2025
Universal
registration
document

Virtual Worlds...

...for Real Life

DASSAULT SYSTEMES

Contents

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UNIVERSAL REGISTRATION DOCUMENT 2025

Including the Annual financial report

AUTORITÉ
DES MARCHÉS FINANCIERS

This document is an English-language translation of Dassault Systèmes' Document d'enregistrement universel (Universal registration document), which was filed with the AMF (French Financial Markets Authority) on March 31, 2026, under regulation (UE) 2017/1129 without prior approval in accordance with Article 9 of such regulation. Only the French version of the *Document d'enregistrement universel* is legally binding.

The format of this Universal registration document is different from that of the official version filed with the AMF on March 31, 2026.

General

This Universal registration document also includes:

- the annual financial report to be prepared and published by any listed company within four months of the end of its fiscal year, pursuant to Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the French Financial Markets Authority (AMF) General Regulation; and
- the annual management report of the Board of directors of Dassault Systèmes SE, including the report on corporate governance and sustainability disclosures stipulated in Article L. 233-28-4 of the French Commercial Code *(Code de Commerce)*, which must be presented to the Shareholders' General Meeting called to approve the financial statements for each fiscal year ended, in accordance with Articles L. 225-100 and L. 22-10-34 *et seq*. of the French Commercial Code.

The two tables set forth on pages 435 and 436 provide cross-references to the relevant portions of these two reports.

All references to "euros" or to the symbol "€" refer to the legal currency of the French Republic and certain countries of the European Union. All references to the "U.S. dollar" or to the symbol "$" refer to the legal currency of the United States.

Due to rounding, the sum of the figures in the tables of this Universal registration document may not exactly correspond to the totals, and the percentages may not accurately reflect the absolute values.

In this Universal registration document, and except when reference is made to the share, voting rights and the administrative and management bodies of Dassault Systèmes, references to "Dassault Systèmes", the "Company", the "Group" and "we" must be understood as referring to Dassault Systèmes SE and all of the companies included in the scope of the consolidation.

"Dassault Systèmes SE" or the "Company" refers only to the European parent company, which is governed by French law.

In compliance with Article 19 of European Regulation no. 2017/1129 of the European Parliament and of the European Council, the following information is incorporated by reference in this Universal registration document:

- the consolidated financial statements on pages 260 to 299 (inclusive), the annual financial statements on pages 305 to 330 (inclusive), and the related audit reports on pages 300 to 303 and 333 to 336 (inclusive) of the Universal registration document for the fiscal year 2024 filed with the French Financial Markets Authority (AMF) on March 18, 2025, under no. D. 25-0111;
- the financial information on pages 244 to 257 (inclusive) of the Universal registration document for the 2024 fiscal year filed with the French Financial Markets Authority (AMF) on March 18, 2025, under no. D. 25-0111;
- the consolidated financial statements on pages 188 to 228 (inclusive), the parent company financial statements on pages 234 to 257 (inclusive), and the related audit reports on pages 229 to 232 and 259 to 263 (inclusive) of the Universal registration document for the fiscal year 2023 filed with the French Financial Markets Authority (AMF) on March 18, 2024, under no. D. 24-0125;
- the financial information on pages 172 to 185 (inclusive) of the Universal registration document for the 2023 fiscal year filed with the French Financial Markets Authority (AMF) on March 18, 2024, under no. D. 24-0125.

The portions of these documents which are not incorporated herein are either not relevant for current investors, or are covered in another section of this Universal registration document.

Person Responsible

Person Responsible for the Universal registration document

Pascal Daloz – Chief Executive Officer & Chairman

Certification by the Person Responsible for the Universal registration document

Vélizy-Villacoublay, March 31, 2026.

I hereby certify that the information contained in this Universal registration document is, to my knowledge, in accordance with the facts and that no information likely to affect its significance has been omitted.

I hereby certify that, to my knowledge, the consolidated and the annual financial statements have been prepared in accordance with applicable accounting standards and give a true and faithful representation of the assets, liabilities, financial position and results of Dassault Systèmes SE and of all the companies included within the scope of consolidation, and that the management report, the content of which is cross-referenced in a table on page 436, presents a true and faithful representation of the business trends, results and financial position of Dassault Systèmes SE and of all the companies included within the scope of consolidation, together with a description of the main risks and uncertainties they face and, that it has been prepared in accordance with applicable sustainability disclosure standards.

Pascal Daloz
Chief Executive Officer & Chairman

1 PRESENTATION OF THE COMPANY

Dassault Systèmes' Vision, Strategy and Performance

Pascal Daloz, Chief Executive Officer & Chairman
Bernard Charlès, Co-Founder

2025 was a foundation year, preparing the next cycle of growth in the Generative Economy for our customers and for Dassault Systèmes.

We introduced 3D UNIV+RSES, the most strategic evolution in Dassault Systèmes' history of transforming industry with customers-unlocking new ways to imagine, work, create, and produce. In these environments, Virtual Twins, augmented by industrial AI, become critical assets for long-term value creation and competitiveness. More than a technological shift, 3D UNIV+RSES represent a new operational model for mastering circularity, complexity, and generative innovation. The **3D**EXPERIENCE platform is entering a new era by embedding our open agentic platform – which encompasses physical AI, biologics, intelligent systems, and supply flows – to give our clients a unique ability to make the most of AI, learning on their own assets, thus creating Generative Experiences and Virtual Companions for their own use.

From life-saving therapies to next-generation mobility and sustainable infrastructure, 3D UNIV+RSES, based on the **3D**EXPERIENCE platform, are redefining what is possible. This transformation is already happening with nearly 400,000 customers across 12 industries.

Last year, we achieved significant wins and competitive displacements. **3D**EXPERIENCE is becoming the critical platform across the sectors we serve, enabling faster cycles, breakthrough innovation at scale, and reinvented operations. Half of the world's objects—and the most complex ones—are created with Dassault Systèmes' platform and Virtual Twins, including in emerging segments such as semiconductors, humanoid robots, electric mobility, and next-generation therapeutics.

In **Manufacturing Industries**, leaders such as Ford, Xpeng, Volkswagen, and Thales Alenia Space use our solutions to accelerate innovation, improve sustainability, and deliver personalized experiences. The impact is measurable: from program timelines under 18 months in Transportation & Mobility to efficiency gains of up to 40% in Aerospace & Defense.

In **Life Sciences & Healthcare**, our end-to-end lab-to-manufacturing solutions reduce operating costs by more than 30% while turning compliance into a competitive advantage. Virtual Twins replace inefficient document-based processes, transforming how pharmaceutical companies innovate and operate.

In **Infrastructure & Cities**, demand for autonomous, sovereign, and sustainable systems continues to grow. AI-powered Virtual Twins accelerate progress—reducing project timelines by more than 25% while ensuring compliance and safety.

As a result, our key growth drivers **3D**EXPERIENCE and cloud grew 10% and 8% in non-IFRS, respectively in 2025, underlining the resilience of our core business. Total revenue increased 4% for the year. Strong operational discipline supported profitability, with operating margin increasing 40 basis points to 32.0% in non-IFRS and diluted EPS rising 7% in non-IFRS and in constant currencies.

During the year, we introduced three categories of AI-native solutions: Virtual Companions, Generative Experiences, and Virtual Twins as a Service. Virtual Companions enhance workforce capabilities by assisting teams and executing tasks. Generative Experiences orchestrate collaboration between teams and Virtual Companions across business processes. Virtual Twins as a Service allow leaders to simulate, optimize, and secure decisions before real-world implementation. Our most advanced customers are already adopting these solutions.

In 2026, we will turn AI into tangible value for all industries. Digitizing workflows is no longer sufficient. Sustainability requires full lifecycle assessment, while complexity is rising due to multi-domain innovation, regulation, sustainability constraints, and volatile supply chains. Today, leadership increasingly depends on the ability to generate and apply knowledge continuously across the lifecycle.

We are entering an era where industry manufactures knowledge and know-how. With knowledge and know-how being virtualized across the entire lifecycle (from concept to manufacturing), the value of physical assets is multiplied by intellectual capital. In this software-defined Generative Economy, the differentiator is no longer just what is produced, but what is known and how quickly that knowledge becomes action. **Knowledge and know-how are becoming the ultimate reference**.

Designed as knowledge and know-how factories, 3D UNIV+RSES enable virtualization of the entire lifecycle of a product—from design and manufacturing to usage, service, and regeneration—while leveraging the knowledge embedded in this system. They are the seventh generation of representations created by Dassault Systèmes, integrating previous generations (from 3D Design and Digital Mock-Up to PLM, **3D**EXPERIENCE, and Virtual Twin Experiences) into a powerful AI-enhanced industrial system.

Dassault Systèmes aims to be the leader in industrial AI. With AI, Virtual Twins go beyond modeling and simulation: they learn, adapt, and continuously optimize. Our industrial AI is grounded in science, world models, and sovereign cloud infrastructure, trained on datasets built over nearly 45 years of industrial expertise. Rooted in physics, biology, materials science, and engineering, it enables the design of aircraft, the operation of factories, and the certification of innovative therapies. These strengths position Dassault Systèmes as the reference in strategic industries including Aerospace, Defense, Energy, Healthcare, and cloud services.

Our ambition is clear: to lead the transformation powered by Industrial AI through 3D UNIV+RSES. Entering 2026, we are focused on turning this vision into tangible value through high-impact opportunities and long-term monetization. Our partnership with NVIDIA illustrates this leadership, combining Virtual Twins with accelerated computing to shape the future of Industry World Models.

Recent governance evolution supports this objective. Pascal Daloz has succeeded Bernard Charlès as Chairman while continuing as CEO. Our strategy remains unchanged, with an ever-greater focus on execution, reflecting continuity in governance, strategy, product development, and strategic customer partnerships. In this context, Bernard Charlès, co-founder of Dassault Systèmes, who has shaped the "fictions of industries" that transformed the start-up into a global leader, is fully engaged in supporting the realization of the 3D UNIV+RSES vision. With AI, Virtual Twin Experiences are taking on a new dimension, expanding Dassault Systèmes' horizon. Pascal Daloz remains committed to preserving the company's freedom to innovate while accelerating growth.

We thank our customers for their continued trust and our employees for their dedication. We think long term, we do not manage for the next quarter; we build for the next decade. Together, we are ready to embrace the opportunities ahead and drive progress through shared vision and collective action.

1.1 Key data

Global Economic and Social Footprint

390,000+
customers from startups to global industry leaders, in 12 industries

12
brands

188
sites worldwide

~25,000
employees

headcount breakdown:
42% Europe
32% Asia
26% Americas

Innovation Leadership

19.8%
of revenue reinvested in R&D

9,900+
employees working in R&D

1,000+
employees holding a PhD

902
protected innovations

Within the **3DEXPERIENCE** Lab:

2,500
mentors involved

100
innovative projects with high environmental and societal impact supported worldwide since 2015

Performance and Growth

€6.24bn
total revenue (+4%)

+11%
software revenue growth from subscription

+10%
3DEXPERIENCE software revenue growth

+8%
cloud software revenue growth

32%
operating margin

+7%
diluted EPS growth

Non-IFRS, growth rates in constant currencies.
See chapters 1.7 et 3.1 for IFRS figures.

Responsibility and Sustainability

42.9%
aligned revenue to the EU Taxonomy

94%
of renewable electricity

Top 1%
in the Software publishing industry by EcoVadis

AAA
rated "Leader" in the software sector MSCI rating

50.4%
of suppliers (by weight of CO_2 emissions) with Science-based emissions reduction targets set

40%
women in the Executive team

1.2 Dassault Systèmes' profile and vision

Dassault Systèmes' Purpose

Dassault Systèmes, a leading player in generative innovation, is driven by a purpose: to provide businesses and people with **3D**EXPERIENCE universes that enable them to imagine sustainable innovations capable of harmonizing product, nature, and life.

This purpose reflects the company's commitment to societal and environmental progress. The phrase "harmonizing product, nature, and life" defines its vision of generative and sustainable innovation.

Dassault Systèmes offers 3D UNIV+RSES – combinations of Virtual Twins – built on a unique software platform. These enable customers to create innovative products, services, and experiences that contribute to the Generative Economy and a more sustainable world.

This purpose is rooted in a fundamental observation: in the 21st century, with a global population exceeding 8 billion people, we can no longer produce and consume as we did in the 20th century. A product cannot be considered sustainable unless its impact on the environment and society has been rigorously assessed. At the same time, it is now possible to draw inspiration from nature's generative processes to design more sustainable products.

To achieve this, Dassault Systèmes aims to help its customers move beyond the mechanistic logic that governed industry and the economy in the past century. The goal is to draw inspiration from the living world to generate rather than consume. The company thus positions its actions within the framework of a Generative Economy, born from the convergence of the experience economy and the circular economy. This involves innovating with a balanced approach—giving back to the planet as much as we take—to improve the lives of consumers, patients, and citizens.

A Strategy Built on Three Concepts: Human, Industry, Experiences

"Human" places people at the center of Dassault Systèmes' concerns, leveraging imagination, knowledge, and expertise to contribute sustainably to the well-being of all. "Industry" means delivering what is most valuable to customers, giving them a sustainable competitive edge. "Experiences" reflects the ambition to help every business and individual project themselves into, build, and inhabit this "new new world"—combining real and virtual—that is now ours.

Customers as Catalysts and Partners in Industry Transformation

Dassault Systèmes' strategy is dedicated to driving the transformation of three key sectors: Manufacturing Industries, Life Sciences and Healthcare, and Infrastructure and Cities.

Dassault Systèmes has built an ecosystem of unparalleled scale, bringing together a community of over 390,000 customers, 45 million users, and 12 million students—as well as a highly dynamic network of 20,000 partners, 25,000 startups, and 120,000 makers.

For these stakeholders, Dassault Systèmes develops 3D UNIV+RSES, pushing the boundaries of innovation, learning, and production. These interconnected virtual twins, embedded in a secure digital environment, accelerate the development of innovative products and services while enhancing efficiency and sustainability.

Every day, Dassault Systèmes helps its customers address the major challenges of a world in deep transformation:

- How to provide more effective, earlier care and offer treatment for all through virtual twins?
- How to accelerate clinical research and the development of personalized therapies?
- How to design, produce, and regenerate products throughout their lifecycle?
- How to reinvent resilient cities where people can live and work sustainably?
- How to make every decision, purchase, or experience more sustainable and responsible?
- How to transmit knowledge and develop talent in a world transformed by AI?
- How to explore new models for researchers, engineers, and creators to understand and regenerate life?

The power of Dassault Systèmes' solutions accelerates time-to-market for innovations such as vaccines, reducing development from 10 years to just 18 months through advanced simulation and modeling. In the automotive industry, 3D UNIV+RSES can significantly reduce R&D time in the design phase by a factor of about 10.

Virtual Twins at the Core of Dassault Systèmes' Strategy

Dassault Systèmes creates "Virtual Worlds for Real Life" and aims to develop "a virtual twin for everything, for everyone"—consumers, patients, and citizens.

To achieve this, Dassault Systèmes' Virtual Twins—developed on its platform—combine modeling, simulation, data science, artificial intelligence, and collaborative innovation. They do more than replicate physical objects: they simulate their behavior and evolution in real time. A virtual twin is based on a 3D model that reflects the shape, dimensions, and properties of a real-world object. Through simulation, the virtual twin optimizes design, materials, and processes while facilitating decision-making and traceability.

Virtual twins are continuously enriched with operational data. They evolve in sync with the physical product, reflecting its various states—from design to manufacturing and usage. Real-time simulation provides predictive insights that support decision-making and open new avenues for sustainable innovation.

This is why virtual twins go beyond digital twins. Unlike an MRI, which provides a static digital image, a virtual twin offers a dynamic, functional model capable of simulating, predicting, and testing behaviors under all conditions. It merges virtual and real-world data, synchronizing virtual models with real-world data to offer better-informed decisions and enhanced performance.

3D UNIV+RSES: Catalysts of the Generative Economy

In the 20th century, industry manufactured products. In the 21st century, industry manufactures knowledge and know-how—enabling the creation of sophisticated products, adaptive systems, resilient supply chains, and even new business models. Industrial and economic value is shifting from physical assets to intellectual capital, from production capacity to the ability to scale knowledge.

The true differentiator is no longer just what is produced, but what is known and how quickly that knowledge is turned into action.

To accelerate this transformation, Dassault Systèmes integrates artificial intelligence (AI) across its entire portfolio and launched 3D UNIV+RSES in 2025. These represent the seventh generation of representations created by Dassault Systèmes, enhanced with AI. They sit at the heart of the Generative Economy, an economy of complexity and knowledge where expertise becomes the primary competitive asset, and ownership transforms into value exchange.

3D UNIV+RSES are combinations of virtual twins that interact to perform system-level simulations—such as the lifecycle of a shampoo bottle, covering production, packaging, distribution, and usage.

They virtualize not only a product's lifecycle (design, manufacturing, usage, service, and regeneration) but also the knowledge and know-how embedded within these products, experiences, and systems. The focus shifts from managing products to orchestrating entire industrial ecosystems.

With AI, virtual twins do more than model and simulate—they learn, adapt, and optimize continuously.

Designed as true knowledge factories, 3D UNIV+RSES are critical vectors of differentiation and competitiveness, serving as spaces where knowledge is created, enriched, and deployed, and decision-making can be trusted.

A Unique Approach to AI for Industry

Dassault Systèmes uses AI to augment its Virtual Twins and 3D UNIV+RSES. The company doesn't just add AI features to existing systems—it creates science-based 3D UNIV+RSES that can thoroughly reshape industrial processes.

In 2026, Dassault Systèmes announced a partnership with NVIDIA to combine the power of virtual twins with accelerated computing. The goal is to provide customers with truly generative solutions to solve genuinely complex problems.

Dassault Systèmes aims to make AI a trusted, sovereign, and powerful technological tool, driving transformation and enabling organizations to explore new frontiers. In this context, Dassault Systèmes positions itself as the leader in industrial AI through its Virtual Twins, which deliver precise, contextualized representations of real-world objects and processes across their entire lifecycle.

Dassault Systèmes adopts a differentiating approach through:

1) AI Based on "World Models"

While AI based on Large Language Models (LLMs) generates text, Dassault Systèmes' AI relies on engineering and industrial models that can design aircraft, operate factories, and bring innovative therapies all the way to certification.

2) Industrial AI

To be high-performing and reliable, AI must be built on robust datasets. Dassault Systèmes provides seamless access to data from any source without compromising quality. Beyond data, it trains its AI engines on extremely rich and structured industrial datasets, drawn from nearly 45 years of industrial know-how. This goes far beyond automation—it is industrial intelligence at scale.

3) Science-based AI

To produce certifiable results and become a true disruptor, AI must be grounded in science. Dassault Systèmes combines AI with science, modeling, simulation, and real-world data. Its AI is rooted in physics, biology, materials science, engineering, and operational feedback loops from the field. It understands how parts fit together, how materials behave, how products evolve, and how processes truly function.

4) Sovereign AI

Dassault Systèmes secures its customers' intellectual property in sovereign clouds. The 3D UNIV+RSES are fully secured environments to develop knowledge and know-how.

Dassault Systèmes thus positions itself as the reference in major strategic domains, such as aerospace, defense, energy, healthcare, or cloud infrastructure.

Science as a Driver of Innovation

Dassault Systèmes is a forward-looking scientific company that places scientific knowledge at the heart of economic and industrial transformation. It stands out for its ability to translate the complexity of the real world into precise virtual models, thanks to its **3D**EXPERIENCE platform, which integrates 3D modeling, simulation, artificial intelligence and collaborative innovation.

Having established this strict scientific approach, Dassault Systèmes supports a wide range of stakeholders—academics, innovators, industrial leaders, healthcare professionals, and public institutions—in creating sustainable solutions based on real data and solid assumptions.

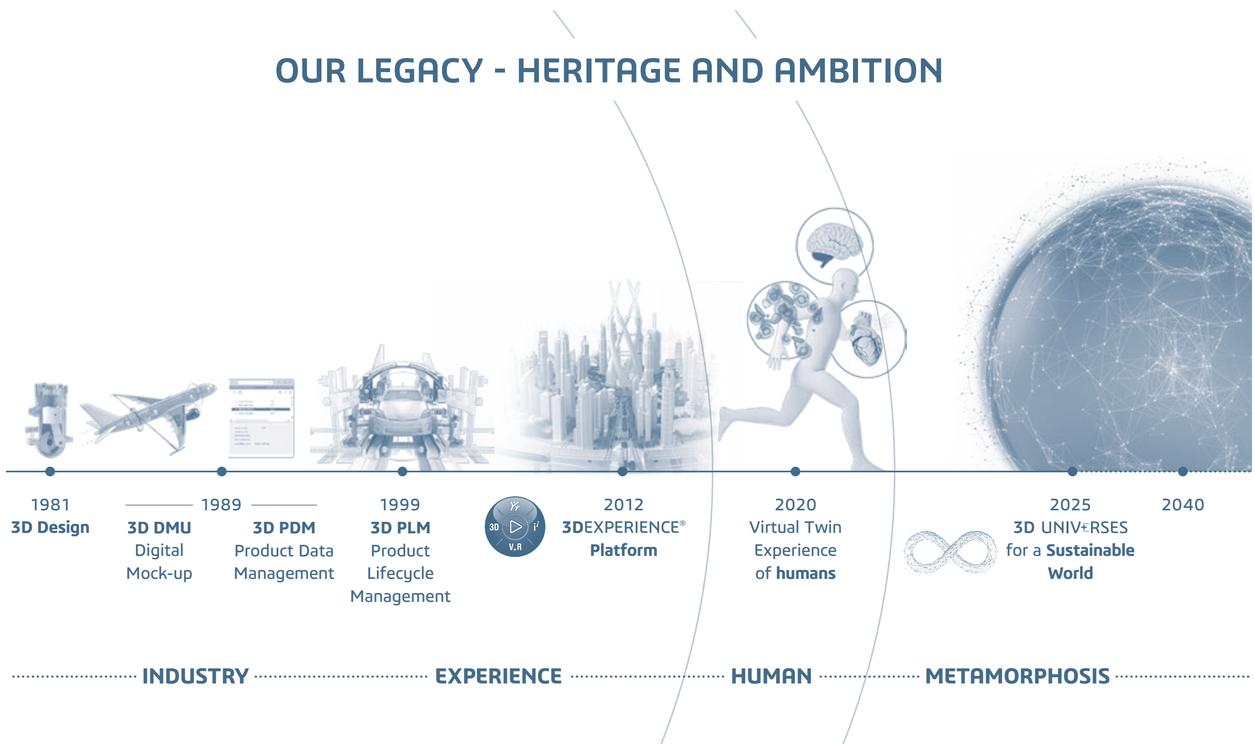
Dassault Systèmes' AI is built on precise modeling, reliable simulations, and traceable data, supported by a sovereign cloud infrastructure that ensures the security and sovereignty of industrial data. With nearly 45 years of know-how and industrial datasets, Dassault Systèmes creates accurate virtual twins of reality, from the molecular level to complex systems, delivering robust and intelligent models.

This scientific mindset is embedded in Dassault Systèmes' culture, which fosters innovation and the ambition to improve the lives of consumers, patients and citizens. This ambition is embodied in the "IFWE spirit", a concept unique to the company. "IF" refers to the passion to explore new possibilities, while "WE" underscores the belief that progress can only be achieved together.

Dassault Systèmes' entrepreneurial and long-term vision drives its 25,000 employees across 188 sites and is reflected in the trust placed in the company by its 390,000+ customers.

3D UNIV+RSES Build on the Full Dassault Systèmes' Legacy

At its core, Dassault Systèmes is driven by a mission to invent world models that transform industry. Since 1981, the company has established itself as a catalyst for major industrial, scientific, and societal transformations, orchestrating a disruptive shift in design and production methods every decade. Each generation of innovation has unlocked new ways to imagine, create, and produce.



Dassault Systèmes creates representations that reveal and amplify knowledge and know-how, forming a true industrial system built around four strategic assets:

- the Virtual Design Office;
- the Virtual Shopfloor;
- the Virtual Experience;
- and the Virtual Cycle of Life.

Generations 1 to 3: The Virtual Design Studio

With 3D design, Digital Mock-Up (DMU), and Product Data Management (PDM), Dassault Systèmes introduced the virtual Design Studio. From the outset, Virtual Twins were created with sustainable innovation in mind: the first 3D representations aimed to replace physical prototyping, saving materials, energy, and resources.

While 3D design virtualized pre-assembly of simple objects, Digital Mock-Up allowed for the design of complex systems in context. PDM introduced collaboration around projects and programs.

Dassault Systèmes' customers could innovate at scale, accelerate time-to-market, and create truly differentiated products.

Generation 4: The Virtual Shopfloor

With Product Lifecycle Management (PLM), Dassault Systèmes expanded into virtual Shopfloor. PLM, pioneered by Dassault Systèmes, supports a balanced and circular approach to industry.

PLM provides traceability and certification across the entire product lifecycle. Customers can align strategy with execution, connecting design intent to operational reality.

Generations 5 and 6: The Virtual Experience

In 2012, Dassault Systèmes declared that "the product alone is no longer enough" to build a sustainable economy. Instead, the focus shifted to the Experience Economy, centered on usage and societal impact.

That same year, Dassault Systèmes launched the **3D**EXPERIENCE platform, providing businesses of all sizes with a real-time, holistic view of their operations and ecosystems. The platform connects people, ideas, data, and solutions in a unified environment, offering a new way to innovate, produce, and sell.

The **3D**EXPERIENCE platform powers Virtual Twin Experiences, allowing users to create and test usage scenarios, confront them with real-world data, optimize models through iterative feedback loops. This integrates the virtual and physical worlds, embedding experience-based knowledge directly into solutions and transforming usage or experience into an industrial asset. For customers, this means scaling know-how into scalable industrial capabilities.

In 2020, Dassault Systèmes declared that industry must shift "from objects to life". Virtual Twin Experiences were extended to living organisms, including humans. This opened a new era of sustainable innovation, focused on understanding and replicating the generative processes of nature.

Generation 7: 3D UNIV+RSES and the Virtual Cycle of Life

In early 2024, Dassault Systèmes unveiled its 2040 vision: the Generative Economy, born from the convergence of the experience economy and the circular economy.

In 2025, Dassault Systèmes launched 3D UNIV+RSES, designed to be the catalyst for this new economy. More than a technological evolution, 3D UNIV+RSES represent a new operational model to master complexity. They do not replace previous generations (3D design, DMU, PDM, PLM, **3D**EXPERIENCE, and Virtual Twin Experiences). Instead, they integrate and elevate the legacy of these innovations into a unified, advanced system.

3D UNIV+RSES virtualize the entire lifecycle of a product, experience, or system (design, manufacturing, usage, service, and regeneration). More importantly, they virtualize—and thus leverage—the knowledge and know-how embedded in these products, experiences, and systems. This is no longer just about managing products but about orchestrating entire industrial ecosystems.

With Dassault Systèmes' 3D UNIV+RSES, Dassault Systèmes' customers create "a virtual twin of everything for everyone". With these highly secure representation spaces, customers can fully capitalize on their 3D design legacy, virtual twins, and PLM data. 3D UNIV+RSES maximize the dialogue between the virtual and real worlds (V+R) by combining modeling, simulation, real-world data and AI-generated content.

3D UNIV+RSES place Generative AI technologies at the core of intellectual property lifecycle management. With this disruptive offering, built on the massive and deep adoption of Generative AI, Dassault Systèmes' customers across all sectors will wholly harness the AI era at every stage of their products' and services' lifecycle. Ultimately, they will enhance their sustainability and improve the lives of consumers, patients, and citizens.

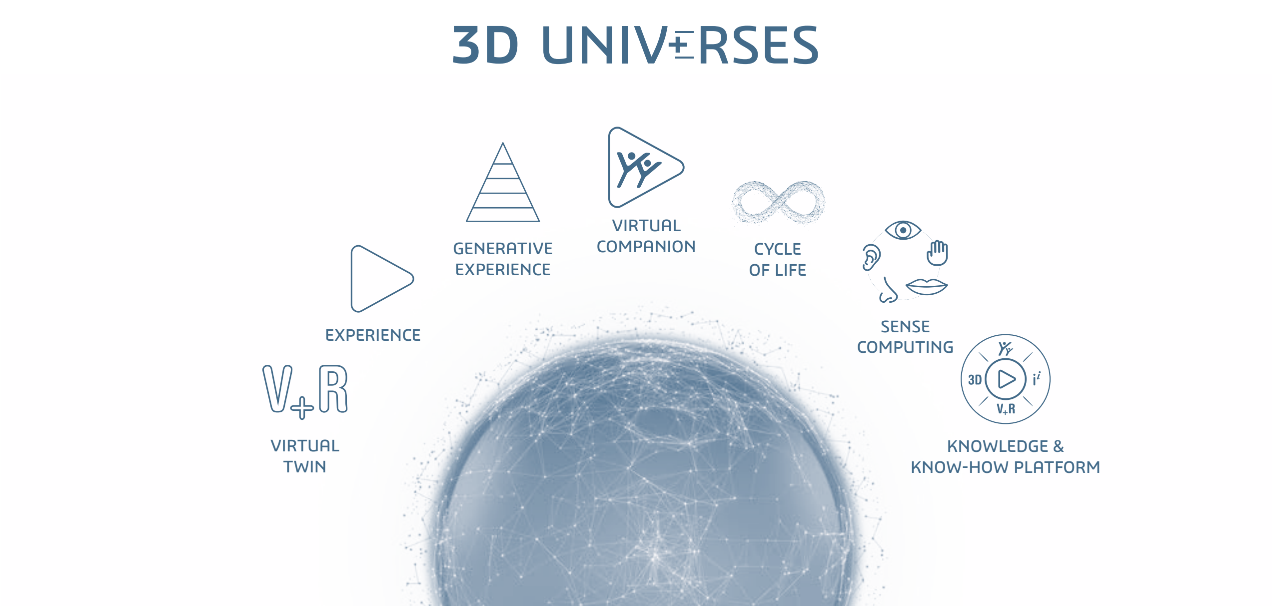
This opens up new possibilities, bringing objects to life: powered by real-world data, physical objects become augmented objects. Cars can be controlled and optimized in real time through their virtual counterparts. Software-defined experiences will shift value from physical assets to software, providing direct engagement with end customers through tailored experiences. This "cyber-software" must, of course, match cybersecurity requirements.

In addition, objects will be given new lives: waste will turn into material for new products. This is 21st-century PLM: Dassault Systèmes invented Product Lifecycle Management in the 1990s and is now virtualizing the multiple lifecycles of objects.

3D UNIV+RSES pave the way for a new value equation. Virtual Twins no longer merely represent reality—they generate it, so that products, organizations, and business models creating in both virtual and real (V+R).

This structural transformation empowers businesses to transition from:

- physical products to software-defined experiences, designed to evolve and endure;
- process-centered organizations to agile generative enterprises, built on a partnership between humans and virtual systems;
- business models based on physical assets to business models founded on intellectual property, fueled by knowledge and know-how.



The 3D UNIV+RSES are built on seven core principles:

1) A virtual twin for everything and everyone – whereby entire ecosystems, including products, services, processes, programs, and business models, are virtualized to provide a comprehensive, integrated, and universally accessible digital representation.
2) Experience – The 3D UNIV+RSES are designed as experimental spaces that incorporate movement, transformation, and time, so that users can explore and share multiple scenarios before implementation.
3) Generative experience – By integrating Generative AI technologies and leveraging vast datasets, the 3D UNIV+RSES accelerate the development and capitalization of knowledge and know-how.
4) Virtual companions – Designed as decision-support tools, these AI-driven experts help elevate knowledge and know-how, empowering the workforce of the future.
5) Complete virtualization of product and service lifecycles – whereby regeneration and aging are fully integrated.
6) Sense computing – Facilitates natural immersion in virtual twins, enhancing user interaction and engagement with digital environments.
7) The **3D**EXPERIENCE platform – Serves as the technological foundation for 3D UNIV+RSES, providing a secure environment for the creation, sharing, and development of knowledge and know-how.

1.3 History and Development of the Company

1.3.1 Summary

Dassault Systèmes was founded in 1981 through the spin-off of a team of engineers from Dassault Aviation working on three-dimensional (3D) modeling software for aerodynamic mock-ups, with the aim of reducing cycles times for wind tunnel testing. The Company entered into a marketing and sales agreement with IBM the same year and launched the CATIA brand to sell its software. The introduction of Version 3 (V3) architecture in 1986 laid the foundations of 3D modeling for product design.

Collaborating with industrial leaders, Dassault Systèmes has seen just how strategic it is for them to have software solutions that enable the 3D design of systems integrating a wide variety of components. The growing adoption of 3D design sparked a new vision which required a transition to integrated design for complex systems like aircraft and cars. The result was Version 4 (V4) of Dassault Systèmes' software architecture, rolled out in 1994, ushering in the first full 3D mock-up (DMU) for any type of product. V4 software solutions helped customers reduce the number of physical prototypes and reduce development cycles, ultimately developing global virtual collaboration among design teams.

