

CAPITAL MARKETS DAY 2023



Pascal DALOZ

Deputy CEO & Chief Operating Officer



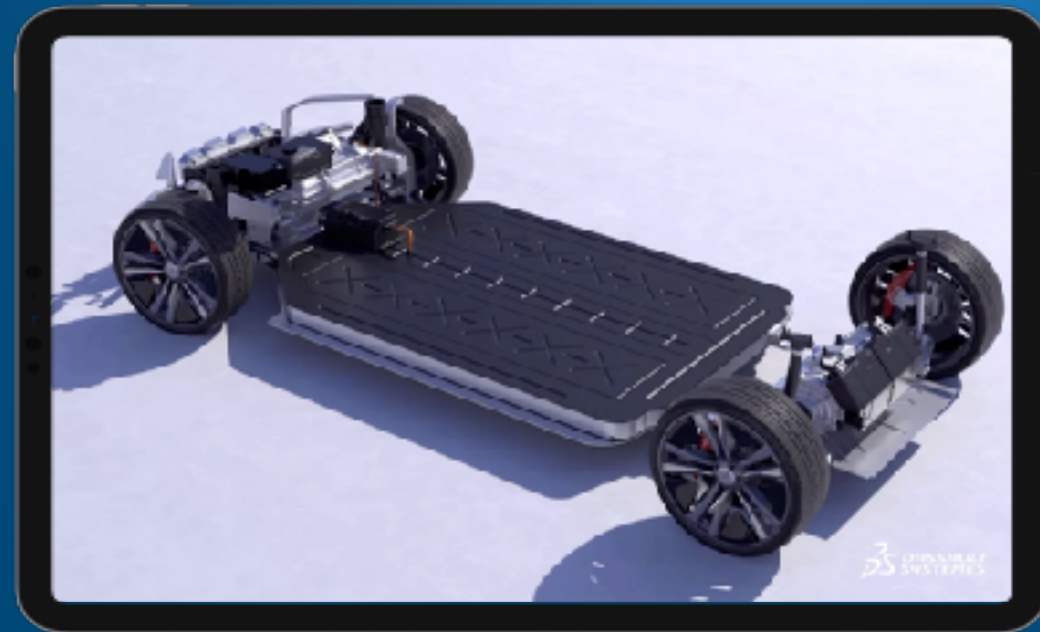
METAMORPHOSIS

METAMORPHOSIS IN THE 3 SECTORS OF THE ECONOMY



METAMORPHOSIS

FROM MOBILITY...



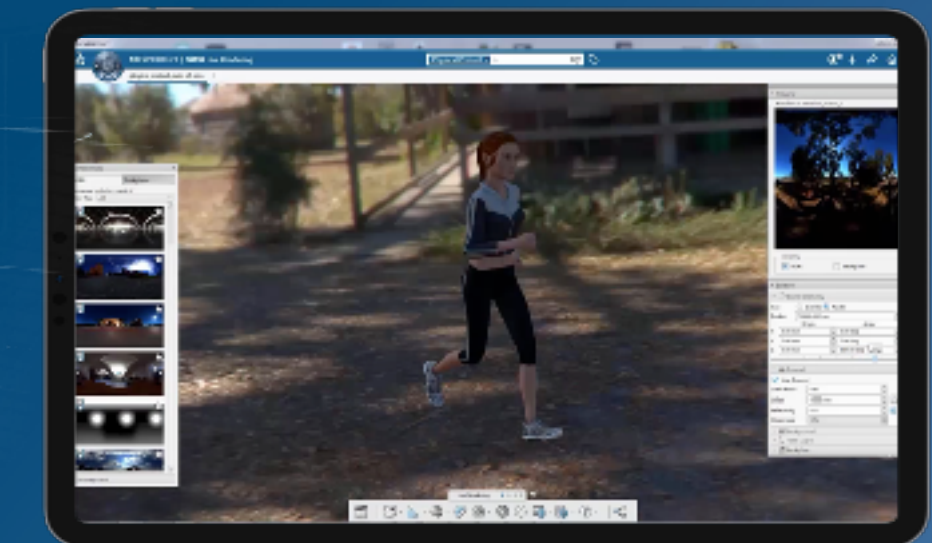
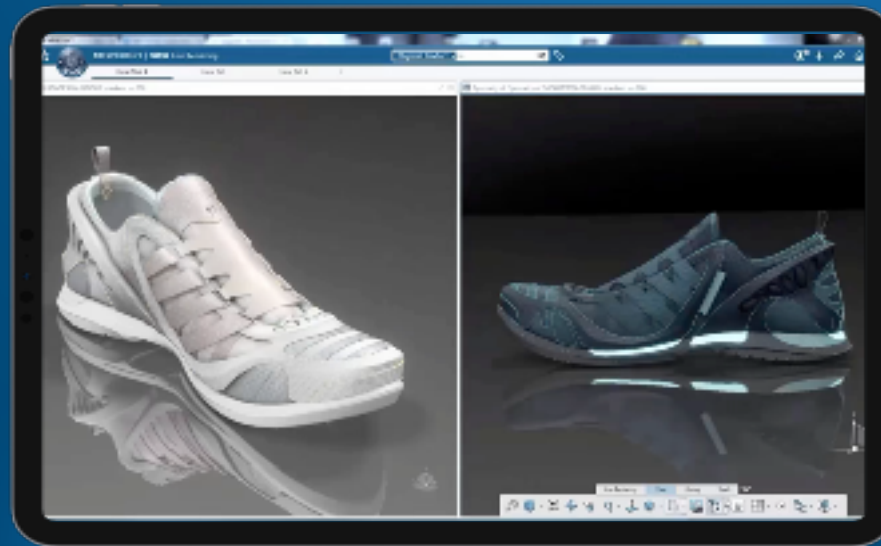
...TO SUSTAINABLE
ENERGY

