ANDERSEN®

Investor Presentation

August 2026

Disclaimer and Safe Harbor Statement

This presentation includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Act of 1934, as amended, that involve substantial risks and uncertainties. All statements other than statements of historical facts contained in this presentation, including statements regarding our future operating results and financial position; the nature and timing of future acquisitions and business combinations and related integration plans; our planned investments in talent, technology, automation, and AI; our business strategy and plans; market growth and our objectives for future operations, are forward-looking statements. The words “believe,” “may,” “will,” “estimate,” “continue,” “anticipate,” “design,” “intend,” “expect,” “could,” “plan,” “potential,” “predict,” “seek,” “should,” “would,” or the negative version of these words and similar expressions are intended to identify forward-looking statements.

We have based these forward-looking statements on our current expectations and projections about future events and trends that we believe may affect our financial condition, results of operations, strategy, short- and long-term business operations and objectives, and financial needs. These forward-looking statements are subject to a number of risks, uncertainties, and assumptions, including the risk that: our future results, and the business activities of our clients, may be adversely affected by volatile, negative or uncertain economic and geopolitical conditions; an inability to respond to the evolving technological environment could materially affect our results of operations; the development and use of AI could harm our business, damage our reputation or give rise to legal or regulatory action; we may be not able to maintain or increase our historical growth, or effectively manage future growth; we may not be able to generate or maintain client demand for our services; we may be unable to expand our service offerings; our success depends substantially on the continued services of our CEO, executive team, Managing Directors and other key personnel; we may be unable to maintain our reputation, brand and firm culture; we may be unable to recruit, train and retain qualified professionals, and to staff client engagements; we may be subject to cybersecurity incidents or attacks; we may be held liable for alleged errors in providing our services; we may be unable to identify potential acquisitions or business combinations or successfully integrate or manage completed acquisitions or business combinations, and those risks, uncertainties, and assumptions described in Part I, Item 1A “Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2025, and in other filings we make with the SEC from time to time including our Quarterly Reports on Form 10-Q for the quarters ended March 31, 2026 and June 30, 2026. Moreover, we operate in a very competitive and rapidly changing environment. New risks emerge from time to time. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements we may make. In light of these risks, uncertainties, and assumptions, the forward-looking events and circumstances discussed in this presentation may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. You should not rely upon forward-looking statements as predictions of future events. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, performance or achievements. The forward-looking statements made in this presentation are given only as of August 12, 2026. We undertake no obligation to update any of these forward-looking statements for any reason after August 12, 2026, or to conform these statements to actual results or to changes in our expectations, except as required by law.

This presentation includes certain “non-GAAP financial measures,” as defined by SEC rules. We believe that these non-GAAP financial measures, when taken collectively, may be helpful to investors because they provide consistency and comparability with past financial performance and exclude certain items that are not necessarily reflective of our ongoing operations and performance. However, these measures are presented for supplemental informational purposes only, have limitations as an analytical tool, and should not be considered in isolation or as a substitute for financial information presented in accordance with GAAP. Other companies, including companies in the professional services industry, may calculate similarly titled non-GAAP financial measures differently or may use other measures to evaluate their performance, any of which could reduce the usefulness of our non-GAAP financial measures as tools for comparison. We have provided a reconciliation of those measures to the most directly comparable GAAP measures, which is available in the Appendix. Investors are encouraged to review the related GAAP financial measures and the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures, and not to rely on any single financial measure to evaluate our business.

Today’s Presenters

Mark Vorsatz

Chief Executive Officer, Chairman

Neal Livingston

Chief Financial Officer

Greg Vistica

Managing Director, Investor Relations

Firm Overview

Andersen At-A-Glance

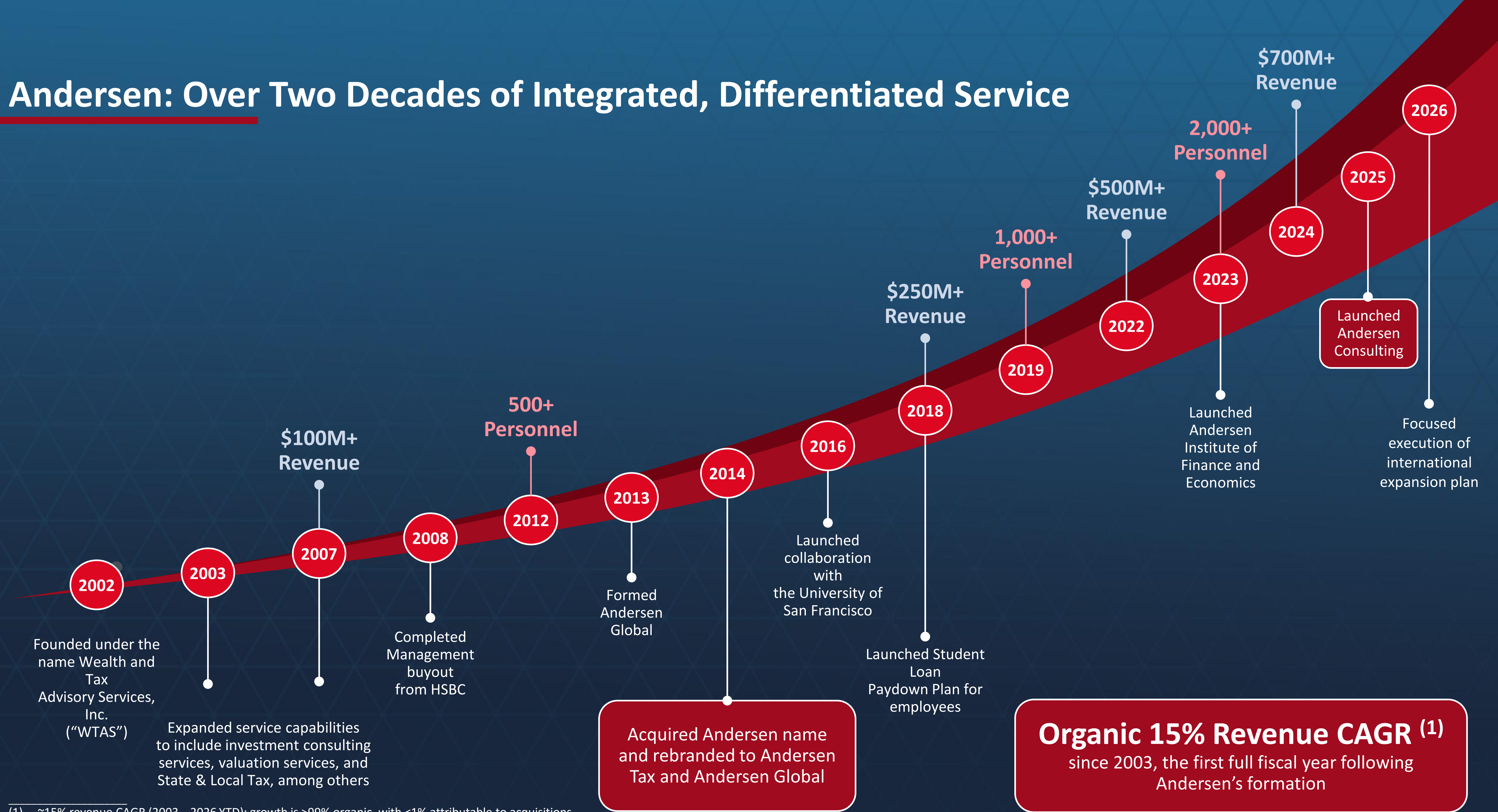
Andersen Group Inc. (NYSE: ANDG)

