Multi-Year Growth Plan

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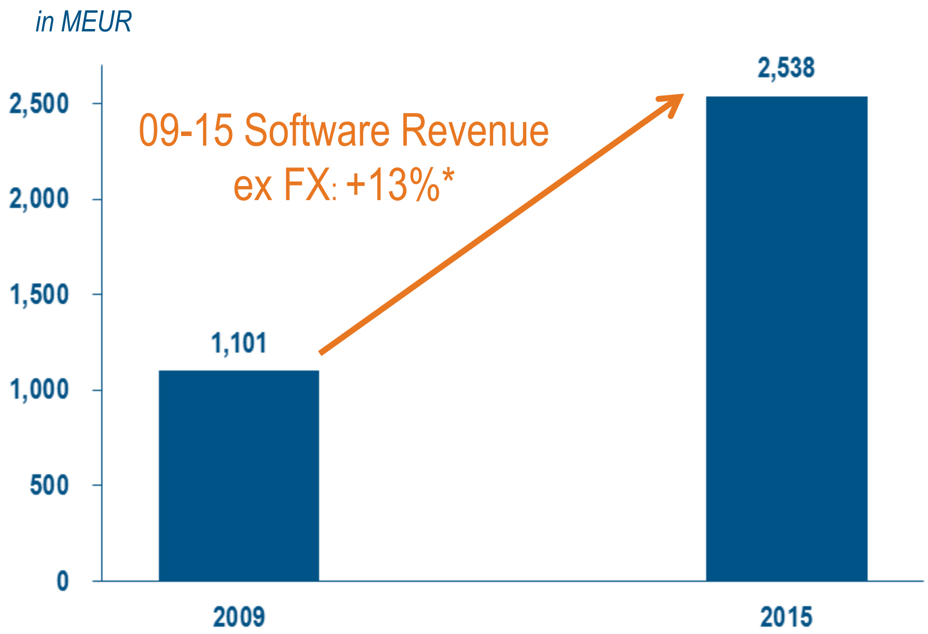
3DEXPERIENCE®

Agenda

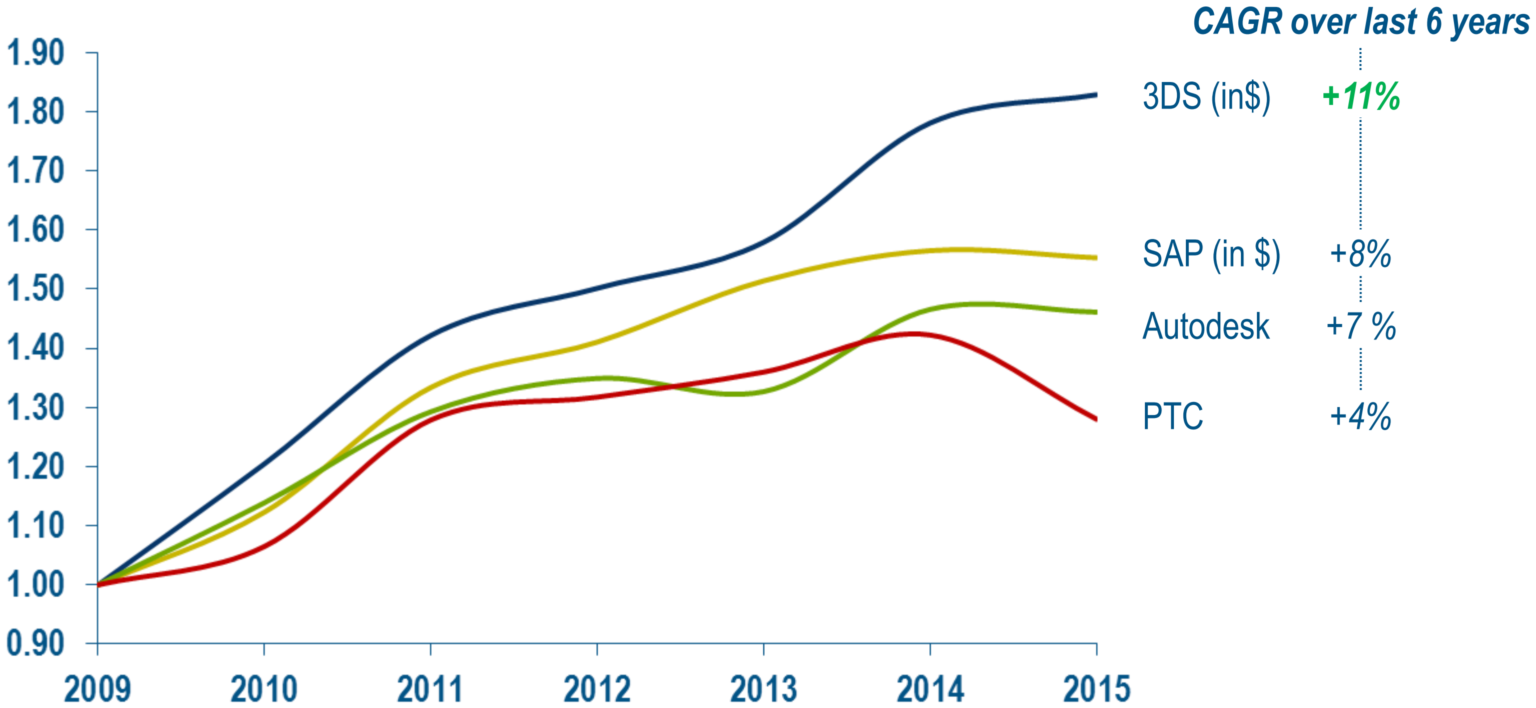
2009-2015: Software Revenue Growth non-IFRS



