



**CAPITAL
MARKETS DAY**
2022

SUSTAINABLE EXPERIENCES



Bernard CHARLÈS

Vice-Chairman of the Board
Chief Executive Officer

AN AMBITIOUS PLAN

**Dassault System Opens New Pathways with 3D Experience
New 3D Experience Platform to Help Industrial Leaders
Unleash Customer Experience**

Paris, France, February 9, 2012 – Dassault System's CEO Jean-Pierre Delacour, CEO PAI, stated today at the Digital Summit 2012 that the new 3D Experience platform is a game-changer for the industrial sector. This platform is a new step in the evolution of the 3D Experience platform that will change the way industrial leaders and suppliers create value for their customers. The 3D Experience platform provides the way to "experience" all business with customers: by connecting designers, engineers, marketing managers and end customers in a new, virtual ecosystem.

"We have entered the 3D platform with our customers over the last few years. The ability to design and simulate products before they are produced is a major step in the evolution of the 3D Experience platform. It will change the way industrial leaders and suppliers create value for their customers. The 3D Experience platform provides the way to 'experience' all business with customers: by connecting designers, engineers, marketing managers and end customers in a new, virtual ecosystem."

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NEW YORK, January 8, 2020 – Dassault System's CEO Jean-Pierre Delacour, CEO PAI, stated today at the Digital Summit 2020 that the new 3D Experience platform is a game-changer for the industrial sector. This platform is a new step in the evolution of the 3D Experience platform that will change the way industrial leaders and suppliers create value for their customers. The 3D Experience platform provides the way to "experience" all business with customers: by connecting designers, engineers, marketing managers and end customers in a new, virtual ecosystem.

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2012
From Product to Experience

2020
From Things to Life

2009

V6 Architecture

« 3DEXPERIENCE »
The Knowledge & Know-How Platform

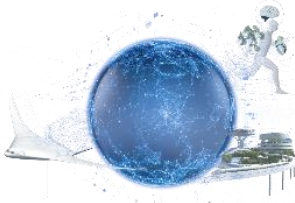
2014

3DEXPERIENCE platform Introduction

2019

3DEXPERIENCE
As a System of Operations
As a Business Model

>5B\$



2025

2030

IMAGINE THE NEW ECONOMY

CONSUMER



PATIENT



CITIZEN



THE EXPERIENCE ECONOMY

CIRCULAR ECONOMY

New Materials and Processes



Virtual Prototyping

Value Chains Reshaping



OUR PURPOSE

“
Dassault Systèmes provides business
& people with **3DEXPERIENCE®** universes
to imagine sustainable innovations capable
of **harmonizing product, nature and life.**
”



IFWE LOOP MODEL



*Dassault Systèmes
2012*

Experience Economy: from experience creation to experience in operation

Circularity: experience lifecycle assessment

Relationship: connecting the ecosystem

V+R: confrontation between imagination and reality

Harvard Business Review
48 Your Approach to Hiring Is All Wrong
74 What Western Marketers Can Learn from China
100 Cross-Border Leadership

The Age of Continuous Connection
When you can interact with your customers 24/7, you need a new business model.