Robust Top-Line Performance	**$913M** LTM Q2'26 Revenue	**18.0%** LTM Q2'26 YoY Growth
Significant Client Base	**13,500** Client Groups	**23,800** Client Engagements
Large Pool of Talented Professionals	**349** Managing Directors	**2,690** Total Employees
Healthy Margins and Profitability	**26.4%** LTM Q2'26 Adj. Net Income Margin (1)	**28.8%** LTM Q2'26 Adj. EBITDA Margin (1)

All figures are as of Q2'26.

(1) Adj. Net Income Margin and Adj. EBITDA Margin are non-GAAP financial measures. Please see Appendix A for the reconciliations of these non-GAAP financial measures to their most directly comparable GAAP financial measures.

Andersen: Over Two Decades of Integrated, Differentiated Service



(1) ~15% revenue CAGR (2003 – 2026 YTD); growth is >99% organic, with <1% attributable to acquisitions.

We Have Continued to Execute on Our Firm Strategy in 2026

1

Continue Expanding Andersen's Multi-Dimensional Platform With New Service Lines

Launched consulting offering and new Tax Transformation and Innovation Practice that combines deep tax knowledge with advanced technology and process innovation

2

Technology Partnerships Enhancing Scope of Delivery Capabilities

Introduced new partnerships in digital transformation, AI, cybersecurity and human capital management to enhance technology capabilities

firstQA Systems

TruScore

VAPORVM

3

Global Expansion Through Targeted Acquisitions and Business Combinations

Strategic acquisitions of and business combinations with collaborating firms, identified through a disciplined, multi-year partnership vetting process that drives rapid integration at attractive purchase prices

4

Investment in Talent With Launch of New AI Focused Programs

Partnered with University of San Francisco to introduce a new training program on the integration of GenAI into professional tax practice

UNIVERSITY OF SAN FRANCISCO

5

Continued Industry Recognition and Market Leadership

Recognized as a Top 100 Firm in 2025 and 2026 by Accounting Today and in 2025 by INSIDE Public Accounting

accountingTODAY 2026 Top Tax Firms

INSIDE public accounting TOP 100 FIRMS 2025

Source: Accounting Today, INSIDE Public Accounting.

Multi-Dimensional Business With A Large Footprint Worldwide

Andersen Group Inc. ("ANDG")
2,690 Total Employees Across 28 U.S. Locations and 5 International Countries

Solutions	International Countries
Tax	India
Valuation	Ireland
Consulting	New Zealand
Alternative Investment Funds	Nigeria
Global Mobility	Uruguay

Note: All figures as of June 30, 2026.

Andersen Unlocks International Reach

Solutions
Consulting
Tax
Legal
Valuation
Investment Banking
Global Mobility

400+
Member and Collaborating Firms and Andersen Consulting Firms

1,000+
Locations

180+
Countries

3,000+
Partners

50,000+
Professionals

Figures as of June 30, 2026.
(1) "Andersen Global" refers to legally independent member firms of Andersen Global (a Swiss verein), of which Andersen Tax LLC is a founding member.
(2) "Andersen Consulting" refers to firms that have signed contracts to become limited partners in Andersen Consulting Holdings L.P. (a Delaware Limited Partnership) and that currently operate under the "Andersen Consulting" brand.
(3) "Collaborating Firms" refers to firms that have entered into a non-exclusive collaboration agreement with Andersen Global to provide tax, legal or valuation services; or with Andersen Consulting Holdings LP to provide consulting services.

Andersen Group Inc. (NYSE: ANDG)

Increasingly Complex Operating Environment Creates Greater Financial and Operational Uncertainty

Desire for Broader Service Offerings

Desire for Cross-Border Capabilities

Better Service Integrated with Technology & AI

Conflicts for Audit Firms with Independence Issues

Shift in Focus of Buyer from Functional Head to C-Suite

Majority Influx of Private Equity and Consolidation of Professional Services Firms

