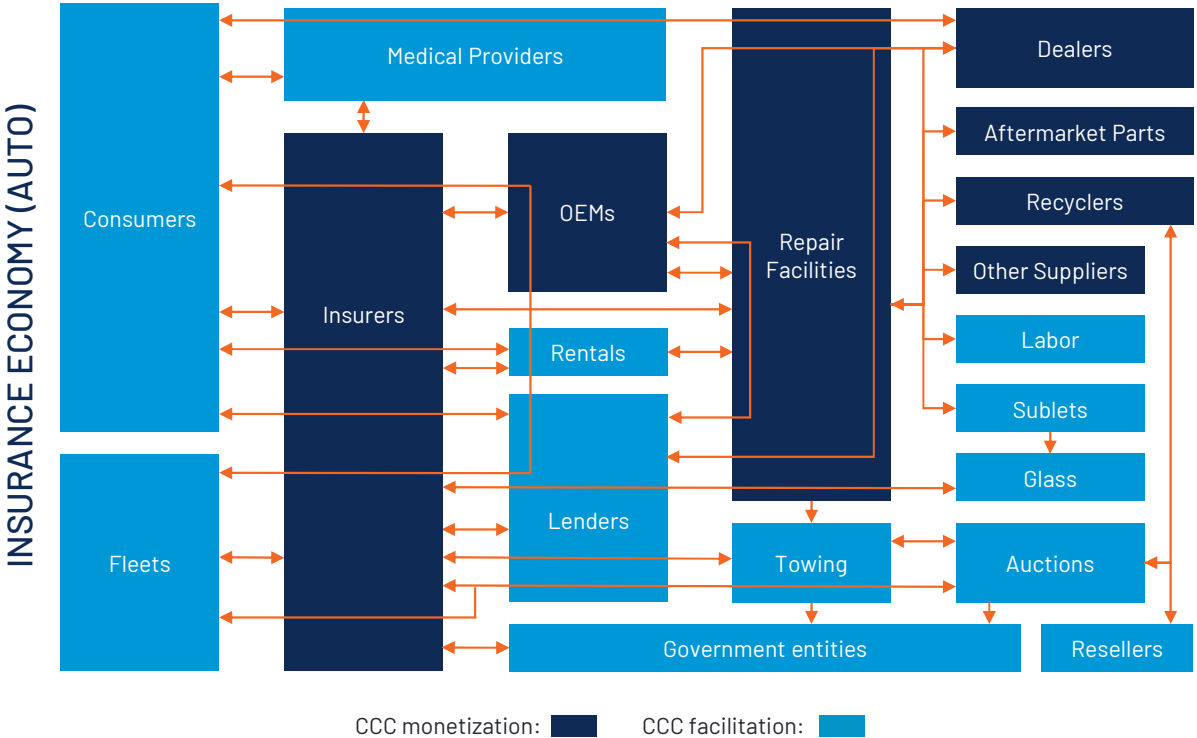
\$10B+ MARKET OPPORTUNITY IN US AUTO⁽¹⁾



1. Based on 2024 assessment
2. Long-run target based on accelerating industry demand for digital solutions
Source: S&P SNL P&C Group - used by permission, CCC data and management estimates, McKinsey as of April 2020



GROWING MULTI-SIDED NETWORK



CCC STATS

\$200B+
ANNUAL TRANSACTIONS

\$2T+
HISTORICAL DATA

- 35K+**
COMPANIES
- 300+ Insurers (27 of Top 30)
 - 30.5k+ Repair Facilities
 - 6.0k+ Parts Suppliers
 - All Major OEMs

Solutions rely on CCC and third-party hosted storage or processing, including private and public infrastructure
Source: CCC data

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INSURANCE OVERVIEW: **AUTO**



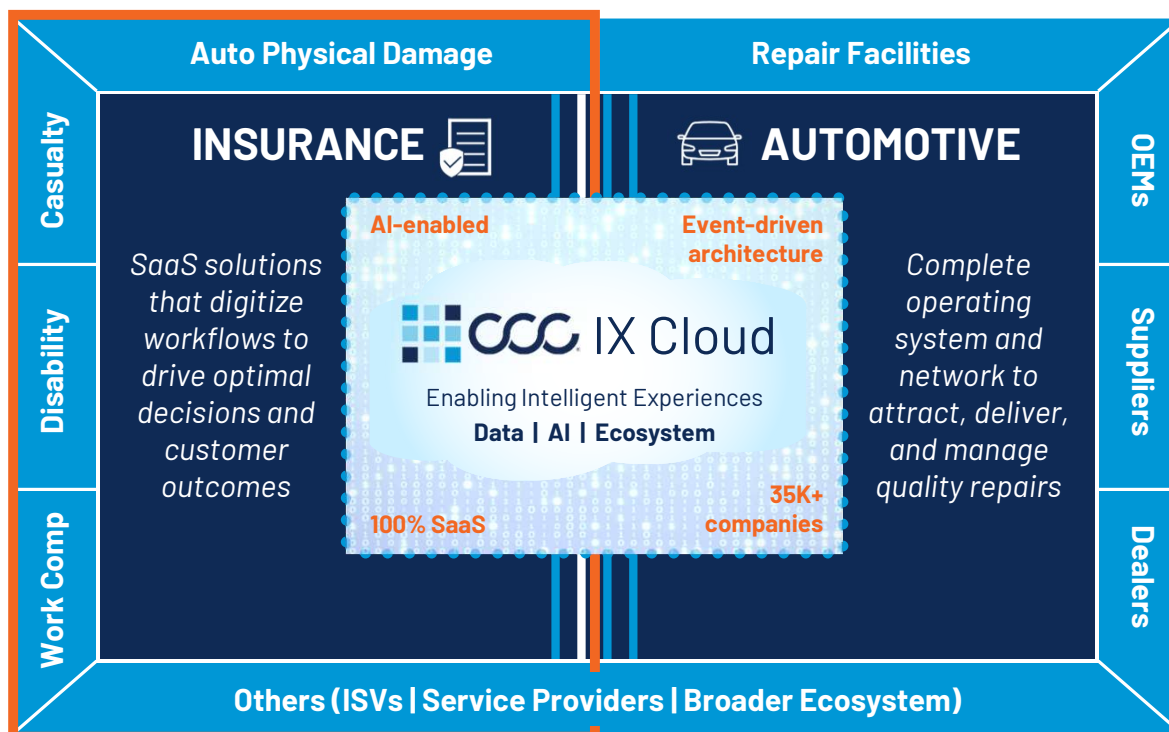
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Leading **bodily injury** claims solutions across Casualty, Disability, and Work Comp lines

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Complete **operating system** to attract, deliver, and manage repairs for **30,500+ repair facilities⁽²⁾**

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Integrations and data to connect **other participants** to CCC network

1. Includes self-insurers and other entities processing insurance claims

2. Includes other entities that estimate damaged vehicles

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AUTO INSURANCE: KEY CLAIMS ACTIVITIES

INDUSTRY: \$300B US AUTO CLAIM SPEND | 20M+ ANNUAL CLAIMS

DIGITAL ENGAGEMENT DECISION ENGINES WORKFLOW AUTOMATION

KEY CLAIMS ACTIVITIES¹

INTAKE	APD	CASUALTY	SUBROGATION	OTHER
<ul style="list-style-type: none"> Start of claim First Notice of Loss Initial triage 	<ul style="list-style-type: none"> Estimate damage Value totaled vehicle Restore asset 	<ul style="list-style-type: none"> Assess injuries Review treatments Verify bills 	<ul style="list-style-type: none"> Identify recoveries Pursue funds Respond to demands 	<ul style="list-style-type: none"> Issue payments Investigate fraud And more...

CCC MARKET ADOPTION

<ul style="list-style-type: none"> AI decision support Potential future growth adjacency 	<ul style="list-style-type: none"> 300+ client base Large cross-sell / up-sell white space 	<ul style="list-style-type: none"> Robust solution set Growth from new logos and cross-sell 	<ul style="list-style-type: none"> End-to-end offering High-growth emerging solution 	<ul style="list-style-type: none"> Emerging solutions Many possible growth adjacencies
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1. Not all activities apply to all claims
 2. Based on 2024 Direct Written Premium
 Source: CCC data, S&P SNL P&C Group - used by permission
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INDUSTRY OVERVIEW

1,000+

AUTO INSURERS IN THE US

- Top 30 auto insurers represent >85% of market⁽²⁾
- Focused on digital customer experiences, profitable growth, and AI-driven automation

CCC LEADERSHIP

300+

AUTO INSURANCE CUSTOMERS

- 27 of top 30 US auto insurers use CCC⁽²⁾
- Growth via new customers, cross-sell, ecosystem expansion, and innovation

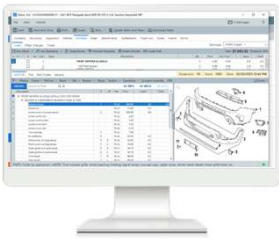
INSURANCE PACKAGES DRIVE EXPANSION POTENTIAL



Staff completes work via software

Enhanced efficiency via digital tools

Deeply integrated AI drives automation



Estimating

Estimate created by staff in field



Mobile

Desk staff creates estimate via photos



Estimate - STP

AI auto-completes initial estimate

APD SOLUTION SUITE

ESTIMATING EXAMPLE

REINSPECTION

TOTAL LOSS

CLAIM HANDLING

Ongoing advances in digitization create additive growth opportunities across CCC solution categories