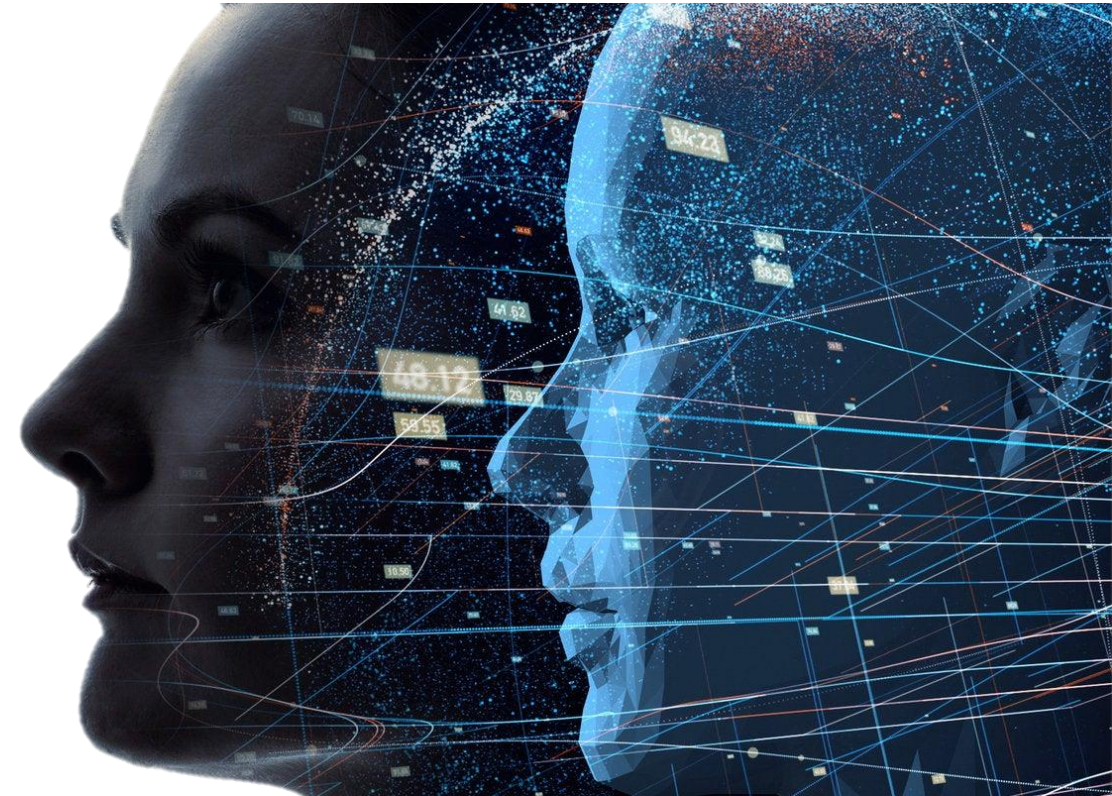
*Harvard Business Review
2019*

THE VIRTUAL TWIN EXPERIENCE TO IMPROVE AND EXTEND THE REAL WORLD

SCIENCE-BASED, MODSIM, DATA

V+R

BUILT-IN SUSTAINABILITY



3DEXPERIENCE FOR ALL

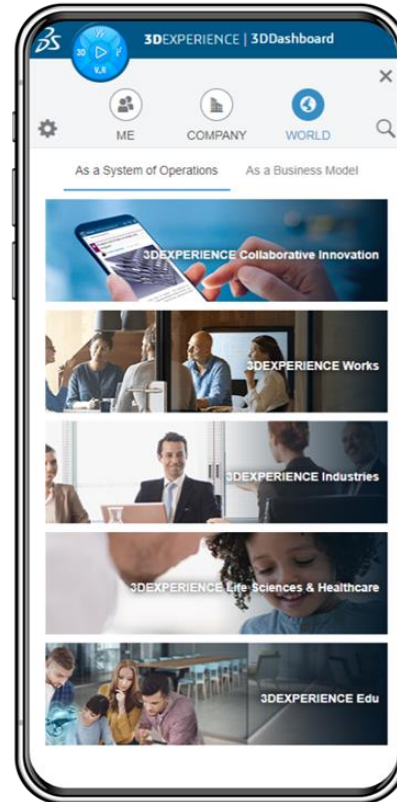
Working together anytime, anywhere and from any device

As a System of Operations

Industry Solution Experiences

Industry & Business Process Experiences

Roles & apps



As a Business Model

Partner of choice

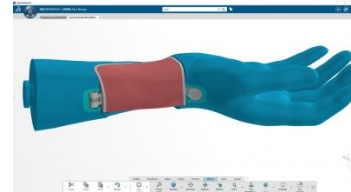
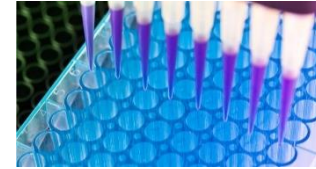
Services