Greater Need for Quality for Technology Investment and Services Expansion

We Believe the Need for Financial Advisory Services Is Greater Than Ever

Integrated Multi-Dimensional Services Platform Unlocking Client Success

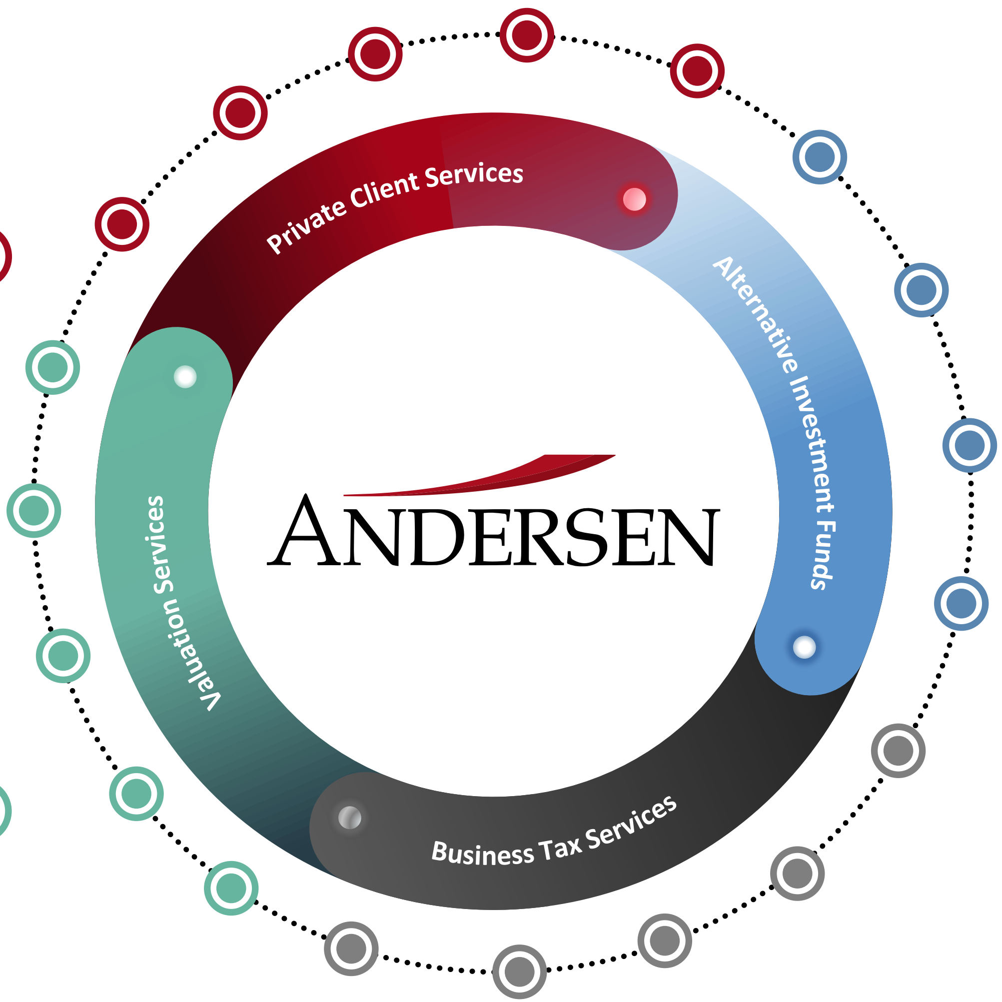
Family Office Consulting

Global Workforce Mobility

Investment Consulting

Private Accounting Solutions

Trust, Estate and Charitable Planning



Real Estate Consulting

Fund Tax Compliance and Advisory

Fund Formation and Global Structuring

Fund Accounting

Tax Valuation

Litigation and Dispute Support

Fixed Assets and Cost Segregation

Tax Transformation and Innovation

Financial Due Diligence and Transaction Support

International Tax Services and Transfer Pricing

M&A Tax Advisory

State and Local Tax

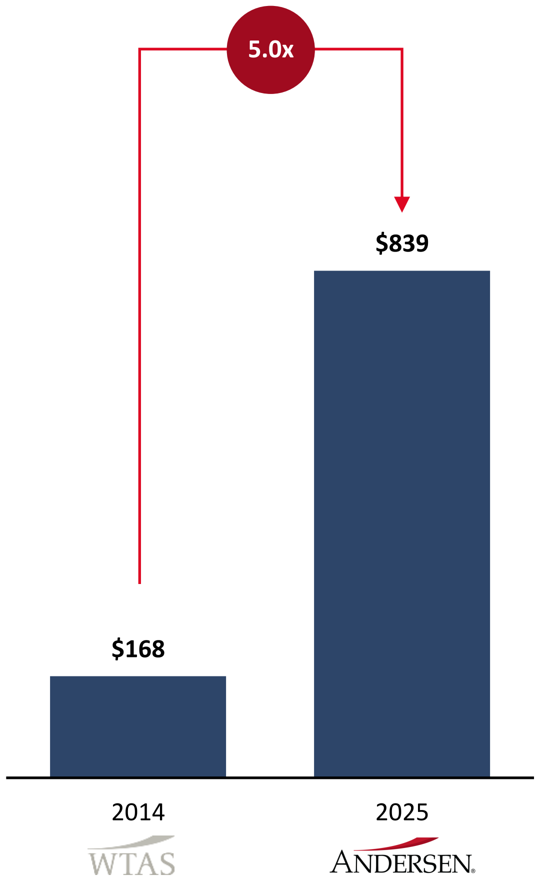
Tax Compliance and Reporting

Tax Technology Automation

Our Brand Has Enabled Our Rapid Progress

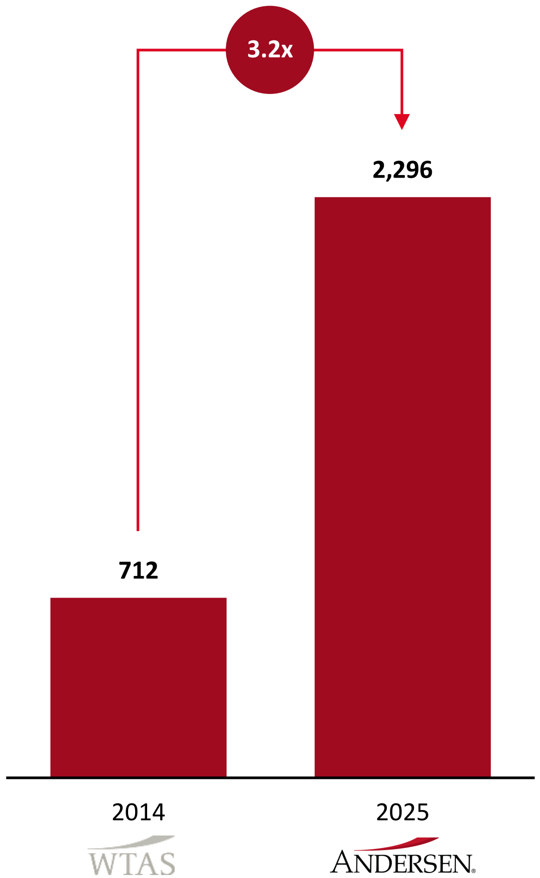
REVENUE (1)

($ in millions)



PERSONNEL (1)

(#)



ANDERSEN®

Build a Culture of Excellence

Creating the highest standards of professionalism in client service

Accelerate Growth and Improved Profitability

Brand drawing high-quality clients that supports $350k+ average revenue per employee (2)

Attract and Develop Top Talent

Reputation for excellence enabling us to attract and retain talented professionals

Note: Figures shown exclude Andersen Global member and collaborating firms.
(1) As of 12/31/2014 and 12/31/2025 respectively. Represents the listed U.S. entity only.
(2) As of 12/31/2025.