Launched in 1999, the new V5 architecture provided the foundation for 3D product lifecycle management (PLM). At the same time, as part of its development strategy, the Company targeted acquisitions to expand into digital manufacturing, realistic simulation, product data management (PDM), and enterprise collaboration.

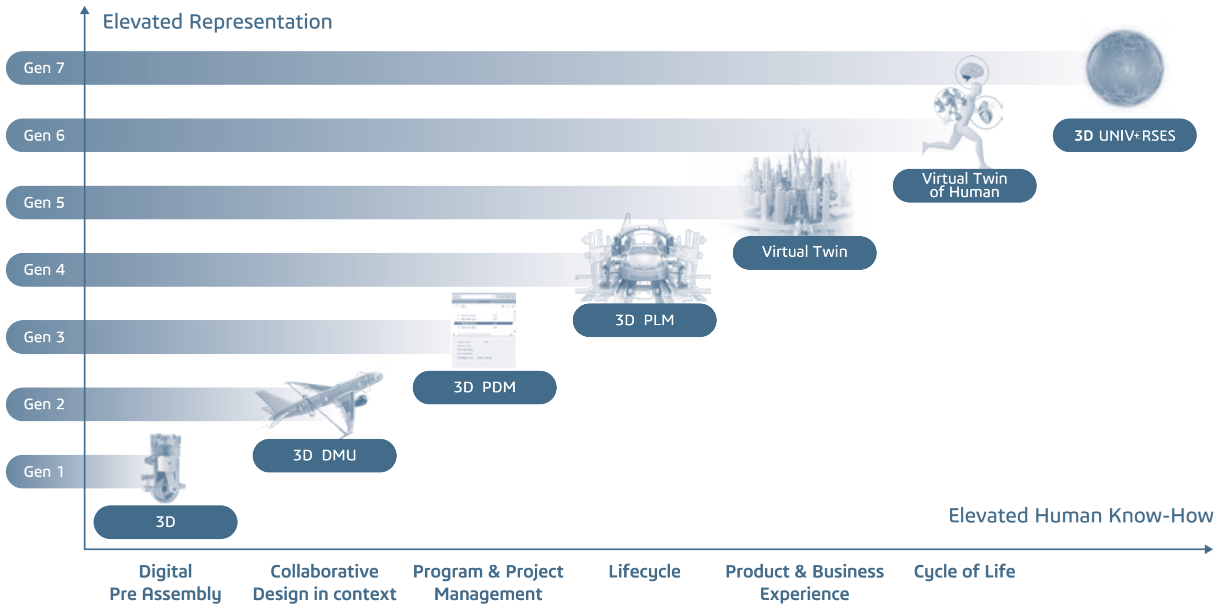
In 2012, Dassault Systèmes unveiled the **3D**EXPERIENCE platform (built on V6 architecture), leveraging its 3D, DMU, and PLM know-how to drive customer innovation and create rewarding end-user experiences.

In 2020, **3D**EXPERIENCE was extended "from Things to Life" – reflecting Dassault Systèmes' ambition to develop a virtual twin of the human body.

In 2024, the Company unveiled its new 2040 strategic vision and its aim of catalyzing the Generative Economy by learning from nature's generative processes to build a sustainable world for consumers, patients, citizens and students.

In 2025, to ignite the Generative Economy, Dassault Systèmes launched its 3D UNIV+RSES – combinations of AI-powered virtual twins that virtualize entire product lifecycles.

ENABLING GAME CHANGING WORKING METHODS



1.3.2 Timeline

First Generation: 3D Design

1981 – A group of pioneering engineers working on 3D design founded Dassault Systèmes as a spin-off from Dassault Aviation. The initial focus was on the aerospace and automotive industries.

1981 – Launch of CATIA – the Company's flagship brand.

1981 – Global marketing, sales, and support partnership with IBM.

1986 – Rollout of V3, the 3D design architecture.

Second and Third Generations: 3D Digital Mock-up (DMU) and Product Data Management (PDM)

1989 – Partnership with Boeing to create the Boeing 777 digital mock-up – the world's first virtual twin of an airplane providing end-to-end product visibility, elevating performance to new heights and paving the way for sustainable innovation by reducing the number of physical prototypes.

1994 – Release of V4 – the technological foundation for 3D digital mock-ups.

1994 – Expansion of customer industries scope to include consumer goods, high tech, shipbuilding, energy, manufacturing & assembly.

1996 – Dassault Systèmes' Initial Public Offering (IPO) on the Paris (Euronext) and New York (Nasdaq) stock exchanges.

1997 – Acquisition of SOLIDWORKS, expanding the Company's offering to the design and student communities. Creation of a Professional Channel to focus on marketing, sales, and support of SOLIDWORKS.

1998 – Launch of the ENOVIA brand for operations planning and enterprise-wide collaboration.

Fourth Generation: 3D Product Lifecycle Management (PLM)

1999 – Release of V5 for both Windows NT and UNIX.

1999 – Partnership with Toyota to build the first virtual twin of a manufacturing system – providing complete product lifecycle management.

2000 – Launch of the DELMIA brand (resulting from the acquisition of Deneb Robotics in 1997) to optimize manufacturing and supply chain management.

2005 – Launch of the SIMULIA brand, following the acquisition of Abaqus, offering advanced simulation capabilities.

2005 – Rollout of Value Solutions, the Company's second indirect sales channel, focusing on small and mid-sized companies.

2006 – Expansion of ENOVIA's portfolio with the acquisition of MatrixOne, a global provider of collaborative product data management (PDM) software and services.

2007 – Launch of the 3DVIA brand to bring 3D virtual experiences to consumers.

2008 – Release of V6.

2010 – Acquisition of IBM's PLM business – providing in-house direct sales channels for large accounts.

2010 – Acquisition of Exalead – strengthening the Company's data analysis and business intelligence capabilities.

Fifth Generation: 3DEXPERIENCE

2012 – In line with Dassault Systèmes' purpose of Harmonizing Product, Nature and Life, rollout of **3D**EXPERIENCE – a new strategic vision and collaborative platform for industry, healthcare, and cities integrating product usage into the Virtual Twin Experience. Launch of a portfolio of Industry Solution Experiences simultaneously.

2012 – Launch of the GEOVIA brand, following the acquisition of Gemcom Software International, to drive more sustainable use and re-use of natural resources.

2012 – Acquisition of NETVIBES – Dassault Systèmes' information intelligence brand.

2012 – Expansion of 3DVIA portfolio, following the acquisition of SquareClock, to include space planning.

2013 – Launch of **3D**EXPERIENCE and V6 architecture as Software as a Service (SaaS).

2014 – Rollout of the 3DEXCITE brand (resulting from the acquisition of RealTime Technology), 3D visualization solutions for marketing professionals.

2014 – Launch of the BIOVIA brand, following the acquisition of Accelrys, to transform scientific innovation.

2014 – Acquisition of Quintiq to round out DELMIA's portfolio with supply chain and operations planning & optimization software.

2015 – Dassault Systèmes' legal status changed from Limited Company (SA) to European Company (SE).

2016 – Acquisition of full equity in 3DPLM Software Solutions Limited, Dassault Systèmes' India-based joint venture with Geometric Software Solutions Ltd.

2018 – Acquisition of a majority equity stake in Centric Software Inc., specializing in PLM for the apparel, luxury, and retail industries.

2018 – Acquisition of No Magic to strengthen CATIA's systems modeling capabilities.

2019 – Acquisition of MEDIDATA – a global leader in clinical trials – positioning Dassault Systèmes as a leading provider of Life Sciences & Healthcare solutions.

2019 – Launch of the **3D**EXPERIENCE WORKS family of applications for small and mid-size companies.

Sixth Generation: From Things to Life

2021 – Dassault Systèmes' first employee shareholding plan – TOGETHER.

2022 – Acquisition of full equity in OUTSCALE, establishing it as the Company's sovereign cloud brand – the first cloud operator with ANSI SecNumCloud 3.2 certification, Europe's most exacting security and sovereignty standard.

2024 – The "Generative Economy" unveiled as the new strategic horizon for 2040.

2024 – Partnership with Mistral AI to develop trusted AI-powered solutions for industry.

2024 – Launch of the MEDITWIN consortium to pioneer virtual twins for cardiology, oncology, and neurology.

Seventh Generation: 3D UNIV+RSES

2025 – Launch of AI-powered 3D UNIV+RSES, offering intellectual property lifecycle management.

2025 – Partnership with Apple to develop immersive experiences in 3DUNIV+RSES.

2025 – Acquisition of Contentserv by CENTRIC to strengthen AI capabilities.

2025 – Airbus extends the use of **3D**EXPERIENCE to its entire development chain for all of its airplanes and helicopters.

2025 – Acquisition of Ascon Qube's technology to connect factory floor operations within the overall production management process.

2025 – Partnership with Ford to deploy **3D**EXPERIENCE.

For further information on acquisitions over the last three years, see section 1.5.4 "Investments" below.

1.4 Business Activities

› Dassault Systèmes' Corporate Model*

RESOURCES & CAPITAL

INTELLECTUAL CAPITAL

12 technology portfolios serving the full innovation cycle

~45 years of accumulated industry knowledge

€1,323M in R&D investment (+3%)

902 protected innovations

See chapters 1.2, 1.5, 3.1 & 4.1

HUMAN CAPITAL

~25,000 employees

40% women in the Executive team

25.8% women among *People managers*

40% share of employees in R&D

See chapters 1.2, 1.5, 2.2.3, 3.1 & 4.1

SOCIAL CAPITAL

18,000+ people in commercial partners' ecosystem

200+ scientific & research partners

~10,000 people in technology partners' ecosystem

See chapters 1.4.1, 1.5.1 & 2.2.1

FINANCIAL CAPITAL

A Stable S&P credit rating

€1,530M net cash position

See chapters 1.9, 3.1 & 6

NATURAL CAPITAL

94% of renewable electricity

50.4% of suppliers (by weight of CO_2 emissions) with Science-based emissions reduction targets set

91% of workforce worldwide located in an ISO-certified site for its energy management

See chapter 2.2.2 & 2.4.5

BUSINESS MODEL

PURPOSE

Provide businesses and people with **3D**EXPERIENCE universes to imagine sustainable innovations capable of **harmonizing product, nature and life.**

SERVING 3 SECTORS

- Manufacturing Industries
- Life Sciences & Healthcare
- Infrastructure & Cities

ENGAGEMENT

Four engagement models to address the broad range of customers and provide them the right value at the right time.

PLATFORM

3DEXPERIENCE®

A unified collaborative environment to **connect people, ideas and data.**

* The Business Model.

STRATEGY

Human Industry Experiences is Dassault Systèmes' strategy for delivering on its purpose.

11 GEOS

Dassault Systèmes operates in 155 countries.

A BROAD RANGE OF CLIENTS

Over 390,000 customers across 12 industries - from startups to the world's largest enterprises.

3D UNIV+RSES

The Generative Economy, a convergence of the Experience Economy and the Circular Economy, takes inspiration from the living world.

2040 HORIZON

Combining virutal twins with **artificial intelligence, modeling, and simulation, 3D** UNIV+RSES enable the management of the entire lifecycle of all products.

CREATED & SHARED VALUE

INTELLECTUAL CAPITAL

69.9% eligible revenue to the EU Taxonomy

42.9% aligned revenue to EU Taxonomy

25+ years, average length collaboration with our 20 main clients

See chapters 1.4.2 & 2.2.2

HUMAN CAPITAL

99% of employees trained

76.2% employees pride and satisfaction rate

98% of employees under permanent contract

1,800+ interns and apprentices

2,200+ job offers filled in 2025, 94% under permanent contract

See chapter 2.2.3

SOCIAL CAPITAL

€270.8M IFRS income tax expense (Effective Tax Rate of 18.6%)

55 community interest projects supported by *La Fondation Dassault Systèmes*

10M+ students using **3DEXPERIENCE** Edu solutions

98% employees trained on ethics & compliance

See chapters 2.2.3, 2.2.4 & 3.1

FINANCIAL CAPITAL

€1.31 non-IFRS EPS (diluted net earnings per share)

dividend policy: **30%** of net IFRS earnings distributed

See chapters 1.7 & 3.1

NATURAL CAPITAL

-42% of Market-based carbon intensity per million euros of IFRS revenue compared to 2019

-36% CO_2 emissions related to business travel and employees' commute compared to 2019

-78% in Scope 1&2 energy-related CO_2 emissions compared to 2019

See chapter 2.2.2

The methodology used to represent the resources Dassault Systèmes deploys and the shared value for society that it creates is the Integrated Reporting Framework proposed by the Value Reporting Foundation (now part of the International Sustainability Standards Board). The Integrated Reporting Framework presents this stakeholder value creation process according to the five relevant "Capitals" for our sector: Intellectual, Human, Social, Financial, and Natural.

1.4.1 Dassault Systèmes

1.4.1.1 The Company's strategy: Human Industry Experiences

To fulfill the ambition for sustainable innovation encapsulated in its corporate purpose, Dassault Systèmes' strategy is to focus on Human Industry Experiences.

"Human" places people at the heart of Dassault Systèmes' mission. The company leverages imagination, knowledge, and expertise to sustainably contribute to the well-being of all. The leaders of tomorrow will be those who can build and nurture a legacy of knowledge and know-how—and virtual twins integrate advanced scientific and industrial know-how.

"Industry" reflects Dassault Systèmes' commitment to delivering what matters most to its customers, providing them with a lasting competitive advantage. For Dassault Systèmes, "Industry" refers not just to technology but to the customer's entire ecosystem, offering holistic solutions that enable learning and innovation.

"Experiences" expresses the ambition to help every business and individual envision, build, and inhabit this "New New World"—a blend of the real and virtual that defines our present.

Virtual twins no longer merely represent products; they describe the processes, organizations, and usage patterns that enable their creation and operation. This empowers customers to reinvent the experiences they offer.

1.4.1.2 Strategic operational elements

Dassault Systèmes rolls out its strategy through its Strategic Operational Elements: Brands, Industries and GEOs.

Brands

The twelve brands of Dassault Systèmes, powered by the **3D**EXPERIENCE platform, are organized into portfolios of experiences:

- Portfolio of social and collaborative experiences: CENTRIC, ENOVIA;
- Portfolio of 3D modeling experiences: SOLIDWORKS, CATIA, GEOVIA, BIOVIA;
- Portfolio of simulation experiences: SIMULIA, DELMIA, 3DVIA;
- Portfolio of information intelligence experiences: **3D**EXPERIENCE, MEDIDATA;
- infrastructure for business experiences: OUTSCALE.

Industries

Dassault Systèmes develops Industry Solution Experiences, industry-focused offerings which deliver specific value to companies and users in a particular industry. Dassault Systèmes serves twelve industries grouped into three sectors:

- Manufacturing Industries (Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail);
- Life Sciences & Healthcare;
- Infrastructure & Cities (Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services).

GEOs

Eleven GEOs are in charge of driving the development of the Company's business and implementing its customer-centric engagement model. Teams leverage strong networks of local customers, users, partners, and influencers.

Theses GEOs are structured into three groups:

- "Americas", made of two GEOs;
- "Europe" region, comprising Europe, Middle East and Africa (EMEA) and made of four GEOs;
- "Asia", comprising Asia and Oceania and made of five GEOs.

1.4.1.3 Dassault Systèmes' Key Competitive Strengths

Dassault Systèmes, a world-leading player in industry transformation, has unique assets to sustain a long-term growth.

Global industry is entering into the Generative Economy. In this emerging era, companies must offer experiences rather than just products or services, and pay increasing attention to the sustainability of these experiences. Innovation happens though virtual twins that combine the virtual and the real. In this era, the value shifts from the real to the virtual: virtual assets are the new currency of the economy, and industry leaders are those mastering the capitalization of knowledge and know-how.

Dassault Systèmes is a science-based company. It is positioned at the heart of the Industry Renaissance combining art, science and technology for a sustainable world.

The company's purpose is to "harmonize products, nature and life". Its distinctive DNA gives it the ability to scientifically model and accurately represent the world through a multidisciplinary, multiscale approach.

Dassault Systèmes has acquired its longstanding leadership position [(1)] by defining new markets and creating new offers, expanding from 3D design and 3D digital mock-ups to Product Lifecycle Management, Virtual Twins and now 3D UNIV+RSES. This market leadership is underpinned by a clear and strong commitment to innovation in all its forms, both internally and with customers and their ecosystems.

3D UNIV+RSES are a new class of virtual representation that integrates modeling, simulation, real-world data, and AI. They enable the virtualization of an entire product lifecycle (design, engineering, manufacturing, and usage). These 3DUNIV+RSES enable organizations to securely experiment, learn, and innovate with artificial intelligence, capitalizing on their knowledge and know-how.

Dassault Systèmes' long-term vision is supported by a solid business model with a high level of recurring software revenue.

Being a leader requires a long-term vision and financial model as well as investing in people. At of the end of 2025, Dassault Systèmes totaled ~25,000 employees – a stable figure compared to 2024 – from diverse, highly educated backgrounds. With a high level of recurring software revenue (representing 82% of total non-IFRS software revenue in 2025), the financial model allows for a high level of investments in R&D and customer support.

The significant level of diversification of Dassault Systèmes revenue across twelve industries and eleven GEOs supports its sustained growth and resilience, even in unstable macroeconomic and geopolitical times.

Dassault Systèmes has a wide-ranging worldwide customer base, from small companies to global leaders and disruptors who are redefining their industry in the 21st century. Dassault Systèmes solutions help them develop a unique patrimony of knowledge and know-how. The Company distributes its products through direct and indirect sales channels, working with commercial partners.

Dassault Systèmes has created a strong and dynamic ecosystem that brings together not only business partners (sales, marketing, services) and system integrators – representing a pool of over 18,000 individuals – but also more than 400 software development partners, technology and education institutes, and research bodies.

The Group also supports a wide network of startups through the **3D**EXPERIENCE Lab, an open innovation program focused on accelerating disruptive, sustainable innovation. With its **3D**EXPERIENCE Edu initiatives, Dassault Systèmes also contributes to the transformation of industries by shaping the workforce of the future.

1.4.1.4 Growth Strategy

Based on its **3D**EXPERIENCE platform and software portfolio, Dassault Systèmes estimates that its current addressable market in the software domain is approximately $130 billion. This addressable market is split across the three main economic sectors served by Dassault Systèmes: Manufacturing Industries (around $75 billion), Life Sciences and Healthcare (around $25 billion), and Infrastructure & Cities (around $30 billion).

Dassault Systèmes is developing its business through several growth drivers, notably:

- **3D UNIV+RSES**: launched in early 2025, 3D UNIV+RSES are the seventh generation of representation of the world introduced by Dassault Systèmes. They are at the heart of the Generative Economy, which brings together the knowledge and the circular economies. With these new highly secured environments, Dassault Systèmes' customers can create "virtual twins of everything for everyone", taking full advantage of their rich, high-quality patrimony of 3D design, virtual twins and PLM data. Combining modeling, simulation, real-world data and AI -generated content, 3D UNIV+RSES unlock the full potential of the dialogue between virtual and real (V+R);

(1) Dassault Systèmes evaluates its competitive positioning based on third-party studies (D&B, Oxford Economics, Omdia, IDC, Gartner).

- **Virtual twins**: Dassault Systèmes is helping companies of all sizes to create virtual twins of everything, from products to processes, to organizations. Virtual twins are scientifically grounded models that go beyond a pure digital representation because they are connected and constantly re-calibrated with real world data. This continuous loop generates knowledge and know-how that can be reused. This strategy is deployed to domains everywhere, for everyone. Examples range from virtual twins of Material or Biologics for researchers, virtual twins of production systems to manage sustainable global industrial operations for supply chains and virtual twin of an enterprise to sustain a responsible and profitable business model;
- **The 3D**EXPERIENCE **platform**: this collaborative platform brings portfolios of experiences in a single and secure environment to create and operate end-to-end product experiences, from the virtual creation of these products to their operation in the real world. The platform is the innovation hub for the company, connecting not only its employees but also customers and partners in virtual universes. The platform is also the preferred channel for the relationship between Dassault Systèmes, its customers and the entire ecosystem to capitalize on and accelerate customer experience;
- **Capitalization of knowledge and know-how**: Through AI-powered Virtual Twins, customers turn their data assets into knowledge and know-how. This intellectual property becomes a strategic asset in the Generative Economy;
- **Driving innovation and performance through artificial intelligence: Dassault Systèmes embeds AI across its entire portfolio. Integrated with 3D UNIV+RSES, it enables organizations to share and leverage their industrial knowledge and know-how at scale across all employees, form hybrid Virtual + Real teams, and thus enhance their competitiveness and operational performance;**
- **Progressive adoption of the cloud**, **protection of know-how and digital resilience (sovereignty matters)**: working on the Cloud accelerates deployment, drives continuous improvement of solutions and fosters enhanced collaboration across businesses from anywhere, anytime. Dassault Systèmes is committed to investing continuously to offer clients an unmatched combination of cloud performance, security, and sovereignty;
- **The transition to subscription models**: the gradual adoption of the cloud and the flexibility offered by subscription models are encouraging an increasing number of Dassault Systèmes' clients to opt for subscription, accelerating the adoption of Dassault Systèmes' experiences and driving innovation;
- **Industry diversification**: Dassault Systèmes is constantly broadening its reach in each of its twelve target industries, in particular by extending its presence in new sub-segments. For further information, see paragraph 1.4.2.1 "Industries and Customers";
- **Domain diversification beyond product innovation**: Dassault Systèmes continuously invests to extend each of its brands' coverage and to broaden their respective bases. With a rich history in serving research and engineering teams, the Company constantly introduces new solutions to new communities of users be it in marketing, production, operation, or circularity of the products, services, and experiences. For further information, see paragraph 1.4.2 "Dassault Systèmes' offering";
- **Sustainable innovation for industry**: Dassault Systèmes continues to enrich its solutions to help industries minimize the environmental impact of their products, services, and experiences, and to facilitate product and material circularity;
- **Geographic diversification**: Dassault Systèmes, with active customers in 159 countries, is committed to aligning its territorial network with the evolving needs of its clients;
- **Acquisitions expanding the addressable market**: Dassault Systèmes' acquisition policy is in line with its purpose and strategy. The Company seeks potential acquisitions that expand the domain expertise of its brands, enhance its industry offering, and address its customers' growing needs. Dassault Systèmes also complements its internal solutions developments through key selected acquisitions. For further information, see paragraphs 1.4.2 "Dassault Systèmes' offering," 1.5 "Research and development" and 1.5.4 "Investments".

For a description of the challenges that must be met to maintain growth, see paragraph 1.9.1 "Risks Related to the Business."

1

1.4.2 Dassault Systèmes' Offering

1.4.2.1 Industries and Customers

Dassault Systèmes has a diversified client base, comprised of global leaders, mid-market companies, small companies and startups, as well as government and academic institutions, and establishing long term relationships with them which translates into an average length collaboration of more than 25 years with its 20 main clients. Its market strategy is industry-based (Manufacturing Industries, Life Sciences & Healthcare, and Infrastructures & Cities) with a very close proximity to customers and offers adapted to its industries, which are themselves divided into market segments.

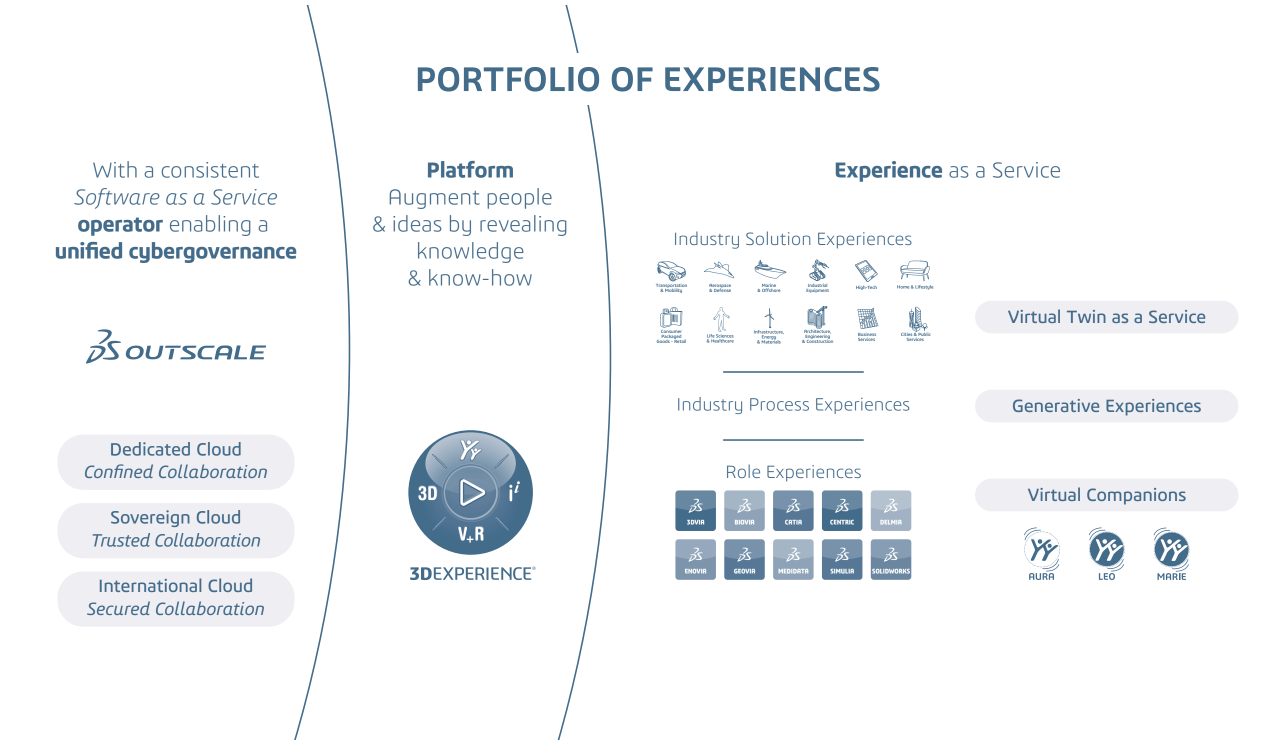
SECTOR/Industry	Market Segments Addressed by Dassault Systèmes
MANUFACTURING INDUSTRIES	
Transportation & Mobility	Cars & Light Trucks OEMs, Racing Cars, Motorcycles, T&M Industry Suppliers, Trucks & Buses, Trains, Mobility Services
Aerospace & Defense	Commercial Aviation, Aerospace & Defense Suppliers, Propulsion, Defense, Air Transportation, Space
Marine & Offshore	Naval Shipyards, Commercial Shipyards, Offshore, Yachts & Workboats, Marine Suppliers, Marine & Offshore Specialists
Industrial Equipment	Industrial Robots, Machine Tools & 3D printers, Specialized Manufacturing Machinery, Heavy Mobile Machinery & Equipment, Building Equipment, Power & Fluidic Equipment, Fabricated Metal & Plastic Products, Tire Manufacturers, Professional Services
High-Tech	Consumer Electronics, Security, Control & Instrumentation, Computing, Software & Communications, Contract Manufacturing Services, Technology Suppliers, Semiconductors, Telecom & Media Operators
Home & Lifestyle	Furniture & Home Goods, Sports & Leisure Goods, Fashion & Luxury Goods, Specialist Retailers
Consumer Packaged Goods – Retail	Food & Beverage, Beauty & Personal Care, Household Products, Packaging, General Retailers
LIFE SCIENCES & HEALTHCARE	
Life Sciences & Healthcare	Pharmaceuticals & BioTechs, Medical Devices & Equipment, Patient Care
INFRASTRUCTURE & CITIES	
Infrastructure, Energy & Materials	Mining, Metals & Minerals, Oil & Gas, Chemicals, Power, Civil & Transportation Infrastructure
Architecture, Engineering & Construction	Utilities, Building & Facilities, Construction Products & Services, Agriculture & Forestry
Business Services	Banking & Insurance, Rail Freight, Postal, Express & Air Cargo, Sea Freight & Integrated Logistics
Cities & Public Services	Cities & Territorial Authorities, Public Contractors, Public Funded Centers of Innovation, Education

The breakdown of Dassault Systèmes' non-IFRS software revenue in 2025 for its three sectors was as follows: Manufacturing Industries 71%, Life Sciences & Healthcare 21% and Infrastructure & Cities 8%. Within the Manufacturing Industries sector, main industries were Transportation & Mobility, Industrial Equipment and Aerospace & Defense representing respectively 23%, 17% and 14% of non-IFRS software revenue in 2025.

1.4.2.2 Global overview of the experiences portfolio

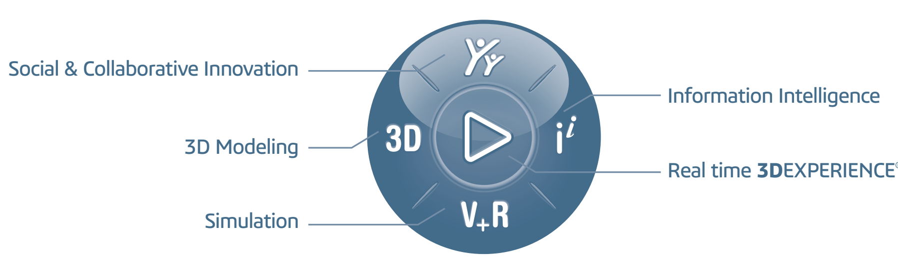
Dassault Systèmes provides its customers with a portfolio of experiences, including cloud services or Software as a Service, the 3DEXPERIENCE **platform, and a range of Experiences as a Service**.

The **3D**EXPERIENCE platform offers a holistic approach to innovation by connecting R&D, engineering, production, marketing, and end users.



First, through OUTSCALE, a Dassault Systèmes' brand and a strategic sovereign cloud operator, the Company offers a three-tier cyber governance:

- Dedicated Cloud for sovereign collaboration in the customer's space;
- Sovereign Cloud for trusted collaboration within a common legal space;
- International Cloud for secure collaboration.



Then, Dassault Systèmes' 3DEXPERIENCE **platform-a platform of knowledge and know-how-** connects businesses to all stakeholders, both internal and external, in a holistic approach to innovation, from design, engineering, manufacturing, sales, and marketing, to usage. The **3D**EXPERIENCE platform allows every actor of an innovation project—from research labs to factories to end consumers—to interact and collaborate seamlessly. It also introduces an innovative business model, creating direct connections between sellers and buyers, subscribers and subcontractors, service providers and end customers.

Finally, Dassault Systèmes provides an Experiences as a Service offering, which includes two components:

On one hand:

- Industry Solution Experiences address the major challenges of a specific industry and enable enterprise transformations. For example, the *Engineered to Fly* solution helps aerospace and defense suppliers accelerate production cycles and time-to-market—from the bidding phase to product delivery;
- Industry Process Experiences focus on the operational performance of a specific team within the context of an Industry Solution. For instance, *Aerospace Composite Engineering* is a process within the *Engineered to Fly* solution that supports the design, optimization, and manufacturing of composite parts through dedicated process management applications;
- Roles assist individuals in their specific tasks and integrate within a Process. For example, the *Composites Braiding & Forming Engineer* role is part of the *Aerospace Composite Engineering* process.

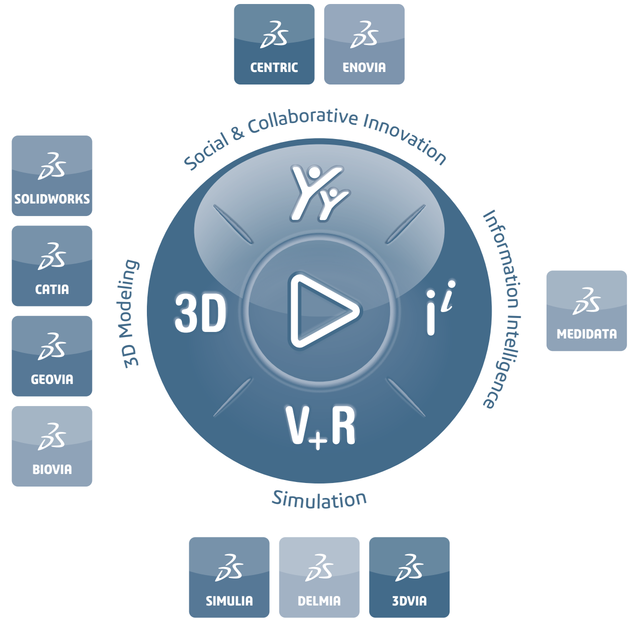
As of December 31, 2025, Dassault Systèmes provides 113 Industry Solution Experiences, 739 Industry Process Experiences, and 569 Roles.