INSURANCE OVERVIEW: **EVOLUTIONIQ**

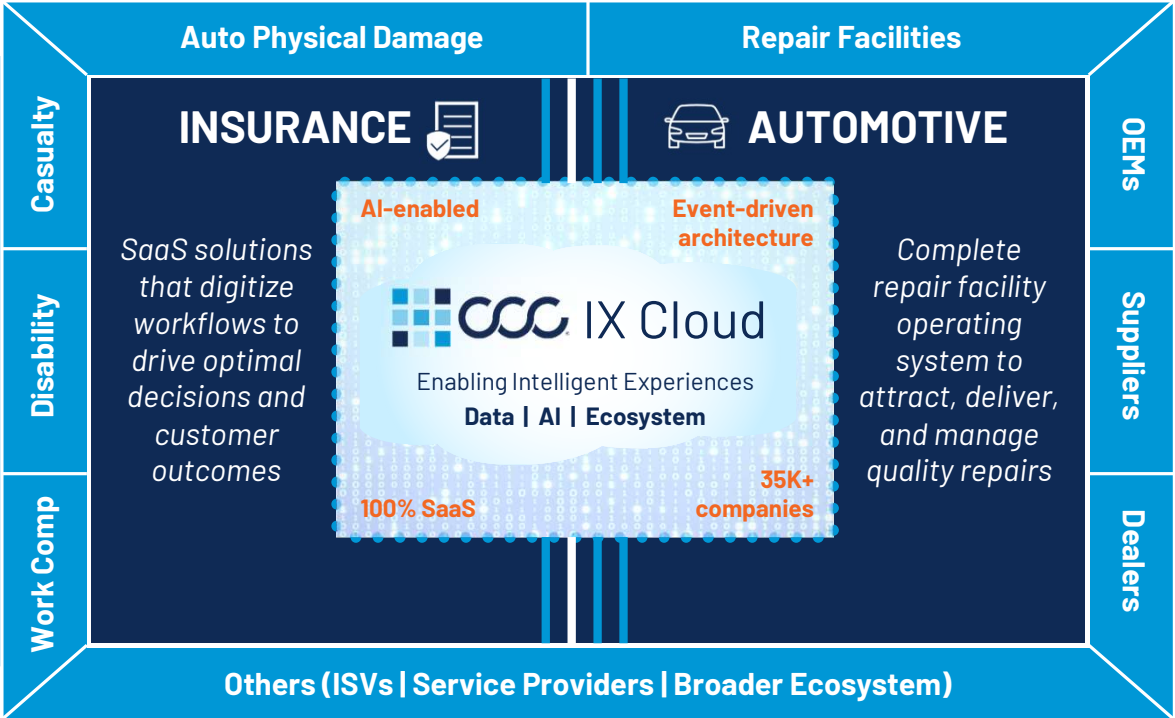


EVOLUTIONIQ REINFORCES AND ADVANCES CCC'S VISION OF INTELLIGENT EXPERIENCES

EvolutionIQ

Leading AI-powered claims resolution platform for bodily injury claims

- Pioneered AI-based best next action claims guidance in **disability** and **workers' compensation**
- Extract insights from medical documents via AI for **disability, work comp, casualty, and general liability**
- Proven ROI with strong customer satisfaction



Highly complementary, industry-leading, AI combination

Combines two AI pioneers and leaders delivering real-world results to customers

Broadens CCC's capabilities in NLP and Generative AI

Best Next Action platform extensible across broader CCC customer base


————— Many pathways for durable, long-term growth —————


THE PROBLEM: ACCELERATING COMPLEXITY IS CREATING CHALLENGES FOR INSURERS AND CONSUMERS


Claims handling complexity is growing rapidly...


	<p>LABOR SHORTAGES</p>
	<p>MEDICAL INFLATION</p>
	<p>INCREASING COGNITIVE LOAD</p>


... Creating challenges for everyone

- 

Staffing Limitations
New adjusters struggle to ramp and managers struggle to scale
- 

Failure to Intervene Early
Missing the critical window where actions have the most impact
- 

Increased STD → LTD Conversion
People not back to work and living productive lives
- 

Claims Leakage
Errors leading insurers to pay more than what they owe
- 

Degraded Experience
Delays with reduced claimant and employee satisfaction

BODILY INJURY CLAIMS ARE RIPE FOR **INTELLIGENT EXPERIENCES**

Each Claim is an Impossible Big Data Problem:



The complexity of a single claim is often too much for humans to process real time... yet the average claims examiner is responsible for **100+ claims at a given time**

EVOLUTIONIQ: PURPOSE-BUILT TO ELEVATE CLAIMS PROFESSIONALS AND RESOLVE COMPLEXITY

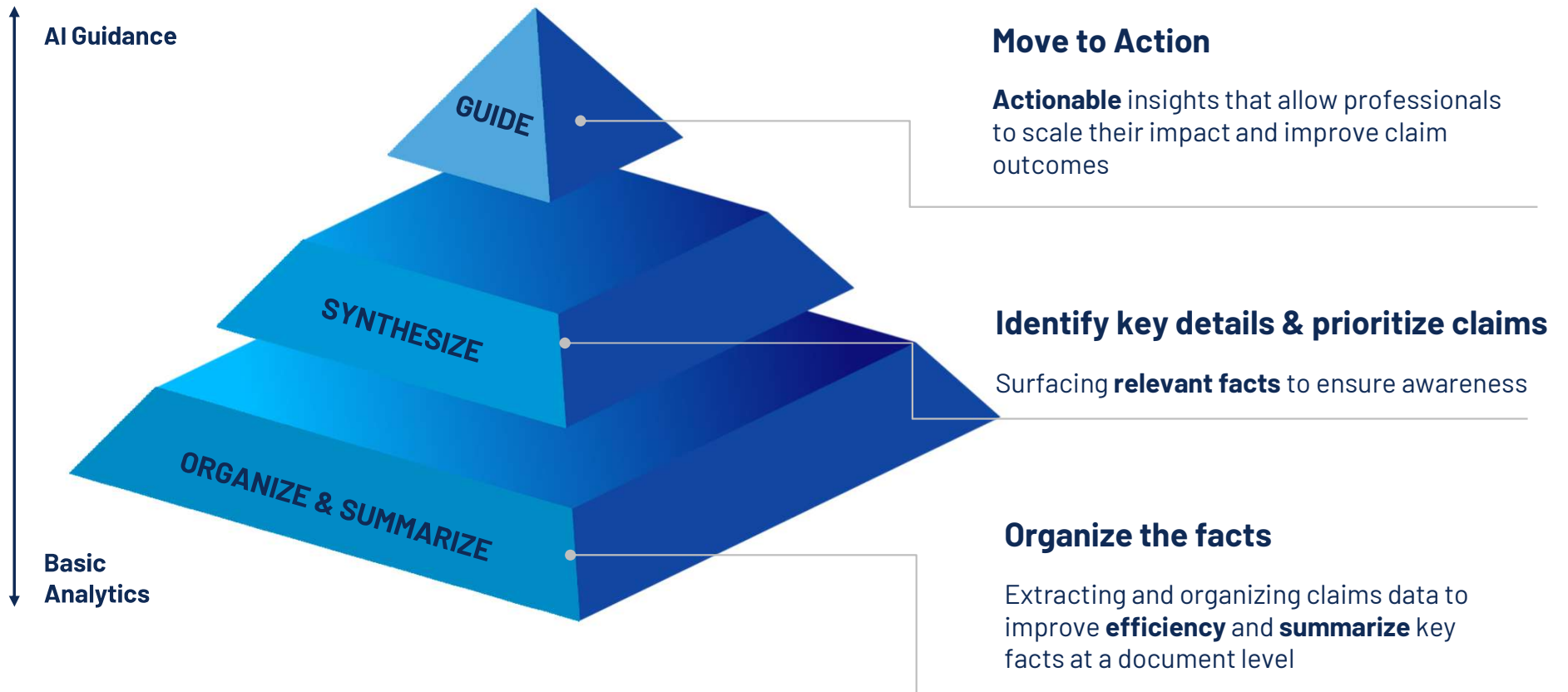
From an impossible data problem...

... To consistent claims excellence at scale



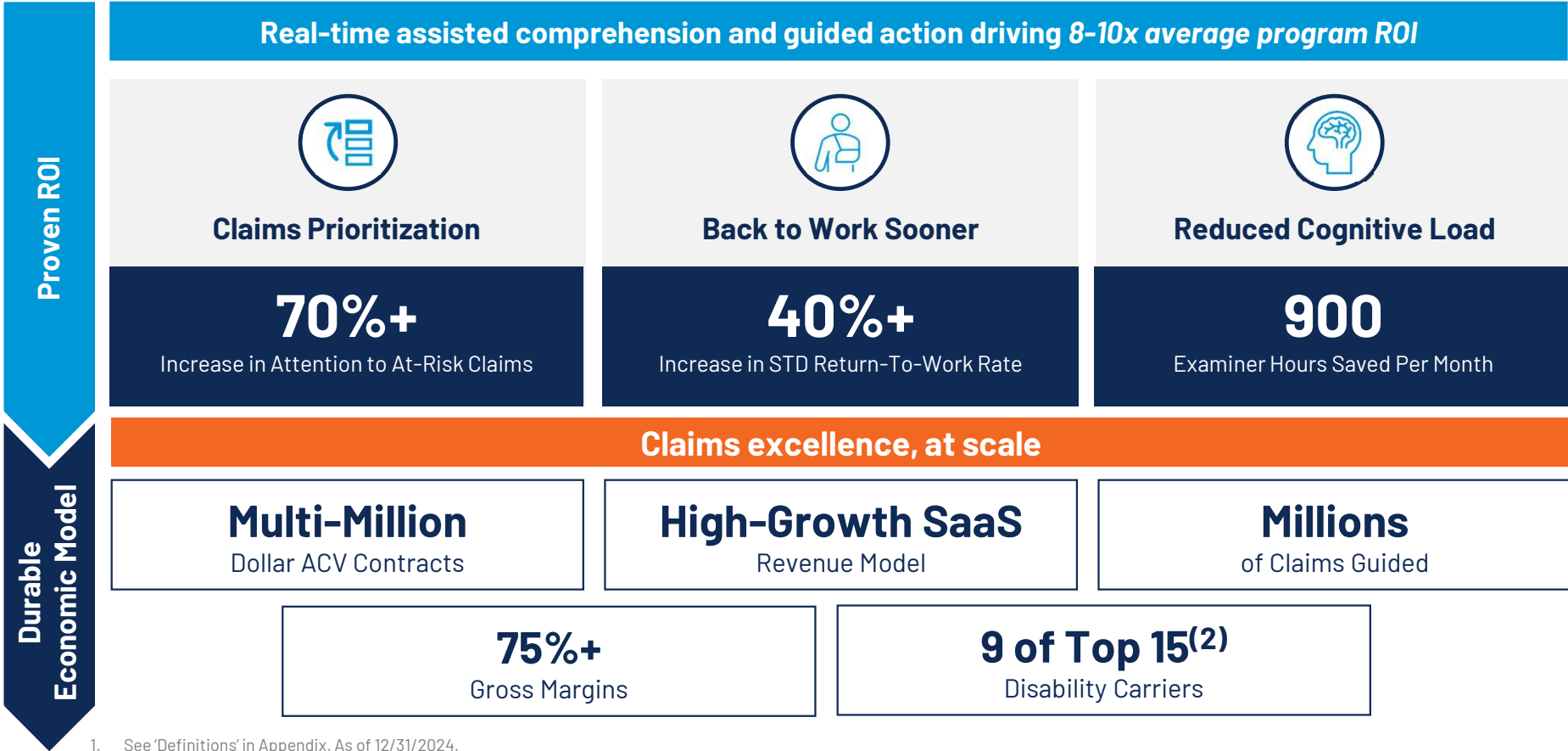
EVOLUTIONIŇ PIONEERED AI GUIDANCE

AI Guidance is **omni-channel, traceable, and actionable.**





EVOLUTIONIQ DELIVERS SUBSTANTIAL CUSTOMER ROI WITH ATTRACTIVE, DURABLE ECONOMIC MODEL



Proven ROI

Durable Economic Model

1. See 'Definitions' in Appendix. As of 12/31/2024.
2. Based on 2024 Direct Written Premium
Source: CCC data, S&P SNL P&C Group - used by permission
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LAUNCHING NEXT GENERATION OF AUTO CASUALTY OFFERINGS WITH EVOLUTIONIQ'S MARKET LEADING AI

EXPANDED AUTO CASUALTY OFFERINGS

MEDHUB FOR CASUALTY

Powerful claims synthesis capabilities to support Bill Review and Medical Specials evaluations



Product configuration underway in collaboration with existing customers

AUTO CLAIMS GUIDANCE

Claim-specific guidance on the Right claim, at the Right time, to drive optimal outcomes



Ongoing R&D to tailor EIQ's guidance product suite for Auto Casualty

Transforming auto casualty claims management by enabling better-performing teams, more consistent decisions, and faster claims resolution

The background of the slide features a repeating pattern of semi-transparent, dark blue car silhouettes from a top-down perspective, arranged in a grid on a dark blue background with faint white dashed lines representing road markings.