Unique Culture Defined by Our History and Identity

Core Values
Best-in-Class
Stewardship
Independence
Seamless
Transparency

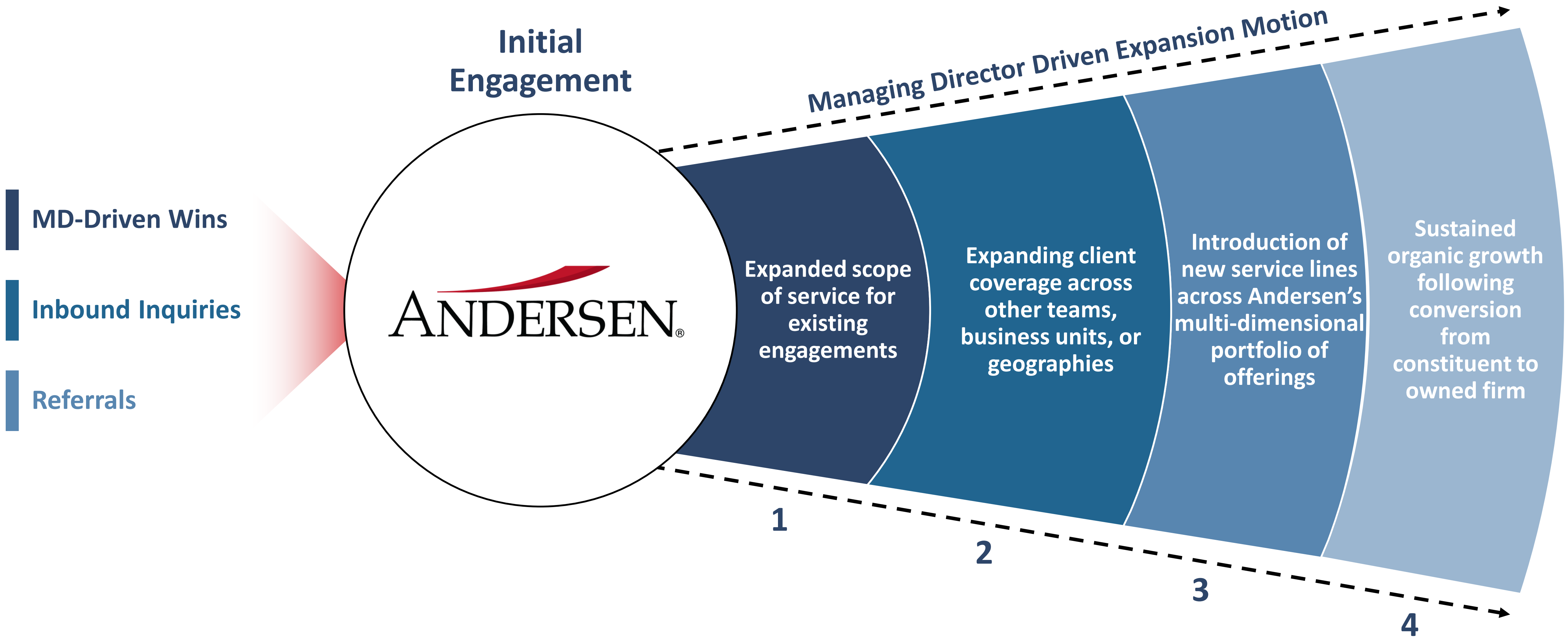
Our culture enables the Andersen brand to remain one of the most globally recognized and respected names within the professional services industry

Well-Positioned Versus the Competition

We believe we have strong and sustained differentiation from our competition

	ANDERSEN	Boutique Accounting Firms	Specialized Consultants	Global Full-Service Accounting Firms
Multi-Dimensional Platform	●	◔	◔	◕
Global Presence	●	◔	◑	●
Premium Service Offerings	●	◑	◕	◔
High Partner Engagement	●	◑	◑	◔
Recurring Client Relationships	●	◑	◔	◕
M&A Capability	●	○	◔	◔
Not Constrained by Auditor Independence Rules	✓	✗	✓	✗

Powerful Go-to-Market Motion Driven by Targeted Managing Director-Led Business Development Initiatives



Diverse Portfolio of Established Client Relationships Supports Durability of Business Model

13,500
Client Groups (1)

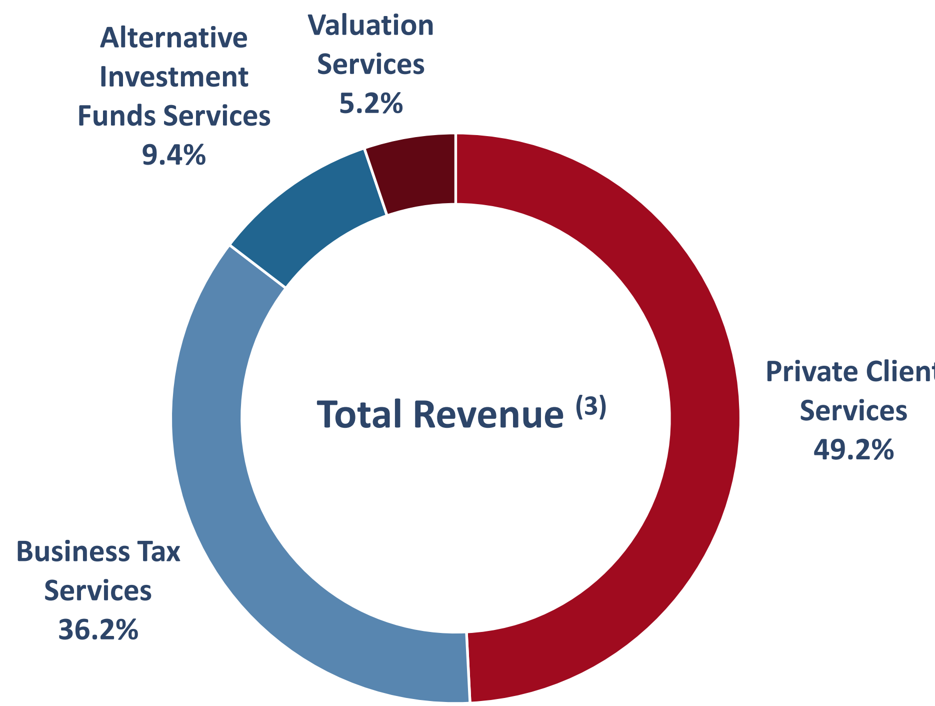
23,800
Client Engagements (1)

>70%
Revenue from client groups that have engaged Andersen for 3+ years (2)

687
Client Groups with minimum annual revenue of over $250k (2)

~5.5%
Revenue from top 10 client groups (2)

ATTRACTIVE, DIVERSE MIX OF SERVICES



(1) As of June 30, 2026.
(2) As of or for the year ended December 31, 2025.
(3) For the six months ended June 30, 2026.

Leveraging AI Capabilities to Enhance Service Delivery Capabilities Across the Firm

AI INVESTMENT INITIATIVES

1. **Deploy enterprise AI productivity tools** across Andersen practice groups to improve firm efficiency
2. Develop **strategic alliances** with leading third-party AI firms that provide access to proprietary technologies that support delivery of **enhanced client services**
3. Adopt internal **AI Responsible Use Policy** and **AI Readiness Strategy,** with specialized training and development programs to embed AI across Andersen
4. **Leverage vast client data set** to support development of internal AI capabilities, while maintaining strict privacy and confidentiality standards
5. **Invest in AI companies** to accelerate capability building and access proprietary tech
6. Partner with the University of San Francisco School of Law on a **first-of-its-kind GenAI Tax Research Training Program** to upskill tax professionals in responsible AI use

AI USE CASES

Client Facing

1. **AI Native Consulting Capabilities:** Identifying opportunities and delivering advisory services to clients with greater efficiency
2. **Preparation of Tax Returns**: Automation of tax returns and redeployment of professional time to high value services

Internal

3. **M&A Process Acceleration**: Agentic AI for Legal Department to accelerate due diligence and contract reviews
4. **Agentic Management of the Client Lifecycle**: Continue to develop holistic AI strategy to multiply client opportunities and pivot from billable hours to value billing

AI Vendors

LEAH · Globality · INTAPP · Lexis+® with Protégé™ · Palantir · salesforce · THOMSON REUTERS · Wolters Kluwer · Anthropic · skyflow

Multiple Vectors to Deliver Long-Term Growth

Expand Work with Existing Clients

Continuing expanding relationships with existing clients beyond current engagements

Cross-Sell Service Offerings to Current Clients

Introducing additional offerings to existing clients to expand our scope of services

Attract New High-Quality Clients

Strengthening Andersen's brand awareness amongst potential new clients

Add New Service Offerings

Pursuing near-term opportunities in consulting, investment banking, global mobility, international legal services and global tax litigation

Inorganic Growth

Selectively acquiring or combining with complementary businesses with strong cultural fit

8
Acquisitions Completed to Date

Accelerate International Footprint

Leveraging Andersen's global recognition is driving expansion beyond the U.S.