On the other hand, three AI-driven new offering categories, launched in 2025:

- **Virtual Companions** provide enhanced workforce capabilities. These AI experts reinforce teams where complexity is greatest—by assisting, teaching, and even performing specific tasks themselves. They revolutionize how industries design, test, and validate innovations. Far beyond traditional language models, these experts leverage decades of industrial know-how, combining validated physical modeling, multidisciplinary simulations, and artificial intelligence.
  Three virtual experts provide complementary approaches to address industrial challenges: Aura orchestrates knowledge and context to guide teams through complexity; Leo solves the most daunting technical challenges, from design to production; Marie pushes scientific boundaries—from materials to therapies—to drive limitless innovation.
- **Generative Experiences** deliver alignment by orchestrating collaboration between teams and virtual companions across entire business processes. They enhance operational efficiency and strategic innovation focus, transforming virtual twins by integrating unmatched industrial know-how and Generative AI. They merge best practices with intrinsic compliance, blending disruptive innovation and risk management to create unprecedented value.
- **Virtual Twins as a Service** provide tangible outcome, allowing businesses to simulate, optimize, and secure strategic decisions before real-world implementation, including:
  - testing strategic scenarios before committing investments,
  - simulating supply chain disruptions before they occur,
  - optimizing sustainability goals before regulations impose costs.

1.4.2.3 Brands Portfolio

Dassault Systèmes' brands are organized around the quadrants of the Compass.



Portfolio of 3D Modeling Experiences

SOLIDWORKS – Authentic Design Experience

SOLIDWORKS delivers an Authentic Design Experience–empowering mainstream designers, engineers, entrepreneurs, makers, and growing businesses to transform ideas into manufacturable products and fuel world-changing innovations. With SOLIDWORKS, the trusted standard for mainstream 3D design, they can create the Virtual Twin of the product: a that integrates mechanical design, simulation, documentation, data management, manufacturing definition in a single collaborative cloud environment. SOLIDWORKS enables users to move seamlessly from concept to production while maintaining design intent, quality, and traceability.

The SOLIDWORKS portfolio spans the broader product innovation and business lifecycle, including solutions for project management, marketing content creation, collaboration, and administrative processes extend value beyond engineering teams to the entire organization. Embedded best practices and an active global community empower millions of users to create breakthrough products.

Generative Industrial AI enhances the SOLIDWORKS experience with Virtual Companions automate repetitive tasks, guide modeling decisions, and enable generative design exploration. Users can evaluate multiple design alternatives based on performance, cost, and manufacturability criteria.

CATIA – Shape the World We Live in

CATIA empowers innovators to shape the world we live in. The world leading brand empowers engineers and design innovators to create and manage Virtual Twins of Products & Systems, increasing their speed and capacity to explore thousands more alternatives—reinventing not only their products, but also their system of systems and value models for the Generative Economy. These Virtual Twins are a science-based, data-rich representation that unifies requirements, architecture, multidisciplinary engineering, simulation, and validation in a single collaborative environment.

CATIA differentiates through deep, embedded industry knowledge and engineering know-how. It integrates advanced mechanical design, Class-A surfacing, electrical and fluid systems, model-based systems engineering (MBSE), and multidisciplinary simulation within a unified experience. Engineering rules, industry methods, and compliance requirements are captured directly inside the Virtual Twin, ensuring traceability and systems orchestration across complex value networks. This knowledge-driven approach enables companies to master product complexity, meet regulatory and sustainability targets, and confidently develop software-defined and experience-centric solutions.

Industrial AI augments CATIA with specialized engineering. Virtual Companions assist in architecture definition, design exploration, simulation setup, and requirements validation. Generative engineering capabilities enable rapid creation and evaluation of thousands of design alternatives, optimizing performance, manufacturability, and environmental impact. Through Virtual Twins as a Service, organizations benefit from scalable, cloud-based collaboration and continuously evolving models – ensuring lifecycle continuity and real-time optimization from concept to operation.

With CATIA, businesses accelerate development cycles, reduces risk, and enhances product quality and compliance. In the Generative Economy, CATIA transforms engineering into a strategic driver of sustainable innovation.

GEOVIA – Model the Sustainable Planet

GEOVIA empowers earth engineers to Model the Sustainable Planet by creating Virtual Twins of natural resources. These Virtual Twins offer science-based, geo-located and multi-scale representations of complex resource systems (surface, subsurface, and connected infrastructure). They integrate data, processes, and stakeholders in a collaborative environment where teams can visualize, simulate, and optimize operations with confidence. With GEOVIA, every insight is grounded in science to evaluate opportunities, anticipate impacts, and balance productivity, profitability, and sustainability.

With decades of knowledge and know-how embedded in its semantic data models, ontologies, and proven engineering methodologies, GEOVIA transforms fragmented information into actionable intelligence and ensures that decisions are transparent, auditable, and scientifically sound. By connecting geology, planning, operations, and environmental considerations, it provides seamless cross-disciplinary collaboration across the natural resources value chain.

GEOVIA provides end-to-end software solutions for mining, infrastructure, and urban planning environments to drive productivity, efficiency, and sustainability. Powered by Industrial AI, GEOVIA's Virtual Companions guide users through complex workflows in a secure, sovereign and context-aware environment. Generative Experiences automate scenario creation and optimization, enabling customers to simulate alternatives, and rapidly converge on validated, high-performance solutions.

In the Generative Economy, GEOVIA delivers measurable impact: higher Net Present Value, reduced operating costs, mitigated risks, and improved ESG performance. GEOVIA drives more resilient operations and a more responsible stewardship of the Earth's resources.

BIOVIA – Model the Biosphere

BIOVIA provides bioscience and material professionals, the scientific foundation to Model the Biosphere. Unifying physics-based modeling, molecular simulation, experimental data, laboratory execution and quality, as well as regulatory intelligence – BIOVIA delivers an end-to-end representation of products and processes from molecular design to manufacturing readiness. Using Virtual Twins of Biology and Materials R&D, researchers can simulate, test, and refine innovations virtually before physical trials begin. BIOVIA empowers organizations to make faster, more confident, and more sustainable decisions.

BIOVIA relies on decades of scientific knowledge, from chemistry and biology, to materials science or laboratory informatics. Its proven models, curated scientific content, and lab best practices converge into reusable knowledge assets and ready to apply scientific workflows. This unique breadth of know-how ensures digital continuity across the R&D lifecycle from molecular design to pilot scale to compliant batch release.

With Industrial AI, BIOVIA gives every scientist cutting-edge generative technology to design faster, experiment virtually, and create more successful products. Virtual Companions supplement scientists by automating data interpretation and method development, while Generative Experiences help researchers to define objectives and constraints and explore vast design spaces to create novel molecules, therapeutics, and materials – validated by both physics and data. Delivered as Virtual Twins as a Service, BIOVIA provides scalable, collaborative innovation environments accessible across the Enterprise.

BIOVIA empowers organizations to invent faster, scale knowledge, and orchestrate R&D and quality at enterprise level. Customers achieve higher productivity, accelerated time to market, improved compliance, and more sustainable product development. In the Generative Economy, BIOVIA transforms scientific innovation into an intelligent, connected and resilient value engine, driving market-leading products from idea to manufacturing.

Portfolio of Simulation Experiences

SIMULIA – Reveal the World We Live in

SIMULIA redefines what's possible in realistic simulation, enabling engineers and innovators to reveal the world we live in. Users can create and manage Virtual Twins of Testing & Experimentation, unlocking the ability to explore, validate, and certify designs virtually before physical testing. These Virtual Twins provide a science-based representation that unifies multiphysics simulation, real-world test data, and predictive analytics. It integrates engineering rules, industry methods, and compliance requirements ensuring precision, traceability, and seamless orchestration.

SIMULIA's strength lies in its ability to go beyond simulation, embedding Physics behavior into the design process, ensuring that performance predictions directly inform engineering decisions. Its integrated MODSIM approach connects modeling and simulation, allowing continuous feedback between design and analysis. SIMULIA provides advanced capabilities in structures, fluids, electromagnetics, and motion, alongside specialized solvers and real-world test correlation. This knowledge-driven approach enables organizations to master product performance, meet regulatory standards, and develop high-fidelity, sustainable solutions.

With Industrial AI at its core, SIMULIA provides Virtual Companions to guide users through every stage of simulation, from setup to analysis and optimization. Generative Experiences enable rapid exploration of design alternatives, optimizing for performance, reliability, and sustainability. Through Virtual Twins as a Service, teams benefit from scalable, cloud-based access to continuously updated Virtual Twins, fostering real-time collaboration and lifecycle continuity from concept to operation.

With its embedded industry knowledge and AI-powered insights, SIMULIA empowers organizations to shift from Design for Manufacturing to Design for Performance, turning simulation into a catalyst for breakthroughs in the Generative Economy. Customers achieve shorter development cycles, fewer physical prototypes and faster certification. This transformative approach empowers organizations to redefine their engineering processes, optimize complex systems, and create high-impact, sustainable solutions that drive competitive differentiation.

DELMIA – Make It Happen

Manufacturers and operators find in DELMIA a solution to Make It Happen. Through Virtual Twins of production systems and value chains, DELMIA's users design, simulate, and optimize industrial processes before their execution. These Virtual Twins comprise the dynamics of factories, field operations, supply chain and associated logistics flows to anticipate performance and enhance operational agility.

DELMIA integrate unique know-how from decades of experience in engineering, production, and logistics. Its portfolio covers production simulation and planning, robotics and virtual commissioning, ergonomics, workplace safety, supply chain and operations management. By integrating these disciplines within a single collaborative platform, DELMIA ensures digital continuity from process design to shop-floor execution.

DELMIA leverages Industrial AI to automatically generate and evaluate production scenarios, optimize resource allocation, and accelerate automation. Virtual Companions assist users in configuring simulations and adapting operations in real time. DELMIA's Virtual Twins as a Service enable scalable, intelligent orchestration of global production networks. Generative AI make industrial decision-making faster, more precise and sustainable.

In the Generative Economy, DELMIA redefines industrial operations as adaptive, knowledge-driven engines of value. Customers achieve higher productivity, resilience to disruptions, and sustainable operations by transforming operational data into strategic intelligence.

3DVIA – Shape Your Dream

3DVIA shapes your dream by creating the Virtual Twin of Your Home. This immersive, personalized Virtual Twin replicates living spaces with accuracy- through layout, furniture, materials, lighting, and daily usage. With 3DVIA, anyone can plan, design and improve their living space, testing styles and evaluating budgets, in a virtual world before making physical changes.

3DVIA turns home design into useful information to help everyone. Its strength lies in its knowledge of space planning, installation rules, budgeting, and product configuration – to offer an extensive catalog of real-world furnishings, materials, finishes, and décor options. With over 40 million of users worldwide, 3DVIA offers a continuously updated source of inspiration for people to design their dream home easily.

With a platform dedicated to the home and furniture industry, 3DVIA delivers online 3D immersive experiences. AI-powered Virtual Companions guide users, step by step, suggesting optimized and personalized styles, as well as budget-conscious alternatives to generate realistic scenarios aligned with their aspirations. Delivered as Virtual Twins as a Service, 3DVIA makes advanced home design capabilities scalable, interactive, and continuously evolving.

In the Generative Economy, 3DVIA democratizes access to better living spaces, more affordable, personalized, and low-carbon, contributing to a more responsible way of living the home.

Portfolio of Information Intelligence Experiences

3DEXPERIENCE – Understand the Past and Navigate the Future

3DEXPERIENCE makes it possible for organizations to create the Virtual Twin of their value model – bringing together strategy, operations, capabilities, and outcomes in one unified environment. This allows business leaders to better master complexity, evaluate trade-offs, and anticipate the impact of decisions before they act, and ultimately drive performance and transformation.

Built on more than 40 years of collaboration with industry leaders, **3D**EXPERIENCE captures Dassault Systèmes' deep industrial knowledge and know-how. The **3D**EXPERIENCE platform leverages data from multiple sources and uses advanced ontologies to turn fragmented information into structured, actionable, and strategic knowledge.

3DEXPERIENCE connects data from Dassault Systèmes' platform and external systems, enabling real-time insights, what-if simulations, and evidence-based recommendations. Through AI-powered Virtual Companions, users access the right knowledge at the right time, in a secure environment. Delivered as Virtual Twins as a Service, the platform scales collaboration and intelligence enterprise-wide.

Ultimately, **3D**EXPERIENCE transforms how teams work together and bridges the gap between vision and reality as it empowers virtual and real-world teams to collaborate, decide, and act more effectively.

MEDIDATA – Power Smarter Treatments and Healthier People

MEDIDATA aims to power smarter treatments for healthier people through Virtual Twins of Therapeutics and Patients. MEDIDATA creates Virtual Twins for clinical research, covering all stages from patient populations and response, to operational execution of the trial itself, including external control arms. By simulating studies before the first patient is enrolled, healthcare organizations materially improve study design decisions and operational readiness for study teams.

With more than 26 years of experience covering over 38,000 trials, 12 million patients and healthy volunteers, MEDIDATA brings unparalleled clinical development knowledge and know-How. Serving over 2,300 customers and more than one million users worldwide, MEDIDATA leverages one of the industry's richest patient-level historical trial datasets. This depth of data, combined with operational leadership in clinical research, enables structured, traceable, and regulatory-ready digital continuity across the entire development lifecycle.

MEDIDATA redefines clinical trials by embedding secure, domain-specific Industrial AI into its Virtual Companions, Generative Experiences and Virtual Twins as a Service. Built on proprietary clinical datasets, these AI-driven solutions deliver predictive and prescriptive insights to help Life Sciences organizations optimizing therapeutic development with unprecedented precision and agility.

Predictive AI is transforming clinical development, replacing reactive workflows with prescriptive foresight to boost success rates and cut R&D costs. MEDIDATA's end-to-end study simulation platform lets customers modeling trial designs before enrollment. In the Generative Economy, this helps organizations to make better decisions earlier, detect risk sooner and bring therapies to market faster.

Portfolio of Social and Collaborative Experiences

ENOVIA – Plan your Definition of Success

Redefining what's possible in Product Life Cycle Management (PLM), ENOVIA empowers teams across the value network to securely collaborate, innovate and plan their definition of success by transforming market opportunities into competitive advantages. Combining the Virtual Twin of the Product with the Virtual Twin of the Organization, ENOVIA provides unique value to drive business transformation and align strategy, portfolio planning, product definition and execution within a unified and collaborative environment.

For over 35 years, ENOVIA has been at the forefront of major transformations – from pioneering PLM to advancing model-based and experience-driven innovation powered by the **3D**EXPERIENCE platform. With ENOVIA, companies connect people, processes, data, and decisions across the entire value network – from ideation to repurposing. ENOVIA ensures digital continuity and connects business strategy directly to product execution.

With ENOVIA, organizations tap into intelligent, AI-driven workflows that accelerate design exploration, enhance simulation fidelity and streamline decision-making. Powered by the strength of 3D UNIV+RSES, this new approach combines virtual twins, generative models and trusted data to deliver richer insights and greater agility throughout the product lifecycle and across business operations. Delivered as Virtual Twins as a Service, ENOVIA provides a secure, cloud-native foundation where teams collaborate seamlessly and innovation scales effortlessly.

In the Generative Economy, ENOVIA advances PLM by delivering Virtual Twins that span the entire product lifecycle. As businesses continuously reinvent themselves, embracing new business models, ENOVIA transforms strategy into measurable outcomes – driving resilient growth and sustainable competitive advantage.

CENTRIC – Plan your Collection's Success

Purpose-built for fast-moving consumer goods, fashion, and retail, CENTRIC PLM ("CENTRIC") spans PLM, Planning, Pricing and Inventory, Market Intelligence and PXM in a unified environment to Plan your collection's Success. Replacing traditional, linear commercialization with the Virtual Twin of collections and fast-moving consumer goods, customers have access to a concurrent, continuous model, connecting ideation, development and launch through real-time insights. Customers visualize performance, align creative and commercial strategies and make informed decisions before products reach the market.

CENTRIC differentiates through deep industry knowledge and know-how, captured through real-world product experiences. CENTRIC embeds proven business disciplines—planning optimization, strategic sourcing, pricing and inventory decision-making—directly into workflows. This unique know-how fuels future AI engines, helping customers execute faster, be more agile and increase profitability.

Artificial intelligence is embedded across CENTRIC's portfolio. Virtual Companions and Generative Experiences allow customers to anticipate trends, forecast demand, optimize assortments, and refine pricing and inventory strategies. Delivered as Virtual Twins as a Service, CENTRIC provides scalable intelligence that adapts to evolving consumer behavior and market dynamics.

In today's growing Generative Economy, CENTRIC enables prestigious brands to introduce more on-trend products across multiple categories, more often and across more regions – while reducing time to market, inventory exposure and environmental impact. By connecting people, data and processes on a single platform, CENTRIC's portfolio empowers companies to grow creatively, responsibly and profitably in an increasingly fast-paced global Marketplace.

Infrastructure for Business Experiences

OUTSCALE – The Sovereign and Sustainable Operator of Trusted Experience as a Service

OUTSCALE is the sovereign and sustainable operator of trusted Experience as a Service, delivering cutting-edge cloud and AI services that make innovation easier and strengthen competitiveness in the Generative Economy. OUTSCALE delivers resilient, secure, and high-performing services, allowing critical enterprises and public institutions to focus on outcomes rather than infrastructure complexity.

OUTSCALE is the worldwide operator of the **3D**EXPERIENCE platform, which is knowledge and know-how platform connecting people, businesses, and ideas, and helping customers move faster from insight to execution with trust. OUTSCALE became the first Cloud operator to receive the ANSSI (French National Agency for the Security of Information Systems) security visa for SecNumCloud 3.2 on its Public Cloud services, delivering a trusted environment where governments and corporations from all sectors convert proprietary data into value and operationalize generative Industrial AI at scale.

OUTSCALE secures and governs customers' intellectual property as a strategic asset through high-assurance security controls, rigorous access governance, and trusted operating conditions. For industries where security, compliance, and autonomy are non-negotiable, OUTSCALE reinforces this value with unified cyber governance across three cloud models: Dedicated Cloud, Sovereign Cloud, and International Cloud. Customers can place each workload in the right environment for the required level of control, jurisdiction, and certification, while maintaining consistent governance, policies, and operational standards end to end.

This unique proposition empowers customers to control data, optimize operations, foster innovation, enhance competitiveness, and drive sustainability.

1.4.2.4 How Dassault Systèmes engages with customers

Dassault Systèmes customers extend from startups, small and mid-sized companies to the largest firms in the world and also include academic institutions and government departments. Dassault Systèmes leverages its **3D**EXPERIENCE platform to engage seamlessly with all customers, accelerate its growth, define and execute sales processes.

Dassault Systèmes has developed with its partners four channels to engage with customers and provide them with the right value at the right time:

- Customer Solution Experiences: a direct engagement approach for companies that are under transformation and are looking for the greatest value for their customers.
- Customer Process Experiences: a partnership-based approach for organizations that seek optimal operational performance from their industrial processes.
- Customer Role Experiences: a partnership-based approach for organizations whose users want to achieve excellence and need to be provided with knowledge and know-how to perform on their job.
- Life Science Engagement: an engagement approach for Life Sciences & Healthcare organizations.

In addition, Dassault Systèmes provides an Online Store for organizations which expect end-to-end, full online engagement, for SaaS roles. This Online engagement triggers continuous relationship with users and helps growing SaaS businesses become more inventive, efficient and responsive.

1.4.2.5 Estimated Addressable Market Size, Market Position and Competitors

Total addressable market

The total addressable market is estimated at approximately $130 billion. The total addressable market sizing uses third party estimates of software domains, analyzed and compared to the software capabilities of the company's offer. Third party estimates do not take into account internally developed software by companies but only commercially sold software.

Market positioning

Dassault Systèmes is leader [(1)] in the PLM market, which includes softwares for design, simulation, digital manufacturing, product data management and collaboration. Dassault Systèmes is also one of the world's leading 3D design and engineering simulation software providers with CATIA, SOLIDWORKS and SIMULIA brands. The **3D**EXPERIENCE provides the most complete user experiences, as they go beyond the simulation of the individual physics or multi-physics capabilities.

By industrial sector, Dassault Systèmes is one of the leading software vendors in Manufacturing Industries and Life Sciences & Healthcare. In Infrastructure & Cities, with the **3D**EXPERIENCE platform, the Company's approach meets the growing needs of infrastructure operators and public authorities to transform their services and their organizations in the face of the accelerated virtualization of the world.

Competitive landscape

The global software market is characterized by intense competition and rapidly evolving customer needs. Dassault Systèmes is continuously expanding its addressable market by broadening its portfolio of solutions, diversifying its customer base, and developing new applications and market segments. At the same time, competition is intensifying, with a diverse range of players present, from innovative startups to large technology and industrial companies worldwide.

In the Manufacturing Industries sector, the PLM market remains highly competitive. Key competitors include Siemens Digital Industries Software, PTC, and Autodesk, as well as simulation specialists such as Ansys [(2)] and Altair Engineering [(3)]. Enterprise process management and industrial operations solutions are offered by players such as Oracle and SAP.

In the Life Sciences and Healthcare sector, the market remains highly fragmented. The three main players, including Dassault Systèmes, hold less than 30% market share. Competition is fierce across the entire value chain: research (Benchling, Schrödinger), preclinical development (Labware and Thermo Fisher Scientific), clinical trials (Clario [(4)] and Veeva Systems), manufacturing (SAP, Siemens Digital Industries Software), and commercialization (Veeva Systems and Salesforce).

(1) Dassault Systèmes evaluates its competitive positioning based on third-party studies (D&B, Oxford Economics, Omdia, IDC, Gartner).
(2) Ansys was acquired by Synopsys.
(3) Altair Engineering was acquired by Siemens.
(4) Clario was acquired by Thermo Fisher Scientific.

In the Infrastructure and Cities sector, Dassault Systèmes operates in a competitive environment comprised of numerous software vendors, including Aras, Autodesk, AVEVA Group (Schneider Electric), Bentley Systems, Blue Yonder, Epicor, Infor, Intergraph (Hexagon Group), Nemetschek, Procore, Salesforce, and Trimble.

Finally, other players offer competing solutions, both direct and indirect, in the areas of collaborative innovation, information management and processing, and digital marketing, notably IBM, Microsoft, Oracle, Palantir, SAP, and Software AG.

1.4.3 Material Contracts

Other than contracts entered into by the Company in the ordinary course of business, Dassault Systèmes' material contracts are principally the distribution agreements with its resellers and systems integrators. See paragraph 1.4.2.4 "How We Engage with Customers", strategic partnerships in paragraph 1.5 "Research and Development", and in particular paragraph 1.5.1 "Overview".

Business contracts

Ford Motor Company

Dassault Systèmes has signed a contract with Ford to deploy the **3D**EXPERIENCE platform as part of the company's vehicle programs.

Financing

Bond

In September 2019, Dassault Systèmes SE issued its four-tranche fixed rate bond for a total of €3.65 billion. This issuance was part of the financing of the acquisition of Medidata Solutions, Inc., completed in October 2019. See paragraph 3.1.7 "Capital Resources" and Note 20 to the consolidated financial statements. The first tranche of €900 million was reimbursed on September 16, 2022. The second tranche of €700 million was reimbursed on September 16, 2024.

Term loans and lines of credit

To finance the acquisition of Medidata Solutions, Inc., Dassault Systèmes also subscribed to two loans on October 28, 2019 with maturities on October 28, 2024 in the amount of €500 million and $530 million, respectively. These loans were voluntarily repaid in full by Dassault Systèmes between October 2020 and February 2022.

In connection with this acquisition, Dassault Systèmes also received a financing commitment in the form of a revolving line of credit of €750 million for a period of five years as of October 28, 2019. In 2020, and then in 2021, Dassault Systèmes extended its maturity for an additional year each time, bringing the maturity date of this credit facility to October 28, 2026. As of December 31, 2025, the line of credit had not been drawn.

Negotiable European Commercial Paper

In July 2022, Dassault Systèmes launched a short-term program, the Negotiable EUropean Commercial Paper (NEU CP) program, with a maximum limit authorized by the Board of Directors of €750 million. The Company issued a cumulative total in 2025 of €2,454 million (remaining under the limit) with a maximum maturity of three months, and repaid €2,354 million under this program.

See paragraph 3.1.7 "Capital Resources" and Note 20 to the consolidated financial statements.

Leases

Dassault Systèmes entered into long-term lease agreements (initially twelve years) in 2008 for its headquarters in Vélizy-Villacoublay, France (the "3DS Paris Campus"), and in 2010 for its offices and R&D laboratories in Waltham, near Boston, USA (the "3DS Boston Campus"). In 2016, the lease for the 3DS Boston Campus was extended until June 30, 2026, and in 2025, it was further extended until March 31, 2039.

Since 2008, the 3DS Paris Campus has expanded through the signing of three additional leases:

- the first, in 2010, for a building of approximately 11,000 square meters in Meudon-la-Forêt, near the Campus;
- the second, in 2013, for an initial fixed term of ten years, covering an additional building of approximately 13,000 square meters within the Campus;
- the third, in 2019, for an initial fixed term of ten years starting in 2023, covering a second building of approximately 28,000 square meters within the Campus. In this context, the lease terms for all buildings located within the 3DS Paris Campus have been extended until 2032.

In 2020, as part of the expansion of its "3DS Pune Campus" in India, Dassault Systèmes acquired the leasehold rights for two buildings near its initial offices for a period of 75 years, for the equivalent of €42.8 million. These two buildings were fully fitted out and delivered, one in 2021 and the other in 2024.

In 2022, the Company signed a new lease agreement for office space in Paris for a fixed term of 12 years, starting at the end of 2023. The minimum future lease payments for this building amount to approximately €42.4 million.

See paragraph 1.9.2.4 "Liquidity Risk" and Note 19 to the consolidated financial statements.

1.5 Research and development

1.5.1 Overview

Principal areas of investment in R&D are related to the **3D**EXPERIENCE platform architecture and services, developing 3D UNIV+RSES and AI-native categories of offering.

As of December 31, 2025, the R&D teams included 9,968 employees, accounting for approximately 40% of the total workforce. Additionally, within the Company, over 1,000 employees hold a PhD.

The Company has R&D facilities in the countries where its clients and high-talent employees are located: in Europe (mainly France, Germany, the United Kingdom, the Netherlands, Poland, and Lithuania), America (mainly the United States) and Asia (mainly India, Malaysia and Australia).

In 2025, R&D expenses totaled €1,323.3 million, compared to €1,286.2 million for 2024, increasing 3%. Dassault Systèmes benefited from government grants and other governmental programs supporting R&D of €41.8 million in 2025 and €50 million in 2024. These government grants principally include research and development tax credits received in France.

The Company conducts its R&D in close cooperation with customers and users in their respective industries to develop a deeper understanding of the unique business processes of these industries as well as the future product directions and requirements of these industries, customers and users.

Dassault Systèmes draws on the expertise of over 200 scientific research partners. Through long-standing technology and scientific collaborations, the company maximizes the potential of available technologies, enhancing their value for mutual customers. These research and technology alliances are established with three objectives:

- to cover end-to-end solutions with holistic offerings;
- to participate in the development of future structure of industries;
- and to integrate the most advanced features of technology into our solutions.

In 2025, Dassault Systèmes counted around 10,000 people in its ecosystem of technology partners.

Dassault Systèmes announced, in 2026, a partnership with NVIDIA to harness the power of virtual twins alongside accelerated computing, delivering truly generative solutions for tackling complex challenges. The collaboration is designed to position AI as a reliable, sovereign, and highly capable technological tool.

Further, the Company is a participant in several hundred public-private projects (for example under the aegis of the FDA, prestigious universities such as Harvard or MIT, and world leading institutes such Inria and INSERM), collaborates with renowned scientists (including Nobel Prize winners) and is engaged in technology partnerships across the twelve industries (and industry sub-segments) it serves.

Dassault Systèmes has software development partners working in each domain of its software solutions. Thanks to its global affiliate program, developers can create and market their own applications fully integrated with and complementary to the Company's software solutions.

Dassault Systèmes is deeply committed to creating quality solutions that allow its customers to meet the critical business requirements of the industries in which they operate. This commitment to quality is evidenced by its well-established Quality Management System certified ISO 9001:2015 – the latest version of the standard focusing on operational excellence and performance.

1.5.2 SaaS offering and Services

The **3D**EXPERIENCE platform provides SaaS and services offering to enable secured and controlled online collaborative environments to share and innovate on any computer. This technology is unique, optimized for big data and available for remote usage for a wide variety of industry uses.

In 2021, the **3D**EXPERIENCE platform on the cloud was certified by the highest security standards: ISO 27001:2017 (Information Security Management System), on the full scope of design, development, delivery, deployment, cloud operations and support of the **3D**EXPERIENCE Software as a Service (SaaS), as well as ISO/IEC 27701:2019, extension to ISO 27001 for Privacy Information Management.

The MEDIDATA platform is built to protect data's privacy, security, and quality. These critical elements are built in at the design phase of its technology. This validated core is certified by multiple independent certification bodies to reinforce this commitment. MEDIDATA's robust accreditation and certification portfolio defines its industry's gold standards around data privacy, information security, and quality management.

The MEDIDATA platform has been certified by the highest security standards, including ISO 27001:2022, ISO 27017:2015, SOC1 Type 2 and SOC2+ Type 2, as well as ISO 27018:2019 for Privacy Information Management. Dassault Systèmes' MEDIDATA brand was the first Life Sciences company to achieve compliance with the ISO/IEC 27701:2019 Privacy Standard. In addition to being compliant with FISMA (Federal Information Security Management Act) regulations, MEDIDATA is compliant with regulations such as ICH E6 (R3), FDA 21 CFR Part 11, EU GMP Annex 11, the Medicines and Healthcare products Regulatory Agency (MHRA) of the United Kingdom, the European Medicines Agency (EMA), the Ministry of Health, Labour and Welfare (MHLW) of Japan, and the National Medical Product Administration of China (NMPA).

CENTRIC innovations drive digital transformation for the most prestigious companies such as retailers, brands and manufacturers of consumer goods. In 2022, in addition to its SOC-2 type 2certification, the CENTRIC platform was certified by the highest security standards: IS 27001:2013, ISO 27017:2015 and ISO 27018:2019 for Privacy.

Finally, OUTSCALE has been providing companies and public organizations with stable, scalable and secure Infrastructure as a Service (IaaS) cloud computing services deployed on trusted industrial infrastructure. OUTSCALE's sovereign cloud provides complete governance in terms of digital security and sovereignty. Compliance with market standards of these cloud computing services allows OUTSCALE customers to deploy their applications with effective performance control.

OUTSCALE ensures sovereignty through mastery of three key elements:

- legal sovereignty: all OUTSCALE entities operate under local law; the French entity is protected from foreign extraterritorial laws, with sovereignty qualifications compliant with cybersecurity agency requirements (*SecNumCloud* certification from ANSSI in France); its operators hold citizenship compatible with these qualifications (European citizens for *SecNumCloud* certification) and, where applicable, possess security clearances issued by governmental authorities, particularly for "Restricted Distribution" environments in France;
- technological sovereignty: OUTSCALE ensures full control over orchestration solutions through in-house developments (TINA OS) or by using open-source components (KVM, Kubernetes)—all under OUTSCALE's complete control;
- financial sovereignty: hardware investments are carried out by the Company; partners are selected to always guarantee at least two possible options (two different datacenter providers per cloud region, two server suppliers, two processor technologies (CPU), two AI and simulation computing component technologies (GPU), two storage solutions, and two network equipment providers).

OUTSCALE is the strategic sovereign cloud operator, enabling governments and businesses across all sectors to achieve digital autonomy through a cloud experience and cyber governance structured in three tiers:

- Dedicated Cloud: A sovereign collaboration cloud within the customer's own space—a fully isolated IT environment, potentially air-gapped from the internet.
- Sovereign Cloud: A trusted sovereign cloud for secure collaboration within a shared legal and fiscal jurisdiction—a public cloud solution with government-agency security and sovereignty qualifications (e.g., SecNumCloud in France).
- International Cloud: A secure international cloud for global collaboration—a public cloud solution with internationally recognized security certifications, such as ISO 27001 and SOC 2 Type 2.

OUTSCALE aims to be the value creation enabler for new business experiences through holistic collaborative worlds that combine data science, artificial intelligence, Virtual Twin Experiences, and process modeling. OUTSCALE delivers business experience twins that enable all business users to excel in their roles by leveraging data science, breaking down silos, and capturing knowledge and know-how across their organization and ecosystem: from market intelligence and cost optimization to talent management, innovation acceleration, asset intelligence, and quality control.

OUTSCALE's portfolio leverages the company's extensive knowledge and know-how to host all of its platforms on a scalable cloud and facilitate the cloud adoption.

Finally, OUTSCALE strengthens cyber governance and develops business experiences through a new cloud ecosystem via its Marketplace or alliances such as NumSpot.