***09-15 3DS Organic Software Revenue ex FX: +9%**

2009-2015: Outpacing Competitors & Peers Growth*

Revenue (in $) growth comparison of 3DS and main competitors



* Total Revenue in USD

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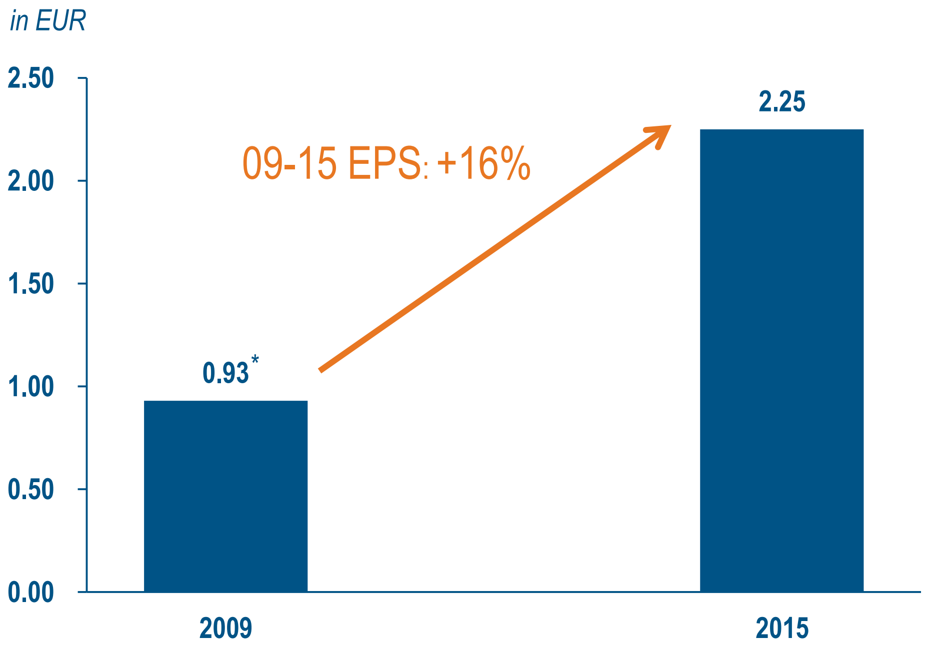
2009-2015: EPS Evolution non-IFRS