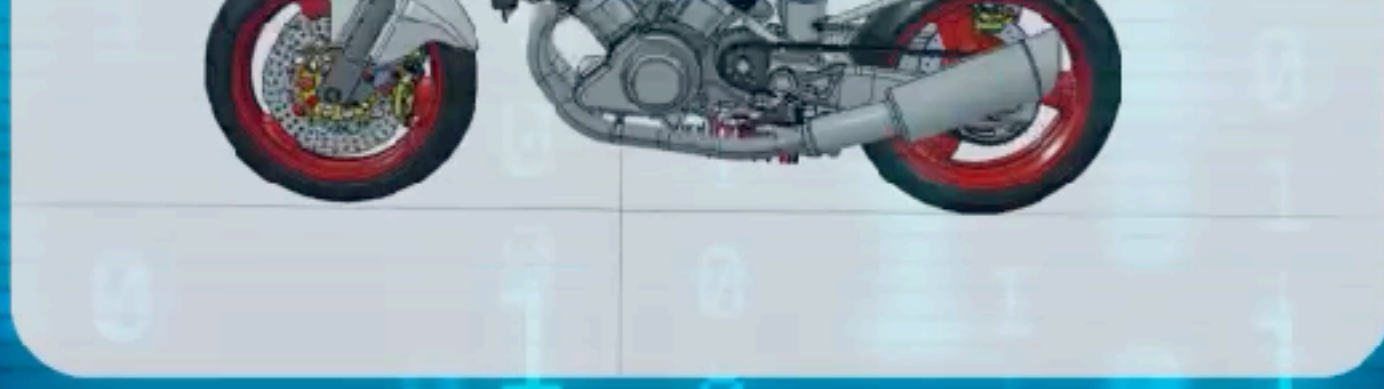


METAMORPHOSIS

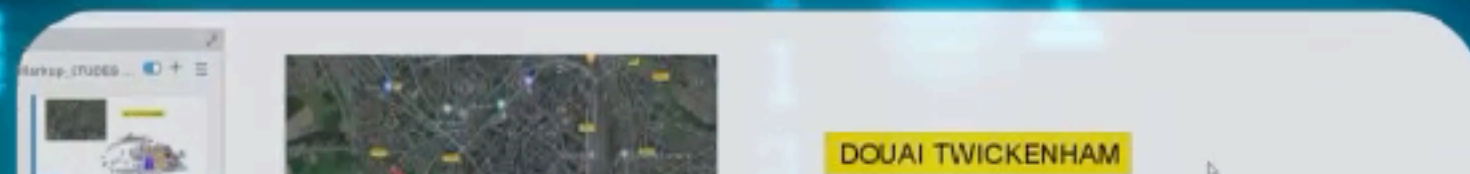
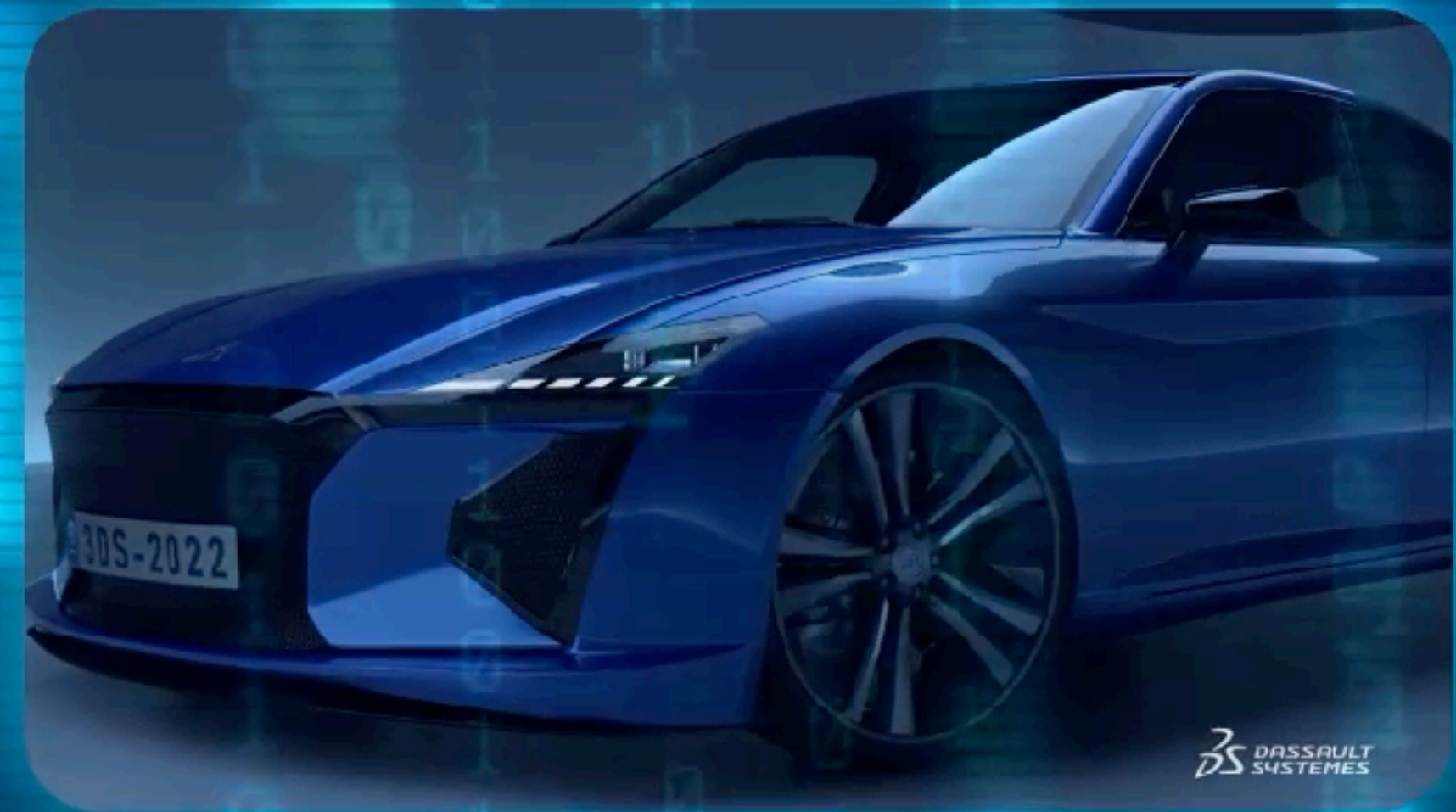
FROM LIFESTYLE...