OUTSCALE supports the digital autonomy of France and Europe by providing a trusted industrial cloud, efficient and respecting European values and commitments. OUTSCALE is a founding member of Gaia-X - the project to federate European cloud services -, and a member of European Alliance for Industrial Data ("Edge and Cloud" of the European Commission), aiming to foster the development and deployment of next generation Edge and Cloud technologies.

On December 4, 2019, OUTSCALE announced that it had obtained ANSSI's (National cybersecurity Agency of France) Security Visa, that is, the SecNumCloud qualification, for its entire "Public Sector" cloud offering, aimed at public and para-public organizations and Operators of Vital Importance (OIV): a first for a cloud service provider. This Security Visa vouches for the highest level of commitment and compliance with security regulations.

OUTSCALE is fully certified ISO 27001 (information security management), ISO 27017 (cloud security), ISO 27018 (privacy protection in the cloud) and Health Data Hosting delivered by ASIP Santé.

The OUTSCALE Marketplace, designed to deliver innovative, high-value solutions, has established itself as a trusted ecosystem for businesses and public sector organizations. As part of Dassault Systèmes, it embodies a unique "Trusted Experience as a Service" offering, combining sovereignty, sustainability, and security with SecNumCloud 3.2 certification—the most rigorous standard in Europe.

As the first operator to host Mistral AI's artificial intelligence models on a sovereign infrastructure, OUTSCALE strengthens its leadership with servers equipped with state-of-the-art graphics processing units (GPUs), essential for accelerating AI-driven, compute-intensive workloads. In addition, OUTSCALE launched its new advanced Kubernetes as a Service (OKS) offerings in 2025 and achieved SOC 2 Type 2 certification.

1.5.3 Intellectual Property

Dassault Systèmes protects its technology by applying a combination of intellectual property rights including copyrights, patents, trademarks, domain names and trade secrets. The Company distributes its software products to its customers via licenses that grant software utilization rights without transfer of ownership. The contracts contain various provisions protecting the Company's intellectual property rights over its technology, as well as related confidentiality rights.

The source code (set of instructions under an intelligible form, and used, once compiled, to generate the object code licensed to customers and partners) of Dassault Systèmes' products is protected both as a copyrighted work and as a trade secret. In addition, some of the key capabilities of its software products are protected through patents whenever possible.

However, no assurance can be given that others will not copy or otherwise obtain and/or use Dassault Systèmes' products or technology without authorization. In addition, effective copyright, trade secret, trademark and patent protection or enforcement may be unavailable or limited in certain countries.

Dassault Systèmes is nevertheless engaged in an active anti-piracy and compliance policy and takes systematic measures to prevent the illegal use and distribution of its products, ranging from regularizing illegal use to initiating legal proceedings.

In order to protect its technology and key product capabilities, Dassault Systèmes generally files patent applications in countries where many of its main customers and competitors are located. At year-end 2025, Dassault Systèmes' portfolio comprised over 900 protected inventions, including 78 new patents filed in 2025, i.e. 10% more filings than in 2024. Patents have been granted in one or more countries for the majority of these inventions, and patents for the others are pending. When a patent protection is deemed unsuitable, certain inventions are kept secret, with the proof of creation being saved. Dassault Systèmes also has a cross-license policy for patents with major players in its industry. In recent years, Dassault Systèmes has signed a number of transaction protocols and patent licensing agreements with companies identified as infringing its patents.

With respect to trademarks, the Company's policy is to register trademarks for its main products and services in the countries where it does business. Trademark protection may combine international, European Union and/or national trademark filings.

See paragraph 1.9.1 "Risks Related to the Business", and particularly paragraph 1.9.1.3 "Protection of Dassault Systèmes' Intellectual Property Rights and Assets" for the difficulties in ensuring adequate protection for the Company's own intellectual property, and paragraph 1.9.1.14 "Infringement of Intellectual Property Rights and of Third-Party Technology Licenses" for risks concerning the alleged unauthorized use of third-parties' intellectual property rights by Dassault Systèmes.

1.5.4 Investments

1.5.4.1 Overview

Dassault Systèmes is focused on three strategic sectors of the economy: Manufacturing Industries, Life Sciences & Healthcare and Infrastructure & Cities. The Company's ability to define and penetrate new markets has been critical to its success, underpinned by a clear and strong commitment to technological and business innovation.

The investments, in R&D and acquisitions, are aligned with the Company's strategy. They are the principal driver of our product innovations and enhancements. Acquisitions also complement and extend the business value Dassault Systèmes can bring to industrial sectors, clients and users.

R&D expenses totaled €1.32 billion in 2025, versus €1.29 billion in 2024 and €1.23 billion in 2023. Acquisitions, net of cash acquired, amounted €203.5 million in 2025, versus €22.5 million in 2024 and €16.1 million in 2023.

Dassault Systèmes' investments are in line with its purpose to (i) broaden its offer to answer clients' multi-discipline challenges, (ii) expand market coverage in the three sectors, and (iii) extend the power of the **3D**EXPERIENCE platform as a system of operations.

For further information, see paragraphs 1.2 "Profile and Purpose of Dassault Systèmes", 1.4.1.1 "The Company's strategy: Human Industry Experiences" and 1.4.1.2 "Strategic operational elements".

1.5.4.2 Main acquisitions over the past three years

Making OUTSCALE the trusted partner for financial institutions

In 2023, Dassault Systèmes announced the acquisition and integration of the Innova Regulatory – Technology solution. This strategic move reinforces the ambition to make OUTSCALE the trusted partner for financial institutions. Innova leverages artificial intelligence to automate investment compliance controls. It offers precise semantic analysis and automatic detection of investment rules, adding a new dimension to Dassault Systèmes' Business Experience for Finance offering, which promotes optimized management of compliance controls and stimulates collaboration and collective intelligence within organizations.

Acquiring an AI-powered predictive pricing solution

In 2023, CENTRIC acquired aifora, the artificial intelligence-powered price and inventory optimization solution. Focused on the needs of trend-driven, highly seasonal goods such as fashion, apparel, footwear and home, aifora's easily configured, easy to use SaaS platform offers predictive algorithms and machine learning models to interactively optimize pricing across various stages of the retail lifecycle. Aifora's solution also enhances inventory allocation and replenishment, enabling businesses to optimize supply chains and reduce overstock or stockouts to align with sustainability initiatives.

Providing the only complete end-to-end electric machinery MODSIM solution

In 2024, SIMULIA acquired EOMYS. Based in Lille, France, the company founded in 2013 provides a software solution used for the assessment and control of magnetic noise and vibrations in electric drives, from electric machine conceptual design to system-level detailed design stage. The combination of EOMYS and Dassault Systèmes technologies enables Dassault Systèmes to provide the only complete end-to-end electric machinery MODSIM solution in the industry.

Enhancing OUTSCALE's managed services offering with highly secure Kubernetes solutions

In 2024, Satelliz joined OUTSCALE enhancing its position as a cloud technology leader with new capabilities. Satelliz is specialized in the development and operation of Kubernetes services, bolstered by its 24/7 management expertise. The acquisition of Satelliz by OUTSCALE heralds a new era for customers, allowing them to directly benefit from the agility of Cloud Computing without the complexities traditionally associated with infrastructure management. Satelliz's managed solutions, combined with OUTSCALE's expertise, facilitate simplified application management in a dynamic market context.

Product information and product experience management solutions

In 2025, CENTRIC acquired 100% of Contentserv's share capital, for an enterprise value of €220 million. Contentserv, a leading provider of product information and product experience management solutions, enables the consumer goods industry and other businesses to create and manage product content intuitively and efficiently using artificial intelligence, in order to optimize the customer experience across all online sales channels. Contentserv's solutions enable retailers, brands, and manufacturers to expand their product portfolios, broaden their geographic coverage, and optimize their distribution channels.

A key step in accelerating the transition to software-driven production

In 2025, Dassault Systèmes acquired the Ascon Qube technology from Ascon Systems Holding GmbH, a developer of software-defined automation systems, to integrate it into the DELMIA portfolio. This acquisition strengthens Dassault Systèmes' leadership in high-end industrial solutions for modeling, simulating, and optimizing virtual twins of entire factories. This advancement enables companies in highly automated sectors to program machine-specific software using an AI-powered platform approach and optimize their production processes. This acquisition is part of the deployment of 3D UNIV+RSES.

1.6 Company Organization

1.6.1 Dassault Systèmes SE's Position within the Company

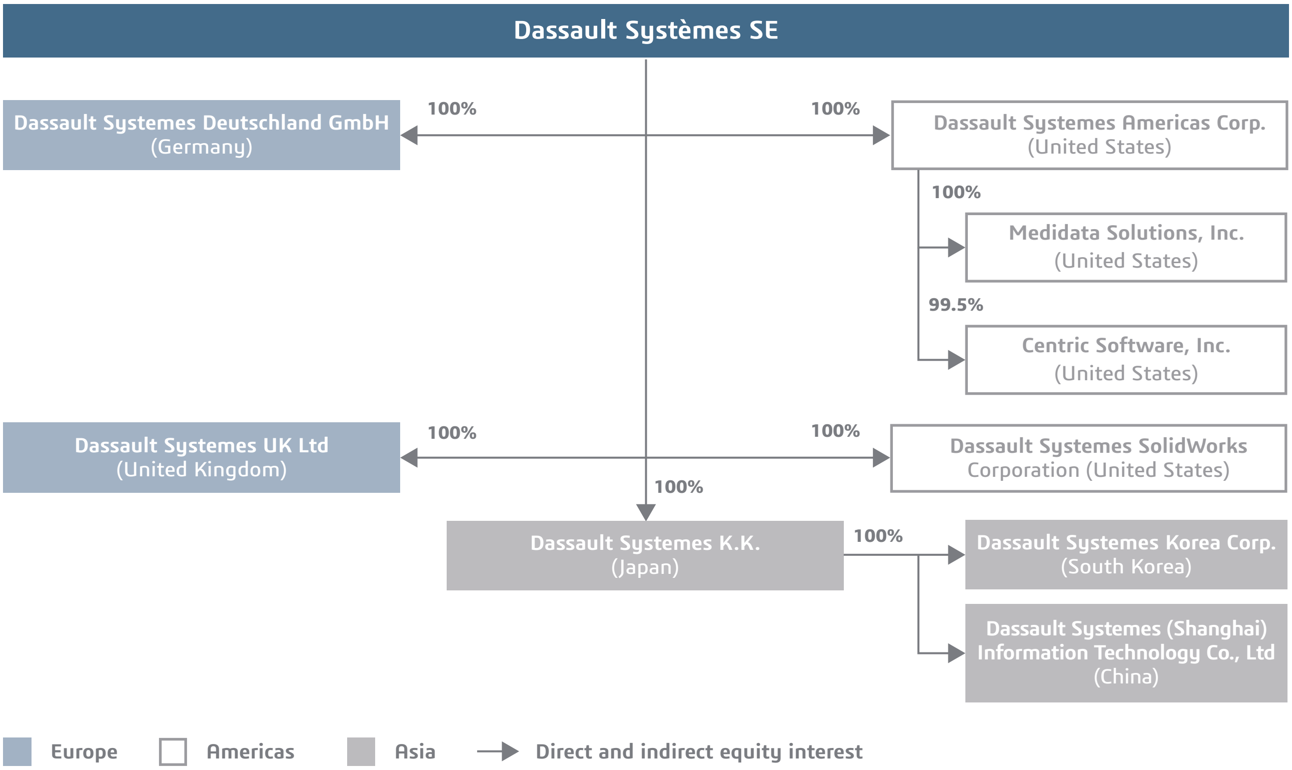
Dassault Systèmes SE, Dassault Systèmes' parent company, fulfills several functions. It is the Company's main operating entities and one of its principal R&D centers, responsible for the development of a number of the software solutions that are integrated into the **3D**EXPERIENCE platform. Dassault Systèmes SE is also the holding company that owns directly or indirectly all the companies that make up the Company. Dassault Systèmes SE plays a centralizing role, defining certain policies, in particular the Company's overall strategy and the means for its deployment, as well as the commercial policy and the commercial engagement models (described in paragraph 1.4.2.4 "How Dassault Systèmes engages with customers"). The parent company generally manages cash for subsidiaries whose currency is the euro, and provides support to its subsidiaries for a number of activities, including finance, communication, marketing, legal affairs (including management and protection of intellectual property), Ethics and compliance, human resources and IT, and pools certain costs for its subsidiaries.

Dassault Systèmes SE receives royalties related to the intellectual property it holds and separately charges centralized services to the subsidiaries benefiting from support services and cost pooling. It receives dividends paid by its subsidiaries.

1.6.2 Principal Subsidiaries of the Company

As at December 31, 2025, Dassault Systèmes was composed of Dassault Systèmes SE and its 99 operating subsidiaries. On December 31, 2024, the Company had 88 operating subsidiaries. This increase is primarily due to the acquisitions made in 2025, which were partially offset by the execution of its simplification program, the goal of which is to reduce the number of legal entities existing in each country.

The chart below sets forth Dassault Systèmes' main subsidiaries:



See also Note 28 to the consolidated financial statements and the table of subsidiaries and shareholdings under Note 21 to the parent company financial statements.

1.7 Financial Summary: five-year historical information

Sustaining Growth over the Long-term

Dassault Systèmes' performance historically relies on a financial model with a strong focus on recurring software revenue, which represented over 82% of the total software revenue during 2025.

Five-year Financial Summary

We have provided below summary income statement and balance sheet information for the last five years. The selected financial data in the table below have been prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted in the European Union, unless otherwise indicated.

A financial review including a comparison of 2024 and 2025 can be found in Chapter 3 "Financial Review and Prospects".

Income statements and dividends

	Year ended December 31,				
(in millions of euros, except per share data and percentages)	**2025**	**2024**	**2023**	**2022**	**2021**
Total revenue	€6,235.8	€6,213.6	€5,951.4	€5,665.3	€4,860.1
Software revenue	5,641.0	5,613.3	5,360.0	5,144.0	4,402.6
Operating income	1,354.3	1,359.6	1,241.9	1,302.9	1,019.4
As a percentage of total revenue	*21.7%*	*21.9%*	*20.9%*	*23.0%*	*21.0%*
Net income attributable to equity holders of the Company	1,196.0	1,200.2	1,050.9	931.5	773.7
Diluted net income per share	€0.90	€0.90	€0.79	€0.70	€0.58
Dividend per share	€0.27 (1)	€0.26	€0.23	€0.21	€0.17
Dividend per share growth	3.8%	13.0%	9.5%	23.5%	54.5%

(1) To be proposed for approval at the Shareholders' General Meeting scheduled for May 20, 2026.

Supplemental non-IFRS financial information

The supplemental non-IFRS financial information are subject to inherent limitations. They are not based on any comprehensive set of accounting rules or principles and should not be considered in isolation from or as a substitute for IFRS measurements. The various definitions and methods of which can be found in Note 2 Material accounting policy information of the consolidated accounts. In addition, Dassault Systèmes' non-IFRS supplementary financial data may not be comparable to other data also called "non-IFRS" and used by other companies. Non-IFRS financial information definitions can be found in 3.1.2.3 "Non-IFRS financial information definitions". The reconciliation between this financial information and the IFRS framework can be found in 3.1.4 "IFRS non-IFRS Reconciliation".

	Year ended December 31,				
(in millions of euros, except per share data and percentages)	**2025**	**2024**	**2023**	**2022**	**2021**
Total revenue	€6,239.6	€6,213.6	€5,951.4	€5,665.5	€4,861.7
Software revenue	5,644.9	5,613.3	5,360.0	5,114.3	4,404.0
Operating income	1,993.6	1,983.7	1,925.6	1,892.0	1,666.2
As a percentage of total revenue	*32.0%*	*31.9%*	*32.4%*	*33.4%*	*34.3%*
Net income attributable to equity holders of the Company	1,737.2	1,705.1	1,597.9	1,512.2	1,265.3
Diluted net income per share	€1.31	€1.28	€1.20	€1.13	€0.95

Balance sheets and net cash provided by operating activities

	Year ended December 31,				
(in millions of euros)	**2025**	**2024**	**2023**	**2022**	**2021**
ASSETS					
Cash, cash equivalents and short-term investments	€4,125.4	€3,952.6	€3,568.3	€2,769.0	€2,979.5
Trade accounts receivable, net	2,168.4	2,120.9	1,707.9	1,661.6	1,366.3
Goodwill and intangible assets, net	6,868.8	7,687.1	7,647.0	8,273.6	8,174.9
Other assets	1,896.9	1,785.4	1,699.2	1,556.9	1,698.0
TOTAL ASSETS	**€15,059.4**	**€15,545.9**	**€14,622.5**	**€14,261.1**	**€14,218.7**
LIABILITIES					
Contract liabilities	1,536.0	1,663.4	1,479.3	1,536.6	1,304.4
Borrowings	2,595.3	2,493.6	2,990.7	2,996.0	3,869.7
Other liabilities	2.135.7	2,322.4	2,318.3	2,417.8	2,847.3
Parent shareholders' equity	8,792.5	9,066.6	7,834.1	7,310.7	6,197.3
TOTAL LIABILITIES	**€15,059.4**	**€15,545.9**	**€14,622.5**	**€14,261.1**	**€14,218.7**

	Year ended December 31,				
(in millions of euros)	**2025**	**2024**	**2023**	**2022**	**2021**
Net cash provided by operating activities	€1,629.8	€1,659.8	€1,565.2	€1,525.2	€1,613.1

1.8 Non-Financial Summary : KEY DATA

1.8.1 Strategic Priorities

Dassault Systèmes firmly believes that virtual universes are a valuable asset that enable its customers—and the society in general—to imagine, design, experiment with, and test the products, materials, and industrial processes that will be necessary for tomorrow's economy.

In line with this conviction and inspired by its purpose (its "*raison d'être*"), Dassault Systèmes' sustainability strategy is based on three pillars:

— Handprint: maximizing the impact of Dassault Systèmes' solutions;
— Footprint: committing to environmentally sustainable operations;
— Human Capital: developing an inclusive and ethical culture.

These pillars all include quantified targets for 2027, 2029 or 2040, which are presented in the following sections.

1.8.2 Key Metrics

1.8.2.1 Handprint: maximizing Dassault Systèmes' positive Impact

In a context marked by the simultaneous acceleration of environmental and digital transitions, Dassault Systèmes reaffirms the relevance of its purpose, formalized in 2012: provide businesses and people with **3D**EXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life.

The Company is committed to giving concrete meaning to this purpose. Dassault Systèmes' "Handprint" strategy is based primarily on developing solutions that enable the Company's customers to minimize their own environmental impact, in particular by supporting their transition to a more environmentally friendly portfolio of products and services.

Dassault Systèmes structures the monitoring of this strategy through dedicated reporting. This focuses, in particular, on the eligibility and alignment of its activities to EU Taxonomy's Climate Change Mitigation and transition to a Circular Economy objectives.

Several use cases representative of the implementation of the Company's solutions have been documented in the relevant engineering, simulation, manufacturing, digitization, and logistics disciplines, as described in section 2.2.2.1. In 2025, Dassault Systèmes continued its efforts and continued to document new use cases representative of the impact of its solutions for Climate and Circularity objectives in order to meet the disclosure requirements relating to revenue aligned to the EU Taxonomy.

At the same time, the existing portfolio of solutions continues to evolve to support customers in their climate and circularity targets.

Dassault Systèmes intends to leverage Generative AI technologies to enrich its solutions, while enhancing their capacity to maximize their impact with regards to sustainability, for the benefit of every stage of the lifecycle of the products and services designed by its customers. Ultimately, this will contribute to improving the daily lives of consumers, patients, and citizens.

This context has led the Company to raise its ambition in terms of the percentage of revenue alignment, from a target of 40% to 45% by 2027.

The Company's policies, actions, and performance monitoring metrics are detailed in sections 2.2.2.2.2 and 2.2.2.4.2.

Handprint: maximizing Dassault Systèmes' positive Impact

EU Taxonomy

	TARGET 2027	2024	ACHIEVED IN 2025
Eligible revenue	70%	69.8% €4,340M	69.9% €4,358M
Aligned revenue	45%*	35.0% €2,176M	42.9% €2,677M

* Target of 40% for 2027 achieved by 2025 and increased to 45%.

1.8.2.2 Footprint: committing to environmentally sustainable Operations

Committed since 2021 to the Science-Based Targets initiative (SBTi), Dassault Systèmes obtained official validation of its near-term reduction targets in 2023. The alignment of this intermediate trajectory with the 1.5 °C[1] climate scenario, as defined by the Paris Agreement, was confirmed by SBTi. The Company has achieved its 2025 SBTi target for the proportion of suppliers with science-based emissions reduction targets and is committed to maintaining it until 2027, as an internal target, beyond the SBTi deadline.

This trajectory, which is a key step in supporting the Company's ambition to achieve carbon neutrality by 2040, is outlined in the visual below.

At the same time, Dassault Systèmes has strengthened its environmental reporting by incorporating new sources of impact, including water consumption, and by improving several estimation methodologies, notably through the use of a hybrid calculation method combining spend based emission factors and actual data provided by certain suppliers for the purchase of goods and services and capital goods. These changes enable a more accurate and comprehensive assessment of environmental impact and partly explain the variations observed in recent years (see section 2.2.2.2.3.C). The environmental reporting methodology is detailed in section 2.2.2.2.3.C.3.

The Company's policies, actions, and performance monitoring metrics are detailed in sections 2.2.2.2.1.A 2.2.2.2.3.

Footprint: committing to environmentally sustainable Operations

	TARGET 2027	2024	ACHIEVED IN 2025
Scopes 1 & 2 emissions - Energy (in tCO_2-eq, baseline 2019)	-35%	-77.6% 5,622 (2019: 25,098)	-78.3% 5,450 (2019: 25,098)
Scope 3 emissions - Business Travel and Employees' Commute (in tCO_2-eq, baseline 2019)	-20%	-44.8% 42,859 (2019: 77,595)	-35.7% 49,899 (2019: 77,595)
Scope 3 - Purchased Goods & Services, Capital Goods - Suppliers with a science-based emissions reduction target (in GHG emissions)	TARGET 2027*: 50%	47.9%	50.4%

* SBTi target achieved in 2025 and set as an internal target for 2027.

(1) By the end of the century, compared to pre-industrial levels.

1.8.2.3 Human Capital: developing an inclusive and ethical Culture

Dassault Systèmes' commitment to developing an inclusive and ethical culture is reflected in its desire to:

- provide equal opportunities for all, including for women and men;
- develop employee engagement and give meaning to their professional lives;
- ensure that employees master the fundamentals of ethics and compliance.

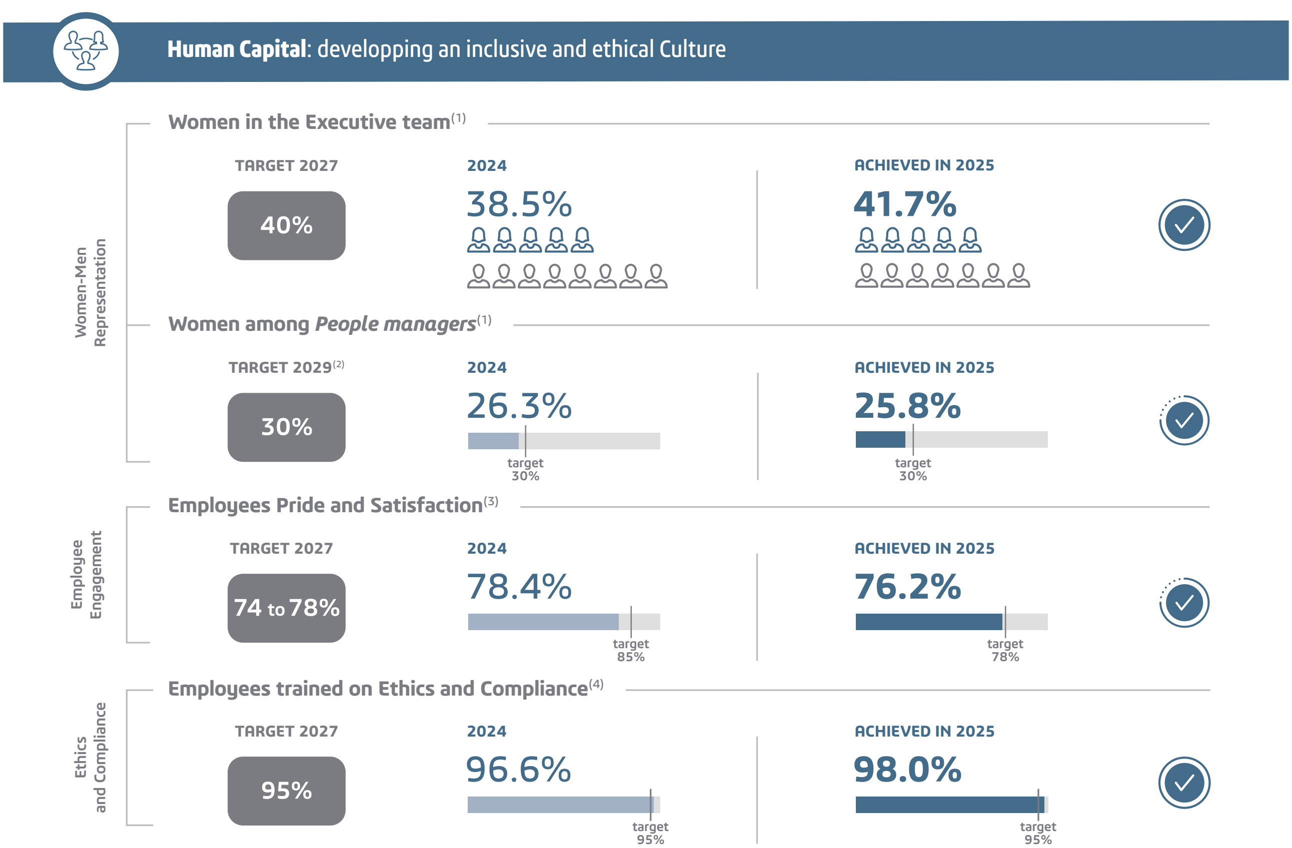
At a pivotal stage in the Company's transformation, and in light of the 2025 deadline set for two key indicators, the targets related to human capital development have been revised with a timeline extending to 2027 and 2029. This adjustment aims to ensure the support of employees throughout upcoming organizational, role, and skills evolutions.

As the creation of inclusive teams is part of Dassault Systèmes' commitment to encourage creativity and creating a fulfilling collective environment, the Company aims to have 40% of its management team members be women by 2027. Initially set for 2025, the target of increasing the proportion of women among *People managers* to 30% has been postponed to 2029. Both of these targets apply to all employees, excluding those in the United States. The related policies are applicable only to the extent permissible under local and national regulations and can be adjusted, when necessary, in line with developments in the legal framework around the world.

Given the essential role of employee engagement in terms of motivation, sense of belonging, and loyalty, Dassault Systèmes has set a target rate of employees' pride and satisfaction between 74% and 78% by 2027.

Since its creation, Dassault Systèmes fosters a culture of integrity and trust, supported, in particular, by training initiatives designed to embed these values into professional practices. The Company reaffirms its target of ensuring 95% of employees are trained on ethics and compliance by 2027. In a context where cybersecurity is increasingly demanding for all the Company's stakeholders, mandatory cybersecurity training will be integrated into this indicator as of 2026.

The Company's policies, actions, and performance monitoring indicators are detailed in sections 2.2.3 and 2.2.4.



(1) Only applicable to the extent permissible under local and national laws and do not apply to the United States workforce.
(2) Set by 2027, this target is postponed to 2029.
(3) Percentage measured by an annual satisfaction survey.
(4) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, Personal Data Protection and Anti-Corruption.

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1.8.3 Main Ratings received

In 2025, Dassault Systèmes once again saw its sustainability performance recognized by the leading international ESG (Environment, Social and Governance) standards. These results confirm the strength of its sustainability strategy, a high level of transparency, and continuous improvement in its risk profile.

The Company retains its AAA rating from MSCI. S&P Global CSA maintains a score of 66/100, positioning Dassault Systèmes in the top 2% of the Software Industry. CDP (Carbon Disclosure Project) renews its B rating on the Climate Change questionnaire, above the average for its peers. Regarding the EcoVadis questionnaire, Dassault Systèmes maintains a high level of excellence with a score of 82/100 and ranks in the top 5% across all industries (1).

The 2025 fiscal year also marks progress on several assessments. Sustainalytics has improved Dassault Systèmes' ESG risk score to 12.8, confirming its Low Risk status. ISS ESG has raised its rating to B (1st decile) and maintains a Very High level of transparency.

Finally, Dassault Systèmes once again appears in the Corporate Knights Global 100 ranking of the most sustainable companies: the Company is ranked 37th globally and 1st in the Software & Services industry, with an A- performance rating.

ESG 2025 Evaluations by the main international Rating Agencies

Agencies	2025 Results	Sector Ranking	Evolution	Comment
S&P Global CSA	Score of 66/100	Top 2% Software Industry	=	DJSI World Member
MSCI	AAA	Top 10% Software & Services Industry	=	Highest possible score - Leader Category
CDP	B List	Above peer group average	=	Score B on climate change
EcoVadis*	Score of 82/100	Top 1% Software Industry	↑	Gold Medal - Top 5% all industries
Corporate Knights	37 rank/100	1st in Software & Services Industry	↑	A- Rating
Sustainalytics	Score of 12.8	9/388 (3rd percentile) Enterprise & Infrastructure Software	↑	ESG Risk Score: Low Risk
ISS ESG	B	Rank 1 in Software & Services Industry	↑	Transparency Level: Very High

* Information as of March, 2026.

Dassault Systèmes' commitment to sustainability and related policies and actions, as well as key metrics and their integration into the Company's strategy, are detailed in its Sustainability Statement in Chapter 2.

(1) As of the date of this Universal Registration Document, this score is under review and may be confirmed or revised.. The most up-to-date version is available on the Dassault Systèmes website: https://www.3ds.com/about/corporate-responsibility/sustainability-commitment/ratings-awards

1.9 Risk Factors

The risk factors are set out hereafter in two main categories: risks related to Dassault Systèmes' business (1.9.1) and financial and market risks (1.9.2). These are the main risks identified as being material, specific to the Company and likely to have a negative impact on its business and financial position as of the date on which this Universal registration document was filed with the French Financial Markets Authority (AMF).

The presentation of the risks is the result of regular analysis as part of the risk management policy referred to in paragraph 5.2 "Internal Control Procedures and Risk Management". In each category, the risk factors are classified in descending order of importance taking into account the probability of seeing them materialize and the estimated scale of their negative effect, and after taking into account the mitigation measures put in place by Dassault Systèmes. However, other risks not mentioned or not yet identified can affect Dassault Systèmes, its financial position, its reputation, its outlook or its share price.

1.9.1 Risks Related to the Business

Once mitigation measures are taken into consideration, Dassault Systèmes considers risks 1 to 5 to be of great importance, risks 6 to 13 of medium importance and risks 14 and 15 of low importance.

1.9.1.1 An Uncertain Global Environment

In light of the uncertainties regarding economic, business, social, health and geopolitical conditions at the global level, Dassault Systèmes' revenue, net earnings and cash flows may grow more slowly, whether on an annual or quarterly basis, mainly due to the following factors:

- the deployment of Dassault Systèmes' solutions may represent a large portion of a customer's investments in software technology. Decisions to make such an investment are impacted by the economic environment in which the customers operate. Uncertain global geopolitical, economic and health conditions and the lack of visibility or the lack of financial resources may cause some customers, e.g. within the automotive, aerospace, energy or natural resources industries, to reduce, postpone or cancel their investments, or to reduce or not renew ongoing paid maintenance for their installed base, which impact larger customers' revenue with their respective sub-contractors;
- the geopolitical, economic and monetary situation in certain geographic regions where Dassault Systèmes operates could become more volatile and negatively affect Dassault Systèmes' business, and in particular its revenue, for example due to stricter export compliance rules, or the implementation of new customs barriers or controls on the exchange of goods and services;
- continued inflationary pressure or volatility on raw materials, computer hardware and energy prices could also slow down Dassault Systèmes' diversification efforts in new industries or negatively affect its financial health; and
- the sales cycles of Dassault Systèmes' products, which are relatively long due to the strategic nature of such investments for customers, could further lengthen.

Tensions, particularly geopolitical, economic, financial or customs tensions, and the occurrence of crises could adversely impact the financial situation or financing and supply capabilities of Dassault Systèmes' existing and potential customers, commercial and technology partners, some of whom may be forced to temporarily close sites or to cease operations. Certain crises – health and geopolitical crises in particular – could also have consequences both for the health and safety of Dassault Systèmes' employees and for the Company. A deteriorating economic environment, such as deflationary pressure in Asia, could generate increased price pressure and affect the collection of receivables, which would negatively affect Dassault Systèmes' revenue, financial performance and market position.

Dassault Systèmes makes every effort to take into consideration this uncertain outlook. Dassault Systèmes' business results, however, may not develop as anticipated. Furthermore, due to factors affecting sales of Dassault Systèmes' products and services, there may be a substantial time lag between an improvement in global economic and business conditions and an upswing in the Company's business results.