Content

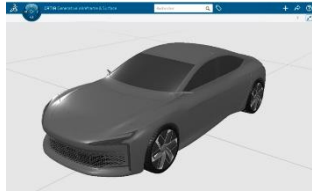
REASONS TO BELIEVE

	Transportation & Mobility	 RENAULT	 LAND ROVER	 JAGUAR	 TOYOTA	 SCANIA	 GAC	 TESLA	 WAYMO	 RIVIAN
	Aerospace & Defense	 BOEING	 AIRBUS	 LOCKHEED MARTIN	 DASSAULT AVIATION	 SAFRAN	 JOBY AVIATION	 VERTICAL	 EVIATION	
	Industrial Equipment	 CLAAS	 DOOSAN	 KÄRCHER	 Valmet FORWARD	 MASCHIO GASPARDO	 SOOSAN HEAVY INDUSTRIES	 ABB		
	Marine & Offshore	 ULU SEAFOOD VERITAS	 MEYER WERFT	 NAOS	 Sunreef Yachts LUXURY CATAMARAN MANUFACTURER	 NAVAL GROUP	 CSSC	 DAMEN		
	High-Tech	 ERICSSON	 Miele	 LG	 BOSCH	 FUJITSU	 SAMSUNG	 BROADCOM		
	Home & Lifestyle	 LUXOTTICA	 PANDORA	 ECCO	 GEBERIT	 Nowy Styl Group	 ARC	 TREK		
	Consumer Packaged Goods - Retail	 P&G	 Unilever	 L'ORÉAL PARIS	 PROTÈGE Terra Park LE QUI EST BIEN	 amcor	 Intermarché	 JUMBO		
	Life Sciences & Healthcare	 Joff	 Medtronic	 B BRAUN	 AMGEN	 SANOFI	 Pierre Fabre	 REGENERON		
	Infrastructure, Energy & Materials	 EDF	 ROSATOM	 ExxonMobil	 Chevron	 中国水电顾问 HYDROCHINA	 POSCO	 BHP	 naarea	
	Architecture, Engineering & Construction	 BOUYGUES CONSTRUCTION	 Smart Nation SINGAPORE	 METROPOLE Rennes	 CHINA RAILWAY DESIGN CORPORATION	 MG McGrath	 KENGO KUMA AND ASSOCIATES 隈研吾建築都市設計事務所			
	Cities, Public & Business Services	 Allianz	 BNP PARIBAS SECURITIES SERVICES	 LA POSTE MOBILE	 consip	 ABBA Lab	 lalux ASSURANCES	 LEWIS		

FROM INDUSTRY SHAKERS...



EVIATION



VERTICAL



TESLA

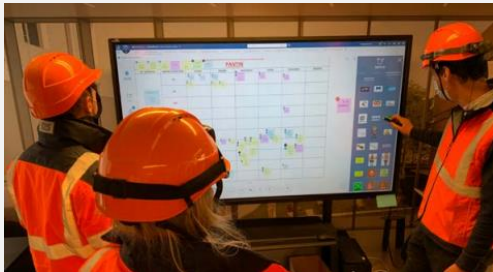


... TO ESTABLISHED PLAYERS

ENTERPRISE BUSINESS TRANSFORMATION



Construction virtual twin experience from design to operation connecting all stakeholders



Large-scale collaboration to improve data sharing between all functions and improve agility within the company



Enterprise platform to share, in real-time, all product-related data throughout the product life cycle



Model Based System Engineering to comply with Systems of Systems requirements and execution of design alternatives within the scope of the Mission



INNOVATE FOR THE FUTURE

Developing cutting-edge technologies and skills to solve global challenges

3DEXPERIENCE® Lab

IF WE simulate the effect of drugs, can patients get a personalised medication?

BIO SERENITY Smart Healthcare Solutions | **EXACT CURE** Your Digital Twin for a Personalized Medication

3DEXPERIENCE® Edu



ACADEMIC PROGRAM



IF WE have an ultra modular vehicle, will we ever need to change our car?

SparkCharge | GALAXY FCT CLEAN AND SMART ENERGY SOLUTIONS | drive less do more

IF WE produce energy using sustainable sources, can we preserve our planet?