...TO HEALTHCARE





THE VIRTUAL TWIN EXPERIENCE COMPANY



THE VIRTUAL TWIN EXPERIENCE COMPANY



V+R



FROM THINGS TO LIFE: NEXT GENERATION PRODUCT LIFECYCLE MANAGEMENT LIFE OF THE THINGS

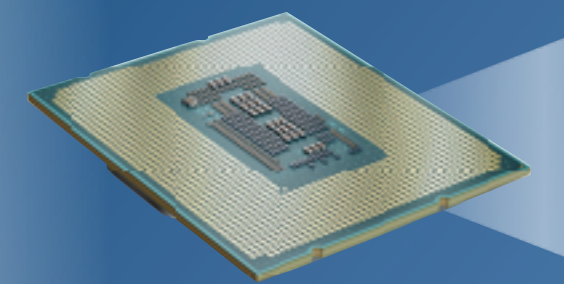
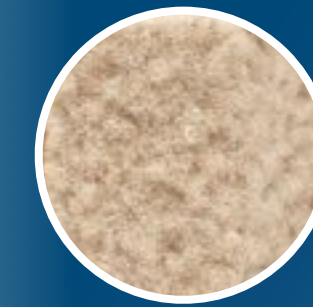
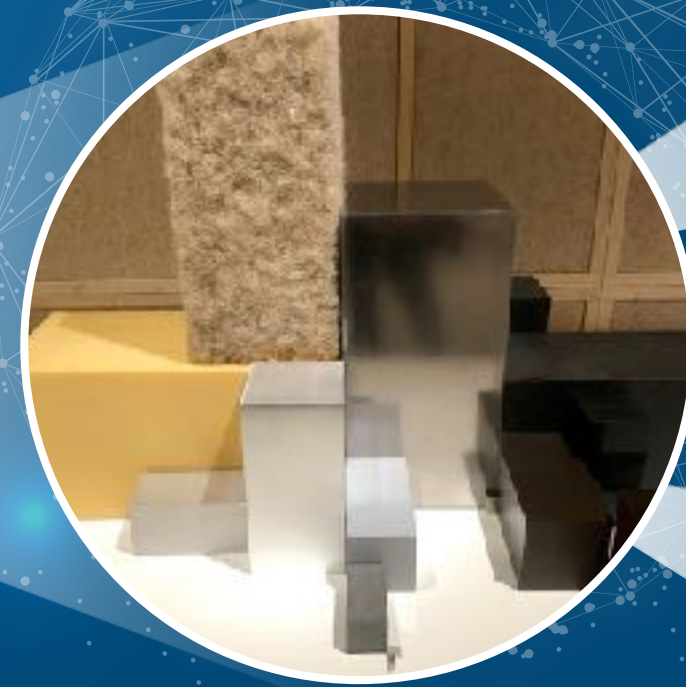