Financial Overview

Second Quarter 2026 Highlights

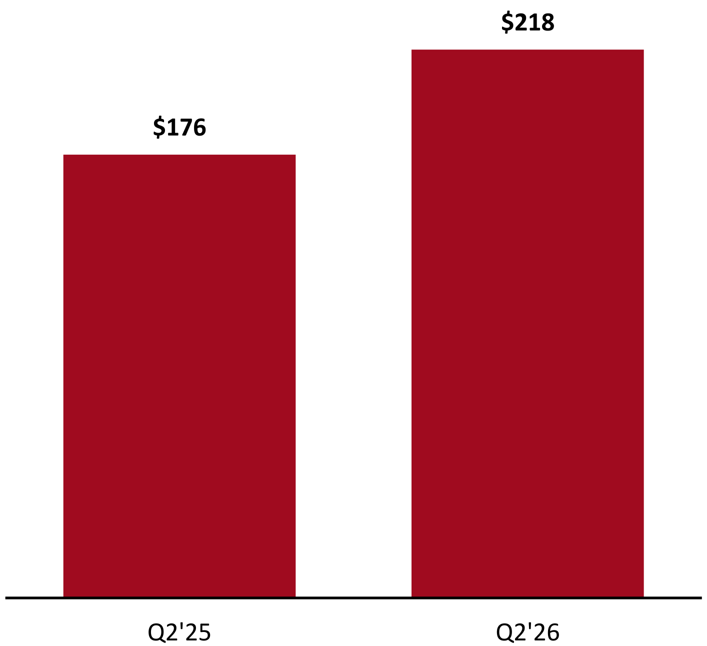
Robust Top-Line Performance	Significant Client Base	Large Pool of Talented Professionals	Healthy Margins and Profitability
$218M Q2’26 Revenue	13,500 Client Groups	349 Managing Directors	17.9% Q2’26 Adj. Net Income Margin
23.7% YoY Revenue Growth Q2’26 vs Q2’25	23,800 Client Engagements	2,690 Total Employees	21.1% Q2’26 Adj. EBITDA Margin

Note: Q2’26 figures are for the three months ended June 30, 2026; all other figures are as of or for the quarter ended June 30, 2026.
Note: Adj. Net Income Margin and Adj. EBITDA Margin are non-GAAP financial measures. Please see Appendix A for the reconciliations of these non-GAAP financial measures to their most directly comparable GAAP financial measures.

Robust Top-Line Performance…

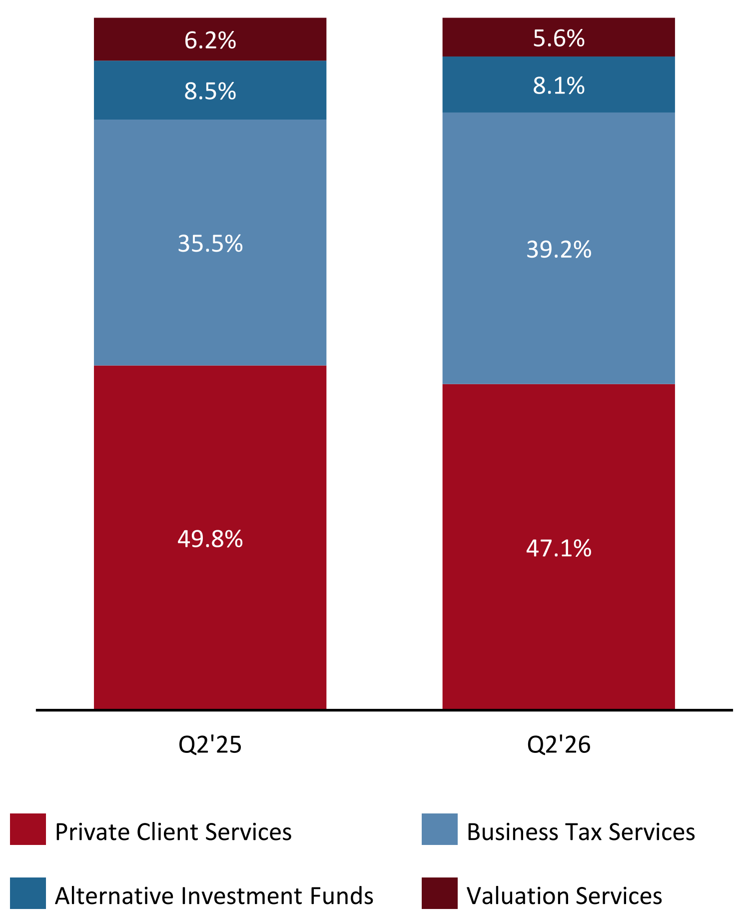
REVENUE

($ in millions)