1.9.1.2 Security of Systems and Facilities

As Dassault Systèmes' R&D and operations are largely computer-based, their effectiveness is dependent on the proper functioning of complex software and integrated hardware systems. It is not possible to guarantee the uninterrupted operation and complete security of these systems. Computer viruses, whether deliberately or unintentionally introduced, could cause damage, loss or delays. Moreover, in a context of increased cyber-attacks and ongoing cyber-terrorism (the frequency and sophistication of which could be increased with the use of artificial intelligence), Dassault Systèmes may be subject to computer attacks or intrusions that could interfere with the proper functioning of its systems and cause substantial delays or damage to its activities. Such attacks or intrusions could also cause damage by compromising the confidentiality and integrity of data belonging to Dassault Systèmes or its clients, hosted by Dassault Systèmes or some of its service providers as part of its cloud offerings, or interruptions to the online service, for which it may be held liable and which may impact its reputation. The increasing use of mobile devices linked to certain Dassault Systèmes information systems tends to increase the risk of unauthorized access.

Likewise, some transactions require the use of off-the-shelf interconnection systems, for example with most of the banking partners of Dassault Systèmes and many other suppliers. Dassault Systèmes requires from its services and partners high levels of security and control so as to protect the messages' integrity and prevent attacks and intrusions in Dassault Systèmes' systems. However, these controls do not eliminate all risks of indirect impact from cyber-attacks affecting Dassault Systèmes' partners.

In addition, because Dassault Systèmes' key facilities and data centers are located in a limited number of sites, particularly Japan and California, exposed to climate or geological risks, substantial physical damage to any one of Dassault Systèmes' sites, caused by natural causes (whether or not a result of climate change) or by terrorist attacks or local violence, could materially reduce its ability to continue its normal business operations.

1.9.1.3 Protection of Dassault Systèmes' Intellectual Property Rights and Assets

Dassault Systèmes' success is heavily dependent upon its proprietary software technology. Dassault Systèmes relies on a combination of copyright, patent, trademark, trade secret law and contractual restrictions to protect its technology. These legal protections may not provide a full coverage of the Company's products and could be breached by third parties. In addition, some countries do not have effective protection against infringements of copyright, trademarks, trade secrets or patents, or they may be limited in comparison to what exists in Western Europe or the United States. If, despite Dassault Systèmes' policy for protecting its intellectual property, third parties are able to develop similar technology, notably using artificial intelligence, or to successfully challenge the Company's intellectual property rights, a reduction in the Company's software revenue may ensue. Furthermore, although Dassault Systèmes enters into confidentiality agreements with its employees, distributors, customers and potential customers and limits access to and carefully controls the distribution of its software, documentation and other proprietary information, the measures taken may be inappropriate to deter misuse of its technology, the unauthorized disclosure of confidential information, or prevent its utilization by third parties.

In addition, like most of its competitors, Dassault Systèmes faces a significant level of piracy of its leading products, both by individuals and companies operating worldwide, which could potentially affect Dassault Systèmes' growth and revenue in specific markets.

Litigation may be necessary to enforce Dassault Systèmes' intellectual property rights and determine the validity and scope of the proprietary rights of third parties. Any litigation could entail substantial costs and the mobilization of Company resources and could significantly weigh on Dassault Systèmes' operating income. Dassault Systèmes may not prevail in all such litigation and its intellectual property rights may be found invalid or unenforceable.

1.9.1.4 Complex And Unstable Regulatory Environment

Dassault Systèmes operates in a legal environment with multiple, sometimes conflicting, regulations that are constantly changing and becoming more complex as the Group expands into various countries and business lines and toward new customers and users (in particular individuals). These regulations apply to many different fields, such as general business conduct, competitive practices, the fight against corruption, the processing of personal data (including health data), the framework around artificial intelligence, consumer protection, financial reporting standards, securities law and corporate governance, internal controls, employment laws and human rights protection, environmental regulations, local and international tax regulations, export control regulations for High-Tech products and sanction programs. Besides, the introduction of newly created or stricter regulations in countries where Dassault Systèmes operates or will operate could materially increase compliance costs. Enforcement of digital economy or climate change-specific taxes could also negatively affect the net result of Dassault Systèmes.

In order to conduct its business in a wholly ethical manner, the Company requires all of its employees, subsidiaries, resellers and intermediaries to comply with all applicable laws and regulations. Dassault Systèmes broadly relies on a large number of distributors and resellers to support the licensing of its software products and the deployment of its solutions (as described in paragraph 1.9.1.8 "Relations with Partners in the Company's Ecosystem"). Although Dassault Systèmes has implemented a program to ensure that these third parties fully comply with all applicable laws and regulations, especially the highest ethical standards, export compliance regulations, sanctions programs or competition law, Dassault Systèmes' business and reputation could be negatively impacted in the event such third parties were to breach local or international laws.

The failure or suspected failure to comply with these regulations may result in inquiries or investigations by the relevant authorities, or even fines and sanctions, as well as an increase in Dassault Systèmes' litigation risk or a negative effect on its business operations, revenue or reputation. A number of these adverse consequences could occur even if it is ultimately determined that there has been no failure to comply.

1.9.1.5 Deployment Delays and Errors

Deploying sophisticated software solutions becomes increasingly complex and these projects are often critical to Dassault Systèmes' customers. Such projects need to take into account the customers' infrastructure and diverse software environment. Appropriate project and change management controls are also critical to the success of deploying software solutions that affect a large number of users and processes. Customers may implement Dassault Systèmes' solutions using system integrators that Dassault Systèmes does not control. Moreover, when it is responsible for the deployment of its solutions, Dassault Systèmes could run into difficulties in finding and mobilizing sufficient resources to complete the projects within the time frames and budgets given, which could negatively impact operating income.

Sophisticated software can also contain errors, defects, vulnerabilities or other performance problems when first introduced or when updates or new versions are released. Dassault Systèmes may not be able to correct such errors or defects in a timely manner and may need to expend additional resources.

Similarly, the growing adoption of cloud-based software and infrastructure solutions by our customers, particularly in areas or processes critical to their operations, could result in customer complaints related to the performance and availability of online services or data loss, which may be caused by data migrations, service interruptions or attacks on the infrastructure providers used to host these online services.

Such difficulties may also lead to the loss of customers, or even, in the case of the largest customers, a potentially significant loss of revenue with their subcontractors. Technical problems, or the loss of a customer with a global reputation, could also damage Dassault Systèmes' own business reputation and cause the loss of new business opportunities. Were customers to suffer financial or other damage because of product errors, delays or defects in the software solutions provided, including online, such customers could pursue claims against Dassault Systèmes. Any resulting claim brought against Dassault Systèmes, even if not successful, would likely be time-consuming for its management and costly to defend and could adversely affect Dassault Systèmes' marketing efforts and reputation.

1.9.1.6 Organizational and Operational Challenges

Dassault Systèmes has continued to expand through acquisitions and internal development and has substantially increased its addressable market through launching the **3D**EXPERIENCE and, since 2025, the 3D UNIV+RSES.

The Company's management policies and internal systems must be adapted on an on-going basis to meet the needs of a larger, more complex structure and implement Dassault Systèmes' strategy to reach a broader market. It must regularly reorganize and redeploy its resources to maintain efficiency and operational excellence while ensuring customer retention and the integration of newly acquired companies. It must also continue to focus on quality of execution while maintaining innovation.

Dassault Systèmes must also ensure that the profile and skill sets of its employees, in particular its sales forces and R&D engineers, are continually updated to reflect the Company's development and its solutions as well as the development of technologies such as artificial intelligence.

If Dassault Systèmes fails to resolve these issues effectively and in a timely manner, its product development and business operations may be affected or may not adequately meet market and customer expectations. This could have a negative impact on its operational or financial performance.

Furthermore, consolidating newly acquired companies, particularly large ones, is a challenge. Newly acquired companies may also carry risks (such as litigation or events related to pre-acquisition practices potentially unknown at the date of acquisition and sometimes identified post-acquisition, e.g. tax, Ethics and compliance or intellectual property claims). Furthermore, these acquisitions, including of non-controlling interests, may also require Dassault Systèmes to recognize amortization expenses on intangible assets and/or impairments of goodwill in (see Note 2 to the consolidated financial statements). When making new acquisitions or investments, Dassault Systèmes may need to allocate significant financial resources, to make potentially dilutive issuances of equity securities or to incur debt.

1.9.1.7 Competition and Business Model Transformation

In recent years, there has been a growing trend toward business concentration in the historical markets of Dassault Systèmes. This could lead to increased price pressure and/or competitors winning contracts, negatively affecting Dassault Systèmes' revenue and financial performance.

At the same time, by regularly expanding its product portfolio, entering new geographic markets, diversifying its customer base in new sectors of activity and developing new applications for its products and new business models, Dassault Systèmes encounters new competitors. Dassault Systèmes may also encounter new players in markets where local policies encourage the emergence of national solutions. Because of their size or local presence in these markets, such competitors could have greater resources, particularly financial or human resources, and be able to withstand current or future technological breakthroughs.

The growth of SaaS, IaaS (cloud), and artificial intelligence offerings is driving the emergence of new players of all sizes. Dassault Systèmes' ability to maintain or expand its competitive position may thus be impaired. In addition, the development of competing SaaS solutions and the existence of different customer requirements in terms of the scale, quality, security, availability and performance of these online services could affect Dassault Systèmes' growth and future results.

The progressive roll-out of these services and their distribution also requires the deployment of new sales, support and management processes and expertise in those areas, in particular to support changes of subscription methods for some customers.

In the event the Company has difficulties setting up the organization needed to manage its businesses and the new competitive environment, Dassault Systèmes' revenue, financial performance, market position and reputation could be negatively affected.

1.9.1.8 Relations with Partners in the Company's Ecosystem

Dassault Systèmes' strategy relies on the fully integrated platform **3D**EXPERIENCE with access to computer-aided design ("CAD"), simulation, collaboration, manufacturing and data management products, which are increasingly complex and the deployment of which represents significant enterprise projects for customers. Dassault Systèmes has continued to develop an extended enterprise model and implement its model in partnership with other companies in areas such as:

- computer hardware, infrastructure and technology, to maximize benefits from available technology;
- product development, to enable software developers to create and market their own software applications using Dassault Systèmes' open product architecture; and
- consulting and professional services, to support and assist customers as needed to deploy Industry Solution Experiences on the **3D**EXPERIENCE platform. Dassault Systèmes believes that its partnering strategy allows it to benefit from complementary resources and skills and to reduce costs while achieving broader market coverage, especially in diversification industries or emerging markets. Dassault Systèmes' broad partnering strategy nevertheless creates a degree of dependency on certain partners and suppliers. For example, a disruption to hardware supply (servers, computers) or access to infrastructure (cloud), in particular due to geopolitical, regulatory or health factors, or due to a natural or climate disaster, could have an adverse impact on the Company's financial results.

In addition to its own sales force, Dassault Systèmes also relies on an international network of distributors and value-added retailers. The type of relationship that the Company has with its distributors and resellers, as well as their financial and technical reliability and their ability to invest, especially in diversification industries, could affect Dassault Systèmes' ability to sell and deploy its product and service offerings.

Dassault Systèmes' ability to establish partner relationships for the development, distribution and deployment of 3D UNIV+RSES, and the **3D**EXPERIENCE platform, is an important element of its strategy. A transformation of the ecosystem is necessary to accelerate the adoption of the new categories of native AI solutions offered by the Company (Virtual Companions, Generative Experiences, and Virtual Twins as a Service).

Serious difficulties in the Company's relationships with its partners, or an unfavorable change of control or consolidation of these partners, may adversely affect the development and distribution of Dassault Systèmes' products and business operations and could cause it to lose the contribution of the employees or suppliers of said partners. In addition, any failure or significant changes in the terms and conditions of its partners or a change in its ecosystem could result in delays, payment defaults or other damaging consequences for Dassault Systèmes.

Such a risk is difficult to control given the rapid evolution of the software publishing and distribution sector.

1.9.1.9 Ability to Attract and Retain Talents

Dassault Systèmes' success mainly depends on its ability to attract, motivate and retain key executives, as well as employees with a high level of skills and the diverse talent required for the Group's various activities.

Competition for such employees is high, notably currently in the field of artificial intelligence, and if Dassault Systèmes loses the ability to hire and/or retain key employees and executives, in particular those at its newly acquired companies, its activities, revenue and operating income could be negatively impacted.

Dassault Systèmes does not insure against the loss of key personnel.

1.9.1.10 Emerging and Rapidly Changing Technologies

Dassault Systèmes' software solutions are characterized by the use of rapidly changing technologies, through upgrades to existing products and frequent new product introductions. These solutions must address complex engineering needs in various areas of product design, simulation and manufacturing and must also meet sophisticated process requirements, especially when it comes to clinical test management, change management, industrial collaboration and cross-enterprise work.

As a result, Dassault Systèmes' success is highly dependent upon its ability to:

- understand its customers' complex needs in different business sectors;
- support customers with their efforts to improve key product lifecycle processes;
- enhance its existing solutions by developing more advanced technologies;
- anticipate and take timely advantage of quickly evolving technologies and standards, including in relation to artificial intelligence;
- ensure that its employees are trained to the newest technologies; and
- introduce new solutions in a cost-competitive and timely manner.

Dassault Systèmes also continues to face the challenge of integrating different functionalities to address customers' requirements. As a result, more difficult development work is required for new releases and offerings, with technical limitations, for example in managing data migration or the options for interfacing with third-party systems used by customers.

In addition, if Dassault Systèmes is not successful in anticipating technological leaps and developing new solutions and services that address its customers' increasingly sophisticated expectations, demand for its products could decline and Dassault Systèmes' operating income and financial condition could be negatively affected.

1.9.1.11 Volatility of Technology Stocks

Under conditions of increased market uncertainty, the trading price of Dassault Systèmes' shares could be volatile. The market for shares of technology companies is generally more volatile than the general stock market. This volatility has recently increased due to the uncertainties surrounding the potential impact on the software industry of the development of artificial intelligence across a wide range of economic sectors.

1.9.1.12 Variability in Dassault Systèmes' Quarterly Operating Income

Dassault Systèmes' quarterly operating income and cash flows may vary significantly in the future, depending on factors such as:

- the timing of revenue recognition for significant orders placed by the Company's customers, including multi-year contracts or service agreements;
- any significant acquisition or divestiture;
- fluctuations in exchange rates and interest rates;
- the Company's ability to develop, introduce and market new and enhanced versions of its products and customer order deferrals in anticipation of these new or enhanced products;
- the number, timing and significance of product enhancements or new products either that the Company's markets or that are released by its competitors; and
- general conditions in the software market (taken as a whole or at regional level).

These factors, combined with the emergence of new business models in parallel with the traditional licensing model, increase the difficulty of planning for quarterly results.

A substantial portion of Dassault Systèmes' orders and shipments typically occur in the last month of each quarter; therefore, if any delay occurs in the receipt of significant orders, Dassault Systèmes may experience quarterly fluctuations in its operating income and cash flows. Additionally, as is typical in the software industry, Dassault Systèmes has historically experienced its highest licensing activity during the last quarter of the year, in particular the last month. Delays in the receipt of orders can also affect Dassault Systèmes' revenue and income.

The trading price of Dassault Systèmes' shares may be subject to wide fluctuations in response to quarterly variations in its operating income, cash flow, and in the income of other software application developers in Dassault Systèmes' markets.

1.9.1.13 Legal Proceedings and Reputation Risks

Dassault Systèmes' risk of inquiries, litigation and administrative proceedings increases as it expands into several activity areas (including product distribution and online services), economic sectors (in particular in the healthcare and infrastructure businesses) or geographic regions, and as it grows and enhances its position and visibility on the market. These can be lengthy and expensive, disrupt the management of the Company's operations, and damage its reputation, including in cases of actions that have no legal basis.

In particular, stakeholders' expectations in the ESG (Environment, Social and Governance) fields are growing and may exceed the legal and regulatory requirements in force (for example, in the fight against climate change or the protection of human rights). The Company's commitment is particularly reflected in action plans, which are described in Chapter 2.2. Group sustainability statement. Despite its action plans, the Company could be the target, directly or through its ecosystem, of legal or media actions, the effects of which could damage its reputation even in the event of compliance with regulations or benchmarks, particularly with respect to ESG.

The outcome of legal or administrative investigations and proceedings is uncertain and may differ from the team's expectations, which could result in an adverse effect on its financial position and operating income, or even the conduct of its operations and reputation.

1.9.1.14 Infringement of Intellectual Property Rights and of Third-Party Technology Licenses

Third parties, including Dassault Systèmes' competitors, may own or obtain copyrights, patents or other intellectual property rights that could restrict Dassault Systèmes' ability to further develop, use or sell its own product portfolio, potentially inherited from acquisitions. Dassault Systèmes has received and/or may in the future receive, letters of complaint alleging that its products infringe the patents and other intellectual property rights of others, including, in the event of any unauthorized use of data for the development of its offerings embedding artificial intelligence. Such claims could cause Dassault Systèmes to incur substantial costs to defend itself in any litigation that may be brought, regardless of its merits. In the event that its legal defense fails, Dassault Systèmes may be required to take one or more of the following actions:

- obtain and pay for licenses from the holder of the infringed intellectual property right, which might not be available on acceptable terms for Dassault Systèmes; or
- redesign its products or services, which could involve substantial costs and require Dassault Systèmes to interrupt product licensing and product releases. This may not be feasible at all and may require product enhancements to be put on hold.

In addition, Dassault Systèmes embeds in its products third-party components selected either by Dassault Systèmes itself or by companies it has acquired. Dassault Systèmes has implemented strict approval processes to certify the originality of third-party components and verify any corresponding licensing terms. The same approval processes may not have been adopted by companies acquired by Dassault Systèmes before their acquisition. As a result, the use of third-party embedded components in Dassault Systèmes' products generates exposure to the risk that a third party may claim that such components infringe their intellectual property rights. There is also a risk that such license(s) might expire or terminate without renewal, thereby affecting certain Dassault Systèmes products.

If any of the above situations were to occur for one of the Company's significant products, it could have a material adverse effect on Dassault Systèmes' financial condition and operating income.

1.9.1.15 Shareholding Structure

Groupe Industriel Marcel Dassault SAS ("GIMD"), the main shareholder of Dassault Systèmes SE, owned 39.91% of Dassault Systèmes SE's share capital, representing 53.75% of the exercisable voting rights (53.18% of theoretical rights) as of December 31, 2025.

1.9.2 Financial and Market Risks

Dassault Systèmes overall risk management policy is based upon the prudent management of the Company's market risks, primarily foreign currency exchange risk and interest rate risk. Dassault Systèmes' management of these risks, including the use of hedging instruments, is discussed in Note 21 to the consolidated financial statements. Dassault Systèmes' exposure to these risks may change over time and there can be no assurance that the benefits of the Company's risk management policies will exceed the related costs. Such changes could have a materially adverse impact on the Company's financial results.

Dassault Systèmes generates positive cash flows from operations and has financial borrowings and liabilities (e.g., bonds, bank loans, loan facilities, employee profit-sharing).

Taking into account the mitigation measures implemented, the Group considers risk 1 to risk 3 of medium importance and risks 4 of low importance (all four risks discussed below herein).

1.9.2.1 Foreign Currency Risk

Dassault Systèmes' operating income can be affected by changes and high volatility in exchange rates. In particular, exchange rate fluctuation of the Japanese yen, the U.S. dollar and to a lesser extent of the British pound, the South Korean won and the Chinese yuan relative to the euro, can affect revenue and expenses recorded in Dassault Systèmes' statement of income upon translation of other currencies into euro.

Dassault Systèmes bills its customers in major currencies, principally euros, U.S. dollars and Japanese yen. Dassault Systèmes also incurs expenses in different currencies, principally euros, U.S. dollars and to a lesser extent British pound and Indian rupee, depending on Dassault Systèmes' employees and suppliers' location in different countries. Moreover, Dassault Systèmes engages in mergers and acquisitions, particularly outside the euro zone and may lend money in different currencies to its wholly- or partially-owned subsidiaries or affiliates.

Although Dassault Systèmes currently benefits from a natural coverage of most of its exposure to the U.S. dollar from an operating margin perspective, exchange rate fluctuation of the U.S. dollar relative to the euro may impact its' revenue and consequently its operating income, net income and earnings per share. In addition, Dassault Systèmes' revenues denominated in Japanese yen, Chinese yuan, Korean won and British pound substantially outweigh its expenditures in these currencies. As a result, any depreciation in the value of these currencies – in particular the Japanese yen, and to a lesser degree the Chinese yuan, British pound and South Korean won – relative to the euro, would affect the revenue, operating income and margin, net income and earnings per share.

Dassault Systèmes' net financial income can also be significantly affected by changes in exchange rates between the time the income is recognized and when payments are received and between the time an expense is recorded and when it is paid. Any such differences are accounted for in the "Foreign exchange gain/loss, net" caption of Dassault Systèmes' financial statements.

The main items of financial income subject to fluctuations linked to exchange rates are:

- the difference between the exchange rate used to record invoices in foreign currencies and the exchange rate when Dassault Systèmes receives or makes the payment; and
- the revaluation of monetary assets and liabilities denominated in foreign currencies.

Since market growth rates for Dassault Systèmes' software applications and the revenue growth rates of its significant competitors are computed in U.S. dollars, such growth rates from period to period may not be comparable to Dassault Systèmes' euro-computed revenue growth rates for the same periods.

See Note 21 to the consolidated financial statements.

1.9.2.2 Credit or Counterparty Risk

The financial instruments which could expose Dassault Systèmes to credit risk include principally its cash equivalents, short- term investments and customer receivables. The hedging agreements entered into with financial institutions pursuant to its policy for managing currency and interest rate risks also expose the Company to credit and counterparty risk. See Notes 12, 13 and 21 to the consolidated financial statements. Dassault Systèmes uses a rigorous selection process for its counterparts according to credit quality, based on several criteria including agency ratings and depending on the maturity dates of the transactions.

1.9.2.3 Interest Rate Risk

Dassault Systèmes' interest rate risk would primarily translate into a reduction of its net financial revenue. See Notes 20 and 21 to the consolidated financial statements.

1.9.2.4 Liquidity Risk

Dassault Systèmes' liquidity risk corresponds to the risk of not being able to meet its monetary needs thanks to its financial resources. It depends in particular on the level of Dassault Systèmes' exposure to changes in the main market parameters, which could lead to higher credit costs, or even temporary limitation of access to external sources of financing.

Dassault Systèmes manages this risk by anticipating its liquidity needs and ensures its coverage with short and long-term financial resources.

Dassault Systèmes SE and its long term debt are currently rated "A" with a stable outlook by Standard & Poor's Global Ratings.

As of December 31, 2025, Dassault Systèmes' cash, cash equivalents and short-term investments totaled €4.13 billion. See Note 12 to the consolidated financial statements.

Dassault Systèmes has analyzed the amounts it will be required to pay under its contractual commitments as of December 31, 2025 and believes that it will be able to meet such obligations.

The following table summarizes Dassault Systèmes' principal contractual obligations to make future payments as of December 31, 2025:

Contractual obligations

		Payments due by period			
(in millions of euros)	**Total**	**Less than 1 year**	**1-3 years**	**3-5 years**	**More than 5 years**
Operating lease obligations [1]	663.0	100.8	203.9	165.2	193.1
Loan facilities [2]	2,617.2	1,455.5	8.6	1,153.1	-
Employee profit-sharing	55.8	55.8	-	-	-
TOTAL	**3,336.0**	**1,612.1**	**212.5**	**1,318.3**	**193.1**

(1) Corresponds to undiscounted lease liabilities payments (refer to Note 19 to the consolidated financial statements).
(2) Including the total financial interest over the borrowing period on commercial papers, the total interest over the borrowing period on bond stocks as well as the total interest over the borrowing period on the revolving line of €750.0 million (refer to Note 20 to the consolidated financial statements).

1.9.3 Insurance

Dassault Systèmes has contracted with several insurance companies for all significant risks incurred. Most of these risks are covered either by insurance policies underwritten in France for all Dassault Systèmes companies, or by a US program that covers the US subsidiaries and their own subsidiaries and branches around the world. In addition, Dassault Systèmes subscribes to specific coverage and/or local policies to comply with applicable local regulations or to meet the specific needs of certain activities or projects.

All of the Group's companies are protected by a policy covering professional and product liability as well as civil liability for operations for a total insured value of €150 million for 2025.

Dassault Systèmes has also taken out other insurance policies covering, in particular, damage to the property of the Company's various sites, equipment and computer goods.

Based on the legal requirements applicable in each country, the US companies of Dassault Systèmes and most of their subsidiaries have specific insurance coverage. This program includes insurance coverage for property damage and professional civil liability. In connection with this insurance, Dassault Systèmes also has coverage for work-related accidents in the United States in accordance with applicable regulations. In addition to the various insurance policies covering US companies and their subsidiaries, Dassault Systèmes carries an "umbrella" policy with a maximum coverage amount of $25 million.

The insurance programs are regularly reviewed and may be adjusted to reflect changes in the revenue, the activities and risks incurred by Dassault Systèmes worldwide, as well as the integration of newly acquired companies.

Dassault Systèmes has not established captive insurance coverage.

2 ENVIRONMENTAL, SOCIAL, SOCIETAL AND GOVERNANCE RESPONSIBILITY

2.1 Introduction

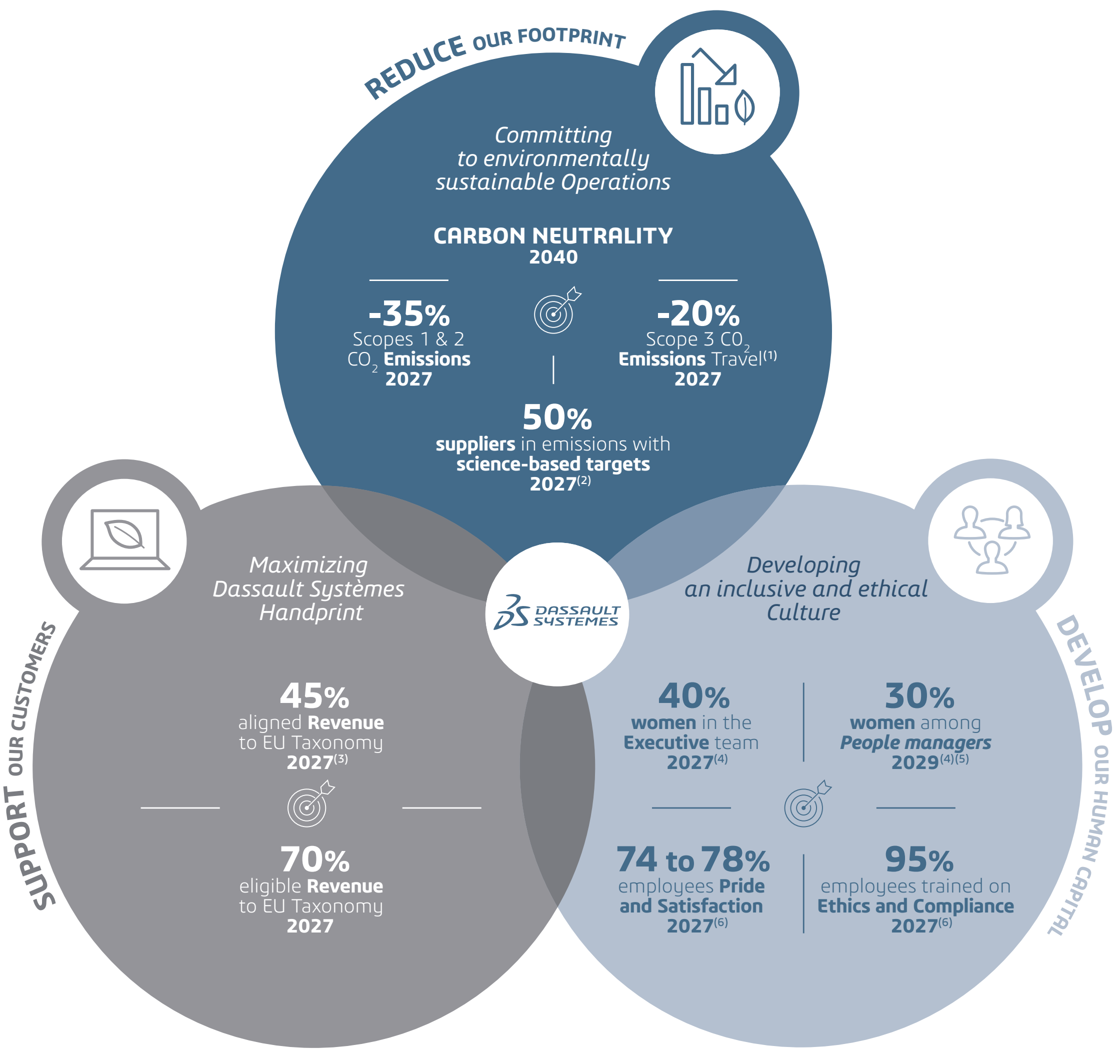
Dassault Systèmes' sustainability strategy is based on three key pillars:

- Handprint: maximizing the impact of Dassault Systèmes' solutions;
- Footprint: committing to environmentally sustainable operations;
- Human Capital: developing an inclusive and ethical culture.

The Company's commitment is therefore to combine operational excellence with technological leadership in order to contribute to the achievement of its objectives in terms of climate, circularity, and just transition.

Dassault Systèmes' actions regarding sustainability are based on a solid governance, structured external partnerships, international commitments, and strong recognition from the leading ESG rating agencies [(1)].

› Sustainability Targets



(1) Business travel and Employees' commute.
(2) SBTi target achieved in 2025 and set as an internal target for 2027.
(3) Target of 40% for 2027 achieved by 2025 and increased to 45%.
(4) Only applicable to the extent permissible under local and national laws and do not apply to the United States workforce.
(5) Set by 2027, this target is postponed to 2029.
(6) This target is extended to 2027.

(1) https://www.3ds.com/fr/about/corporate-responsibility/sustainability-commitment/ratings-awards

2.1.1 A Purpose in the Service of Global Change

2025 is part of a sequence of profound transformations, marked by intensifying environmental, geopolitical, economic, and societal changes and by the questioning of the foundations of the development model inherited from the 20th century. With more than half of the planetary boundaries now exceeded and climate disturbances intensifying, the sustainable transformation of industrial models is becoming a strategic matter for resilience and economic competitiveness.

This new era calls for a structural break: the transition from an economy of extraction and linear to sober, circular, and generative models. However, this critical period is not limited to managing growing risks. It also represents a historic opportunity to reinvent the way companies innovate, operate, and create value.

In this context of dual ecological and digital transition, Dassault Systèmes confirms the relevance of its purpose, formalized in 2012: provide businesses and people with virtual universes to imagine sustainable innovations capable of harmonizing product, nature and life. This purpose, deeply rooted in the Company's culture, provides a framework for supporting the transformation of economic models.

Science-based and driven by the commitment of its employees, Dassault Systèmes' ambition is clear: to provide its customers with technological solutions to anticipate, simulate, and guide their transformation choices. By enabling them to imagine the future before embarking on it, the Company ensures that technological innovation remains inseparable from human and ecological progress.

2.1.2 The **3D**EXPERIENCE platform: a Catalyst for Transformation

For Dassault Systèmes, sustainability goes beyond regulatory constraints to become a central lever of transformation and competitiveness. This conviction is embodied in the **3D**EXPERIENCE platform. It enables the Company's customers to anticipate their industrial choices by imagining, testing, and optimizing industrial innovations before they go into production. This reduces waste of resources while improving control over environmental impacts.

Beyond representing reality, the **3D**EXPERIENCE platform acts as a catalyst for transformation. It gives customers in the Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities sectors, the means to integrate sustainability into their processes by enabling them to:

- rethink materials by integrating eco-design and circularity from the development and engineering phases onwards;
- accelerate the transition to the experience economy by optimizing value across the entire lifecycle rather than just the product;
- drive efficiency by rationalizing resource and energy consumption across the Company;
- anticipate future disruptions through predictive modeling of climate and logistics risks.

This convergence between the virtual and real worlds opens up new opportunities for Dassault Systèmes' customers. It enables them to build more resilient systems and develop new value creation models. Investing in sustainability means investing in the resilience, adaptability, and competitiveness of organizations.

Integrating sustainability into the heart of the Company's strategies and operations acts as a cross-functional lever thatmaterializes, among others, into the following drivers:

2.1.3 From Purpose to Action

Across all sectors served by Dassault Systèmes, Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities, this imperative for transformation is accelerating.