	2009	2015
Operating margin	**25.0%**	**30.8%**

*2009 EPS restated to reflect 2-for-1 stock split of July 2014

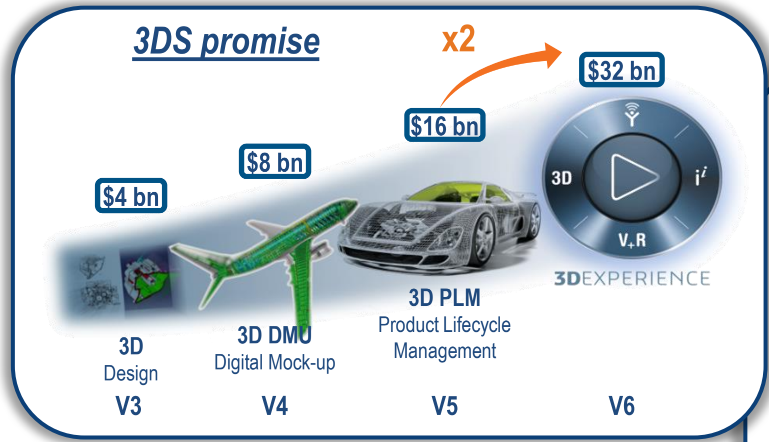
Agenda

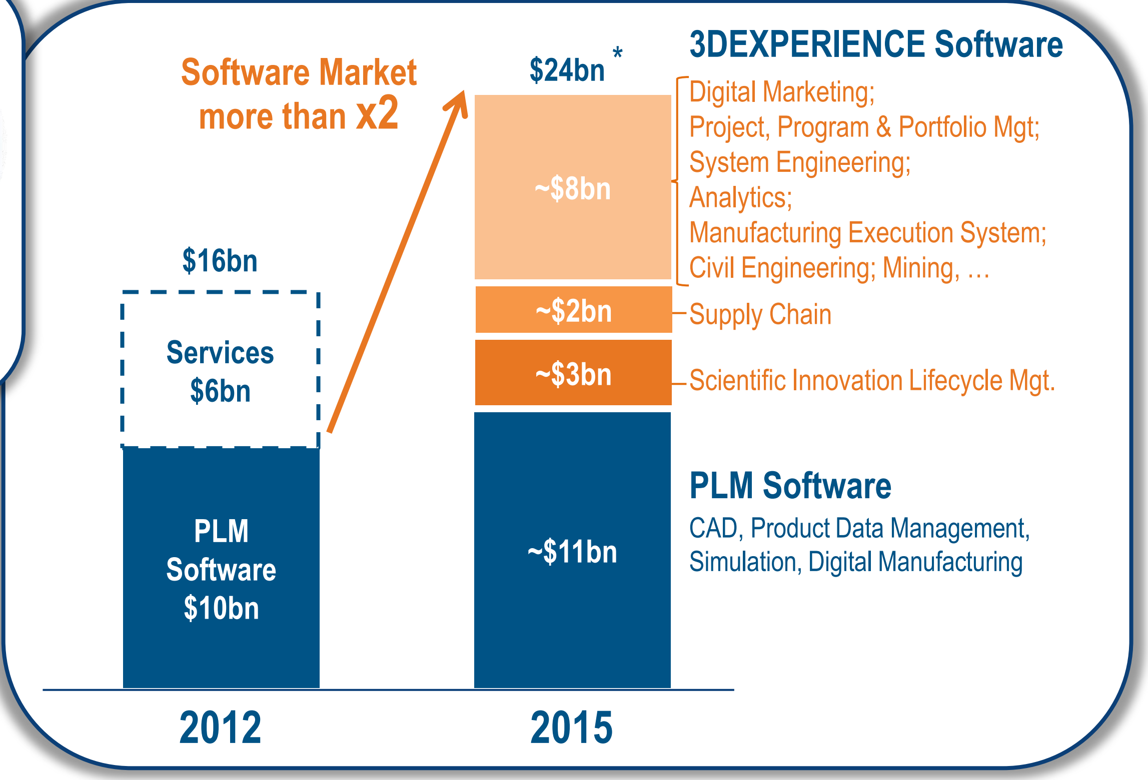
1 Historical Growth

2 Addressable Market Expansion

3 2014-2019 Growth Strategy

Addressable Software Market already Doubled

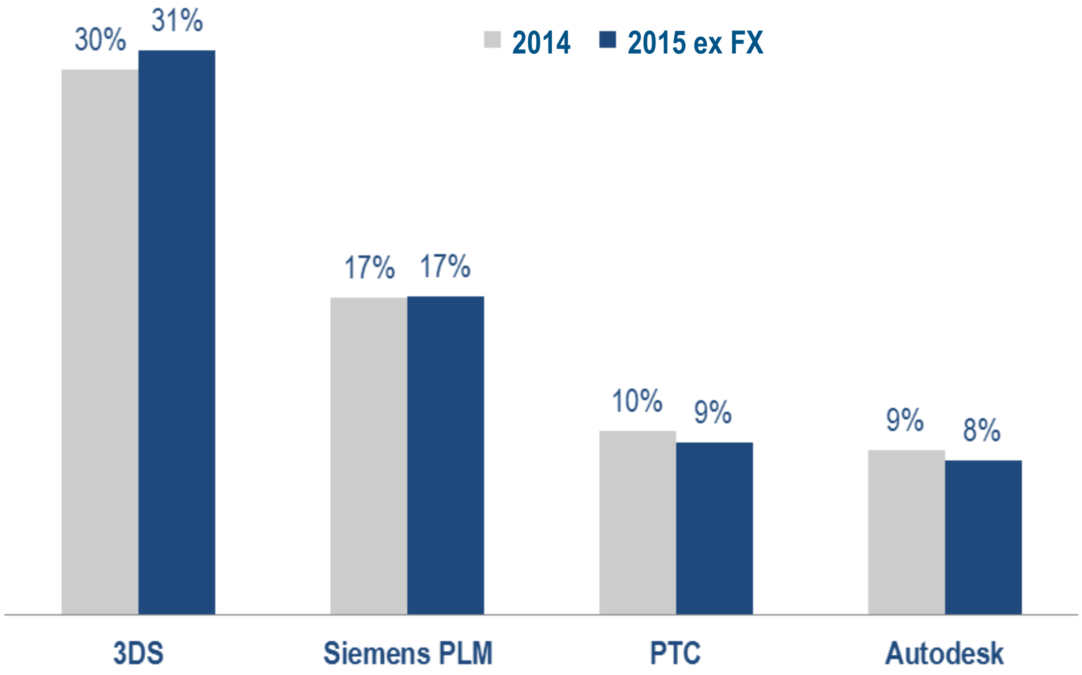




* At current currencies

Gaining Market Share in PLM

2014-15 Market Share (PLM Software)



- 3DS: clear **market leader** with **~31%** market share in constant currencies, **+1 pt gain in market share** from 2014
- Software PLM market sized at **$11.3bn** growing **+7% ex FX** CAGR since 2013 ($12.5bn in constant currencies)
- Software PLM market including **CAD, Product Data Management, Simulation, Digital Manufacturing**
- 3DS revenue excluding BIOVIA and QUINTIQ

Source: Dassault Systèmes and industry analysts

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2014-2019: Multiple Growth Drivers to Support Growth

1. Users Expansion in Core Industries

« 3D » EXPERIENCE everything : expand with 2D to 3D migration and with systems engineering (> X2 users**)

People from all disciplines to work together : expand to new collaborative professional users and to digital marketing (X10 users **)

Bring intelligence to big data: expand with Data as a Service, analytics and search-based applications

Improve real world thru experience : expand to shop floor workers & quality engineers - expand simulation users

*Aerospace & Defense, Industrial Equipment, Transport & Mobility
** Total potential of users expansion

2. Adoption of V6 Architecture within the Installed Base

3. Diversification in New Industries

4. Diversification in High Growth Countries

*China, India, Korea, LATAM, Russia

% High Growth Countries in 2013 Total Revenue

2009-13 Total CAGR : above ~15 % ex FX

with potential going forward driven by products development in those countries

5. Cloud + Mobile

Assuming:
- ~50% cannibalization
- ~10 % churn for cloud

Positive contribution to revenue
(net contribution to 2014-19 revenue: **~1 point**)

6. Acquisitions

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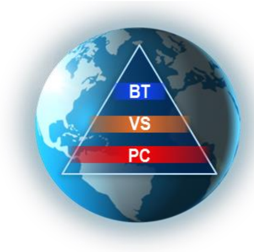
2014-2019: Multiple Growth Drivers to Support Growth