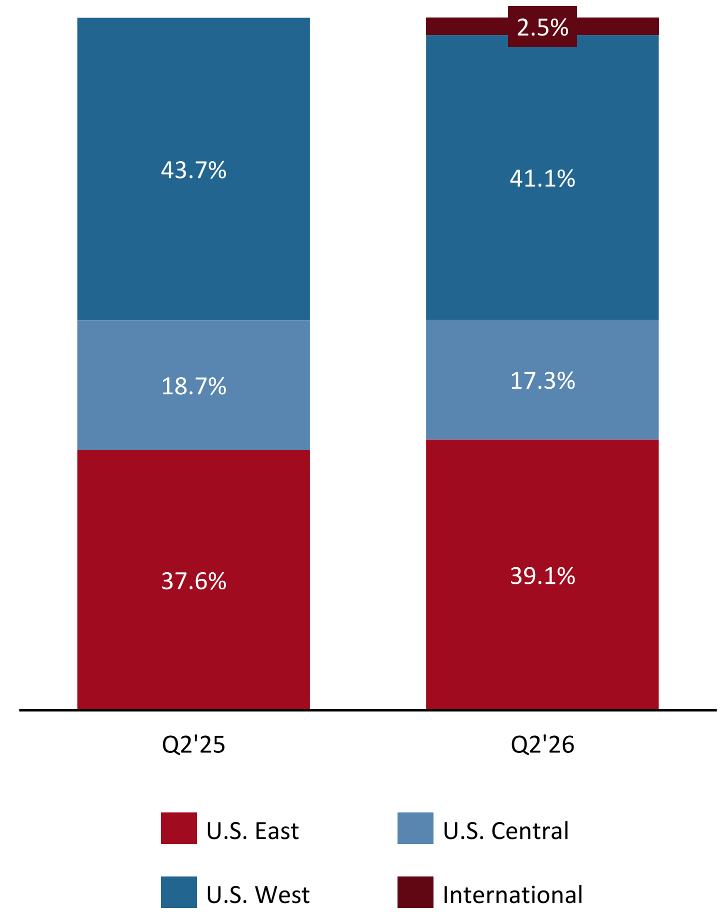


Growth % **23.7%**

REVENUE BY SERVICE LINE



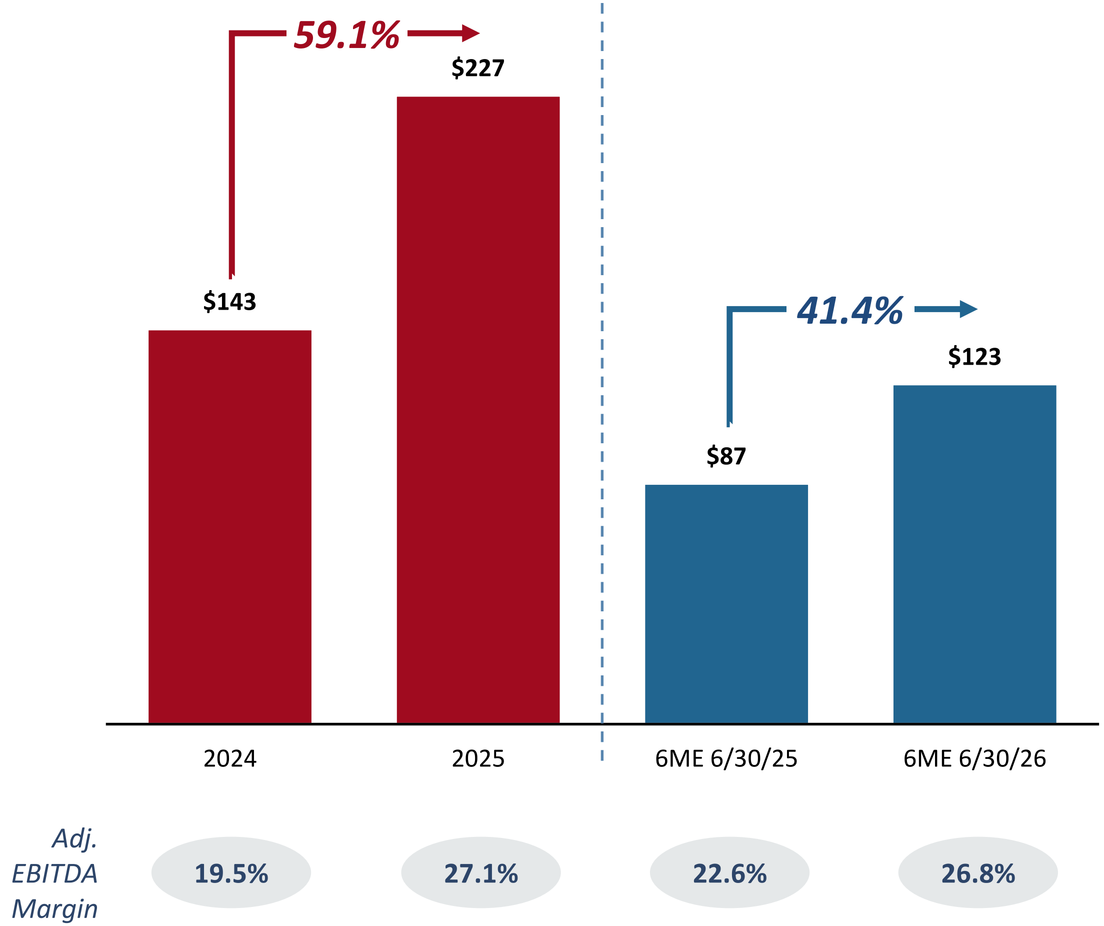
REVENUE BY GEOGRAPHIC REGION



…That Drives Healthy Margins & Profitability

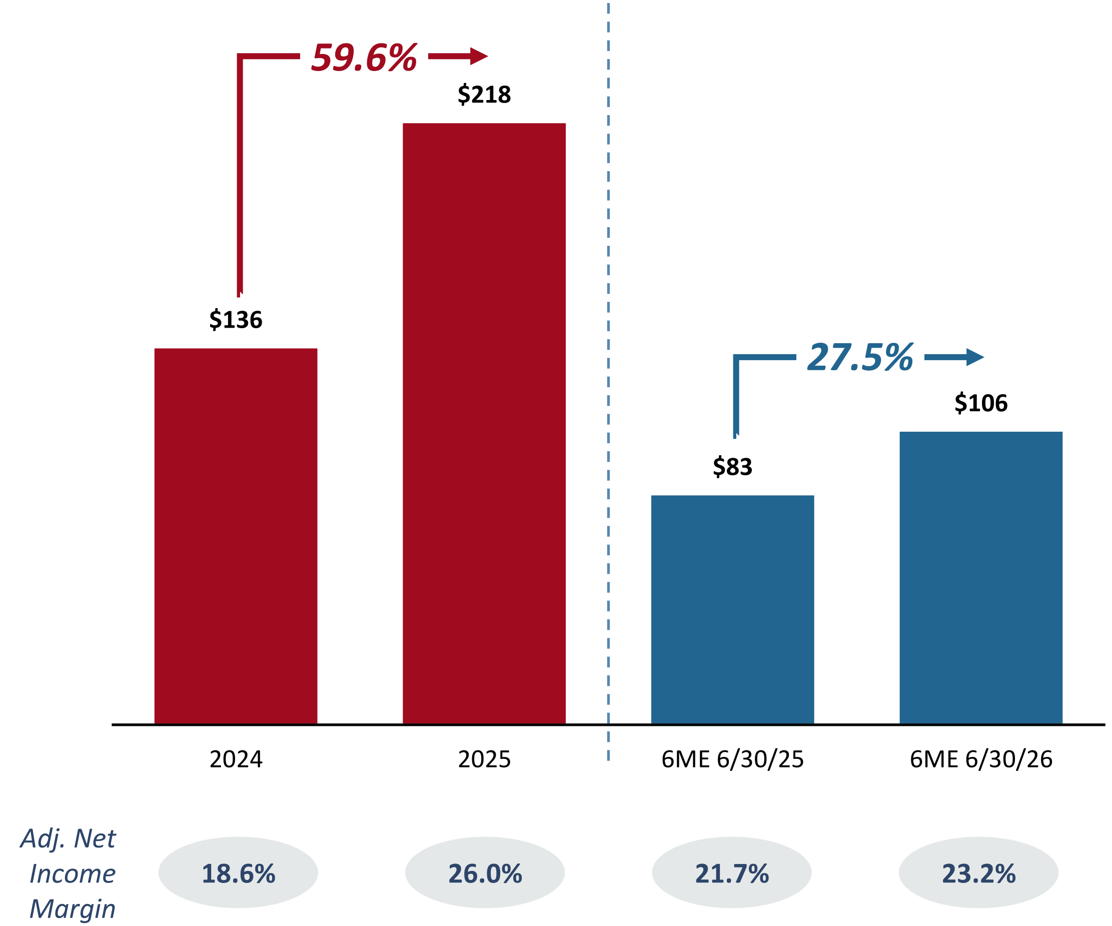
ADJ. EBITDA

($ in millions)



ADJ. NET INCOME

($ in millions)



Note: Adj. EBITDA, Adj. EBITDA Margin, Adj. Net Income and Adj. Net Income Margin are non-GAAP financial measures. Please see Appendix A for the reconciliation for these non-GAAP financial measures to their most directly comparable GAAP financial measures.