However, each sector has its own dynamics that call for specific levers of innovation:

- Manufacturing Industries: industrial companies are rapidly transitioning from a product-centric approach to one focused on sustainable experiences. This shift involves reinventing material strategies and reorganizing industrial networks to increase their effectiveness and reduce their environmental footprint. As a result, 94% of companies in this sector plan to increase their ESG investments over the next three years (97% in the consumer goods and retail sub-sectors) [(1)];
- Life Sciences & Healthcare: players in this sector are relying on virtual twins and their data to advance precision medicine, transform clinical trials, especially by decentralizing them, and improve the patient care experience. These innovations contribute both to reducing the environmental footprint and to equity in access to care. As a result, 84% of companies in the sector plan to increase their ESG investments within three years [(2)];
- Infrastructure & Cities: companies in this sector are adopting virtual environments to design more resilient, low-carbon systems, accelerate urban planning, and address challenges related to materials, energy demand, and talent shortages. More than half of the world's population now lives in cities, and by 2050, nearly 70% of humanity will reside there [(2)], demonstrating the urgency of integrating environmental matters into urban development strategies.

In this context, Dassault Systèmes' customers around the world rely on the Company's solutions to transform their strategic sustainability ambitions into measurable, concrete, and reproducible results on a large scale.

(1) https://kpmg.com/kpmg-us/content/dam/kpmg/pdf/2024/kpmg-2024-esg-organization-survey.pdf
(2) https://pactemondial.org/17-SDG/SDG-11-villes-et-communautes-durables/

2.1.4 Commitment to the Sustainable Development Goals (SDG)

Guided by its purpose, Dassault Systèmes aligns its actions with the universal framework of the SDGs, adopted by the United Nations. This contribution takes the form of active support for environmental and societal priorities, ranging from access to quality education and decarbonized energy to climate action, sustainable urban development, and the reduction of inequalities, as described in the table below.

During 2025, Dassault Systèmes reassessed its footprint, expanding its scope of direct contribution. In addition to its six historical SDGs (3, 4, 7, 9, 12, and 13), SDGs 5, 6, 8, 11, and 17 have now been added, bringing the number of SDGs covered by the Company's material strategic matters to eleven.

In addition, Dassault Systèmes is carrying out complementary actions that fall within the scope of the SDGs, although they are not material to its Sustainability Statement. Some of these actions are presented in section 2.2.5.6.1 and relate to SDG 14.

SDG	Dassault Systèmes' contribution	Strategic matters *Associated impacts, risks, and opportunities*
3 GOOD HEALTH AND WELL-BEING	The Company addresses this SDG through its software offering in the Life Sciences & Healthcare sector. Its solutions aim to improve the experience of patients and practitioners, globally enable better access to healthcare, and accelerate medical research through technology.	**Strategic matter 10:** "Improve patient health and meet Life Sciences & Healthcare challenges by providing secured solutions embedding Generative AI for therapeutic innovations" *AC4* *See section 2.2.3.3.3*
4 QUALITY EDUCATION	The Company is addressing this SDG by offering training and certification on its market-leading solutions to its ecosystem of stakeholders and by supporting the development of scientific culture in academia, research, and innovation, particularly through La Fondation Dassault Systèmes.	**Strategic matter 8:** "Developing skills of business partners and education networks, and supporting innovation and scientific ecosystems" *V2, EU2* *See sections 2.2.3.2.2 and 2.2.3.4.3*
5 GENDER EQUALITY	The Company is responding to this SDG by implementing actions to combat all forms of discrimination and inequality in working relationships. La Fondation Dassault Systèmes works to inspire enthusiasm for science, engineering, and digital technologies among young people, to promote a more equitable and collaborative world.	**Strategic matter 7:** "Promoting professional opportunities nurturing inclusion and creativity" *OW2* *See section 2.2.3.1.4* **Strategic matter 8:** "Developing skills of business partners and education networks, and supporting innovation and scientific ecosystems" *EU2* *See sections 2.2.3.4.3*
6 CLEAN WATER AND SANITATION	The Company is addressing this SDG by working closely with data center and IT equipment suppliers to identify responsible water management solutions.	**Strategic matter 3:** "Limiting Dassault Systèmes' value chain pressure on Earth's Resources" *W1* *See section 2.2.2.3.2*

SDG	Dassault Systèmes' contribution	Strategic matters *Associated impacts, risks, and opportunities*
7 AFFORDABLE AND CLEAN ENERGY	The Company addresses this SDG in several ways: – by developing solutions that enable its customers to optimize their energy consumption; – by offering innovations that facilitates the more efficient and less costly deployment of lower-carbon energy infrastructures through virtual twins; – by supporting startups offering disruptive innovations in renewable and decarbonized energy.	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *C5, EU Taxonomy* *See sections 2.2.2.2.2 and 2.2.2.1*
8 DECENT WORK AND ECONOMIC GROWTH	The Company addresses this SDG in several ways: – by providing businesses and people with virtual universes to imagine sustainable innovations capable of harmonizing product, nature, and life; – by committing to comply with international human rights regulations and standards and to develop the skills of the future to benefit the employability of its employees; – by contributing to the development of skills related to environmental transition throughout its value chain (customers, academia, suppliers).	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *C5, R3* *See sections 2.2.2.2.2 and 2.2.2.4.2* **Strategic matter 5:** "Attracting and preparing the skills for the future in a competitive talent market" *OW3* *See section 2.2.3.1.2* **Strategic matter 6:** "Fostering employees' engagement to improve retention" *OW8* *See section 2.2.3.1.3* **Strategic matter 8:** "Developing skills of business partners and education networks, and supporting innovation and scientific ecosystems" *EU2* *See section 2.2.3.4.3*
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	The Company addresses this SDG on several levels: – by offering businesses and people virtual universes to imagine sustainable innovations capable of harmonizing product, nature, and life; – by offering both technological and financial support to researchers and startups developing solutions to strengthen the resilience of urban infrastructure and facilities; – by accelerating R&D in the Life Sciences & Healthcare sector to improve the healthcare system.	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *C5, C7, R3* *See sections 2.2.2.2.2 and 2.2.2.4.2* **Strategic matter 10:** "Improve patient health and meet Life Sciences & Healthcare challenges by providing secured solutions embedding Generative AI for therapeutic innovations" *AC4* *See section 2.2.3.3.3*

SDG	Dassault Systèmes' contribution	Strategic matters ***Associated impacts, risks, and opportunities***
11 SUSTAINABLE CITIES AND COMMUNITIES	The Company is responding to this SDG by offering its customers and the startups it supports, particularly in the Infrastructure & Cities sector, innovative solutions for designing more sustainable urban models in terms of energy consumption, resource management, mobility, and, more broadly, developments to improve residents' well-being.	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *C5, R3* *See sections 2.2.2.2.2 and 2.2.2.4.2*
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	The Company is responding to this SDG by offering its customers and the startup companies it supports, solutions that facilitate the deployment of eco-design principles (choice of materials, manufacturing processes that consume fewer resources, virtualization that limits physical prototyping) and, more broadly, the circular economy.	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *R3, EU Taxonomy* *See sections 2.2.2.4.2 and 2.2.2.1*
13 CLIMATE ACTION	The Company is responding to this SDG by acting on several levers: – by offering businesses and people virtual universes to imagine sustainable innovations capable of harmonizing product, nature, and life; – by offering, through its OUTSCALE brand, an optimized cloud infrastructure to reduce the pressure on climate and resources related to the increase in data traffic; – by providing financial and technological support to its academic partners and startups committed to climate change mitigation and climate change adaptation.	**Strategic matter 1:** "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" *C5, C7, R3* *See sections 2.2.2.2.2 and 2.2.2.4.2*
17 PARTNERSHIPS FOR THE GOALS	The Company is addressing this SDG jointly: – with its academic and association partners, as well as startups, by supporting research and the dissemination of scientific culture; – with its partners in the Life Sciences & Healthcare sector, by facilitating projects to improve medical treatments and healthcare services using Dassault Systèmes' solutions.	**Strategic matter 8:** "Developing skills of business partners and education networks, and supporting innovation and scientific ecosystems" *EU2* *See section 2.2.3.4.3* **Strategic matter 10:** "Improve patient health and meet Life Sciences & Healthcare challenges by providing secured solutions embedding Generative AI for therapeutic innovations " *AC4* *See section 2.2.3.3.3*

2.1.5 A Transformation driven by the Human Capital

Dassault Systèmes' mission and long-term development vision bring together a global community of nearly 25,000 employees, driven by a shared passion for science, innovation, and research. Experimentation, collaboration, and creativity are integral parts of the Company's culture and enable to imagine and create new experiences.

As the generative economy is a knowledge-based economy, the knowledge and know-how of employees are key assets for creating sustainable value. Dassault Systèmes has the target of creating an inclusive environment that fosters the development of collective and individual learning abilities and the mutual enrichment of skills. It strives to provide a fulfilling framework that encourages the commitment and fulfillment of all employees through meaningful projects.

2.2 Sustainability Statement

2.2.1 ESRS2 – General Information

2.2.1.1 General Basis for Preparation of Sustainability Statement (BP_1)

2.2.1.1.1 General Methodology

This Sustainability Statement has been prepared in accordance with the following regulatory provisions:

- the Corporate Sustainability Reporting Directive (CSRD): European Directive 2022/2464/EU, of December 14, 2022, and transposed into French law by order on December 6, 2023;
- the European Sustainability Reporting Standards applicable at the end of the 2025 fiscal year (ESRS standards);
- the EU Taxonomy: European Regulation 2020/852 of June 18, 2020.

The Company's non-financial reporting methodologies are detailed in section 2.2.1.2 and in the paragraphs dealing with ESRS metrics.

The main limitations and uncertainties encountered by the Company in preparing the information presented relate to:

- the Transition plan for climate change mitigation: it aims to detail the Company's past, present, and future efforts to contribute to the transition to a sustainable economy. However, there is still no consensus on greenhouse gas (GHG) emission reduction targets or trajectories that would ensure a contribution aligned with a 1.5°C scenario (Paris Agreement). More details are available in section 2.2.2.2.1.A;
- transition risk assessment: Identifying, quantifying, and projecting transition risks remains complex and subject to a high level of scientific and economic uncertainty;
- data collection and reporting: certain data, particularly indirect emissions (Scope 3) and those from recently acquired companies, is difficult to obtain from upstream and downstream value chain partners and remain incomplete;
- setting targets for all key metrics: for some of them, projection methodologies have not yet been stabilized or do not benefit from industry standards that ensure their comparability;
- methodological limitations of certain environmental metrics: Scope 3 emissions are still partially based on spend based emission factors, particularly for goods and services and capital goods. In addition, the methodology for calculating the use of solutions sold bears still a limited reliability, notably due to a lack of visibility on the actual use of licenses by the Company's customers, but also due to the lack of a methodological standard (see section 2.2.2.2.3.C.3).

As part of its ongoing improvement and transparency efforts, Dassault Systèmes is continuing to gradually integrate primary data from its value chain, adjust its reporting practices, and strengthen its internal control system to reflect regulatory changes, methodological advances, and best market practices.

Cautionary Statement regarding forward-looking Statements on the Company's Sustainability

Statements in this chapter that are not historical facts but express scenarios, trends, trajectories, or targets for the future, in particular statements regarding certain information relating to sustainability objectives or targets, including climate-related objectives, are forward-looking statements. These forward-looking statements or scenarios, including those expressed in financial terms, as well as any other forward-looking information, are based on views and assumptions that are believed to be reasonable as of the date of this Universal registration document. This information is based on opinions and assumptions that are believed to be reasonable, but it remains subject to known and unknown risks and uncertainties. Actual results or performance may differ materially from those indicated in these statements due to a variety of factors. Investors are cautioned that forward-looking statements are subject to numerous risks and uncertainties.

Given the significant uncertainties inherent in these forward-looking statements, they should not be considered as a statement or guarantee by Dassault Systèmes or anyone else that Dassault Systèmes will achieve its targets, objectives, aspirations, metrics, plans, or targets within a given timeframe, or in absolute terms, particularly with respect to sustainability topics and their potential financial impacts. Therefore, these forward-looking elements should be used with caution.

The forward-looking statements regarding targets, the Transition plan, and transition risks contained in this chapter are valid only as of the date of publication of this Universal registration document. Subject to applicable regulations, Dassault Systèmes undertakes no obligation to update or revise any forward-looking information or statements prior to the publication of a new annual financial report.

Disclaimer regarding social, societal, and governance Policies and Information Gathering

The policies and collection of information relating to social, societal and governance matters concern the year 2025 and are applicable only in accordance with applicable local and national regulations. They are reviewed annually and may, where necessary, be adjusted in light of changes in the legal framework around the world.

2.2.1.1.2 Scope of Consolidation

The scope of consolidation of the Sustainability Statement is identical to that used for Dassault Systèmes' financial statements. It includes all of the Group's consolidated companies. The scope of consolidation does not take into account non-consolidated entities due to the absence of operational control.

For certain metrics, the scope may be more limited due to difficulties in data collection, as is the case, for example, with recently acquired companies. In such situations, the Sustainability Statement mentions this in the relevant sections and specifies the estimation approach used. The number of metrics concerned is limited.

The same applies to the scope of application of policies.

2.2.1.1.3 Upstream and Downstream Value Chains

Dassault Systèmes integrates its upstream and downstream value chains in its double materiality assessment (DMA) and in this Sustainability Statement. This approach makes it possible to identify the Impacts, Risks and Opportunities (IROs) they are concerned with (see section 2.2.1.4.3).

The two main upstream value chains deemed material by the Company are the manufacture of IT equipment and data hosting.

With regard to downstream environmental impacts, the Company has identified mainly the impact of its software solutions as the only material impact, as their use represents only a very small proportion of the resources used by its customers. This analysis is the same regardless of the industry served, within the limits of the Company's 3DS Acceptable Use Policy (see sections 2.2.1.4.1 and 2.4.3.3.4).

Dassault Systèmes has taken into account relevant and available information on its upstream and downstream value chains. For example, the Company's carbon footprint includes Scope 3 carbon emissions related to its purchases and the use of its solutions.

2.2.1.1.4 Permitted Omissions

The Company has exercised its option to omit certain information relating to intellectual property, know-how, or the results of innovations. It therefore does not publish quantitative targets for metrics relating to opportunities and positive impact in the Life Sciences & Healthcare sector (see section 2.2.3.3.3).

2.2.1.2 Disclosures in relation to specific Circumstances (BP_2)

2.2.1.2.1 Time Horizons

In accordance with ESRS 1, Dassault Systèmes has assessed the occurrence horizon for each material IRO, both in terms of financial and impact materiality. The horizons have been set in accordance with the implementation guidelines published by EFRAG:

- short term: one year (the period adopted by the Company as the reference period in its financial statements);
- medium term: more than one year and up to five years;
- long term: more than five years.

Dassault Systèmes uses the same definitions throughout the Sustainability Statement, unless otherwise specified, particularly in the sections covering physical and transition risks, as well as those dealing with the Transition plan.

2.2.1.2.2 Sources of Uncertainty regarding Estimates and Results

Sustainability information may be subject to uncertainty inherent in the state of scientific and economic knowledge and the quality of internal and external data used (data calculated, for example, from emission factors for the value chain), compounded by the lack of reliable comparative data and benchmarks, particularly at the sectoral level. Details of the methodologies used for value chain estimates are discussed in topical sections E1, E3, E5, and S2.

Certain information, such as forward-looking data, missing data (particularly relating to the last weeks of the reporting period or a missing scope), and the quantification of certain sustainability information, particularly environmental information, is subject to estimates and judgments. These are based, in particular, on the historical experience of the experts or contributors involved in preparing this statement and on internationally recognized sustainability standards. These estimates are sensitive to the methodological choices and assumptions used. The nature and scope of the estimates used, or limitations on the scope of data collection applied on a case-by-case basis to certain data, are explained in the "Methodologies" paragraphs of the relevant sections.

In a continuous improvement approach, Dassault Systèmes hopes to reduce these uncertainties as additional guidelines are issued, reporting practices in the sector are consolidated, and CSRD data collection and reporting processes are improved within the Company and its value chain.

2.2.1.2.3 Other Regulations or Standards used in preparing the Publication

The regulations and standards complied with by Dassault Systèmes, listed below, reinforce the quality of the information provided:

- the GHG Reporting Protocol, used for calculating the Company's GHG emission metrics;
- the ISO-type standards related to ESRS topics and presented in each relevant section;
- the recommendations of the AFEP-MEDEF Code and the *Sapin II* law.

2.2.1.2.4 Incorporation by Reference

The table of incorporations by reference, as required in ESRS 1 in section 9.1, is published in the Appendices, in section 2.2.5.1.

2.2.1.3 Governance (GOV)

2.2.1.3.1 The role of administrative, management, and supervisory Bodies (GOV_1)

Composition of the Board of Directors in 2025

As of December 31, 2025 [(1)], the Board of Directors of Dassault Systèmes is composed of 14 members, whose term of office is 4 years, renewable.

The Board of Directors includes two directors representing employees, appointed by each of the two trade unions that received the highest number of votes in the first round of elections for employees' representatives, in accordance with legal and statutory provisions.

As of December 31, 2025, the proportion of independent directors on the Board of Directors was 50%, excluding directors representing employees (who are excluded from the calculation in accordance with the AFEP-MEDEF Code), and 42% including the latter, the independence threshold required for controlled Companies being one-third of the board. To assess this independence, Dassault Systèmes relies on the AFEP-MEDEF Code definition, according to which a director is independent when he or she has no relationship with Dassault Systèmes or its management that could compromise the exercise of his or her freedom of judgment.

(1) As of the date of this Universal registration document, the Board of Directors consists of 13 members, following Mr. Bernard Charlès's decision to step down as Chairman of the Board of Directors, effective February 21, 2026.

Diversity and Expertise within the Board of Directors

In its composition, the Board of Directors seeks to achieve a balance between experienced and new directors, between independent and non-independent directors, between women and men, as well as diversity in terms of skills, profiles, and nationalities. Dassault Systèmes monitors changes in the composition of the Board by making projections based on all of these criteria, which has led to greater diversity within the Board in recent years.

As of December 31, 2025, 50% of the members of the Board of Directors were women, excluding directors representing employees, and 57% including them.

In line with its internationalization policy, as of December 31, 2025, the Board of Directors includes two directors of foreign nationality (Indian and Italian) who are also residents of the United States and Italy, as well as one director who is a resident of Italy, representing 21% of the Board.

The directors of Dassault Systèmes have complementary expertise and experience, in line with the Company's strategy, to best respond to the challenges it faces. Among the six independent directors, three have scientific expertise (life sciences, new technologies, and engineering), it being specified that the Lead Director of Sustainability Development has extensive expertise in ESG matters, two have accounting and financial expertise, and one has expertise in corporate governance. The non-independent directors bring to the Board of Directors their extensive knowledge of the Company, its industry, and its businesses.

Each member of the Board of Directors has developed expertise in business conduct and business ethics through the exercise of their various mandates, particularly the members of the Audit Committee and, more generally, the members of the Board of Directors' three committees, meeting as a session of independent directors, who regularly review issues of ethics, compliance, and fraud. In addition, as Dassault Systèmes' compliance program, including its anti-corruption risk mapping, is approved by the Board of Directors: as a result, the directors review the compliance program, its implementation, developments, and key metrics on an annual basis.

Dassault Systèmes intends to maintain the proportion of men, women, and independent directors on the Board of Directors at 50%. In this context, the Compensation and Nomination Committee assesses each year the areas of expertise of Board members and their suitability for the Company's business and specifiities, in particular when appointing a new director or renewing a term of office, before making proposals for changes to the composition of the Board of Directors.

In recent years, the committees of the Board of Directors and Dassault Systèmes' Executive team have strengthened their understanding and their monitoring of sustainability matters. This appropriation is based on several mechanisms:

- each year, Dassault Systèmes directors are invited to attend a special information day dedicated to them at the 3DS Paris Campus, as well as the **3D**EXPERIENCE Forum event in France or the United States, where they can hear testimonials from the Company's customers and partners. In 2025, the annual directors' information day aimed to explore the foundations underpinning 3D UNIV+RSES, the seventh generation of world modeling introduced by Dassault Systèmes over the past 45 years and a new chapter in the generative economy. Particular attention was paid to:
  - embedded artificial intelligence technologies to accelerate the creation of disruptive generative experiences,
  - their role and areas of development across the three economic sectors served by Dassault Systèmes,
  - immersive multisensory experiences (sense computing) that contribute to advancing knowledge and expertise,
  - current macroeconomic and geopolitical challenges, as well as levers for growth for the Company, and
  - the latest disruptive innovations currently under development within the **3D**EXPERIENCE Lab;
- each year, the three committees of the Board of Directors (composed exclusively of independent directors) meet during dedicated sessions. In September 2025, two sessions were held:
  - one devoted to sustainability topics,
  - the other dedicated to risk prevention and management within the Company and to updating the double materiality assessment conducted under the CSRD;
- management has systematically responded to requests from members of the Audit Committee and the Lead Director of Sustainability Development;
- sustainability, in terms of product development strategy to help customers become more sustainable (Handprint), is at the heart of the Scientific Committee's work.

The committees' expertise was finally leveraged during working and review sessions (see section 2.2.1.3.2) in which the impacts of activities on the environment and stakeholders, as well as risks and opportunities, were discussed and approved.

	2025 (7)	2024 (7)
ESRS DATAPOINTS		
Number of executive directors	1.0	1.0
Number of non-executive directors (1)	13.0	11.0
Percentage of women within the Board of Directors (2) (3)	57.1%	58.3%
Board's gender diversity ratio (2) (3)	1.3	1.4
Percentage of independent directors (4)	50.0%	50.0%
ENTITY-SPECIFIC DATAPOINTS		
Percentage of women within the Board of Directors excluding directors representing employees (5) (6)	50.0%	50.0%
Board's gender diversity ratio excluding directors representing employees (5) (6)	1.0	1.0

(1) 13 out of 14 directors in 2025 and 11 out of 12 directors in 2024.
(2) Includes the two directors representing employees appointed by the trade unions (in accordance with Dassault Systèmes SE's by-laws) and the permanent representative of the legal entity that is a director.
(3) 8 women for 6 men in 2025 and 7 women for 5 men in 2024.
(4) Excludes the two directors representing employees, not taken into account for the calculation of this percentage in application of the AFEP-MEDEF Code.
(5) Includes the permanent representative of the legal entity that is a director.
(6) 6 women for 6 men in 2025 and 5 women for 5 men in 2024.
(7) Data as of December 31 of each year.

Responsibilities of the Board of Directors and its Lead Director of Sustainability Development

The Board of Directors takes sustainability matters into account when defining and reviewing strategy, in accordance with its internal regulation and French law. In accordance with the AFEP-MEDEF Code, it sets multi-year strategic guidelines in this area.

In addition, the Board of Directors has appointed Ms. Geneviève Berger, an independent director, as the Lead Director of Sustainability Development. Ms. Geneviève Berger, a physicist, physician, and doctor of human biology, headed the CNRS from 2000 to 2003 and then led research at Unilever and Firmenich for several years. From 2015 to 2023, she was an independent director and member of the Environment Committee at Air Liquide, after serving for nine years as an independent director of AstraZeneca in charge of ESG matters and as a member of the Scientific Committee. Ms. Berger thus has extensive expertise in sustainability and more generally in the field of science. She brings her skills to the Board of Directors, especially in assessing the Company's decarbonization trajectory.

As Lead Director of Sustainability Development, Ms. Geneviève Berger reviews the impacts, risks, and opportunities (IROs) identified in the DMA and ensures their consistency with the policies, action plans, and targets implemented by Dassault Systèmes. She prepares the working session for all independent directors on this topic with the Chief Sustainability Officer before reporting back to the Board of Directors.

Role of Committees

In accordance with their respective missions and the Audit Committee Charter, the Board's three committees (composed exclusively of independent directors) incorporate sustainability aspects into their missions:

— the Scientific Committee reviews the evolution of Dassault Systèmes' portfolio of solutions, particularly with regard to customers' environmental and societal challenges, and analyzes potential technological disruptions impacting its market. Until December 31, 2025, this committee included two independent members (one man and one woman), including the Lead Director of Sustainability Development;

— the Audit Committee includes in its annual program a review of sustainability reporting requirements, particularly those related to Climate matters, as set forth by the CSRD and the ESRS. The Audit Committee reviews the quality of the qualitative and quantitative information reporting process and internal control, and monitors the work of the Statutory Auditors authorized to certify sustainability information. The Audit Committee reports to the Board of Directors on the results of the assurance provided by Statutory Auditors authorized to certify non-financial information, the contribution of this assurance to the integrity of sustainability information, and the Committee's role in this process. This committee is composed of three independent members (two women and one man), each of whom has financial expertise;

— the Compensation and Nomination Committee reviews certain governance matters, including the succession plan for executive officers, the compensation of corporate officers and members of the Executive Committee, and the Long-term incentive plans for the Company's executives and employees. In particular, the committee reviews performance criteria, including those based on a multi-criteria ESG metric, for the variable annual compensation and acquisition of performance shares of the Chief Executive Officer & Chairman, members of the Executive Committee, and senior executives eligible for these plans (see section 2.2.1.3.3 for a description of the sustainability criteria in these incentive mechanisms). It also reviews the consistency of climate, employee engagement, and inclusion targets. This committee is composed of two independent members (one woman and one man).

A governance structure was implemented to ensure, each year, that the information published in this Sustainability Statement is reviewed jointly by the members of the Audit Committee and the Lead Director of Sustainability Development in accordance with European Sustainability Reporting Standards. In 2025, a dedicated session was devoted to this review prior to formal approval by the Audit Committee.

The biographies of the members of the Board of Directors' Committees are provided in Chapter 5, Section 5.1.1.2.

Executive Committee

Under the leadership of the Chief Executive Officer & Chairman, the Executive Committee (composed of twelve members, 41.7% of whom are women as of the date of this Reference Document) oversees the operational implementation of the sustainability strategy. This responsibility is shared across the organization by Ms. Elisa Prisner, Executive Vice President, Strategy, Industry, Marketing & Transformation. Ms. Elisa Prisner is responsible for Dassault Systèmes' sustainability roadmap, in terms of its product and solution development strategy promoting the decarbonization of customer activities (Handprint) and the reduction of the Company's own environmental footprint.

Sustainability Steering Committee

The Sustainability Steering Committee is co-chaired by the Executive Vice President, Strategy, Industry, Marketing & Transformation, and the General Secretary. The Chief Sustainability Officer acts as secretary.

This committee meets quarterly to monitor the Company's policies, actions, and non-financial performance, both in terms of Handprint and Footprint. It reports regularly to the Executive Committee, to which it submits analyses of the impacts, risks, and opportunities related to non-financial performance. It also leads discussions with the various departments responsible for implementing this strategy, including the departments for Human Resources, Information Systems, Real Estate, Research & Development, Finance, Sustainable Finance & Procurement, and the Legal department.

This committee plays a central role in communicating information between the various administrative and management bodies. The Executive team is informed of progress made in implementing the strategy via the Sustainability Steering Committee. The committees of the Board of Directors, particularly through their chairpersons, may interact with the Sustainable Development department in the course of their various activities.

At least once a year, the Chief Executive Officer & Chairman and the Executive Vice President, Chief Financial Officer attend a meeting of the Sustainability Steering Committee to validate the priorities for the year, the environmental targets, and any financial challenges or investments necessary to achieve the carbon trajectory targets.

The targets associated with the IROs are proposed by the functions responsible for managing them, discussed by the Sustainability Steering Committee, and then reviewed by the Executive Committee and all independent directors (including all members of the three Board of Directors committees).

The most strategic targets, which are integrated into the salary incentive schemes, are reviewed by the Compensation and Nomination Committee before being submitted to the Board of Directors.

Over the past two fiscal years, the Sustainability Steering Committee has reviewed the following topics:

- case studies demonstrating the impacts of the Company's solutions on customers' carbon reduction and circularity trajectories, as well as, within the framework of the EU Taxonomy, the continuous improvement of the methodology used and the independent third-party verification process;
- the development of new solutions to meet customers' growing sustainability needs;
- the proposal of an incentive mechanism to encourage sales teams to promote solutions that contribute to customer sustainability;
- monitoring the implementation of the CSRD, in particular reviewing the conclusions of the DMA, reviewing the associated IROs, and identifying metrics;
- supervision of the science-based carbon trajectory (SBTi), as well as validation of new targets replacing those reaching maturity;
- continuing work on developing a carbon neutrality strategy for 2040;
- marketing, external communication, and employee awareness plans on environmental matters and eco-design;
- the development of internal networks related to the Company's environmental matters: Sustainability Leads on the Handprint and Green Teams on the Footprint;
- the strategy for responding to non-financial questionnaires and monitoring the ratings obtained for the fiscal year in question.

The general risk management and internal control process described in Chapter 5 at section 5.2.2 covers all corporate risks, including, with regard to sustainability, the Company's risks and negative impacts. This process is based in particular on the monitoring of action and mitigation plans using metrics that are similar or identical to those prescribed by the ESRS. The Sustainable Development department and the Audit & Risks department are working to extend this process to positive impacts and opportunities, as well as to risks relating to the value chain. Opportunities are also monitored separately by the Sector Boards or Brand Boards in which the relevant members of the Executive team participate.

SUSTAINABILITY AT THE CORE OF DASSAULT SYSTÈMES' GOVERNANCE

A LEAD DIRECTOR FOR SUSTAINABILITY MATTERS WITHIN DASSAULT SYSTÈMES' BOARD OF DIRECTORS
Geneviève BERGER

SCIENTIFIC COMMITTEE | AUDIT COMMITTEE | COMPENSATION & NOMINATION COMMITTEE

Each committee is responsible for sustainability in relation to its mission. The members of the three committees of the Board of Directors meet twice a year

A MEMBER OF THE OPERATIONS EXECUTIVE COMMITTEE
Strategy, Industry, Marketing & Transformation department
Elisa PRISNER

THE SUSTAINABILITY STEERING COMMITTEE
responsible for the review of Dassault Systèmes' action plans with regards to sustainability matters

THE CHIEF SUSTAINABILITY OFFICER
Philippine DE T'SERCLAES

SUSTAINABILITY DEPARTMENT

SUSTAINABLE FINANCE & PROCUREMENT

HUMAN RESOURCES, INFORMATION SYSTEMS & FACILITIES

AUDIT & RISKS

LEGAL

GLOBAL NETWORKS OF EXPERTS AND ACTORS
responsible for managing impacts, risks and opportunities

- A NETWORK OF SUSTAINABILITY LEADS drives the implementation of the sustainability strategy across each GEO, brand and industry
- AN ENVIRONMENTAL REPORTING NETWORK consolidates environmental indicators on a quarterly basis and shares best practices
- GREEN TEAMS initiate and coordinate local sustainability initiatives
- **3D**EXPERIENCE UNIVERSITY delivers training to raise awareness among employees about sustainability topics

2.2.1.3.2 Information provided to and sustainability matters addressed by the Company's Administrative, Management, and Supervisory Bodies (GOV_2)

The implementation of Dassault Systèmes' sustainability strategy relies on close collaboration between the various governance bodies. This collaboration ensures the smooth flow of information and informed decision-making.

Communication and coordination are carried out through:

- the Executive Committee: the Sustainability Steering Committee reports to the Executive Committee on progress made. Each year, the Chief Executive Officer & Chairman and the Executive Vice President, Chief Financial Officer validate priorities and financial challenges;
- independent directors: they meet twice a year to discuss sustainability and risk management, including ESG risks. The Sustainable Development, Sustainable Finance & Procurement, and Audit & Risks departments present them with progress and key actions on these topics;
- specialized committees (Scientific Committee, Audit Committee, Compensation and Nomination Committee): Their chairs, with the participation of the Lead Director of Sustainability Development, work directly with the relevant departments to prepare for their meetings.

The Sustainable Development, Sustainable Finance & Procurement, and Audit & Risks departments provide technical support to the committees through summary reports and specific information on sustainability matters and regulatory developments. In 2025, the Audit Committee received presentations on the results of the first publication of the CSRD-compliant Sustainability Statement, potential developments in this directive, the Company's performance on key environmental metrics, and a review of the DMA. The Audit Committee is also regularly informed of the results of audits conducted on ESG matters by the Audit & Risks department.

In addition, during sessions dedicated specifically to sustainability involving internal experts, the independent directors reviewed the Company's risk map, which had been updated and validated in advance by the Risk Management Steering Committee. This map includes specific risks related to sustainability.

The main responsibilities of these departments are detailed below:

The Sustainable Development department

Dassault Systèmes' Sustainable Development department is responsible for the Company's sustainability strategy. Its missions cover a wide range of activities, from developing innovative solutions to internal carbon footprint management.