1. Brands Value Creation

2. Industry Focus

3. 3DEXPERIENCE Platform

4. Sales Channels Coverage in Geographies



5. Cloud + Mobile

6. Acquisitions

1 | Brands: Creating Value with 3DEXPERIENCE

- Brands **functional coverage** continuously improving
  - **3DEXPERIENCE** functional coverage **doubled** compared to V5
- Increasing **transactions value**
  - **Business Transformation** channel increasing average transaction size by **+19%** CAGR 2013-2015
  - **Value Solution** channel increasing average transaction size by **+8% in Core accounts** CAGR 2013-2015

1 | Brands Revenue Growth Drivers

BRAND	BRAND PROMISE	GROWTH DRIVERS
CATIA	*Shape the World We Live in*	3DEXPERIENCE; Supply Chain; Systems engineering; Industry diversification; Additive Layer Manufacturing; Cloud
SOLIDWORKS	*Authentic Designer Experience*	2D migration; 3D replacement; Multi-products; Mobility
ENOVIA	*Plan your Definition of Success*	3DEXPERIENCE; Win-backs; Compliance; Industry diversification; Project Management; Mid-market
SIMULIA	*Simulating Product, Nature & Life*	3DEXPERIENCE; Multiphysics; Multiscale; Non-specialists
BIOVIA	*Virtual BioSphere and Materials*	3DEXPERIENCE; New roles; Industry diversification (Transportation, Aerospace, High-Tech, Energy Process & Utilities, Natural Resources)
DELMIA QUINTIQ	*The World of Value Making* *Solving the World Planning Puzzles*	3DEXPERIENCE; Manufacturing virtual twin; Supply Chain & Operations; Industry diversification

2 | Industries: Creating More Value

Increasing the value for the client

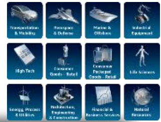
3DS Awarded Best Supplier by Group PSA

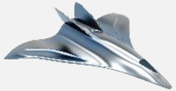
Group PSA turned to Dassault Systèmes to enhance the efficiency of business processes and improve global collaboration among **13,500 people**.
The industry solution experiences help simplify and master complexity.

Increasing the value for 3DS

Industry Solutions increasing the average transaction size by **+40%**

2 | Core Industries Growth drivers

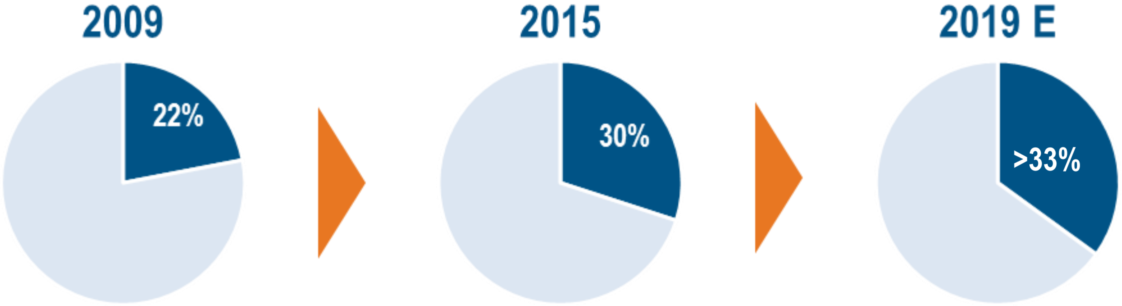


			
Acceleration with 3DEXPERIENCE	For OEMs & Suppliers Digital Continuity, Behavior	Digital continuity to reduce program lead time and costs	Model-based approach (engineering, manufacturing, services)
Segment diversification	Suppliers; Trains; Buses; Trucks	Suppliers; Missiles; Satellite; Defense	Suppliers; Power; Tires; Elevators
Domain diversification	Upstream thinking; Simulation; Embedded systems; Marketing; PLM Analytics	Simulation; Digital continuity; System engineering; Airport & Airlines Logistics Planning	System engineering; Configuration; Material modeling; Simulation & Test Management; Services
Manufacturing	Manufacturing Operations Mgt; Flexibility; Commissioning; Supply Chain Integration	Manufacturing Execution System; Producibility-driven Design; Flexibility	Manufacturing Operations Mgt; Plants network Modeling (Tires, Elevators,…)
Cloud	New OEMS; Electric Vehicles	New OEMs; Electric Flight & Drones	Startups