AUTOMOTIVE OVERVIEW: **REPAIR FACILITIES & SUPPLIERS**



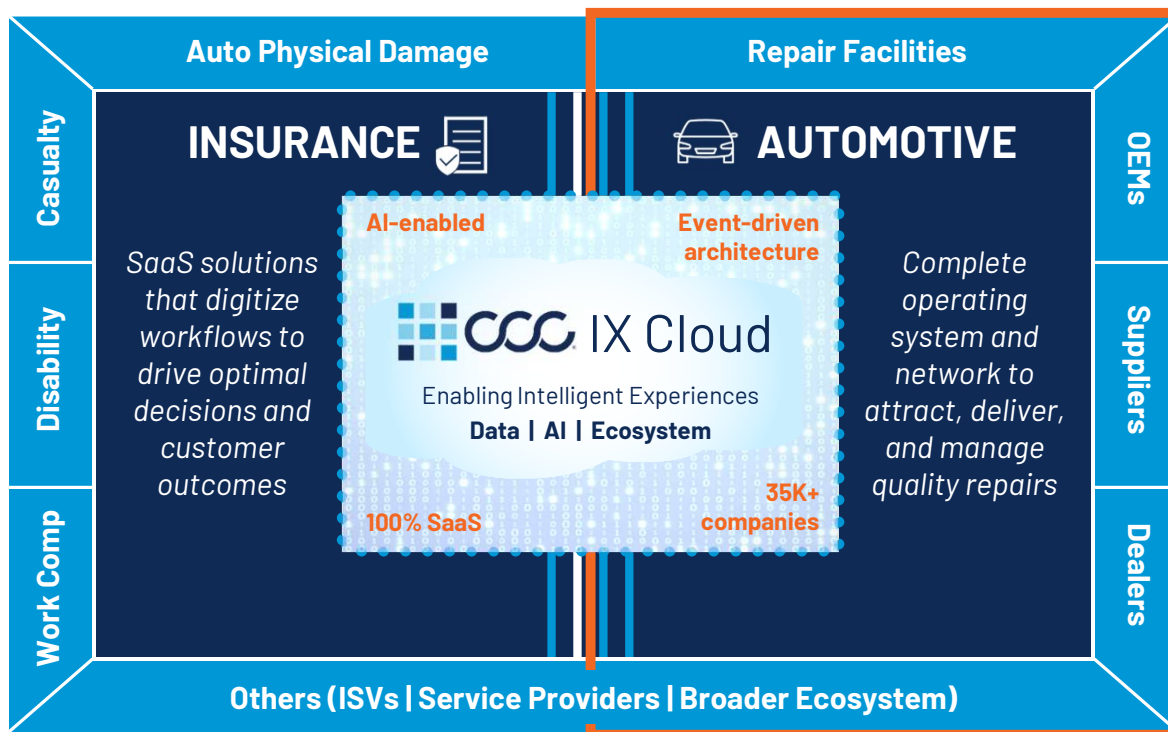
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Integrations and data to connect **other participants** to CCC network

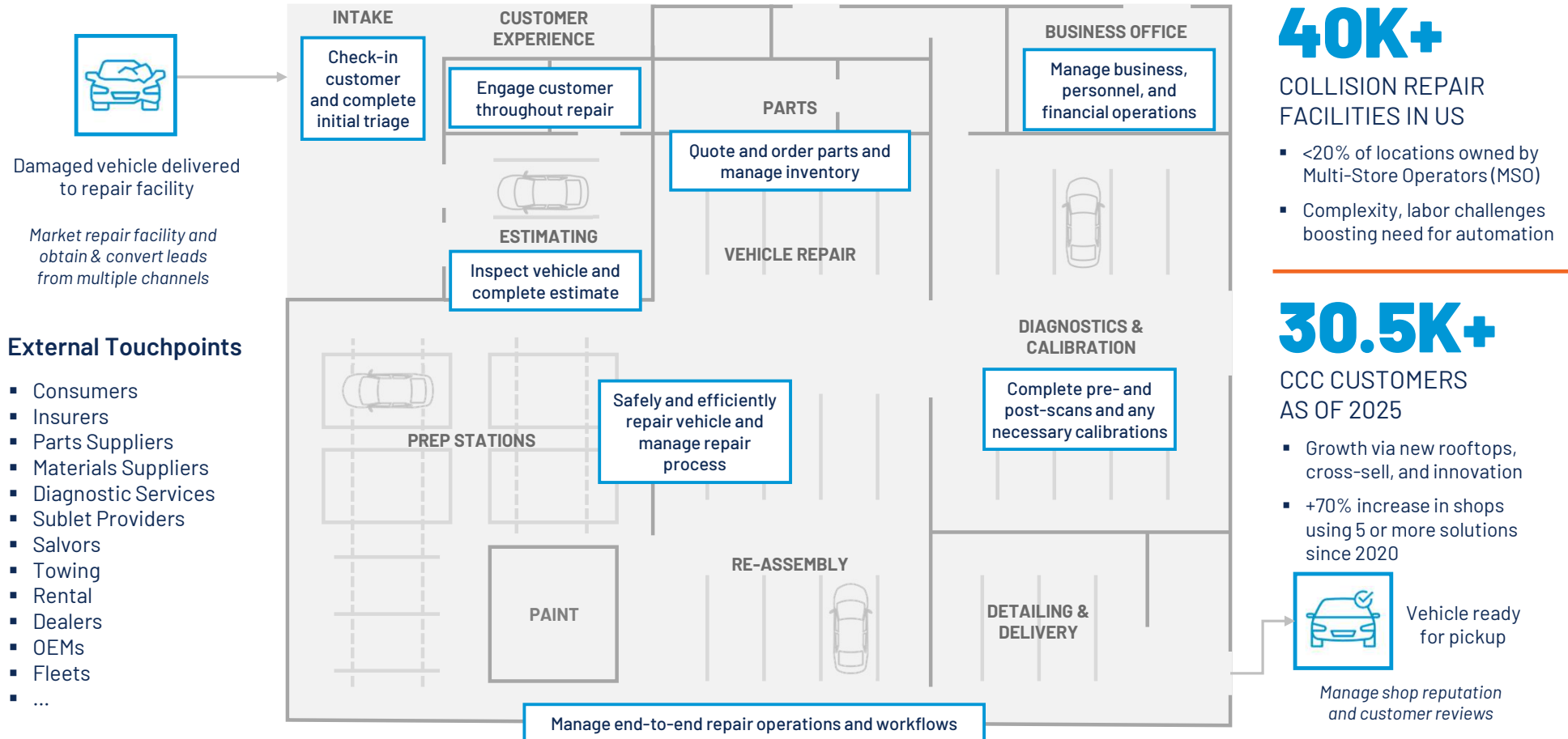
1. Includes self-insurers and other entities processing insurance claims

2. Includes other entities that estimate damaged vehicles

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REPAIR: CCC ONE IS REPAIR FACILITY OPERATING SYSTEM



40K+

COLLISION REPAIR FACILITIES IN US

- <20% of locations owned by Multi-Store Operators (MSO)
- Complexity, labor challenges boosting need for automation

30.5K+

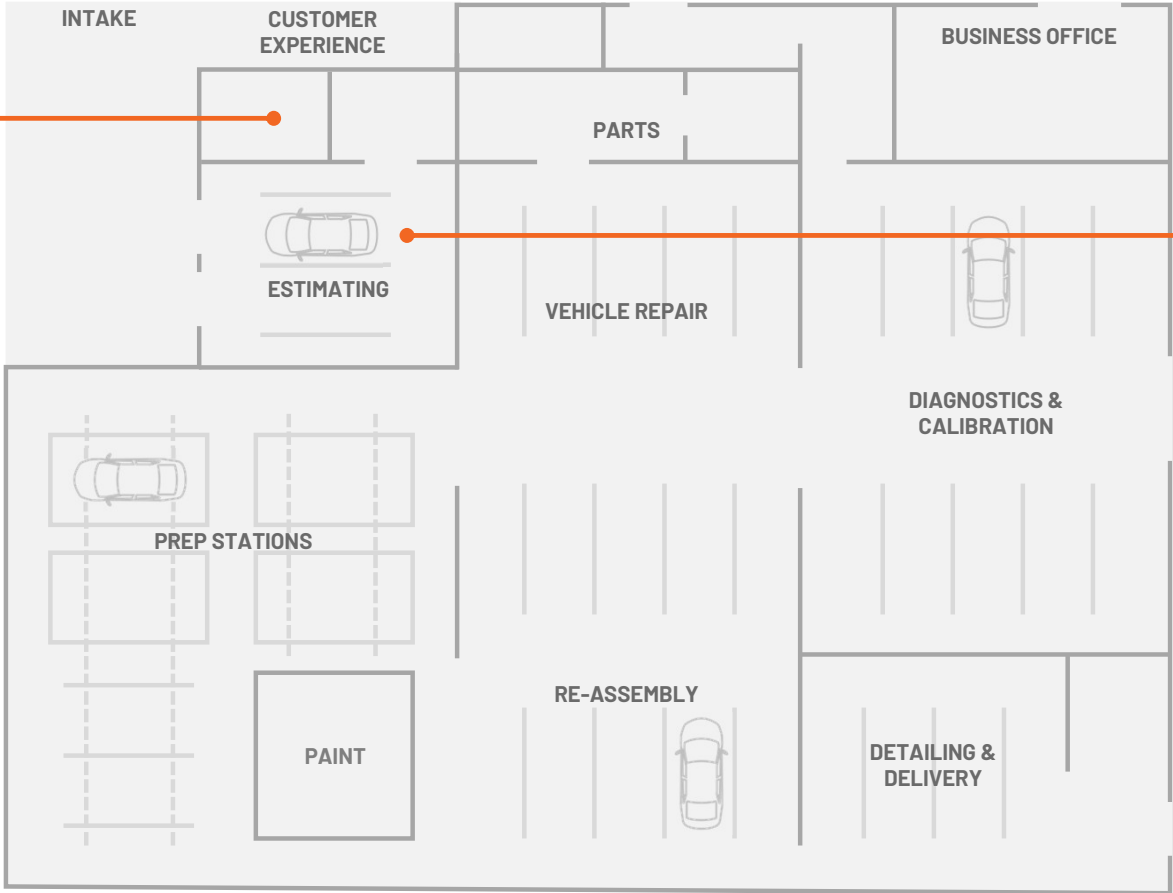
CCC CUSTOMERS AS OF 2025

- Growth via new rooftops, cross-sell, and innovation
- +70% increase in shops using 5 or more solutions since 2020