AE | Marvel Fusion | **EEL ENERGY**



3DEXPERIENCE EDU CENTERS OF EXCELLENCE



EXPERIENCE BASED LEARNING AND CERTIFICATION

THE RIGHT TEAM



Bernard CHARLES
Vice Chairman &
Chief Executive Officer



Pascal DALOZ
Chief Operating Officer

Operations Executive Committee

Platform & Brands Solutions



Elisa PRISNER
Corporate Strategy & Platform
Transformation



Patrick JOHNSON
Corporate Research & Sciences



Thibault de TERSANT
General Secretary



Ségolène MOIGNET
Chief of Staff
Governance & People Ethics



Florence HU-AUBIGNY
Research & Development



Philippe LAUFER
3DS Global Brands



Florence VERZELEN
Industry, Marketing
& Sustainability



Victoire de MARGERIE
Corporate Equity, Marketing &
Communications



Olivier RIBET
Europe, Middle East, Africa &
Russia



Samson KHAOU
Asia Pacific



Erik SWEDBERG
Americas



Laurence BARTHÈS
People & Information Systems



Rouven BERGMANN
Finance

People & Administration

Sector Boards

Life Sciences & Healthcare



Tarek SHERIF
Life Sciences & Healthcare

Manufacturing Industries



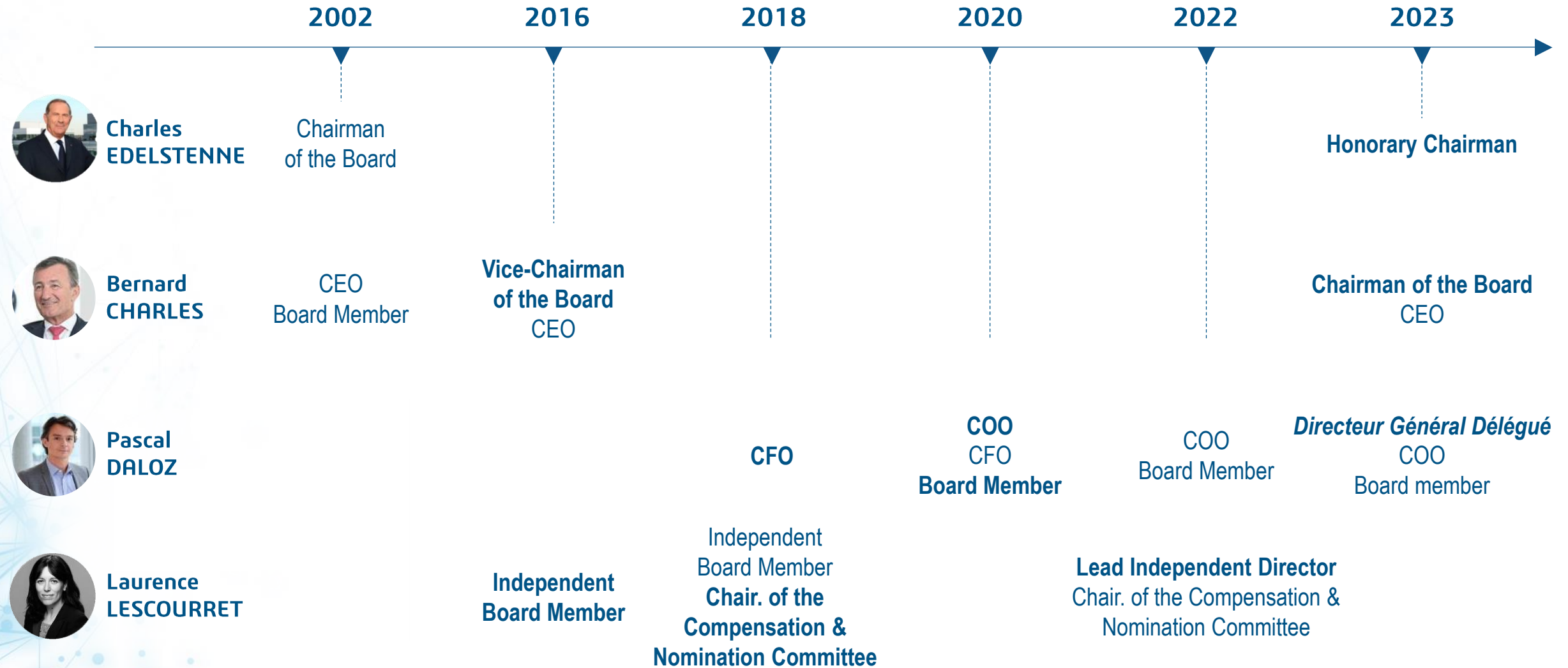
Philippe LAUFER
Manufacturing Industries

Infrastructure & Cities



Florence VERZELEN
Infrastructure & Cities

THE RIGHT GOVERNANCE



HERITAGE & AMBITION



1981
3D
Design

1989
3D DMU
Digital
Mock-up

1999
3D PLM
Product Lifecycle
Management



2012
3DEXPERIENCE®
platform



2020
Virtual Twin
Experience
of **Humans**