2 | Industry Diversification*

- ▶ Achieved initial 2019 objectives of diversification (>30%) in 2015
- ▶ Diversification industries revenue up **>+20%** CAGR 2013-2015
- ▶ Industry diversification **fast-growing market** expected CAGR 2015-2019e of **~9%**

% New Industries* in 3DS Software Revenue



* Architecture, Engineering & Construction; Consumer Goods & Retail; Consumer Packaged Goods & Retail; Energy, Process & Utilities; Finance Business Services; High-Tech; Life Sciences; Marine & Offshore; Natural Resources

3 | 3DEXPERIENCE Platform

- **3DEXPERIENCE Integrating Big Data and Applications & Connecting People**
- From 5-6M mechanical engineers to a potential of **100M professionals**

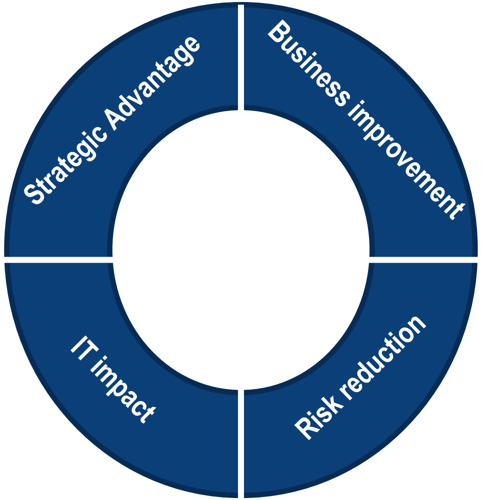
- **Trading Platform & new Business Models**

  Connect customers & partners to buy and sell (3D models, 3D printing, spare parts, apps, engineering skills,…)
- Larger users scope **« Business by People »** (HomeByMe for example)

3 | 3DEXPERIENCE Platform: Business Benefits

Large Pharmaceutical - case:

- Accelerate approvals **cycle times**
- Improve **modeling accuracy**
- Drive **4-7 years innovation advantage**



- Increase **R&D probability of success**
- Reduce effort for **compliance audits**

- Integrate **model management**
- Reduce **applications support** by consolidating on common platform

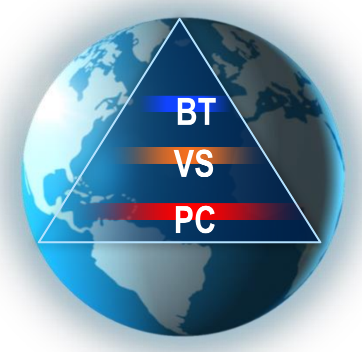
- Respond faster to increased **regulations**
- Reduce **risk of late stage attrition**

Developing drugs Faster, Better and Cheaper

over 5 years, up to 6% incremental revenue + up to 5% R&D costs reduction

4 | Sales Channels Strengthening

- **Local geographic model** near clients and market
- Sales process implementation on 3DEXPERIENCE Platform
- **Sales capacity and coverage** expanding:
  - Indirect channels sales capacity up **+8%** CAGR 2013-2015
  - Direct channel sales staffing up **+10%** CAGR 2013-2015
- **New licenses direct sales productivity** improving: **+12%** CAGR 2013-2015
- **System Integrators network doubled** since 2013



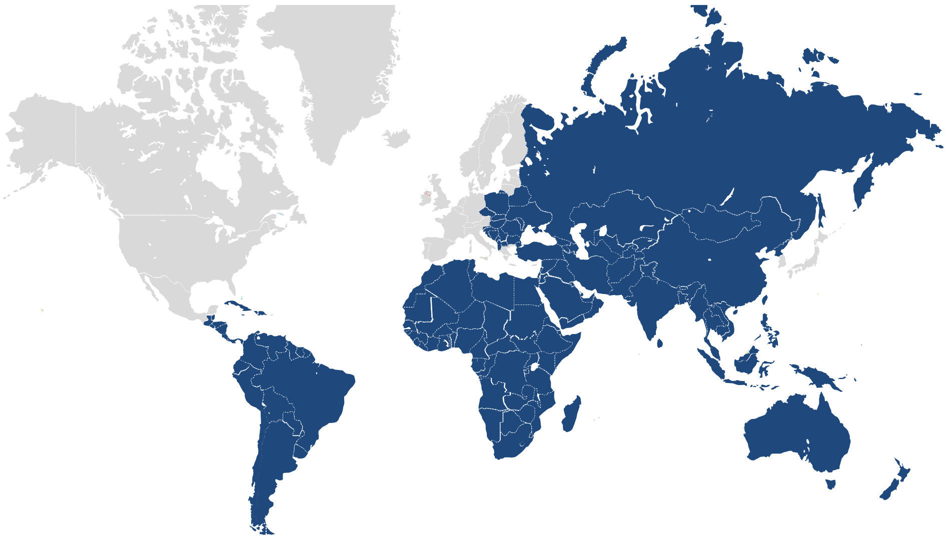
BT	Business Transformation	Direct
VS	Value Solution	Indirect
PC	Professional Channel	Indirect