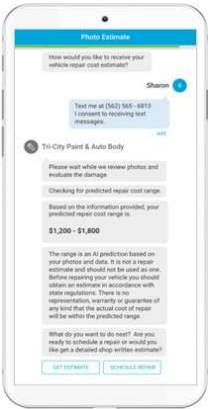
External Touchpoints

- Consumers
- Insurers
- Parts Suppliers
- Materials Suppliers
- Diagnostic Services
- Sublet Providers
- Salvors
- Towing
- Rental
- Dealers
- OEMs
- Fleets
- ...

AI AT SCALE IN COLLISION REPAIR: SELECT EXAMPLES



CUSTOMER EXPERIENCE

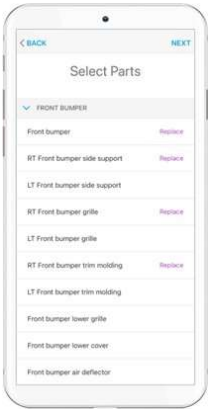


- AI-enabled CRM suite
- Consumer engagement
- Reputation management

30M+

Total **consumer sessions** on **Carwise** in 2025

ESTIMATING



- AI-enabled estimating
- Powered by \$2T+ of data
- Full CCC ONE integration

80%+

of final estimate in **<90 secs** via **Mobile Jumpstart**

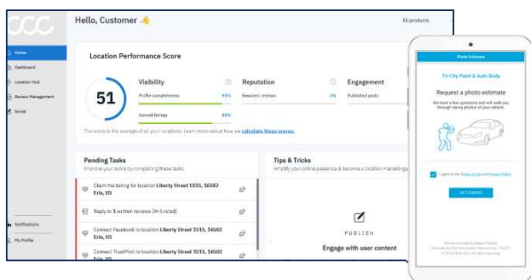


BUSINESS OFFICE DIGITIZATION IS KEY GROWTH VECTOR

Select Examples

CCC ONE streamlines currently inefficient business office functions via single integrated platform

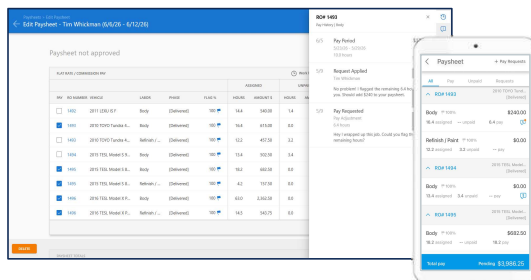
CRM



- Complete CRM suite
- NLP text messaging engine
- Integrated website builder
- AI-powered reputation management

93M+
Text messages sent via CCC ONE in 2025

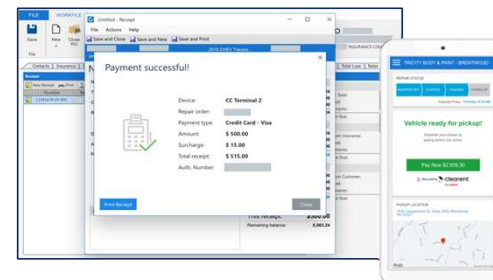
Pay Workflow



- Technician paysheet transparency
- Integrated into CCC ONE mobile app
- Real-time digital pay adjustment
- Manager dashboards for easy approval

\$8B+
Gross pay computed in CCC ONE annually⁽¹⁾

Payments



- Consumer self-pay processing
- Fully integrated into CCC ONE
- Extensible to other payments
- Extensible to other financial services

\$2B+
Consumer payments processed since 2023⁽²⁾

1. CCC Repair Workflow customers using pay periods only
 2. Payments processed through third-party merchant processor
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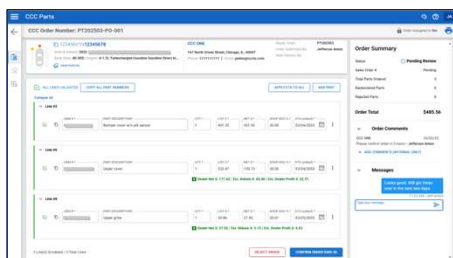


POWERING COMMERCE ACROSS COLLISION REPAIR ECOSYSTEM

Select Examples

CCC ONE is system of record facilitating connections and commerce across collision repair industry

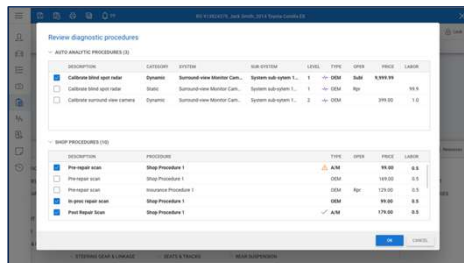
Parts



- Expansive network (5.5K+ suppliers)
- Broad OEM participation
- Fully integrated into CCC ONE
- Digital intake of invoices

30M+
Real-time part quotes generated daily

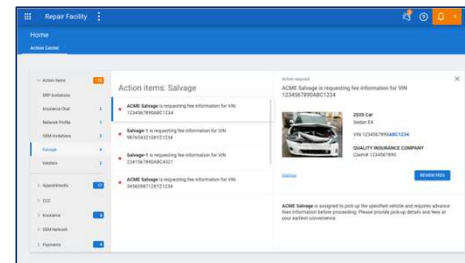
Diagnostics



- Network of top diagnostics providers
- Deeply integrated into CCC ONE
- Seamless, automated data transfer
- Increased consistency & transparency

\$2.5B+
Total spend on diagnostic services in 2025⁽¹⁾

Salvage



- Digital intake of salvage requests
- Streamlined fee calculation in CCC ONE
- In-app chat with towers, salvors
- Integrated payments processing

\$2B+
Annual total loss fees processed manually⁽²⁾

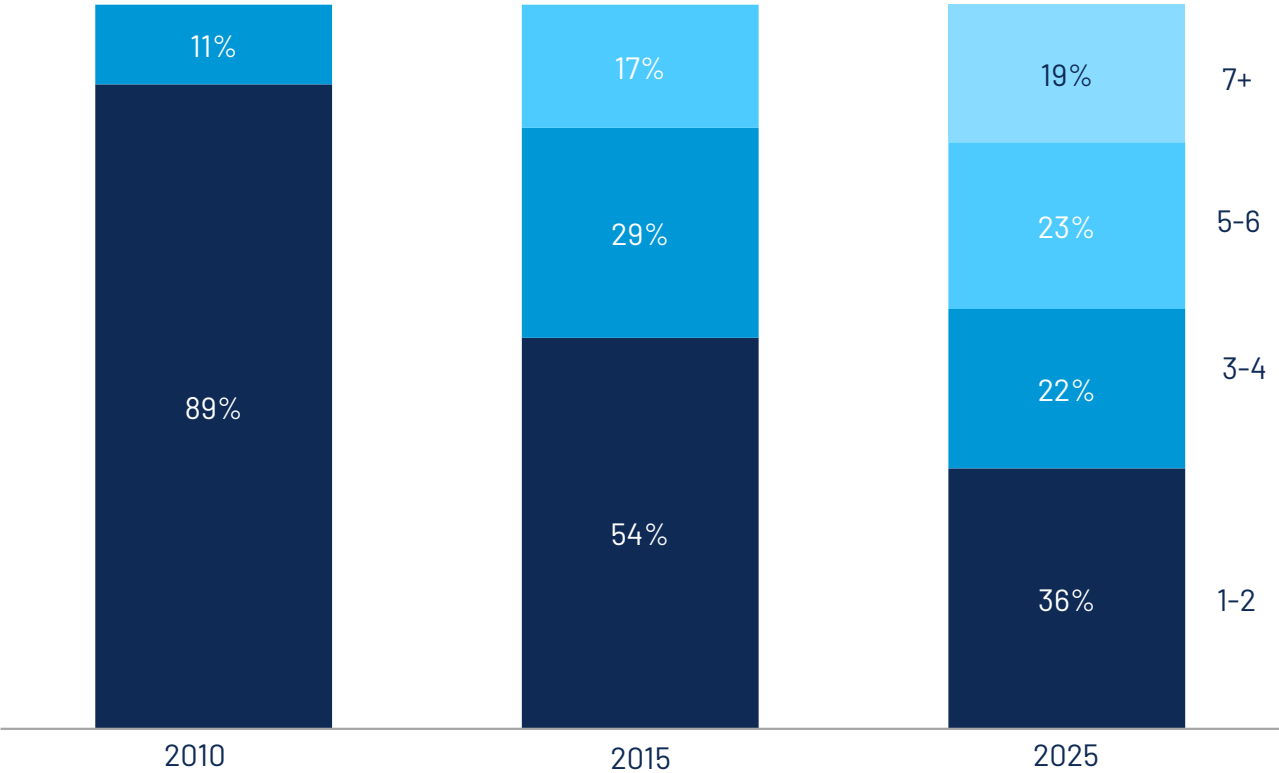
1. CCC data; repairable claims only; includes diagnostic scanning, calibration, and reprogramming events
 2. Industry-wide estimate for fees remitted to repair facilities for the handling and disposition of total loss vehicles