Appendix A

Non-GAAP Reconciliation

GAAP to Non-GAAP Reconciliation: EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin

(in thousands except percentages)	Twelve Months Ended June 30,		Six Months Ended June 30,		Three Months Ended June 30,		Year Ended December 31,	
	2026	**2025**	**2026**	**2025**	**2026**	**2025**	**2025**	**2024**
Net (Loss) Income	**($77,118)**	**$42,504**	**$7,644**	**($45,407)**	**($10,094)**	**($95,983)**	**($130,169)**	**$134,801**
Adjusted for:								
Interest income	(5,312)	(4,854)	(3,376)	(2,230)	(1,497)	(1,030)	(4,166)	(4,524)
Interest expense	13,310	279	12,121	247	5,887	104	1,436	64
Depreciation and amortization	9,670	8,351	4,796	4,131	2,522	2,036	9,005	8,325
Income tax expense (benefit)	8,574	(1,275)	2,740	(2,837)	(73)	(6,967)	2,997	2,395
EBITDA	**($50,876)**	**$45,005**	**$23,925**	**($46,096)**	**($3,255)**	**($101,840)**	**($120,897)**	**$141,061**
Adjusted for:								
Transaction costs (1)	8,970	4,985	4,984	3,392	935	1,959	7,378	1,593
Equity-based compensation:								
Vesting of Class X Aggregator Units and 2025 pre-IPO profits interest units (2)	100,501	129,559	83,372	129,559	42,268	129,559	146,688	—
Profits interest units at AT Umbrella LLC ("LTIP Units") (3)	2,749	—	2,648	—	1,748	—	101	—
Restricted stock issued to acquired firms (4)	846	—	846	—	846	—	—	—
Restricted stock units (5)	7,601	—	7,018	—	3,418	—	583	—
Equity restructuring costs (6)	193,163	—	—	—	—	—	193,163	—
Adjusted EBITDA	**$262,954**	**$179,549**	**$122,793**	**$86,855**	**$45,960**	**$29,678**	**$227,016**	**$142,654**
Revenue	$913,038	$774,086	$458,404	$384,058	$217,658	$175,991	$838,692	$731,593
Net (Loss) Income Margin	**(8.4)%**	**5.5%**	**1.7%**	**(11.8)%**	**(4.6)%**	**(54.5)%**	**(15.5)%**	**18.4%**
Adjusted EBITDA Margin	**28.8%**	**23.2%**	**26.8%**	**22.6%**	**21.1%**	**16.9%**	**27.1%**	**19.5%**

Note: In the second quarter of 2026, the definition of Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income and Adjusted Net Income Margin were revised to include all non-cash equity-based compensation expense. Comparative periods, including the year ended December 31, 2025, have been conformed to the revised presentation. The impact of the revision is not material to previously disclosed figures.

(1) Transaction costs include certain legal, accounting and consulting costs incurred related to planned mergers, acquisitions, and business combinations during the three and six months ended June 30, 2026 and certain legal, accounting and consulting costs incurred for public company readiness not eligible for capitalization and related to the planned restructuring during the three and six months ended June 30, 2025.

(2) Equity-based compensation expense associated with the vesting of Class X Aggregator Units consists of non-cash expenses associated with the vesting of Class X Aggregator Units, which were part of the Reorganization Transactions. During the three and six months ended June 30, 2026, we recognized $36.2 million and $73.7 million, respectively, of non-cash equity-based compensation expense associated with Class X Aggregator Units in cost of services, and $6.1 million and $9.7 million, respectively, in sales, general and administrative expense.

(3) Profits interest units at AT Umbrella LLC ("LTIP Units") are exchangeable for Class A common stock from Andersen Group Inc. During the three and six months ended June 30, 2026, we recognized $1.5 million and $2.4 million, respectively, of non-cash equity-based compensation expense associated with LTIP Units in cost of services, and $0.3 million and $0.3 million, respectively, in sales, general and administrative expense.

(4) Restricted stock issued to acquired firms represents shares of Class A common stock subject to a service period of 5 years. During each of the three and six months ended June 30, 2026, we recognized $0.8 million of non-cash equity-based compensation expense associated with restricted stock issued to acquired firms in cost of services.

(5) Restricted stock units granted to employees are subject to a vesting service period of 6 years. During the three and six months ended June 30, 2026, we recognized $2.7 million and $5.5 million, respectively, of non-cash equity-based compensation expense associated with restricted stock units issued to employees in cost of services, and $0.7 million and $1.5 million, respectively, in sales, general and administrative expense. Total compensation expense for RSUs granted in 2025 was approximately $0.6 million, of which $0.5 million was included in cost of services and $0.1 million was included in sales, general and administrative expense.

(6) In connection with the Reorganization Transactions, we incurred certain equity restructuring expenses as a result of the exchange of historical equity interests of the Management Holdcos for new Class H Aggregator Units and/or the combination of Class X Aggregator Units and Member Notes. The expense for these were incurred in December 2025.

GAAP to Non-GAAP Reconciliation:
Net Income, Adjusted Net Income and Adjusted Net Income Margin

(in thousands except percentages)	Twelve Months Ended June 30,		Six Months Ended June 30,		Three Months Ended June 30,		Year Ended December 31,	
	2026	**2025**	**2026**	**2025**	**2026**	**2025**	**2025**	**2024**
Net (Loss) Income	**($77,118)**	**$42,504**	**$7,644**	**($45,407)**	**($10,094)**	**($95,983)**	**($130,169)**	**$134,801**
Adjusted for:								
Transaction costs (1)	8,970	4,985	4,984	3,392	935	1,959	7,378	1,593
Equity-based compensation:								
Vesting of Class X Aggregator Units and 2025 pre-IPO profits interest units (2)	100,501	129,559	83,372	129,559	42,268	129,559	146,688	—
Profits interest units at AT Umbrella LLC ("LTIP Units") (3)	2,749	—	2,648	—	1,748	—	101	—
Restricted stock issued to acquired firms (4)	846	—	846	—	846	—	—	—
Restricted stock units (5)	7,601	—	7,018	—	3,418	—	583	—
Equity restructuring costs (6)	193,163	—	—	—	—	—	193,163	—
Income tax effect of adjustments	3,922	(4,223)	(229)	(4,211)	(119)	(7,430)	(60)	(12)
Adjusted Net Income	**$240,634**	**$172,825**	**$106,283**	**$83,333**	**$39,002**	**$28,105**	**$217,684**	**$136,382**
Revenue	$913,038	$774,086	$458,404	$384,058	$217,658	$175,991	$838,692	$731,593
Net (Loss) Income Margin	**(8.4)%**	**5.5%**	**1.7%**	**(11.8)%**	**(4.6)%**	**(54.5)%**	**(15.5)%**	**18.4%**
Adjusted Net Income Margin	**26.4%**	**22.3%**	**23.2%**	**21.7%**	**17.9%**	**16.0%**	**26.0%**	**18.6%**

____

Note: In the second quarter of 2026, the definition of Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income and Adjusted Net Income Margin were revised to include all non-cash equity-based compensation expense. Comparative periods, including the year ended December 31, 2025, have been conformed to the revised presentation. The impact of the revision is not material to previously disclosed figures.