4 | Sales Channels: Focus on High Growth Countries

- High-growth countries CAGR 2009-2015 **software revenue** up **~19%** ex FX

- Improving high-growth countries **sales coverage** with CAGR 2009-2015 sales staffing up **~18%**

- High-growth countries representing **~16%** of 2015 Software Revenue

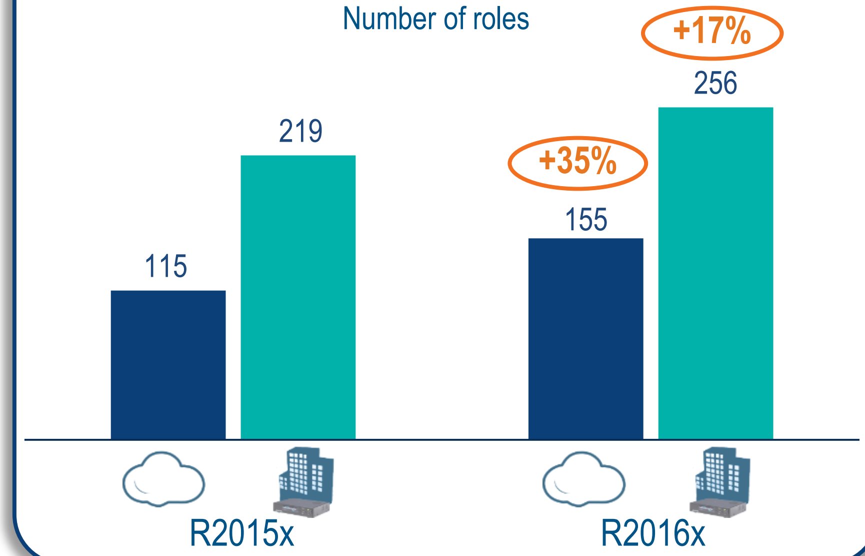


5 | Cloud & Mobile

▶ Expanding **addressable market** with the Cloud + Mobile gaining access to **smaller enterprises and new industries**: small engineering firms, AEC, design offices …

Increase of Cloud Portfolio

Number of roles



Mobile Offer

SOLIDWORKS | Xdesign

A new, **browser based**, **full SaaS**, product design offering based on **3DEXPERIENCE Platform**

HomeByMe

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5 | Cloud + Mobile: Contribution to Revenue

Example:

	Month 1	Cumulative 12 Months	Cumulative 24 Months
1 Perpetual License			
License Revenue	€ 100.0	€ 100.0	€ 100.0
Maintenance Revenue	€ 1.7	€ 20.0	€ 40.0
1 Perpetual License Revenue	**€ 101.7**	**€ 120.0**	**€ 140.0**
2 Cloud Licenses: 1 in core market & 1 in new market			
2 Cloud Licenses Revenue	**€ 9.7**	**€116.0**	**€ 232.0**
Revenue Impact			
Revenue impact	**(€ 92.0)**	**(€ 4.0)**	**€ 92.0**

Positive contribution of cloud after 12 months

If half of new business with cloud is incremental to perpetual licenses business

Organic Recurring Revenue Acceleration

	2016 E	2017 E	2018 E	2019 E
New licenses growth		- - - Double-digit growth - - -		
Yearly incremental % V6 in new licenses	~+5 pts	~+5 pts	~+5 pts	~+5 pts
Yearly incremental % V6 migration	>+5 pts	>+5 pts	>+5 pts	>+5 pts
YoY cloud users growth		+100%	+100%	+100%
Yearly incremental recurring revenue		**~+0.5 pt**	**~+0.5 pt**	**~+0.5 pt**