Its responsibilities mainly revolve around the following areas:

- Handprint:
  - supporting the development of solutions that reduce customers' GHG emissions and promote the circular economy (eco-design, resource optimization, traceability), and regulatory compliance;
  - coordinating a network of dozens of Sustainability Leads responsible for implementing the "Handprint" strategy in different GEOs, brands, and industries,
  - supporting sales teams in promoting Dassault Systèmes' sustainable solutions to customers;
- Footprint: defining the Company's carbon neutrality strategy and GHG emissions reduction trajectory, overseeing voluntary offsetting efforts, and identifying related potential Impacts, Risks and Opportunities;
- reporting management: analyzing and documenting the criteria used for the EU Taxonomy, managing environmental reporting and responses to non-financial questionnaires (CDP, EcoVadis, S&P Global CSA, etc.);
- internal action plans: coordinating climate and environmental adaptation plans within the Company, particularly to optimize water and energy consumption and waste management;
- awareness-raising and training: creation of training programs for employees and facilitation of internal networks to promote sustainability education;
- external relations: interaction with institutional partners, analysts, investors, and professional networks on sustainability matters. The department also actively participates in international discussions, such as the World Economic Forum, the Conferences of the Parties (COP) organized by the United Nations, and European industry federations, international and intergovernmental organizations such as the Organization for Economic Co-operation and Development (OECD) and the International Energy Agency (IEA);
- regulatory monitoring: monitoring global sustainability regulations to anticipate customer needs and adapt the Company's solutions accordingly;
- communication to senior management: regularly informing the Executive Committee and Board of Directors of progress made and actions taken.

The Sustainable Procurement department

The Sustainable Procurement department plays a central role in implementing Dassault Systèmes' decarbonization strategy. Structured around a partnership approach with external and internal stakeholders, its mission is to ensure that the Company's procurement activities not only support economic performance, but also the transition to a more sustainable and resilient model.

As such, the Sustainable Procurement department:

- contributes to steering the decarbonization of the Company's value chain by requiring its suppliers to adopt science-based reduction targets. Carbon performance has become a determining factor in the awarding of contracts and supplier performance reviews;
- actively supports operational departments and integrates environmental, social, and ethical matters into the heart of procurement processes;
- integrates sustainability targets into specific areas, such as the Company's "Responsible mobility" policy.

The Sustainable Finance department

The Sustainable Finance department reports jointly to the Finance and Sustainable Development departments and supports the various departments in their operational management of environmental and social matters. It ensures regulatory compliance in reporting, improves data reliability, and supports operational departments. Its key missions include:

- regulatory compliance: it is responsible for regulatory watch with regard to non-financial reporting and compliance with the CSRD and the ESRS, in particular by providing support for DMA documentation;
- Sustainability Statement: it coordinates between the various contributors, ensures the compliance of the entire document, and is responsible for the smooth running of the statement audit;
- financial valuation: reviewing the valuations used in the DMA in terms of financial materiality and ensuring they are consistent with the Company's risk assessments. It also supports the selection of climate scenarios and the review of the financial assessment of climate hazards, whether physical or transitional, proposed by the Corporate Strategy department and the Sustainable Development department. It records any consequences on the financial statements;
- reporting production and digitization: it consolidates ESG metrics on a quarterly basis and improves the reliability of sustainability reporting through the implementation of internal controls and estimates, drawing in particular on carbon accounting principles. It also implements the digitization of ESG metrics and deploys tools to manage sustainability performance, enabling departments to monitor the impacts of their action plans;
- operational support: in collaboration with the Sustainable Development and Sustainable Procurement departments, it assists operational functions in analyzing the feasibility of environmental policies and planning actions, particularly for the supply chain and business travel;
- training: it trains Audit Committee members on CSRD expectations.

The Audit & Risks department

The Audit & Risks department is described in detail in Chapter 5, Section 5.2. The internal control and risk management system for sustainability is described in Section 2.2.1.3.5.

2.2.1.3.3 Integration of sustainability-related Performance into Incentive Schemes (GOV_3)

In order to involve managers and employees in the Company's development and performance, Dassault Systèmes has implemented short- and medium- to long-term incentive mechanisms:

- annual compensation may be structured as a fixed and a variable portion, with the latter being indexed to the performance of the employee concerned and/or of the Company;
- performance shares or Dassault Systèmes stock-options may be granted annually, with vesting subject to presence and performance conditions assessed over a three-year period.

These incentive mechanisms systematically incorporate financial performance criteria, such as growth in net earnings per share or operating margin.

In line with the Company's sustainability roadmap, ESG criteria were included for the first time, in 2020, in the performance criteria determining the Chief Executive Officer's annual variable compensation. In 2021, these criteria were extended to other members of the Executive Committee.

For *People managers* (representing 14.2% of the total workforce), a criterion related to the inclusion and engagement of their teams has been included in the targets used to measure their annual performance since 2022.

Finally, since 2023, Long-term incentive plans [(1)], which benefit 12% of the Company's employees, including the Chief Executive Officer and members of the Executive Committee, also incorporate ESG criteria.

In 2025, the weighting of ESG criteria (relative to all applicable criteria) represented:

- for the variable annual compensation of the Chief Executive Officer: 15%;

(1) Dassault Systèmes' performance shares and Dassault Systèmes' stock-options.

- for the variable annual compensation of Executive Committee members: 5% for the common set of ESG criteria. Each member specifically responsible for the pillars of the Company's sustainability strategy is then assigned targets specific to their scope, bringing the weighting of ESG criteria to 25% for two members of the Executive Committee;
- for Long-term incentive plans: 20%;
- for the measurement of the annual performance of *People managers*: 15% by default.

With regard to the nature of the criteria, for the variable annual compensation of the Chief Executive Officer and the members of the Executive Committee, it was decided to adopt a common set of criteria known as the "ESG Indicator."

In 2025, the ESG indicator was broken down as follows:

- a social criterion (representing a quarter of the ESG Indicator): employees pride and satisfaction rates measured by an annual internal survey;
- a governance criterion (representing a quarter of the ESG Indicator): proportion of women on the Board of Directors, in the Management team, and among *People managers*;
- two climate-related criteria (representing two-quarters of the ESG Indicator):

	Handprint	**Carbon footprint**
Nature of the criterion	Share of total IFRS revenue (software and services) considered eligible and aligned to EU Taxonomy, subject to verification by an independent third party (see also section 2.2.2.1.5)	Reduction of GHG emissions in line with the targets submitted to the Science-Based Targets initiative (see also section 2.2.2.2.1.A.2): – emissions from Dassault Systèmes' own operations (Scopes 1 and 2) and business travel and employees' commute (Scope 3); and – percentage of suppliers (by weight of emissions) that have set science-based reduction targets.
Weighting within climate-related criteria	50%	50%

For Long-term incentive plans, three ESG criteria were selected:

- the same governance criterion as that included in the ESG Indicator (weighted at one-third);
- the same two climate-related criteria as those included in the ESG Indicator (two-thirds weighting with the same 50%/50% split between the two criteria).

The climate-related criteria thus represented, in relation to all applicable criteria:

- 7.5% of the criteria determining the variable annual compensation of the Chief Executive Officer;
- 22.5% and 12.5% of the criteria determining the variable annual compensation of the two members of the Executive Committee specifically responsible for the pillars of the Company's sustainability strategy;
- 13.3% of the criteria included in the Long-term incentive plans awarded in 2025.

It should be noted that, as an exception to the above and in accordance with the legal framework in force, the Executive Vice President, Americas, is not evaluated, in terms of his variable annual compensation and the Long-term incentive plans of which he is a beneficiary, on the Governance criterion related to the proportion of women on the Board of Directors, the Executive team, and among *People managers*. The same applies to all employees working in the United States.

Since 2025, it has been decided, for the Handprint component, to supplement the eligibility criterion of total IFRS revenue as defined by the EU Taxonomy with a criterion related to alignment, with a 50%/50% weighting between the two criteria. This change applies to the annual variable compensation of the Chief Executive Officer and the members of the Executive Committee, as well as to Long-term incentive plans.

The two environmental criteria selected measure Dassault Systèmes' contribution to the decarbonization of the economy, using two levers whose performance measurement is based on standardized and recognized metrics, namely the Science-Based Targets initiative and the EU Taxonomy framework:

- reducing the Company's environmental footprint: the targets set and validated by the Science-Based Targets initiative are aligned, for Scopes 1 and 2, with the trajectory of limiting global warming to 1.5 °C[1] and, for Scope 3, with current best practices in environmental matters;

(1) By the end of the century compared to pre-industrial levels.

- reducing the environmental footprint of its customers: Dassault Systèmes has pursued a structured approach, within the framework of the EU Taxonomy, to document its positive impact on reducing GHG emissions generated by the operations, products, or services designed by its customers. The inclusion of the criterion related to revenue growth considered to be aligned with this standard in variable compensation mechanisms encourages portfolio development and sales growth related to these solutions.

The principles and criteria applicable to the variable compensation of the Chief Executive Officer and the members of the Executive Committee are reviewed by the Compensation and Nomination Committee and, in the case of the Chief Executive Officer, approved by the Board of Directors before being submitted to the Shareholders' General Meeting for approval.

Upon the recommendation of the Sustainability Steering Committee, the principles and criteria applicable to Long-term incentive plans are decided by the Board of Directors, after review and on the recommendation of the Compensation and Nomination Committee.

2.2.1.3.4 Statement on Due Diligence (GOV_4)

A reconciliation table between the topics covered by the due diligence process and the material strategic matters identified in the DMA is provided below.

Core Elements of Dassault Systèmes' Due Diligence Process	Sections in the Sustainability Statement	Section Number
a) Embedding due diligence in governance, strategy, and business model	Information provided to and sustainability matters addressed by the Company's Administrative, Management, and Supervisory bodies (GOV_2)	2.2.1.3.2
b) Engaging with affected stakeholders at all stages of the due diligence process	Stakeholder Interests and Perspectives (SBM_2)	2.2.1.4.2
c) Identifying and assessing negative impacts	Material Impacts, Risks and Opportunities and their Link to Strategy and Business Model (SBM_3) Description of Procedures for identifying and assessing material Impacts, Risks, and Opportunities (IRO_1)	2.2.1.4.3 2.2.1.5.1
d) Taking actions to remedy these adverse impacts	General Information (ESRS 2) Climate Change (E1) Own Workforce (S1) Consumers and End-Users (S4)	2.2.1 2.2.2.2 2.2.3.1 2.2.3.4
e) Tracking the effectiveness of these efforts and communicating	The role of administrative, management, and supervisory Bodies (GOV_1)	2.2.1.3.1

2.2.1.3.5 Risk Management and Internal Control Processes for Sustainability Information (GOV_5)

Dassault Systèmes has implemented a rigorous risk management process (described in Chapter 5 at section 5.2.3.1) that covers all types of risks, including those related to sustainability. This process is led by the Audit & Risks department and coordinated by the Risk Management Steering Committee:

- the Risk Management Steering Committee, under the responsibility of the General Secretary, ensures consistency between Company risks and CSRD requirements and TCFD recommendations;
- the DMA methodology has been designed in line with the Company's overall risk management. This ensures a uniform assessment scale and a clear correspondence between the risks identified;
- the Audit & Risks department participates in the regular review of the DMA.

In 2024, the Audit & Risks department oversaw the implementation of an internal control system for sustainability reporting (ICSR), structured around four pillars:

- a reporting chain in operations for data collection, calculation, and consolidation;
- a central function that consolidates performance metrics;
- documentation of the principles of accounting and consolidation of ESG information;
- ICSR internal control points integrated into the Company's internal control framework.

The Audit & Risks department has identified and is working to control two main risks:

- methodological risk: related to data collection, calculation, and estimation;
- integrity risk: greenwashing, which is the misleading presentation of environmental actions.

To control these risks, four categories of internal controls have been defined:

- methodology validation;
- data validation;
- control of reporting systems;
- certification by managers.

In 2025, the ICSR system was completed and its effectiveness assessed by the internal control team of the Audit & Risks department.

All teams involved in the reporting chain have been trained in internal control principles.

The Audit & Risks department has also reinforced sustainability topics in its audits, notably in 2023 on electronic waste management, in 2024 on protection against corruption, and in 2025 through certain GEO audits.

The conclusions of the Risk Management Steering Committee's work are presented to the independent directors at a dedicated annual meeting to ensure transparent governance and continuous monitoring of sustainability-related risks.

2.2.1.4 Strategy and Business Model

2.2.1.4.1 Strategy, Business Model, and Value Chain (SBM_1)

Strategy, Markets and Solutions Portfolio

Dassault Systèmes' strategy, built around three concepts, Human Industry Experiences, is designed to drive transformation in three strategic sectors: Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

Launched in early 2025, 3D UNIV+RSES represent the seventh generation of representations created by Dassault Systèmes and enhanced with artificial intelligence (AI). They are at the heart of the generative economy, conceived as the convergence of the experience economy and the circular economy: a virtual economy where knowledge and know-how become our customers' primary competitive advantages, and ownership becomes the exchange value.

3D UNIV+RSES enable Dassault Systèmes' customers to create "the virtual twin of everything for everyone" and to unify the virtual and the real (V+R). With these new, highly secure V+R representation spaces, which accelerate the development of innovative products and services while improving efficiency and sustainability, customers can fully leverage their entire portfolio of 3D designs, virtual twins, and PLM data. 3D UNIV+RSES fully leverage the dialogue between virtual and real by combining modeling, simulation, real-world data, and content generated by artificial intelligence.

The overall strategy and product portfolios are described in Chapter 1, specifically in section 1.4, with certain elements summarized below.

As part of its strategy, Dassault Systèmes' twelve brands, which are built on the **3D**EXPERIENCE platform, are organized into experience portfolios:

- collaboration experience portfolio: CENTRIC, ENOVIA;
- 3D modeling experiences portfolio: SOLIDWORKS, CATIA, GEOVIA, BIOVIA;
- simulation experience portfolio: SIMULIA, DELMIA, 3DVIA;
- information intelligence experiences portfolio: **3D**EXPERIENCE, MEDIDATA;
- infrastructure for business experiences: OUTSCALE.

Dassault Systèmes' solutions can contribute to customers' decarbonization and circularity targets, as illustrated in section 2.2.2.1.

Dassault Systèmes operates in the ESRS information technology sector and its portfolio covers twelve industries, divided into three major sectors of activity:

- Manufacturing Industries: Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods & Retail;
- Life Sciences & Healthcare;
- Infrastructure & Cities: Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services.

Decarbonization and circularity are imperatives for all industries in which the Company operates. For example, electrification is a challenge for the Transportation & Mobility industry, and virtual twins enable the design of lighter, more sustainable, and recyclable vehicles.

Dassault Systèmes' software solutions are not subject to any prohibitions except for any restrictions resulting from applicable export regulations and sanctions programs that the Company complies with. However, as part of its 3DS Acceptable Use Policy, Dassault Systèmes does not engage with new customers meeting certain criteria in four market segments, and/or does not develop products or services in these sectors. These market segments are:

- coal (for energy purposes);
- tobacco (including the production of electronic cigarettes);
- "universally prohibited" weapons;
- oil and gas (where no public commitment to reduce carbon emissions has been made).

The Company's Business Model and Value Chains

Dassault Systèmes' business model and value chains are structured around the following key elements:

- the development of its software solutions, whether accessible on premise or on the cloud, is based on internal R&D activities, carried out by 25,000 employees, 40% of whom work in R&D;
- the production of its software solutions relies on an IT infrastructure requiring servers, network equipment, and data hosting and storage capabilities provided by web service providers or colocation data centers, which provide the space and technical resources necessary for the Company's servers to operate;
- to carry out its operations, the Company leases office space in the countries where it operates to accommodate its employees. It only owns such space in exceptional cases.

In addition, the Company ensures that its development and production activities have the necessary resources in terms of quantity, quality, and timing. Supply chain management is overseen by the relevant departments, in collaboration with the Sustainable Procurement department. The latter takes into account the critical needs of Dassault Systèmes and ensures the diversification of supply sources, while integrating medium- and long-term sustainability and resilience criteria into the selection of suppliers. The Company's main purchases relate to IT equipment, data hosting networks and software, real estate leases and numerous professional services. The professional services subcontracting chain is considered non-material.

Dassault Systèmes serves more than 390,000 customers through a multi-channel marketing and support model:

- internal teams for large accounts;
- a sales force of more than 18,000 people within value-added reseller and system integrator networks; this sales force sells and deploys solutions primarily to small and medium-sized businesses. These trained and certified partners ensure optimal adoption of technologies by customers;
- fully digital online distribution.

The use of Dassault Systèmes software by its customers requires an appropriate IT infrastructure and sufficient resources to ensure optimal performance, particularly for large companies. In this context, and in order to reduce the carbon and energy footprint of these downstream value chain infrastructures, the Company offers cloud solutions that enable its customers to reduce their hardware requirements. It considers pressure on resources to be a crucial issue. The Virtual Twin Experience is the key tool for optimizing the consumption of materials, energy, and water from the product design stage onwards.

Dassault Systèmes has also developed a vast ecosystem of partners around the following topics:

- research: more than 200 partners from universities and research institutes;
- education: support for more than 10 million students.

In addition, the Company maintains a lasting and trusting relationship with its customers, partners and suppliers, as presented in section 2.2.1.4.2.

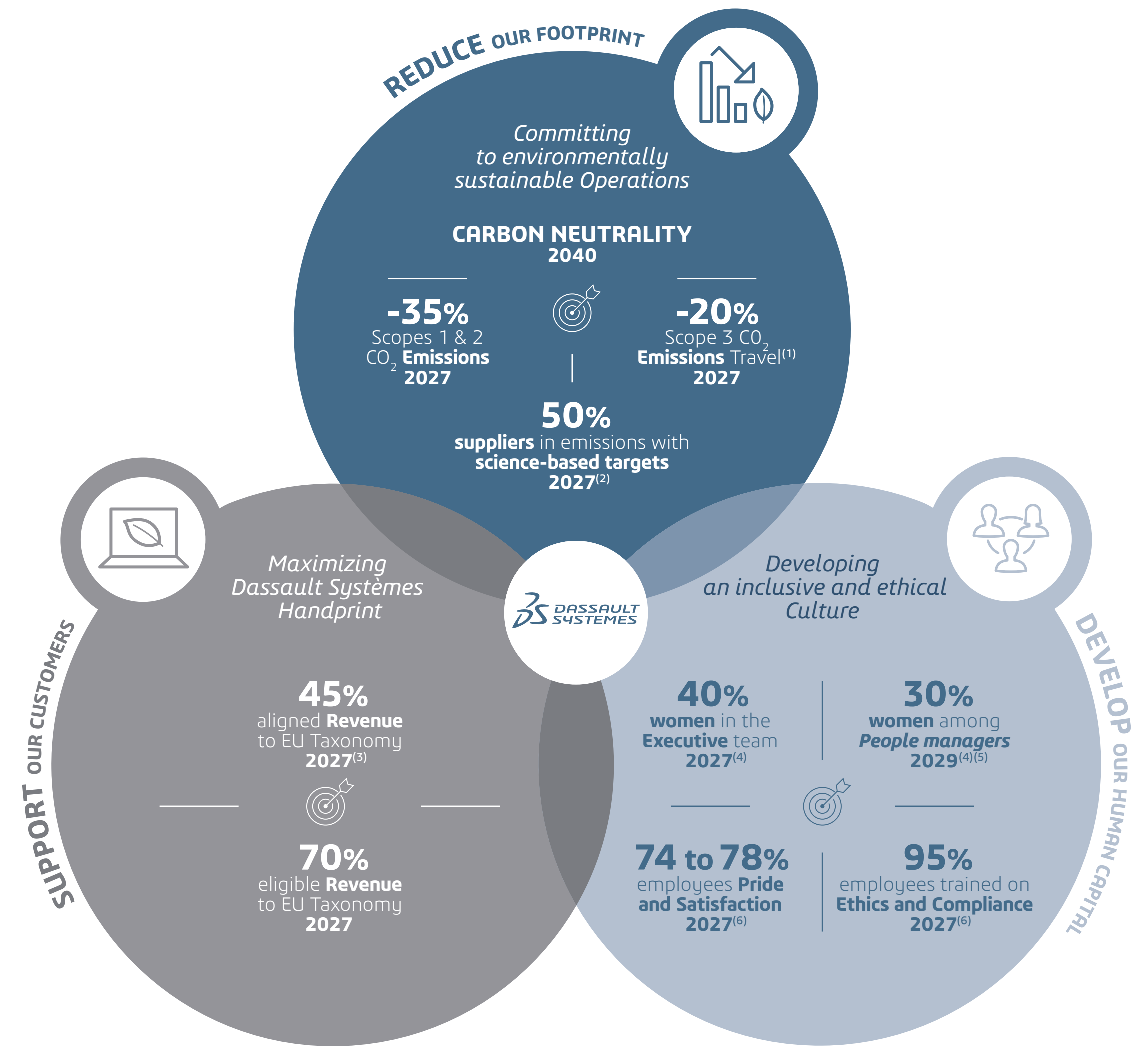
	2025	2024	Variation 2025-2024	
ESRS DATAPOINTS				
Headcount(*)	24,997	25,000	(3)	(0.0%)
Revenue IFRS *(in millions of euros)*	6,236	6,214	22	0.4%

(*) Headcount on December 31. Includes employees with fixed-term employment contracts and permanent employment contracts, including apprenticeship contracts.

Sustainability Strategy

Dassault Systèmes' sustainability strategy is based on three sustainability pillars, which structure and formalize the Company's short-, medium- and long-term commitments. These commitments are aligned with strategic decisions, while ensuring rigorous non-financial performance and transparency towards all of the Company's stakeholders.

› Sustainability Targets



(1) Business travel and Employees' commute.
(2) SBTi target achieved in 2025 and set as an internal target for 2027.
(3) Target of 40% for 2027 achieved by 2025 and increased to 45%.
(4) Only applicable to the extent permissible under local and national laws and do not apply to the United States workforce.
(5) Set by 2027, this target is postponed to 2029.
(6) This target is extended to 2027.

2.2.1.4.2 Stakeholder Interests and Perspectives (SBM_2)

Dassault Systèmes interacts with a broad ecosystem structured into twelve categories covering its entire value chain. Established in 2023, this mapping was reviewed for relevance in 2025 to confirm the stability of the stakeholder typology.

To understand stakeholder expectations and prioritize their influence, the Sustainable Development department conducted two internal surveys:

- influence assessment: this survey measured the level of influence of each category of stakeholders on the Company's sustainability matters;
- assessment of expectations and expertise: this survey involved employees who are in regular contact with these stakeholders. This approach made it possible to quantify their level of expertise on the ESRS and SASB standards criteria, as well as their expectations and interest in the Company with regard to these same criteria.

The results of these surveys were cross-analysed to create the stakeholders mapping presented below. This mapping classifies the twelve categories into four priority quadrants to enable the Company to adapt its dialogue and engagement strategy.

STAKEHOLDERS MAPPING

A) Dialogue and Interactions with Stakeholders

Dassault Systèmes maintains structured dialogue and interaction with its key stakeholders, including customers, users, business partners, employees, investors, authorities & regulators. This dialogue is essential for aligning the Company's strategy with the expectations of its ecosystem. It is taken into account in the Company's policies and action plans.

A.1) Customers

Dassault Systèmes interacts continuously with its customers to refine its portfolio of sustainability solutions, ensuring that it meets their specific challenges. This involves:

- assessing the contribution of Dassault Systèmes' solutions to its customers' environmental transition (Handprint) within the framework of its commercial relationships. This assessment also includes the impact related to the development, use, and maintenance of the Company's solutions (Footprint);
- interactions between the Company and the departments in charge of sustainability at its customers and their peers as well as with peers of the latter;
- dialogues with customers as part of contributions to inter-company coalitions on regulatory, sectoral, and forward-looking topics.

A.2) Suppliers

Enhanced dialogue with suppliers, particularly those in the IT equipment and cloud services sectors, aims to accelerate the decarbonization of the digital industry. Through its EcoVadis Gold rating and responses to the CDP questionnaire, the Company meets most of the ESG requirements expressed by its business partners, including both customers and suppliers.

A.3) Employees

Employees are at the heart of the Company's mission and long-term development, so it is essential to understand their interests and perspectives through open communication. Employees have various channels through which they can express themselves:

- an annual satisfaction survey allows them to express their opinions on five areas: meaning at work, including understanding the Company's strategy and its commitment to sustainability; the quality of management; the competitiveness of the working environment; the quality of community life; and pride in working at Dassault Systèmes;

- the exchange communities on the **3D**EXPERIENCE platform allow them to comment on information shared by the Company, ask questions, and share ideas, which are analyzed, evaluated, and potentially lead to initiatives;
- *ad hoc* surveys on specific topics or particular moments in the employee experience;
- dialogue with employees' representatives in the countries concerned, in the form of information or consultation, providing an opportunity to express employees' concerns, expectations, and rights (see section 2.2.3.1.3).

A.4) Business Partners

Each year, Dassault Systèmes brings together its distribution networks to involve them in its strategy and listen to their needs, thereby ensuring mutually beneficial development.

A.5) Consumers and End-Users (including Influencers)

The Company organizes several forums and conferences for users. Particular attention is paid to patients using MEDIDATA solutions, for whom advisory committees, notably the Patient Insights Board, have been created to improve the user experience and data protection. These committees, composed of patient partners, promote direct dialogue with the Company in order to improve the solutions offered.

A.6) Investors

Listed on Euronext Paris and included in the CAC 40 index, Dassault Systèmes ensures compliance with a number of transparency requirements. The Company maintains regular dialogue with the financial community through periodic communications on its business and results, recurring meetings, investor conferences, and discussions on ESG maters.

A.7) Public Authorities and Regulators

Interactions with public authorities focus mainly on strategic topics such as industrial and digital sovereignty, sustainable innovation, and innovations related to Life Sciences & Healthcare. These relationships are based on transparency and cooperation in accordance with regulations and the principles of the United Nations Global Compact.

A.8) Academia, Associations, Unions, and Networks

Dialogue with these stakeholders takes place through three channels:

- through business relationships, particularly with the academic world. For example, the Company disseminates innovative approaches such as Life Cycle Assessment (LCA), which promotes the development of the skills needed for a more sustainable industry, which are critical for future generations. In addition, the Company has formed strategic partnerships with the French Ministry of Education;
- through questionnaires from rating agencies, which enable this broad ecosystem to evaluate and question Dassault Systèmes' sustainability issues;
- through public interest activities carried out mainly by La Fondation Dassault Systèmes, dedicated to education, research, and heritage: for example, La Fondation Dassault Systèmes organizes student competitions *(FIRST Robotics)* and co-creates educational content for primary and secondary school students (*Mission Océan* project in France, *ConnectNext* program in India) and higher education students.

A.9) Competitors

No direct dialogue process is implemented with competitors outside of discussions held within professional associations in the digital industry.

B) Other Information related to Stakeholders

Dialogue with stakeholders enables the Company to tailor its actions to meet their specific needs, particularly those of employees, suppliers, and customers who influence the evolution of the "Handprint" strategy aimed at maximizing the positive impact of its software solutions.

Feedback from stakeholders confirms the relevance of Dassault Systèmes' strategic orientations in terms of sustainability, given their expectations.

Governance bodies, including the Sustainability Steering Committee, the Executive team, and independent directors, review ESG ratings and employee and investor perceptions on an annual basis.

Dassault Systèmes' commitment to stakeholders is demonstrated in particular by:

- the Corporate Social Responsibility Principles;
- its business ethics and compliance policies;
- its Sustainable Charter with Suppliers.

Particular attention is paid to ensuring that the strategy and business model do not exacerbate negative impacts, especially in terms of data protection, discrimination, or harassment. The Company's policies on human rights with regard to its employees, members of its value chain, and affected communities are of the utmost importance.

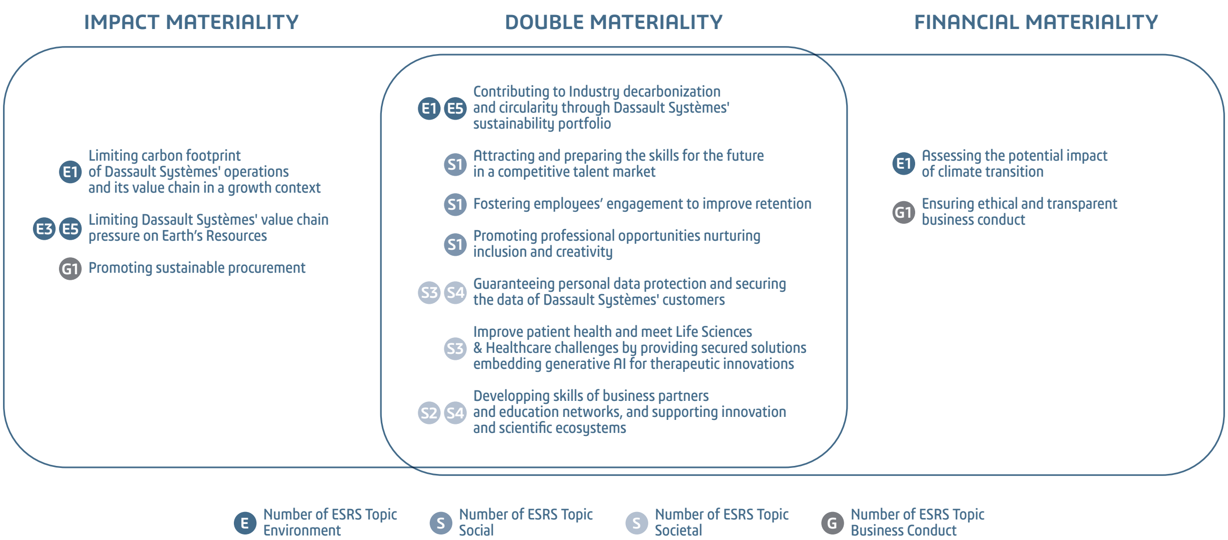
2.2.1.4.3 Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model (SBM_3)

Dassault Systèmes identified 30 material Impacts, Risks and Opportunities (IROs) through its double materiality assessment (DMA) in 2024. These IROs are grouped into twelve strategic matters to structure the Company's sustainability strategy.

The 2025 DMA review concluded that the IROs remained stable compared to 2024. However, the wording of strategic matter 10 and the associated IROs was adjusted to reflect the contribution to this matter of the Company's Generative AI technologies.

The chart below illustrates the results of this analysis.

TWELVE MATERIAL STRATEGIC MATTERS



The description of the material IROs grouped by strategic matters is summarized below by topic: environmental, social and societal, and business conduct. It is detailed in each section describing the management of strategic matters.