(1) Transaction costs include certain legal, accounting and consulting costs incurred related to planned mergers, acquisitions, and business combinations during the three and six months ended June 30, 2026 and certain legal, accounting and consulting costs incurred for public company readiness not eligible for capitalization and related to the planned restructuring during the three and six months ended June 30, 2025.

(2) Equity-based compensation expense associated with the vesting of Class X Aggregator Units consists of non-cash expenses associated with the vesting of Class X Aggregator Units, which were part of the Reorganization Transactions. During the three and six months ended June 30, 2026, we recognized $36.2 million and $73.7 million, respectively, of non-cash equity-based compensation expense associated with Class X Aggregator Units in cost of services, and $6.1 million and $9.7 million, respectively, in sales, general and administrative expense.

(3) Profits interest units at AT Umbrella LLC ("LTIP Units") are exchangeable for Class A common stock from Andersen Group Inc. During the three and six months ended June 30, 2026, we recognized $1.5 million and $2.4 million, respectively, of non-cash equity-based compensation expense associated with LTIP Units in cost of services, and $0.3 million and $0.3 million, respectively, in sales, general and administrative expense.

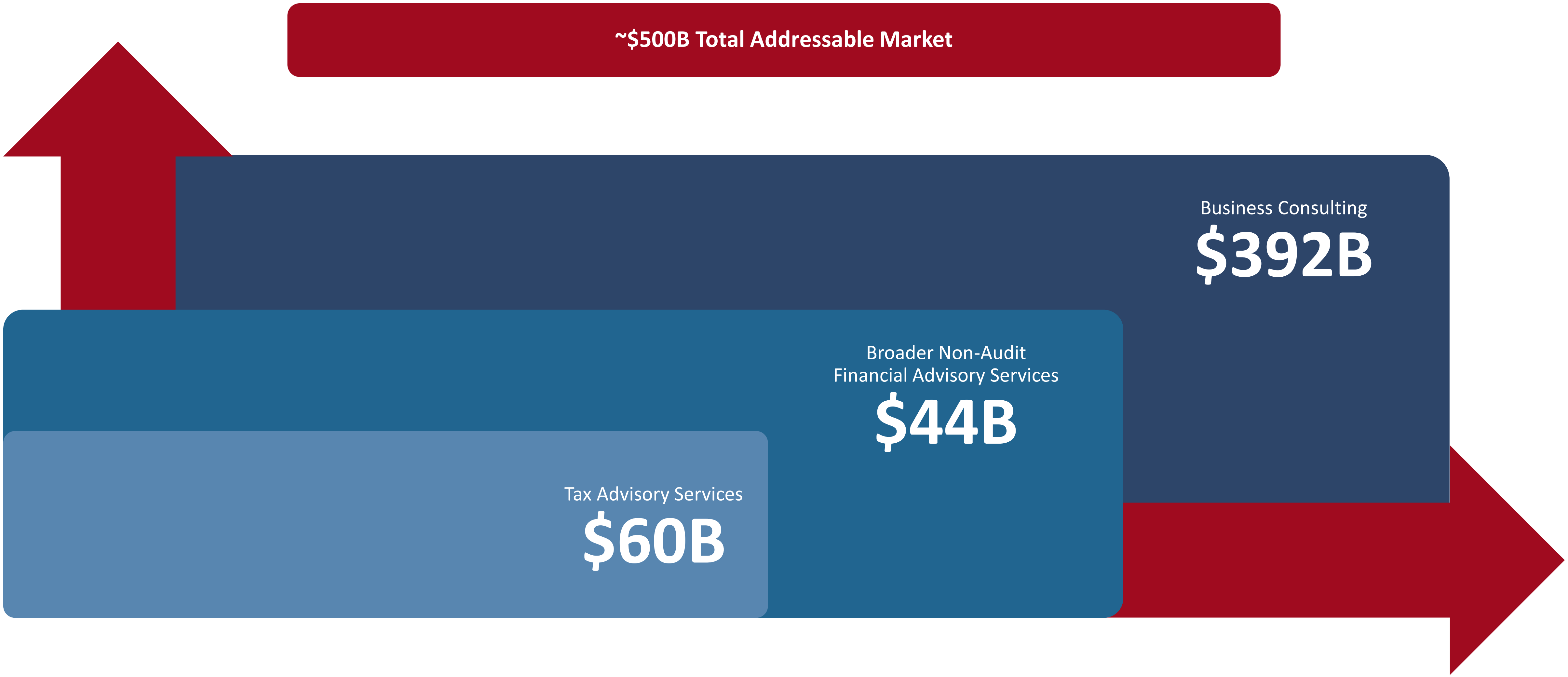
(4) Restricted stock issued to acquired firms represents shares of Class A common stock subject to a service period of 5 years. During each of the three and six months ended June 30, 2026, we recognized $0.8 million of non-cash equity-based compensation expense associated with restricted stock issued to acquired firms in cost of services.

(5) Restricted stock units granted to employees are subject to a vesting service period of 6 years. During the three and six months ended June 30, 2026, we recognized $2.7 million and $5.5 million, respectively, of non-cash equity-based compensation expense associated with restricted stock units issued to employees in cost of services, and $0.7 million and $1.5 million, respectively, in sales, general and administrative expense. Total compensation expense for RSUs granted in 2025 was approximately $0.6 million, of which $0.5 million was included in cost of services and $0.1 million was included in sales, general and administrative expense.

(6) In connection with the Reorganization Transactions, we incurred certain equity restructuring expenses as a result of the exchange of historical equity interests of the Management Holdcos for new Class H Aggregator Units and/or the combination of Class X Aggregator Units and Member Notes. The expense for these were incurred in December 2025.

Supplemental Information

Addressing a Significant Market Opportunity



Sources: IBISWorld's 2024 Tax Preparation Services, Accounting Services, Management Consulting, Business Valuation.
Note: Broader Non-Audit Financial Advisory Services include other non-audit related financial advisory and valuation services.
Note: Business consulting includes offerings such as corporate strategy, organizational design, process and operations management, etc.

ANDERSEN®