Recurring revenue up **~1.5 points**

Driving **software revenue acceleration**

6 | Acquisitions Lever Supporting 3DS Strategy

Harmonizing product, nature and life

Relying on 3DEXPERIENCE and Brands

in 12 industries

6 | Acquisitions

Organic Growth driven Scenario

- Revenue **~€3.9bn**, **+9%** CAGR 2014-2019

- Organic Margin improvement of **+80 to 100 basis points** per year to reach ~33-34% in 2019

2019 EPS = €3.50

6 | Acquisitions

Organic Growth driven Scenario

- Revenue **~€3.9bn**, **+9%** CAGR 2014-2019
- Organic Margin improvement of **+80 to 100 basis points** per year to reach ~33-34% in 2019

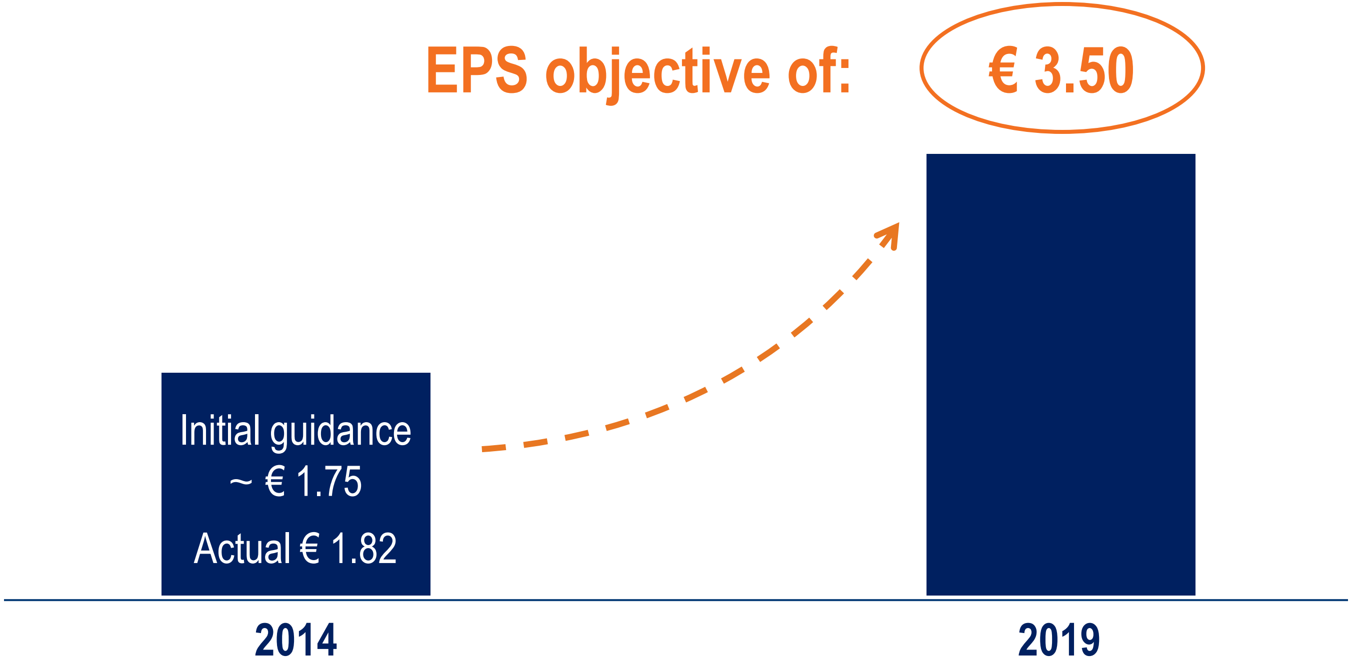
2019 EPS = €3.50

Acquisitions 5pts Growth Scenario

- Revenue **~€4.5bn**, **+14%** CAGR 2014-2019
  - 9 points coming from Organic growth
  - 5 points from acquisitions = **~150 €M** revenue acquired per year from 2017
- Margin
  - Acquisitions diluting the margin to ~30%

2019 EPS = €3.50

2014-2019: Dassault Systèmes to Double EPS non-IFRS



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