REPAIR: PROVEN CROSS-SELL EXPANSION

Share Of Repair Facility Customers By # Of Subscribed Solutions

SOURCE: CCC



+50%

REVENUE PER REPAIR FACILITY SINCE 2020

+70%

GROWTH IN CUSTOMERS USING 5+ SOLUTIONS SINCE 2020

TECHNOLOGY OVERVIEW: **IX CLOUD**



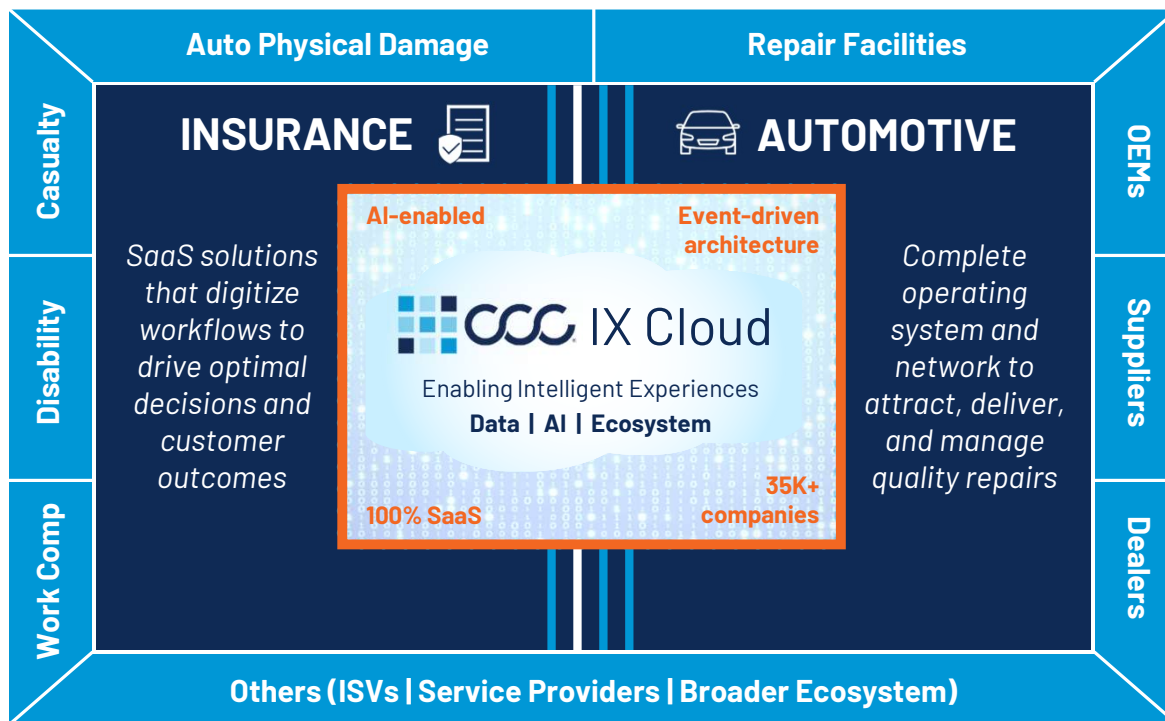
CCC: THE SAAS PLATFORM FOR THE INSURANCE ECONOMY

Our platform helps customers drive revenue and profitability across >\$200 billion of transactions annually

Comprehensive suite of **Auto Physical Damage (APD)** solutions for **300+ insurers⁽¹⁾**

Leading **bodily injury** claims solutions across Casualty, Disability, and Work Comp lines

Multiple **additional growth pathways** into P&C and Life & Disability insurance lines of business



Complete **operating system** to attract, deliver, and manage repairs for **30,500+ repair facilities⁽²⁾**

Network solutions to enhance **OEM value and customer experience** across vehicle lifecycle

E-commerce solutions to enable **parts sales** from more than **6,000 parts suppliers**

Integrations and data to connect **other participants** to CCC network

1. Includes self-insurers and other entities processing insurance claims

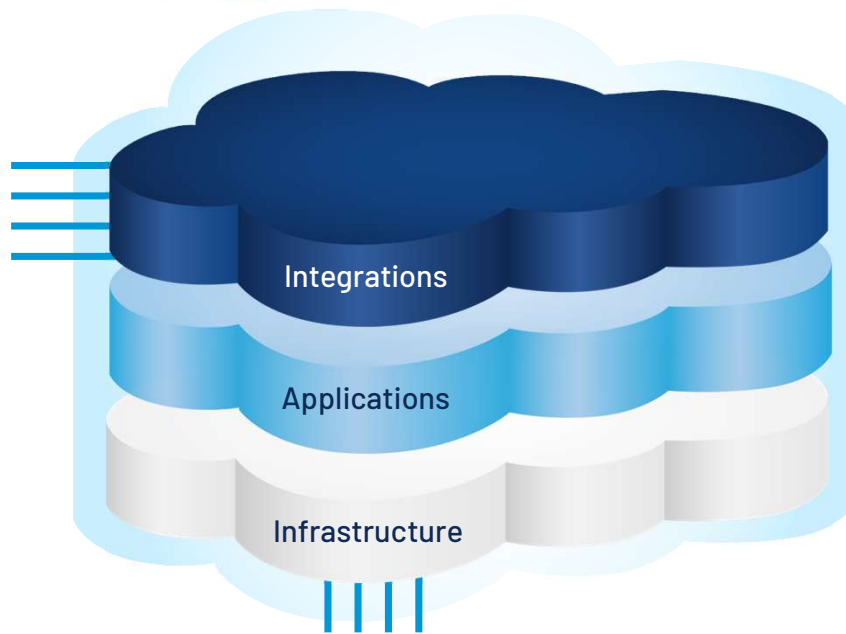
2. Includes other entities that estimate damaged vehicles

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NEW EVENT-DRIVEN ARCHITECTURE ACCELERATES INNOVATION



BENEFITS OF EVENT-DRIVEN ARCHITECTURE



Multi-tenant cloud architecture | Modern UI

Event-driven architecture

- Facilitates real-time, hyperscale sharing of business events as they occur across P&C insurance economy
- Federates diverse datasets and proactively provides insights with access to AI models as a service
- Streamlines customer deployments of new solutions and increases ways CCC solutions can be used together
- Accelerates customers' ability to innovate via unique workflows and partner configurations
- Overlays onto CCC's existing applications, workflows, and customer and partner systems

Accelerates deployment of **Intelligent Experiences** across the P&C insurance economy



CORE TECHNOLOGY IS BUILT FOR INTELLIGENT EXPERIENCES

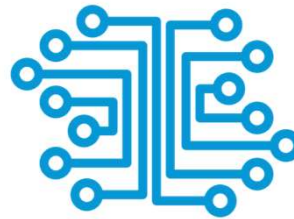
CONTEMPORARY, SCALABLE, SECURE TECHNOLOGY



Business Events

2 million+

business events processed per day by CCC, equivalent to 1 billion events per year



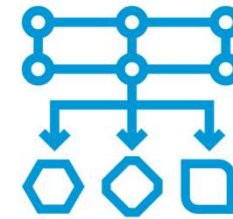
AI

100+

FTEs building AI models at CCC

15M+

AI predictions per week, with > 1 billion predictions expected this year



Ecosystem

>500

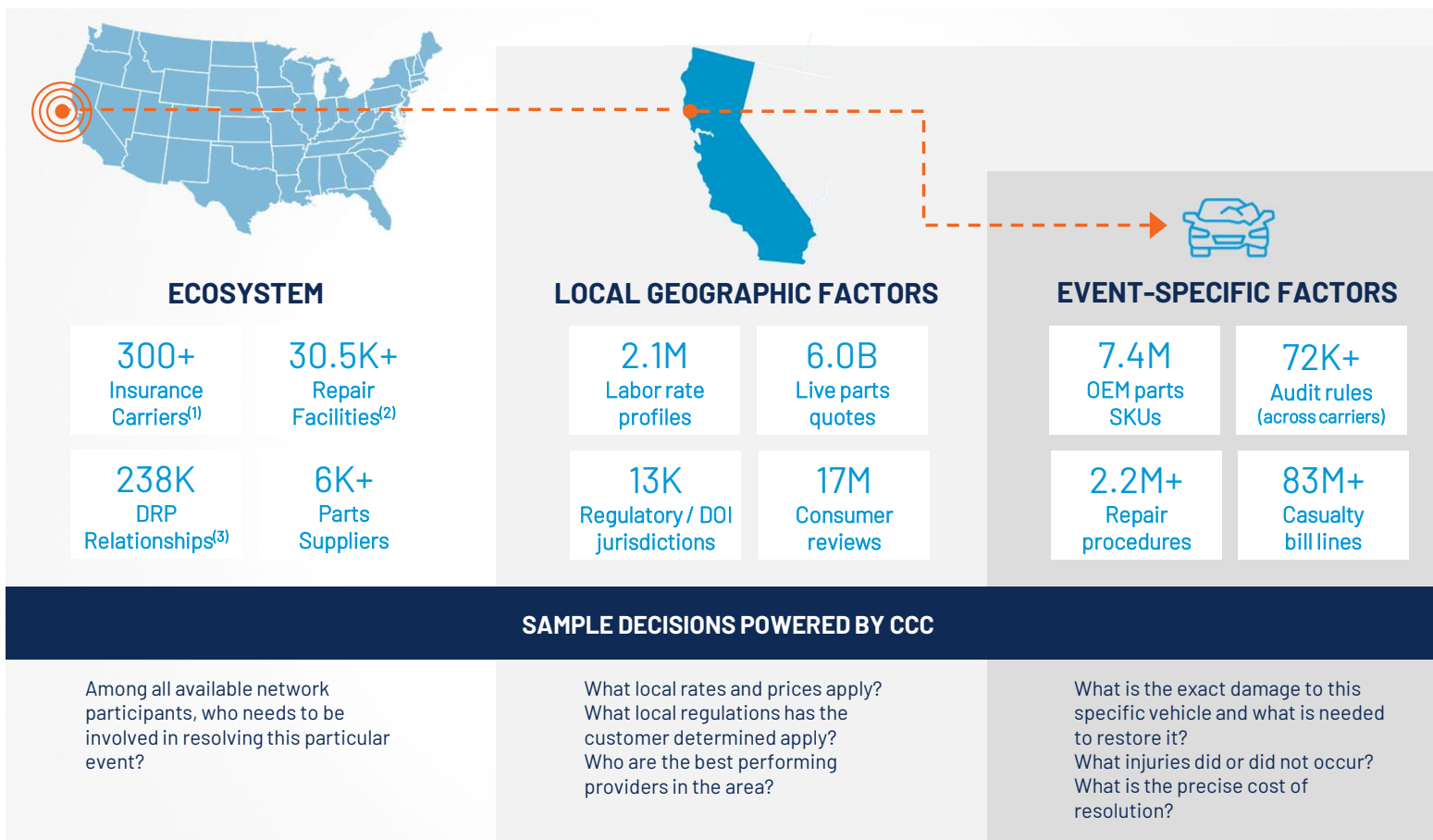
APIs enabling partner integrations across 35,000+ companies in CCC network

CCC IX CLOUD POWERS COMPLEX, HYPER-LOCAL DECISIONS

CCC is the definitive platform on which major decisions are made throughout the auto insurance economy