**SPIRAL OF
INNOVATION**

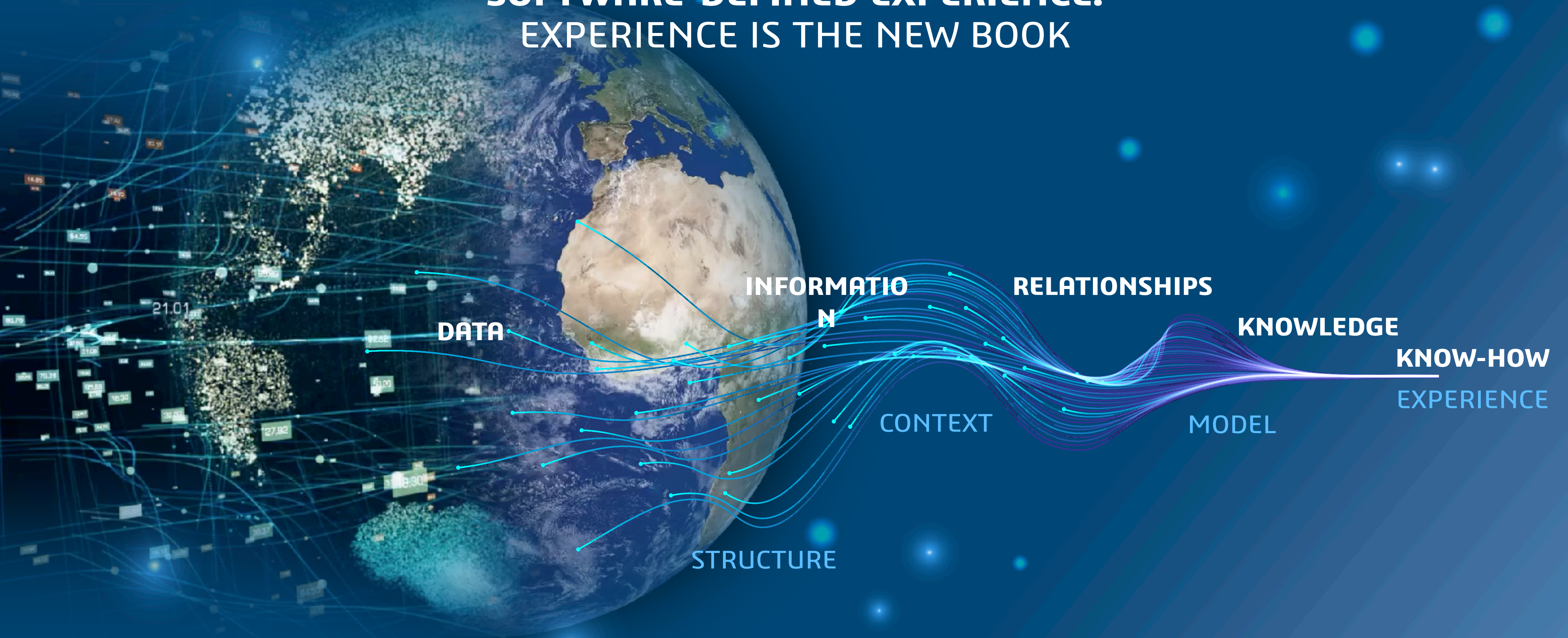


**SPIRAL OF
EXPERIMENTATION**

FROM THINGS TO LIFE: NEXT GENERATION PRODUCT LIFECYCLE MANAGEMENT OF MULTIPLE LIVES



SOFTWARE-DEFINED EXPERIENCE: EXPERIENCE IS THE NEW BOOK



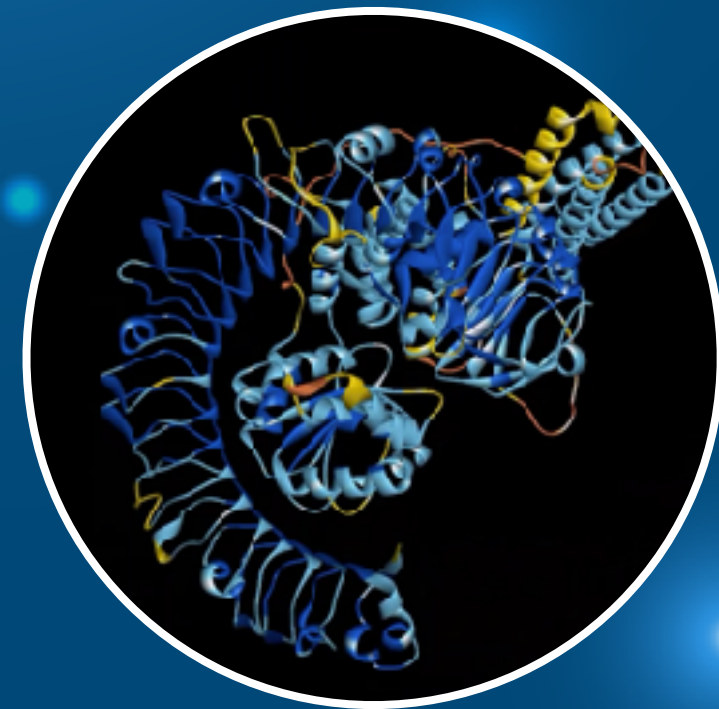
SOFTWARE-DEFINED EXPERIENCE: HUMAN-CENTERED GENERATIVE EXPERIENCES



Empowering individuals with
higher level of experiences
SYNTHESIS



Navigate the complexity of the world
to take informed business decisions
**NAVIGATE, DECISION
COMPLEXITY**



Open the imagination
to the new possible
**SPACE OF
POSSIBILITIES**

EXPERIENCE AS A SERVICE NEW VALUE EQUATIONS



EXPERIENCE AS A SERVICE POWER OF NUMBERS

BRAND APPS



1981

2012

2040

**3DEXPERIENCE
PLATFORM**

**VIRTUAL TWIN
EXPERIENCES**

SOCIETY



BUSINESS



PROFESSIONAL



REDIFINING OUR REACH

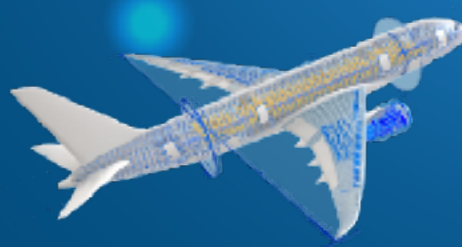
\$1T

\$4B



1981
3D Design

\$8B



1989
3D DMU
Digital Mock-up

INDUSTRY

\$16B



1999
3D PLM
Product Lifecycle Management

\$32B



2012
3DEXPERIENCE® platform

EXPERIENCE

\$100B



2020
Virtual Twin Experience of **Humans**

HUMAN



2040
Virtual Twin Experiences for a **Sustainable World**

METAMORPHOSIS



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