Example Auto Collision



1. Includes self-insurers and other entities processing insurance claims
2. Includes other entities that estimate damaged vehicles
3. Direct Repair Program

Source: CCC data



FINANCIAL OVERVIEW



FINANCIAL HIGHLIGHTS

1 High Recurring Revenue	2 Durable Growth Profile	3 Scalable Margins
<ul style="list-style-type: none">• 96% recurring software revenue⁽¹⁾• 3-5 year average contract length• 99% Gross Dollar Retention⁽¹⁾	<ul style="list-style-type: none">• 11% revenue CAGR since IPO⁽²⁾• 7-10% long-term target• Numerous expansion opportunities	<ul style="list-style-type: none">• 76% adjusted gross profit margin⁽³⁾• 24% free cash flow margin⁽³⁾• “Rule of 50” Company

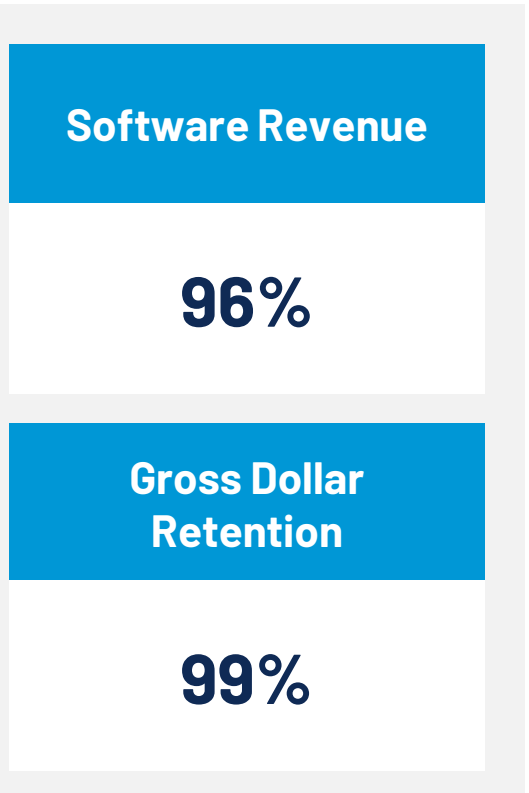
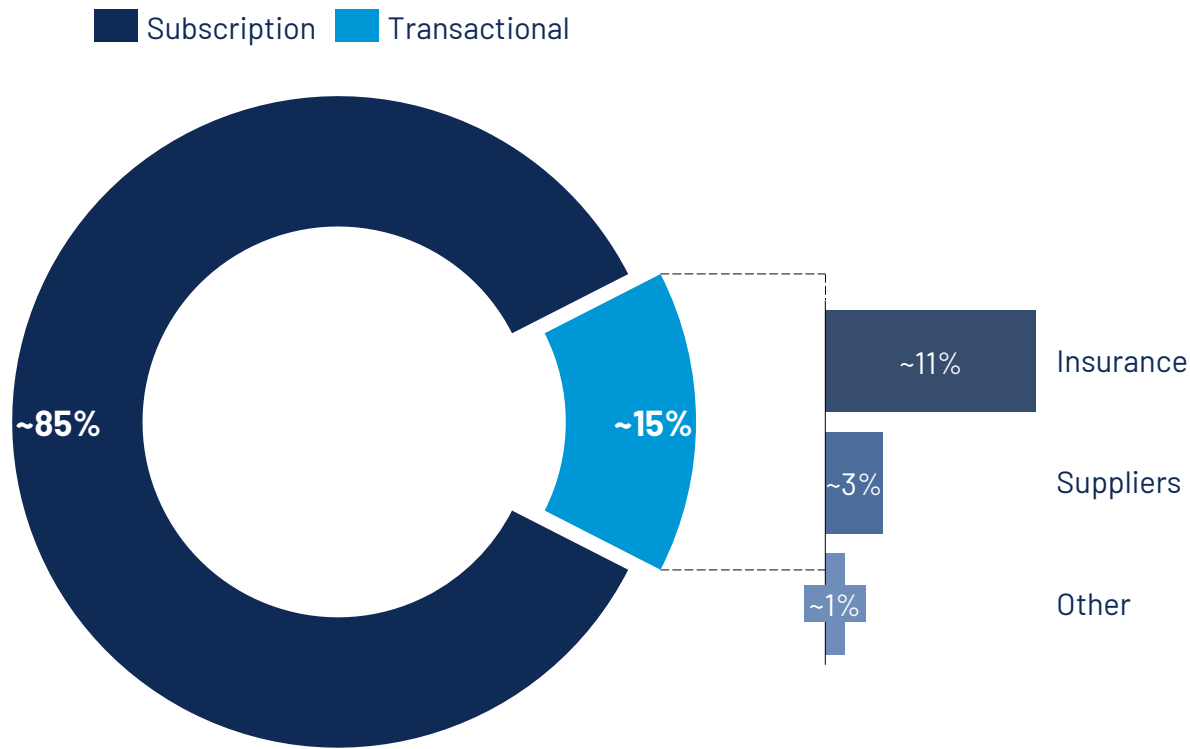
1. As of December 31, 2025. See “Definitions” in Appendix

2. Organic compound annual growth rate 2020-2025, excludes Casualty 1st Party Clinical (divested 2020) and EvolutionIQ (acquired January 2025)

3. As of December 31, 2025. Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit margin is calculated as Adjusted gross profit divided by Revenue. See “Disclaimer-Non-GAAP Financial Measures

1

HIGH RECURRING REVENUE



As of December 31, 2025. See "Definitions" in Appendix.
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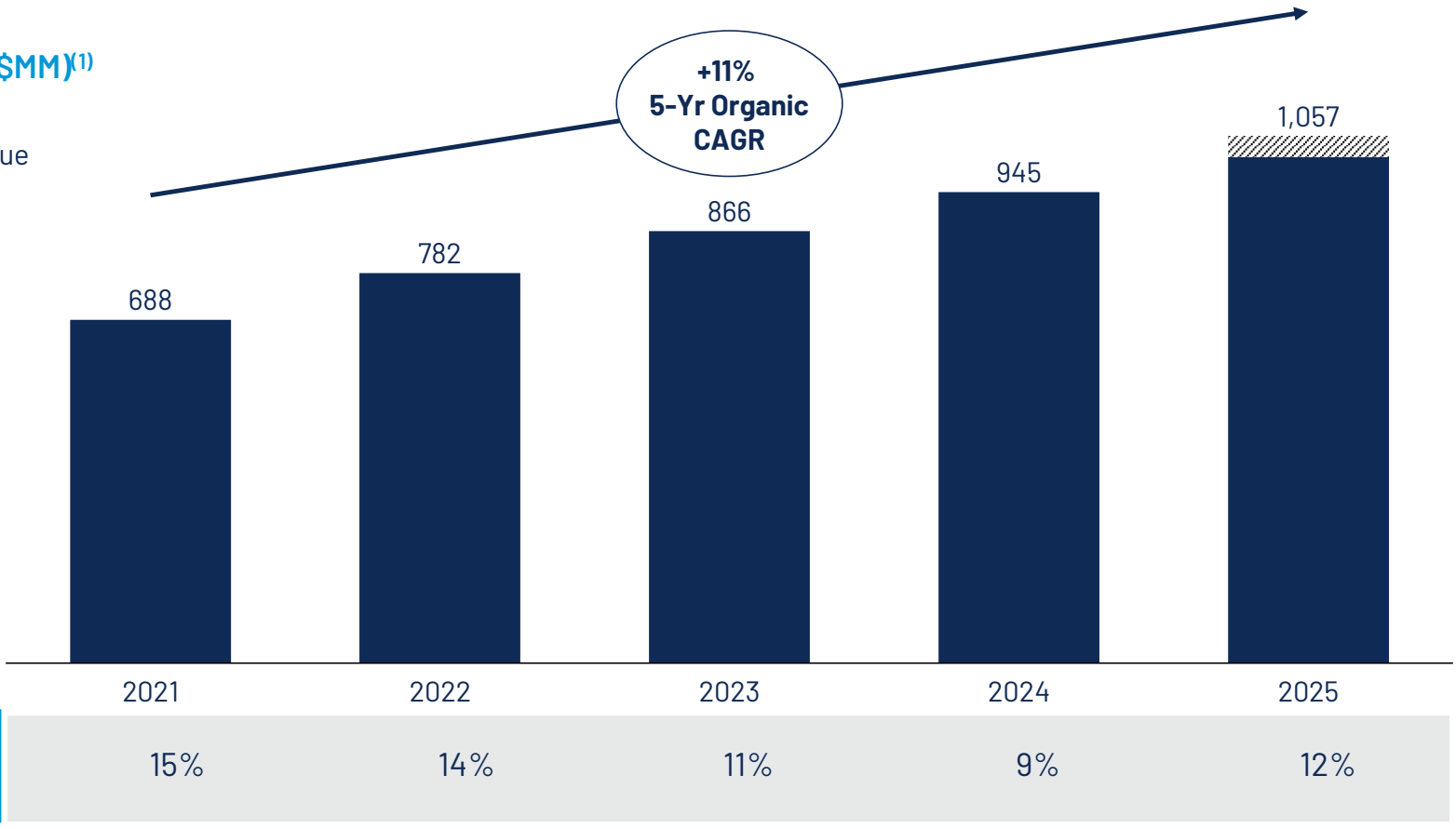
2



DURABLE REVENUE GROWTH

Total Revenue (\$MM)⁽¹⁾

Organic Revenue
EvolutionIQ

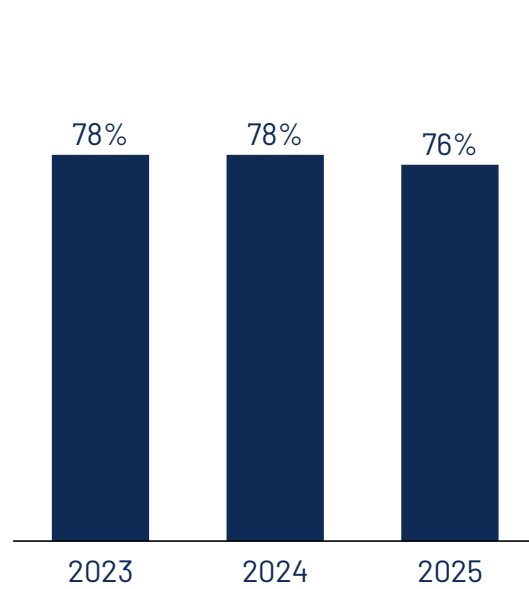


Total Revenue Growth %

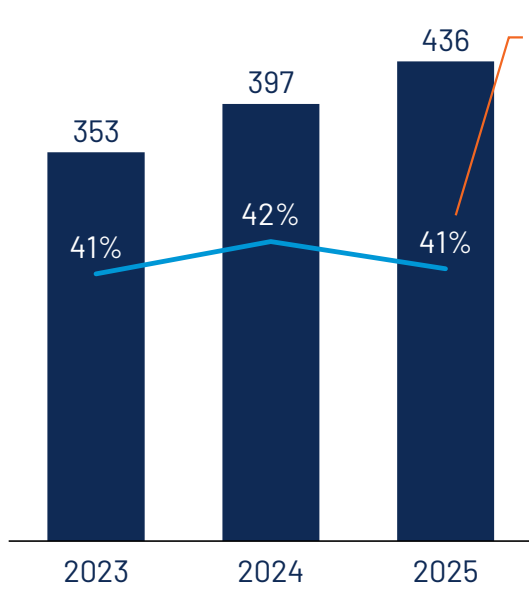
1. Revenue excludes Casualty 1st Party Clinical (divested 2020); EvolutionIQ acquired January 2025 and contributed 4% growth in 2025
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SCALABLE MARGIN PROFILE

Adj. Gross Profit Margin ⁽¹⁾(%)

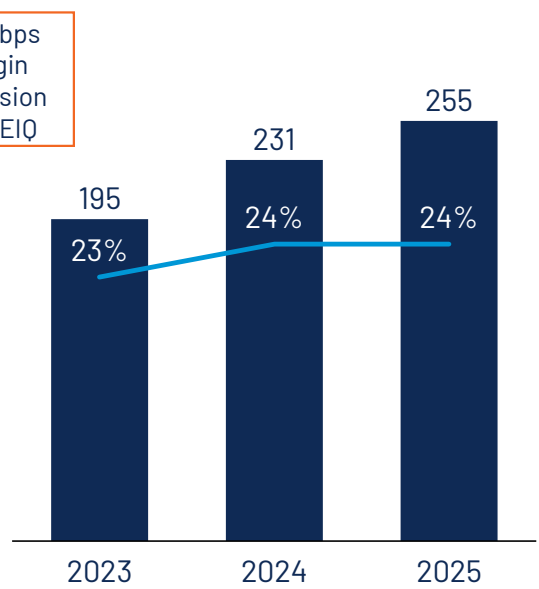


Adj. EBITDA / Margin ⁽²⁾(\$MM/%)



~200 bps margin expansion excl. EIQ

Free Cash Flow / Margin (\$MM/%)



Adj. EBITDA Y/Y Growth (%)	2023	2024	2025
	16%	12%	10%

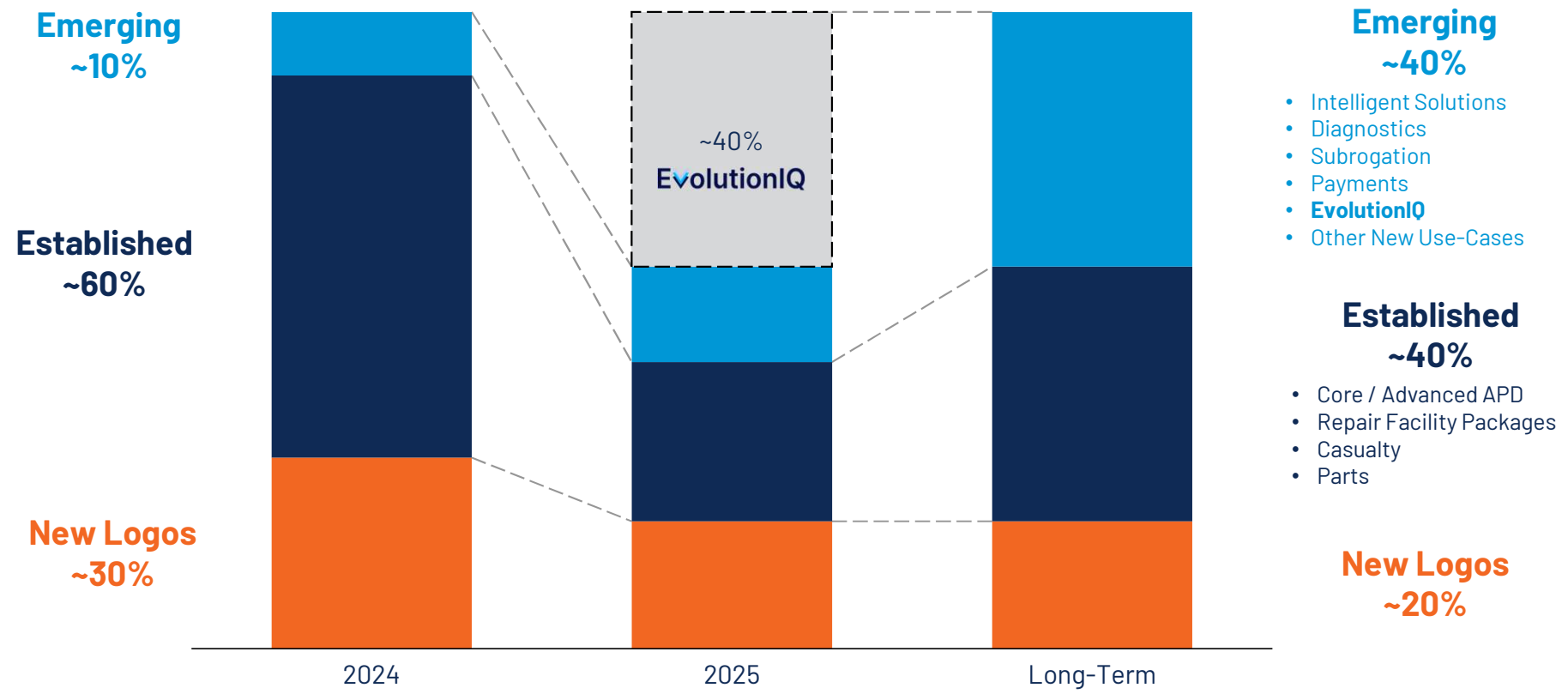
1. Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit margin is calculated as adjusted gross profit divided by revenue. See "Disclaimer-Non-GAAP Financial Measures."
 2. Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. Adjusted EBITDA Margin is calculated as Adjusted EBITDA divided by revenue. See "Disclaimer-Non-GAAP Financial Measures" and the Appendix for a reconciliation to the most directly comparable GAAP measures.



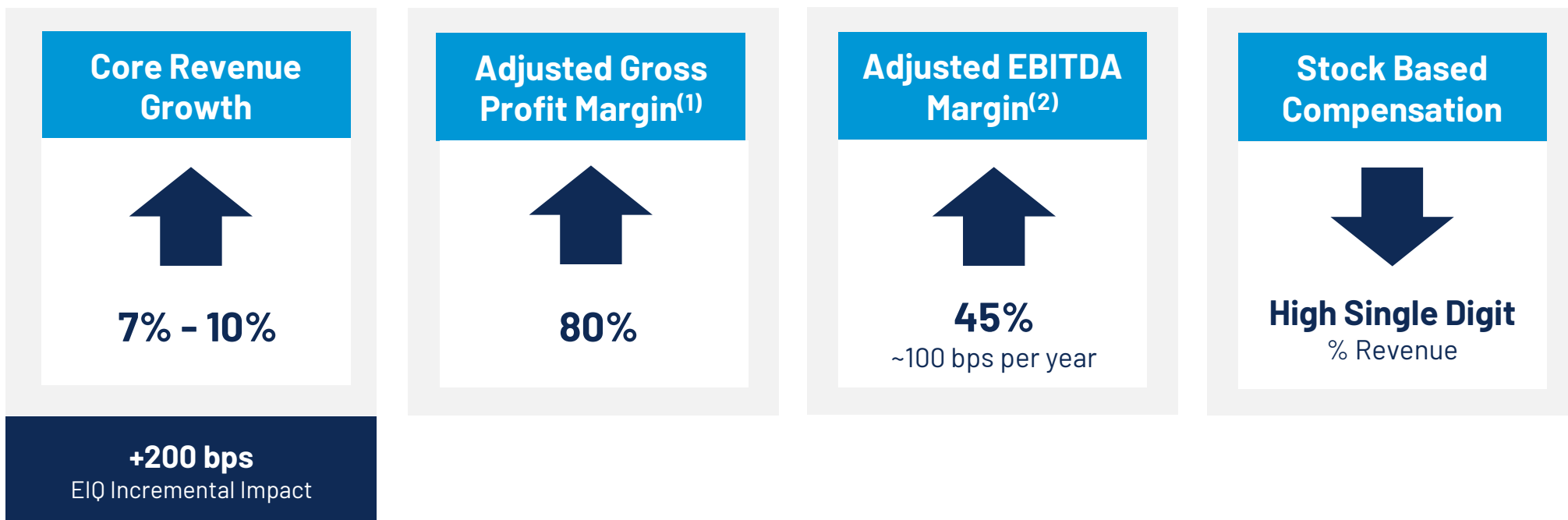
FINANCIAL GUIDANCE

LONG-TERM REVENUE GROWTH FRAMEWORK

% of Contribution to Annual Growth by Category



LONG-TERM TARGETS



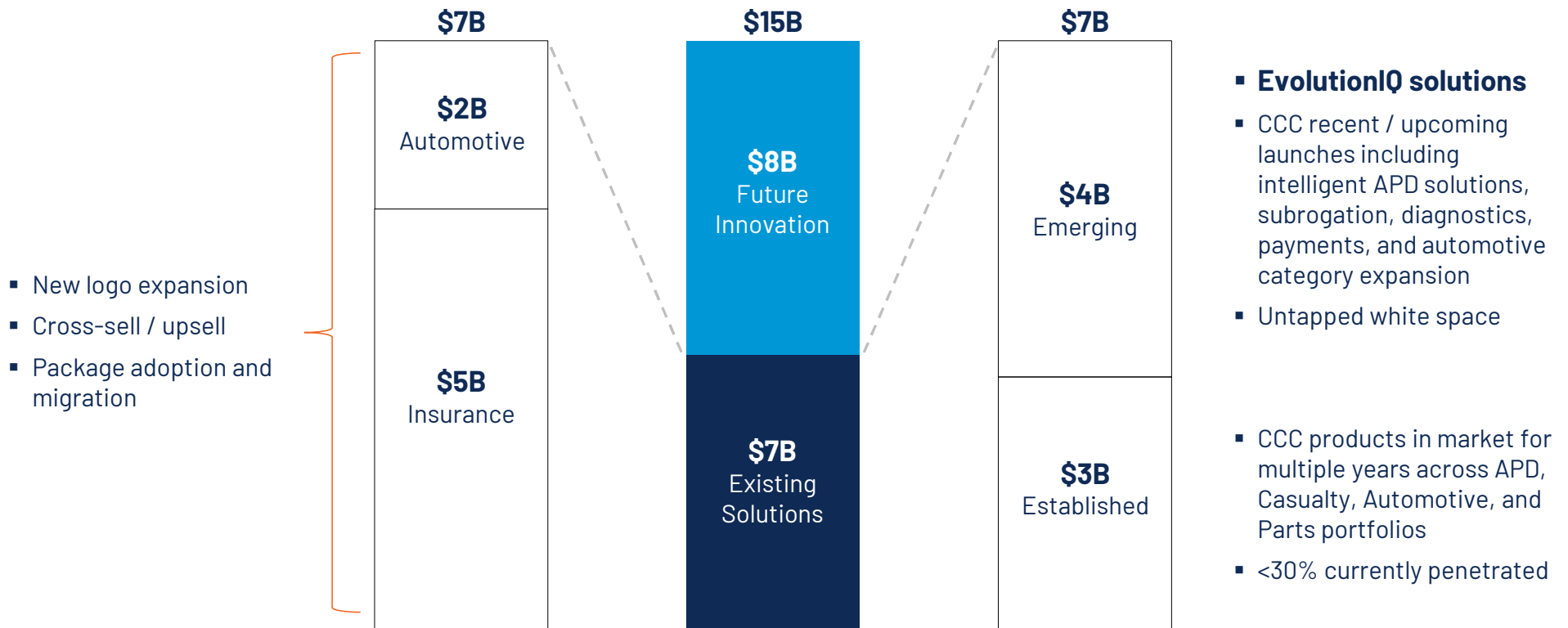
1. Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit margin is calculated as Adjusted gross profit divided by Revenue, excluding divested product line. See "Disclaimer-Non-GAAP Financial Measures."
 2. Adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures. Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by Revenue. See "Disclaimer-Non-GAAP Financial Measures" and the Appendix for a reconciliation to the most directly comparable GAAP measure

APPENDIX



TOTAL MARKET OPPORTUNITY FOR EXISTING SOLUTIONS⁽¹⁾ (INCLUDING EVOLUTIONIQ) IS LARGE AND GROWING

CCC All US P&C Addressable Market⁽²⁾





RECONCILIATION

(US \$ in millions)¹

	<u>2023</u>	<u>2024</u>	<u>2025</u>
Net Income (Loss)	(\$90)	\$31	\$2
Interest Expense	64	65	71
Interest Income	(16)	(12)	(5)
Income tax provision (benefit)	6	13	20
Depreciation and Amortization	135	124	150
EBITDA	\$98	\$220	\$238
Stock-based compensation expense and related employer payroll tax	148	178	181
M&A and integration costs	3	9	9
Litigation (proceeds) costs, net	5	4	(4)
Equity transaction costs, including secondary offering costs	2	2	1
Change in fair value of contingent consideration	0	(0)	0
Change in fair value of warrant liabilities	15	(14)	0
Change in fair value of derivative instruments	6	5	8
Income from derivative instruments	(6)	(7)	(2)
Debt refinancing costs	0	0	4
Goodwill and intangible asset impairment charges	83	0	0
Adjusted EBITDA - Non-GAAP	\$353	\$397	\$436
Adjusted EBITDA Margin	41%	42%	41%

1. Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by revenue, excluding divested product line. See "Disclaimer-Non-GAAP Financial Measures."



RECONCILIATION (CONTINUED)

(US \$ in millions)¹

	<u>2023</u>	<u>2024</u>	<u>2025</u>
Adjusted Gross Profit Calculation:			
Gross Profit	\$636	\$714	\$777
Amortization of acquired technologies	26	9	17
Stock-based compensation and related employer payroll tax	9	10	12
Impairment of acquired technologies	0	0	0
Adjusted Gross Profit¹	\$672	\$733	\$806
Gross Profit Margin	73%	76%	73%
Adjusted Gross Profit Margin¹	78%	78%	76%

1. Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit margin is calculated as Adjusted gross profit divided by Revenue. See "Disclaimer-Non-GAAP Financial Measures."

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DEFINITIONS

Term	Definition
Net Dollar Retention	<p>Calculated by dividing (a) annualized software revenue recorded in the last month of the measurement period for unique billing accounts that generated revenue during the corresponding month of the prior year by (b) Software annualized software revenue as of the corresponding month of the prior year. The calculation includes changes for these billing accounts, such as additional solutions purchased, changes in pricing and transaction volume, but does not reflect revenue for new customer billing accounts added. The calculation excludes: 1) one-time revenue related to volume true-ups and professional services (including implementation and consulting revenue), and 2) annualized software revenue for smaller customers with annualized software revenue below the threshold of \$100,000 for carriers and \$4,000 for shops.</p> <p>Beginning with the quarter ended March 31, 2025, Net Dollar Retention includes EvolutionIQ's software revenue, consistent with the methodology described above using Net Dollar Retention on a combined company basis for the prior year annualized software revenue to determine annualized revenue growth.</p>
Gross Dollar Retention	<p>Calculated by dividing (a) annualized software revenue recorded in the last month of the measurement period in the prior year, reduced by annualized software revenue for unique billing accounts that are no longer customers as of the current period end by (b) annualized software revenue as of the corresponding month of the prior year. The calculation reflects only customer losses and does not reflect customer expansion or contraction for these billing accounts and does not reflect revenue for new customer billing accounts added. The calculation excludes: 1) changes in estimates for one-time revenue related to volume true-ups and professional services (including implementation and consulting revenue), and 2) annualized software revenue for smaller customers with annualized software revenue below the threshold of \$100,000 for carriers and \$4,000 for shops.</p> <p>Beginning with the quarter ended March 31, 2025, Gross Dollar Retention includes EvolutionIQ's software revenue, consistent with the methodology described above using Gross Dollar Retention on a combined company basis for the prior year annualized software revenue to determine annualized revenue growth.</p>
Recurring Software Revenue	<p>Software subscriptions and hosted services are recognized over time and provide customers with the right to use the hosted software over the contract period without taking possession of the software and are billed on either a subscription or transaction basis. Software revenues are billed on a subscription or transaction basis under multi-year contracts for services.</p>
Other Revenue	<p>Comprised of professional services, implementation fees and other non-software services. Implementation fee revenue is recognized ratably over the contract period while other non-software services revenue is recognized in the period the service is performed.</p>



Diluted Share Count at Various Prices – Excluding Restricted Stock Unit Grants under 2021 Equity Incentive Plan – as of March 31, 2026

(US \$ in millions, shares in millions)

Trading Price Per Share	\$10.00	\$11.00	\$12.00	\$13.00	\$14.00	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00
Common Shares Outstanding											
Issued and outstanding @ 03-31-26 (excluding Sponsor Earnout)	578.1	578.1	578.1	578.1	578.1	578.1	578.1	578.1	578.1	578.1	578.1
Management Equity Compensation											
Options ¹	14.2	14.8	15.3	15.7	16.1	16.4	16.6	16.9	17.1	17.3	17.4
Earnouts											
Sponsor Earnout ²	0.0	0.0	0.0	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
CCC Shareholder Earnout ³	0.0	0.0	0.0	0.0	0.0	15.0	15.0	15.0	15.0	15.0	15.0
Fully Diluted Shares Outstanding⁴	592.3	592.9	593.4	602.4	602.8	618.1	618.3	618.6	618.8	619.0	619.1
Equity Value	\$ 5,923	\$ 6,522	\$ 7,120	\$ 7,831	\$ 8,439	\$ 9,271	\$ 9,893	\$ 10,516	\$ 11,138	\$ 11,760	\$ 12,383
(+) Net Debt ⁵ March 31, 2026	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251	\$ 1,251
Enterprise Value	\$ 7,174	\$ 7,773	\$ 8,371	\$ 9,082	\$ 9,689	\$10,522	\$ 11,144	\$ 11,766	\$12,389	\$ 13,011	\$ 13,633

1. Total options of 20.6mm outstanding under the 2021 Equity Incentive Plan; dilution calculated using Treasury Stock Method with a weighted average strike price of \$3.10 per option.
2. Sponsor earnout shares of 8.6mm are issued and outstanding, subject to restrictions and cancellation if target price of \$13.00 is not achieved within 10 years of closing of the business combination agreement between Dragoneer Growth Opportunities Corp. and Cypress Holdings Inc. on July 30, 2021.
3. Existing shareholder earnout shares of 15.0mm are composed of a single tranche with target price of \$15.00 per share.
4. Fully diluted shares excludes the impact of unvested restricted stock unit grants, as of March 31, 2026, under the 2021 Equity Incentive Plan and purchases under the 2021 Employee Stock Purchase Plan.
5. Net debt consists of Term Loans of \$1,288mm less cash balance of \$37mm.



Diluted Share Count - 2021 Equity Incentive Plan - Unvested Restricted Stock Unit Grants - as of March 31, 2026

(shares in millions)

Year Granted	2022	2023	2024	2025	2026	Total
Management Equity Compensation¹	0.2	2.0	4.0	9.0	10.2	25.3
Restricted Stock Units ("R/S") - Time Vesting ²	0.2	2.0	3.2	7.8	10.2	23.3
R/S - Revenue Performance ³	-	-	0.4	0.6	-	1.0
R/S - EBITDA Margin Performance ⁴	-	-	0.4	0.6	-	1.0
R/S - Revenue Performance & TSR Modifier ⁵	-	-	-	-	2.1	2.1

1. Table outlines the total unvested restricted stock units granted and outstanding under the 2021 Equity Incentive Plan by year since July 30, 2021 when the business combination agreement between Dragoneer Growth Opportunities Corp. and Cypress Holdings Inc. was consummated.
2. 23.3mm of Restricted stock units granted with time-based vesting; which generally vest (i) over 4 years from the grant date for grants prior to 2025 and (ii) over 3 years for grants in and after 2025. Note: The 2025 grants includes awards related to the acquisition of EvolutionIQ Inc.
3. 1.0mm of Restricted stock units granted with cliff vesting based on the achievement of CCC's compound annual revenue growth rate percentage. Expected vesting in Q1 2027 for 2024 grants and Q1 2028 for 2025 grants. Amounts assume 100% vesting at target achievement.
4. 1.0mm of Restricted stock units granted with cliff vesting based on the achievement of CCC's cumulative adjusted EBITDA margin performance. Expected vesting in Q1 2027 for 2024 grants and Q1 2028 for 2025 grants. Amounts assume 100% vesting at target achievement.
5. 2.1mm of Restricted stock units granted with cliff vesting based on the achievement of CCC's compound annual revenue growth rate percentage and a multiplier based on CCC's total shareholder return relative to a peer group of companies during a specified performance period. Expected vesting in Q1 2029 for 2026 grants. Amounts assume 100% vesting at target achievement.