› Environmental Topic – Strategic Matters, associated material IROs, Scope, and Time Horizon

ESRS topic	Material IROs associated with strategic matters	Nature of the IRO	Scope	Horizon	Section
STRATEGIC MATTER 1: CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO					
E1	**C5 –** Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions	Positive impact	Downstream value chain	Short, medium, and long term	2.2.2.2.2
	C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives	Opportunity	Operations	Short to medium term	
	C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure	Positive impact	Downstream value chain		
E5	**R3 –** Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development	Positive impact	Downstream value chain	Short, medium, and long term	2.2.2.4.2
	R4 – Financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy targets	Opportunity	Operations	Short to medium term	
STRATEGIC MATTER 2: LIMITING CARBON FOOTPRINT OF DASSAULT SYSTEMS' OPERATIONS AND ITS VALUE CHAIN IN A GROWTH CONTEXT					
E1	**C1 –** Negative impact on carbon footprint related to growing intensive digital activity	Negative impact	Operations and upstream and downstream value chain	Short, medium, and long term	2.2.2.2.3
	C2 – Negative impact of increasing carbon footprint related to growing needs of offices, business travel & employees' commute	Negative impact	Operations		
STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES					
E3	**W1 –** Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and hosting services supply chain	Negative impact	Upstream value chain	Short to medium term	2.2.2.3.2
E5	**R1 –** Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management	Negative impact	Operations and upstream and downstream value chain	Short, medium, and long term	2.2.2.4.3
STRATEGIC MATTER 4: ASSESSING THE POTENTIAL IMPACT OF CLIMATE TRANSITION					
E1	**C3 –** Financial risk related to climate change scenarios, including carbon tax	Risk	Operations	Short, medium, and long term	2.2.2.2.4
	C4 – Potential financial and reputation risk related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits)	Risk		Short to medium term	

› Social and Societal Topics – Strategic Matters, associated material IROs, Scope, and Time Horizon

ESRS topic	Material IROs associated with strategic matters	Nature of the IRO	Scope	Horizon	Section
STRATEGIC MATTER 5: ATTRACTING AND PREPARING THE SKILLS FOR THE FUTURE IN A COMPETITIVE TALENT MARKET					
S1	**OW3 –** Negative impact of skills & knowledge obsolescence on workforce employability	Negative impact on employees	Operations	Short, medium, and long term	2.2.3.1.2
	OW5 – Financial risk related to inability to attract workforce with high level of expertise	Risk			
	OW6 – Financial and reputation risk related to skills & knowledge obsolescence				
STRATEGIC MATTER 6: FOSTERING EMPLOYEES' ENGAGEMENT TO IMPROVERETENTION					
S1	**OW1 –** Negative impact due to lack of employees' reward and recognition	Negative impact	Operations	Short, medium, and long term	2.2.3.1.3
	OW4 – Financial risk due to a high employees' turnover rate	Risk			
	OW8 – Positive impact of responsible employment practices on employment security	Positive impact		Medium and long term	
STRATEGIC MATTER 7: PROMOTING PROFESSIONAL OPPORTUNITIES NURTURING INCLUSION AND CREATIVITY					
S1	**OW2 –** Negative impact of inequalities leading to pay and career development gaps	Negative impact	Operations	Short, medium, and long term	2.2.3.1.4
	OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation process	Risk			
STRATEGIC MATTER 8: DEVELOPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORTING INNOVATION AND SCIENTIFIC ECOSYSTEMS					
S2	**V2 –** Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees	Positive impact	Downstream value chain	Short term	2.2.3.2.2
	V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention issues	Risk		Short to medium term	
S4	**EU2 –** Positive impact on engineers' lifelong learning thanks to Dassault Systèmes education offers, and support to innovation ecosystems	Positive impact	Operations and downstream value chain	Short term	2.2.3.4.3
STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING THE DATA OF DASSAULT SYSTÈMES' CUSTOMERS					
S3	**AC1 –** Potential negative impact on privacy due to data leaks, notably health and financial personal data	Negative impact	Operations and upstream and downstream value chain	Short to medium term	2.2.3.3.2
	AC2 – Potential reputation and market risks linked to personal data leaks (citizens & patients)	Risk			
S4	**EU1 –** Potential financial and reputation risk linked to penetration of Dassault Systèmes' systems or its value chain	Risk	Operations and downstream value chain		2.2.3.4.2

ESRS topic	Material IROs associated with strategic matters	Nature of the IRO	Scope	Horizon	Section
STRATEGIC MATTER 10: IMPROVE PATIENT HEALTH AND MEET LIFE SCIENCES & HEALTHCARE CHALLENGES BY PROVIDING SECURED SOLUTIONS EMBEDDING GENERATIVE AI FOR THERAPEUTIC INNOVATIONS					
S3	**AC4 –** Positive impact on patients through accelerated therapeutic innovations thanks to Dassault Systèmes' solutions embedding Generative AI technologies	Positive impact	Operations and downstream value chain	Short, medium, and long term	2.2.3.3.3
	AC3 – Financial opportunity linked to Dassault Systèmes' solutions embedding Generative AI technologies for therapeutics innovations	Opportunity	Operations		

› Business Conduct Topic – Strategic Matters, associated material IROs, Scope, and Time Horizon

ESRS topic	Material IROs associated with strategic matters	Nature of the IRO	Scope	Horizon	Section
STRATEGIC MATTER 11: PROMOTING SUSTAINABLE PROCUREMENT					
G1	**G1 –** Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms	Negative impact	Upstream value chain	Short term	2.2.4.1.2
STRATEGIC MATTER 12: ENSURING ETHICAL AND TRANSPARENT BUSINESS CONDUCT					
G1	**G2 –** Reputation risk linked to a possible business conduct and corporate culture breach	Risk	Operations	Short and medium term	2.2.4.1.3
	G3 – Financial and reputation risk linked to potential fraud and corruption cases	Risk			

Resilience, financial Effects, and specific Sub-Topics related to the Company

Resilience of the Company's Strategy and Business Model

The DMA identified three risk factors that could affect Dassault Systèmes' resilience:

- climate change adaptation: the risk of not sufficiently anticipating the effects of climate change and transition. This risk is covered by strategic matter 4, "Assessing the potential impact of climate transition."
- recruitment and retention of talent: the risk of failing to attract or retain the talent needed to achieve the Company's objectives. These risks are covered by strategic matters 5, "Attracting and preparing the skills for the future in a competitive talent market," and 6, "Fostering employees' engagement to improve retention."
- cybersecurity and data protection: the risk of cyberattacks or intrusions that could disrupt the Company's activities or lead to the theft, disclosure, or loss of data. These risks are covered by strategic matter 9, "Guaranteeing personal data protection and securing the data of Dassault Systèmes' customers."

These risks are monitored by the Company's Risk Management Steering Committee.

To mitigate these risks and strengthen the resilience of its business model, Dassault Systèmes relies on policies and strategies that have been in place for many years and implements action plans in the following areas:

- innovation for sustainability: the Company designs solutions that promote decarbonization and the circular economy, as well as secure technologies for the healthcare sector (strategic matters 1 "Contributing to Industry decarbonization and circularity through Dassault Systèmes' sustainability portfolio" and 10 "Improve patient health and meet Life Sciences & Healthcare challenges by providing secured solutions embedding Generative AI for therapeutic innovations");
- talent management: the Company implements action plans to enhance its attractiveness, develop skills, and retain employees (strategic matters 5 "Attracting and preparing the skills for the future in a competitive talent market" and 6 "Fostering employees' engagement to improve retention");
- data security: the Company leverages its cybersecurity expertise to ensure the integrity and data protection of personal data and that of its customers (strategic matter 9, "Guaranteeing personal data protection and securing the data of Dassault Systèmes' customers").

Financial Effects of negative Impacts and Risks to the Company
Dassault Systèmes' risk management framework covers the material risks identified by the DMA. As required by the CSRD, these are gross risks, i.e., they do not take into account mitigation measures that reduce the financial effects.

The Company has not identified any major risks that could require an adjustment to its financial statements during the next annual reporting period.

Thanks to its scientific culture, its leadership position, its long-term vision, and its business model, Dassault Systèmes is well positioned to continue investing in in the service ofindustry. Its diversification in terms of products, markets, GEOs, and sectors gives it solid assets to continue growing.

Dassault Systèmes' entity-specific Sub-Topics
Material IROs all respond to the standard's disclosure requirements, with the exception of the following IROs, which concern entity-specific sub-topics:

- **OW5 – Financial risk related to inability to attract workforce with high level of expertise**: linked to entity-specific sub-topic, "Recruitment";
- **OW1 – Negative impact due to lack of employees' reward and recognition**: linked to entity-specific sub-topic "Recognition";
- **OW4 – Financial risk due to high employees' turnover rate**: linked to entity-specific sub-topic, "Employees retention";
- **EU1 – Potential financial and reputation risk linked to penetration of Dassault Systèmes' systems or its value chain:** linked to entity-specific sub-topic, "cybersecurity."

2.2.1.5 Impacts, Risks and Opportunities (IRO)

2.2.1.5.1 Description of Procedures for identifying and assessing material Impacts, Risks and Opportunities (IRO_1)

The initial conclusions of the DMA process were published in early 2025 in the Company's Sustainability Statement for fiscal year 2024, in accordance with the European CSRD directive. This analysis was reviewed and updated during 2025.

A) IRO Initialization Process

Dassault Systèmes initiated its DMA process between May 2023 and September 2024. Its conclusions were reviewed by all independent directors and brought to the attention of the Board of Directors in December 2024. An information/consultation process with employees' representatives took place from March to October 2025.

This initialization process, implemented in accordance with the CSRD directive, took place in three main phases:

- identification of material matters by ESRS topic;
- consolidation, and consistency alignment of the various IROs;
- dialogue with stakeholders and validation by the Company's governance bodies.

A.1) Identification of Matters by ESRS Topic

In order to identify the Company's sustainability matters, 30 topical workshops led by the Sustainable Finance and Sustainability teams were organized between May and September 2023. They brought together around 50 ESG experts and operational managers. Each workshop benefited from specific support materials, including key questions and assessment tools.

Participants were first trained in the concepts and methodology of the CSRD and the ESRS. This training covered, in particular, the types of IROs, ESRS topics, assessment grids, the definition of the scope to be considered, and clarification of the concept of the value chain (upstream and downstream). The entire process was digitized.

These workshops made it possible to determine a list of matters and IROs by ESRS.

A.2) Consolidation, Consistency and Adjustments to IROs

From September 2023 to June 2024, the Sustainable Finance & Procurement department consolidated the conclusions of the topical workshops, resulting in a list of approximately 200 IROs. It also completed the analyses by refining the response to regulatory expectations where necessary. This initial list was subject to additional checks and adjustments, based, in particular, on the following principles:

- during operational committee meetings, a review of the IROs was conducted with workshop and function managers to validate their relevance and materiality;
- due to the homogeneity of the Company's business model and organization, no geographical or activity-related specifics were taken into account;
- with regard to business conduct, particular attention was paid to partners, public sector clients, public authorities, and suppliers in order to define the scope of materiality;
- consistency with stakeholder expectations was achieved in light of the consultations conducted in recent years, as mentioned in section 2.2.1.4.2. No matters not already identified by the DMA were raised;
- a complementary analysis was conducted on the impacts of distant suppliers in the value chain, particularly those responsible for manufacturing IT equipment, focusing on water, energy, and resources. The potential indirect impacts on biodiversity and pollution were deemed not material (see sections 2.2.1.5.1.D.2 and 2.2.1.5.1.D.4);

- the alignment of material opportunities with the Company's strategy has been reviewed;
- consistency between negative impacts and associated financial risks on the one hand, and positive impacts and associated financial opportunities on the other, has been ensured;
- the assessment of financial risks and opportunities has been reviewed using the ERM methodology, taking into account market exposure, reputation, and financial exposure. Financial materiality corresponds to the arithmetic mean of these three dimensions;
- all results were reviewed by the Sustainability Steering Committee and the Risk Management Steering Committee to ensure consistency between the risk management (ERM) and DMA processes. A correspondence table between these two frameworks was implemented to facilitate analysis;
- feedback from employee consultation/information sessions was taken into account.

A.3) Validation by Governance Bodies and dialogue with Stakeholders

The DMA review process was clearly integrated into Dassault Systèmes' governance: once the final methodological adjustments had been made, the conclusions of the DMA were presented to the general management in July 2024, and then to all independent directors in September 2024.

The consultation phase with employees' representative bodies began in March 2025, with an initial information session with the Works Council (CSE) of Dassault Systèmes SE, followed by a session with the European Works Council on March 12, 2025. The consultation phase with the CSE of Dassault Systèmes SE took place on October 30, 2025, as part of the usual information and consultation cycles.

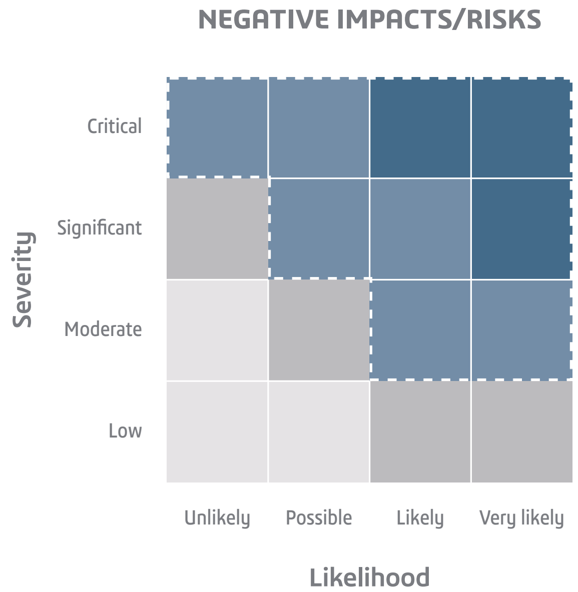
B) Materiality Assessment (Scoring)

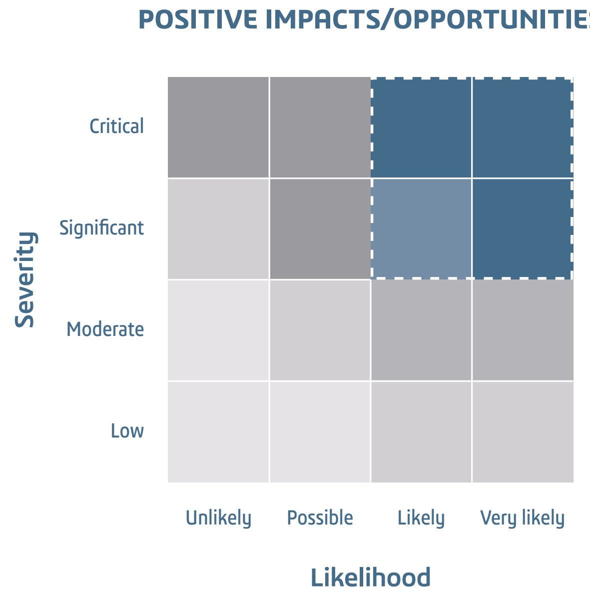
As required by the standard, the level of materiality has been assessed for impacts, risks, and opportunities according to the following dimensions using scales similar to the Enterprise Risk Management (ERM) framework, with the exception of the severity scales for impacts, which have been specified for each ESRS topic in line with the thresholds of the ERM methodology:

- severity level: this assessment combines three criteria:
  - magnitude: rated from 1 (low) to 4 (critical). This criterion applies to IROs. For risks and opportunities, the scale is based on operating income percentages identical to those used in the ERM methodology,
  - scope or perimeter: measured from 1 (limited) to 4 (total). This criterion applies only to impacts,
  - irreversibility: this criterion applies only to negative impacts and indicates whether or not they can be repaired;
- level of likelihood: this is measured according to the likelihood scale of the ERM methodology:
  - 1 – unlikely: < 10%,
  - 2 – possible: 10% to 40%,
  - 3 – likely: 40% to 70%,
  - 4 – very likely: > 70%.

The final materiality of the IROs results from a combination of severity and likelihood. As a precautionary measure, the materiality threshold is higher for positive impacts and opportunities in order to avoid any overestimation that could be interpreted as an attempt at greenwashing.

The materiality ranges for negative impacts and risks, as well as for positive impacts and opportunities, are identified in dotted lines in the following graphs:





C) IRO Update Process

The DMA initialization process involved many stakeholders within the Company. As permitted by the regulation, it was not repeted in 2025 given the absence of any significant changes in the Company's context or business model.

Nevertheless, Dassault Systèmes decided to implement an annual review process for the DMA and conducted this first review in 2025, in collaboration with the Audit & Risks department. It is based on:

- an analysis of the DMA of comparable companies;
- a review of the Company's scope and business model to identify any major changes;
- a review of changes in the Company's ERM risks and the potential consequences for the DMA;
- consideration of any feedback from regulators, market authorities, or other stakeholders, in particular the Company's employees' representatives, on the previous year's publication;
- identifying any developments in scientific research or studies demonstrating significant new evidence relating to Dassault Systèmes' business model.

A status report on the DMA is presented each year to the Executive team for review and approval, then to the independent directors. An information/consultation cycle with employees' representatives is also planned for the following year.

D) Specific Information related to the Environment

The DMA identified material IROs related to the environment only in relation to climate, water, and resources. No IROs related to pollution or biodiversity were considered material.

D.1) Risks related to Climate Change (ESRS E1)

The identification of climate change impacts was based on the following:

- for negative impacts: on the measurement of the Company's GHG emissions and their main sources. The policies and actions relating to these impacts are described in section 2.2.2.2.3;
- for positive impacts: by analyzing revenue aligned to the EU Taxonomy's climate change mitigation target, as detailed in section 2.2.2.1. The corresponding strategies, policies, and actions are explained in section 2.2.2.2.2.

The process of identifying climate change risks and opportunities was based on the analysis of prospective transition and climate change scenarios as described below. It also takes into account the consequences of these risks on the Company's physical assets and operations, part of its value chain, and its end markets.

D.1.a) Physical Risks related to Climate Change

Process for identifying and assessing Physical Risks related to Climate Change

Dassault Systèmes launched a detailed assessment of its physical risks related to climate hazards in 2021, in accordance with TCFD recommendations. In 2024, the Company rated the level of risk by type of climate hazard, based on several prospective climate change scenarios. This rating covers all of its sites and data centers as well as its value chain. This analysis was updated in 2025 to take into account new sites opened during the year.

The analysis made it possible to rate the level of risk for each of the Company's sites and for each of the nine regions of the globe in its value chain, for each climate hazard and over three time horizons:

- short-term: up to 2030;
- medium-term: 2031 to 2050;
- long-term: 2051 to 2100.

It is based on data from the reinsurer MunichRe, the Aqueduct Water Risk Atlas, and the Intergovernmental Panel on Climate Change (IPCC), and considers two prospective scenarios from the IPCC:

- the SSP 1–2.6 climate scenario: this optimistic scenario is a combination of the SSP 1 and RCP 2.6 trajectories. It depicts a world moving towards sustainable practices thanks to strong international cooperation, limiting the increase in global temperature to 1.8 °C by 2050. In this scenario, GHG concentrations peak in 2020 and then decline steadily. It is aligned with the Sustainable Development Scenario developed by the International Energy Agency (IEA);
- the SSP 5–8.5 climate scenario: this scenario is a combination of the SSP 5 and RCP 8.5 trajectories, known as the "business as usual" scenario. It is based on a fossil fuel-based economy, with no policy change and an increase in greenhouse gas emissions, leading to a 4.4 °C increase by 2100. GHG concentrations would then increase until 2100. This pessimistic scenario is commonly used to assess resilience to the "worst-case scenario," where multiple severe physical impacts would occur.

The analysis covered various climate hazards:

- for operations:
  - chronic risks (temperature variability, heat stress, drought, changes in precipitation patterns and types, water stress, sea level rise, changes in wind patterns),
  - acute risks (heat waves or cold spells, wildfires, cyclones and hurricanes, floods, hail and storms);
- for the value chain: chronic risks of rising temperatures, heavy precipitation, drought, changes in wind patterns, and sea level rise.

Results of the Assessment of physical Risks related to Climate Change

The assessment of climate-related physical risks reveals an overall low level of risk for Dassault Systèmes, regardless of climate hazards, period, or scenario. The main physical risks to which the Company is exposed are drought, high temperatures, and heavy precipitation, mainly affecting operations in India, China, Korea, Japan, and the Americas. However, these risks remain moderate, except in the most pessimistic long-term scenario and in certain regions of China and India. Once risk prevention and mitigation measures are taken into account, the residual risk levels (for operations) and the Company's exposure level (for the value chain) are overwhelmingly low or very low.

The potential financial impact was estimated in 2022:

- before any prevention measures were taken, it was less than €20 million per year for all scenarios and time horizons, except for the most pessimistic long-term "status quo" scenario, where it remained below €40 million;
- after taking into account risk prevention and reduction measures, this impact is reduced to less than €5 million per year for all scenarios and time horizons, except for the long-term "status quo" scenario, where it is estimated at less than €6 million.

The 2022 assessment was not updated in 2025, as no significant changes in location or developments in the scenarios affecting these locations were observed.

The results of the risk level assessment were communicated to the departments in charge of health and safety and real estate projects within the Company, for the implementation of appropriate preventive measures.

D.1.b) Transition Opportunities and Risks

Dassault Systèmes' Strategy Department has developed a specific methodology to assess transition risks and opportunities:

- risks related to political and legal, technological, market, and reputational levers have been specifically assessed in the main markets that are likely to be impacted;
- opportunities related to energy efficiency, new energy sources, products and services, new market trends, and the ability of the Company and its customers to respond to them were subject to a similar assessment.

This methodology incorporates the Company's resilience to transition events.

The assessment considers the following time horizons:

- short-term: up to 2030;
- medium-term: 2031 to 2040;
- long-term: 2041 to 2050.

It is based on the IEA's Sustainable Development Scenario, which incorporates the following assumptions:

- risks:
  - political and legal: regulatory changes, compliance costs, and additional litigation,
  - technological: mainly technological disruptions affecting the companies' strategic processes, products and services, or the positioning of certain players in the value chain,
  - market: unfavorable changes in consumer behavior and expectations, and profound changes in market structure, dynamics, and the competitive environment;
- opportunities:
  - in terms of energy efficiency: savings linked to the optimized use of raw materials,
  - related to energy sources: use of alternative sources of energy that are free from carbon,
  - products and services: emergence of new business models adapted to new conditions,
  - market: diversification and adaptation to consumer behavior and expectations.

The assessment takes into account the Company's ability to adapt in order to measure the resilience of the business model and the potential reputational risks that could arise from an inability to adapt to stakeholder expectations. Dassault Systèmes has focused its analysis on downstream market risks and opportunities, as well as transition risks related to its operations and upstream value chain.

Process for identifying and assessing Transition Opportunities and Risks – End Markets

The analysis covered 17 segments across 7 of the 12 industries in which the Company operates, identified as having high transition risks. These industries are: Transportation & Mobility, Aerospace & Defense, High-Tech, Industrial Equipment, Infrastructure, Energy & Materials, Architecture, Engineering & Construction, and Life Sciences & Healthcare. These segments represent approximately 73% of the Company's 2023 software revenue.

The work followed several stages:

- qualitative description of the transformations of the industrial segments concerned in the context of climate change and ecological transition, for example the shift from combustion engine vehicles to electric vehicles;
- the translation of these transformations into quantitative metrics, based on metrics adapted to the global market and the sub-markets in transition that make up these segments (e.g., changes in demand and market size, energy consumption projections);
- description and analysis of changes in quantitative metrics (growth or decline) over all time horizons: short, medium, and long term;
- identifying transition risks and opportunities and their impacts over three time horizons (2030, 2040, and 2050):
  - a transition risk is identified if the market shrinks. The impact is calculated by multiplying the rate of decline by Dassault Systèmes' revenue (base 2022),
  - a transition opportunity is identified if the market grows. The impact is calculated by multiplying the growth rate by Dassault Systèmes' revenue (base 2022);
- taking into account potential changes among market players: the analysis incorporates a "player turnover rate" that corresponds to the market share that traditional players will occupy in new growth markets. This allows for the fact that companies are repositioning themselves in growth markets, taking advantage of opportunities in the context of climate change and the ecological transition. This rate weights the risks and opportunities of transition by reducing both risk and opportunity. The total result is the sum of the net risk, the net opportunity, and the business opportunity in expanding markets as a result of the transition.

Process for identifying and assessing Transition Opportunities and Risks – Operations and upstream Value Chain

As the risks vary widely in nature, the Company has adopted a simplified methodology by assigning an implicit carbon price that varies over time to its residual carbon footprint projections, which may correspond either to the risk of the implementation of a carbon tax or to the potential cost of a carbon offset strategy gradually being implemented across the Company's various Scopes.

Results of the Assessment of Transition Opportunities and Risks

In its end markets

Based on the analysis conducted in 2023 using the methodology described above, Dassault Systèmes estimates that its transition opportunities outweigh its transition risks. This conclusion is supported by the ongoing transformation of its customers' business models, particularly in the Transportation & Mobility, Aerospace & Defense, High-Tech, Industrial Equipment, and Architecture, Engineering & Construction industries. The Company offers its virtual twins solutions on the **3D**EXPERIENCE platform to help its customers integrate climate and circular economy matters right from the products and services design phase onwards.

The potential net financial impact of the risks and opportunities associated with the transition of the Company's end markets is estimated by a net opportunity for additional revenue as follows:

Horizon	2022	2030	2040	2050
Opportunities net of risks *(in millions of euros)*	Reference year	+600	+1,200	+2,000

This assessment, carried out in 2023, is based on 2022 revenue and does not take into account the market share that Dassault Systèmes could gain through its virtual twins solutions, tailored to customers' environmental challenges. It should be compared with the eligible Company's revenue and aligned to EU Taxonomy, which illustrates the contribution of its solutions to environmental transition matters.

As no significant events have changed the outcome of this assessment, it has not been reviewed in 2025.

On its Operations and upstream Value Chain

The transition costs for the Company's operations and its upstream value chain, including those resulting from a possible carbon tax applied to the software sector, are difficult to estimate. The following figures are therefore provided for information purposes only and do not constitute forecasts. They are based on the IEA's STEPS scenario for European Union countries, corresponding to the policies committed to or planned by the main states, which takes into account a carbon price of 120 U.S. dollars/tCO_2-eq in 2030, 129 U.S. dollars/tCO_2-eq in 2040, and 135 U.S. dollars/tCO_2-eq in 2050 (conversion rate used below: €1 = US$1.1).

- by 2030: less than €1 million per year, with a carbon price of 109 euros/tCO_2-eq applied to Scopes 1 and 2;
- by 2040: €12 million per year, with a carbon price of 117 euros/tCO_2-eq, including Scopes 1 and 2 as well as the part of Scope 3 relating to travel;
- 2050 horizon: €117 million per year, with a carbon price of 123 euros/tCO_2-eq, applied to Scopes 1, 2, and 3 excluding the use of solutions sold.

These estimates incorporate the Company's growth projections and its decarbonization efforts undertaken as part of its SBTi targets. Carbon offsetting has not been included in the transition risk simulation in order to maintain the relevance of the exercise.

Horizons	2030	2040	2050
Progressive scope of eligibility for the carbon tax	Scopes 1 and 2	Scopes 1, 2 and Scope 3 (business travel & employees' commute)	Scopes 1, 2 and 3
Carbon Price *(in U.S. dollars/tCO_2-eq)* (STEPS-IEA scenario)	120	129	135
Carbon Price *(in euros/tCO_2-eq)*	109	117	123
Risk assessment *(in millions of euros)* over 100% of the eligibility scope	(0.8)	(12)	(117)
Risk assessment *(in millions of euros)* on 50% of Scope 3 (purchased goods & services and capital goods)	(0.8)	(12)	(67)

All these estimates remain highly uncertain. These transition risks on operations must therefore be compared with the net transition opportunities identified in the end markets.

Due to the low magnitude of this physical and transition risk assessment, no impact has been recorded in the financial statements, particularly on the value of intangible assets, as discussed in the paragraphs above.

D.2) IROs related to Pollution (ESRS E2)

Dassault Systèmes has not conducted a detailed analysis of potential sources of pollution at its sites because its production process is purely software-based and not industrial. The Company only uses manufactured products and entrusts its electronic waste to approved channels.

The Company has not consulted with potentially affected communities on the topic of pollution, as the software sector is not generally considered to be polluting, particularly by the SASB and GRI standards. No stakeholders have raised concerns or expectations on this topic, including during interviews conducted in 2024 with customers and suppliers.

Finally, although some sector studies on the digital industry as a whole mention pollution matters in the distant upstream value chain, particularly related to metal extraction, Dassault Systèmes considered that the software sector has a secondary impact in terms of materiality compared to the network and telecommunications infrastructure sector.

Based on these factors into account, the double materiality assessment concluded that ESRS topic pollution should be excluded.

D.3) IROs related to Water and marine Resources (ESRS E3)

In 2024 and 2025, as part of its review of physical risks related to climate change, Dassault Systèmes analyzed the exposure to water stress of its sites and those of its data hosting providers (colocation data centers).

The Company did not directly consult with potentially affected communities on the topic of Water. Furthermore, no stakeholders raised concerns or expectations on this subject, including during interviews conducted in 2024 with customers and suppliers.

Based on these factors, and the SASB and GRI impact frameworks, the DMA concluded that only the impacts on water in the upstream value chain related to the manufacture of IT equipment and data hosting in data centers are material.

Nevertheless, Dassault Systèmes publishes its own water consumption to meet the requirements of ESG rating agencies, even though this clean water consumption is not linked to any material IRO.

D.4) IROs related to Biodiversity (ESRS E4)

Dassault Systèmes has not conducted a detailed analysis of the impacts of its sites on biodiversity because its operations have no material dependence on or direct interaction with biodiversity. However, the Company takes biodiversity into account when choosing office locations, in particular by favoring existing buildings whenever possible.

The Company has not consulted with potentially affected communities on this topic, as the software industry is not considered to have a major impact on biodiversity. No stakeholders have raised concerns or expectations on this topic, including during interviews conducted in 2024 with customers and suppliers.

Furthermore, although some sector studies report impacts related to the distant upstream value chain (such as metal mining), Dassault Systèmes considers its impact to be secondary to that of network infrastructure. The Company therefore does not consider itself to materially disrupt ecosystem services or to be dependent on them.

Consequently, the DMA concluded that the topic of biodiversity should be excluded based on the SASB and GRI impact frameworks.

The Company has therefore not conducted any assessment of transition risks and opportunities, or of physical or systemic risks related to biodiversity. To its knowledge, none of its sites are located in a biodiversity protection area, and no specific measures have been implemented in this regard.

D.5) IROs related to Resource Use and the Circular Economy (ESRS E5)

The DMA identified three IROs:

- R3 & R4: in terms of the circular economy, the analysis was based, in part, on the work carried out within the framework of the EU Taxonomy relating to the Circular Economy objective, which identified a positive impact and an opportunity in relation to this ESRS;
- R1: with regard to natural resource use, the analysis revealed that none of the Company's assets are materially threatened in relation to this ESRS. Nevertheless, it identified a material negative impact related to the Company's own operations and value chain, concerning the extraction and exploitation of natural resources necessary for the IT equipment used by Dassault Systèmes and its customers. This analysis was based in particular on the SASB and GRI standards.

The Company did not specifically consult its stakeholders on this topic. However, none of them questioned the conclusions of the Company's DMA on this topic.

2.2.1.5.2 ESRS Disclosure Requirements covered by Dassault Systèmes' Sustainability Statement (IRO_2)

A) ESRS 2 Appendix B – List of datapoints in cross-cCutting and topical Standards that are required by other European Union Legislation

The list of datapoints required by other European Union legislation, as requested in Appendix B of ESRS 2, is published in the appendix, in section 2.2.5.2.

B) List of ESRS Disclosure Requirements and Disclosure Sections

The list of disclosure requirements is published in the appendix, in section 2.2.5.3.

C) Explanation of how material Information for IROs was defined

Information relating to the DMA and the determination of topics considered material is detailed in section 2.2.1.5.1.C.

2.2.2 Environmental Information

The management of Dassault Systèmes' environmental strategy is based on two pillars. The metrics presented below reflect this dual ambition:

- accelerating the sustainable transformation of its customers worldwide (Handprint) by developing solutions that enable the Company's customers to minimize their own environmental impact, in particular by supporting their transition to a more environmentally friendly portfolio of products and services. In this way, Dassault Systèmes contributes substantially to the climate change mitigation and transition to a circular economy objective defined by the EU Taxonomy. The eligibility rate of the Company's revenue under the EU Taxonomy illustrates the contribution of its activities to the environmental transition. The revenue alignment rate reflects the progress made in climate change mitigation and transitioning to a more circular economy;

Handprint: maximizing Dassault Systèmes' positive Impact

EU Taxonomy	TARGET 2027	2024		ACHIEVED IN 2025	
Eligible revenue	70%	69.8%	€4,340M	69.9%	€4,358M
Aligned revenue	45%*	35.0%	€2,176M	42.9%	€2,677M

* Target of 40% for 2027 achieved by 2025 and increased to 45%.

- reducing the carbon footprint of the Company's operations and value chain (Footprint) by steering the decarbonization trajectory of all its activities in accordance with climate standards aligned with science and validated by the Science-Based Targets initiative. The target of engaging suppliers of goods, services, and capital equipment in a science-based approach to reducing their GHG emissions will be maintained until 2027, beyond the SBTi deadline of 2025. Dassault Systèmes is currently preparing its new near- and long-term decarbonization trajectory. New targets, aligned with the latest SBTi standards, will soon be submitted and will replace the current commitments.

  The Footprint performance illustrates the effectiveness of operational levers in 2025.

Footprint: committing to environmentally sustainable Operations

	TARGET 2027	2024	ACHIEVED IN 2025
Scopes 1 & 2 emissions - Energy (in tCO_2-eq, baseline 2019)	-35%	-77.6% 5,622 2019: 25,098	-78.3% 5,450 2019: 25,098
Scope 3 emissions - Business Travel and Employees' Commute (in tCO_2-eq, baseline 2019)	-20%	-44.8% 42,859 2019: 77,595	-35.7% 49,899 2019: 77,595
Scope 3 - Purchased Goods & Services, Capital Goods - Suppliers with a science-based emissions reduction target (in GHG emissions)	TARGET 2027*: 50%	47.9%	50.4%

* SBTi target achieved in 2025 and set as an internal target for 2027.

2.2.2.1 EU Taxonomy

The regulatory tables of the EU Taxonomy, as well as the complete methodology, are published in the appendix, in sections 2.2.5.4 and 2.2.5.5.

2.2.2.1.1 General Context and Scope for 2025

Adopted in 2020, Regulation (EU) 2020/852, or the EU Taxonomy, establishes a classification of economic activities that meet at least one of the following six environmental objectives: climate change mitigation, climate change adaptation, protection of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems. As a European company exceeding the thresholds required by the EU Taxonomy Regulation, Dassault Systèmes is subject to this regulation.

Application Principles and Calculation Methodology

An activity is considered eligible to EU Taxonomy if it appears in the list of Delegated Regulations (EU) 2023/2486 or (EU) 2021/2139 and is likely to contribute substantially to an objective. It is considered aligned if it also complies with the technical criteria, the Minimum Safeguards as well as the principle of Do No Significant Harm (DNSH) for other objectives. These regulations also provide a framework for calculating financial metrics: eligible and aligned revenue, capital expenditure (CapEx), and operating expenditure (OpEx).

Changes to the Scope of Reporting

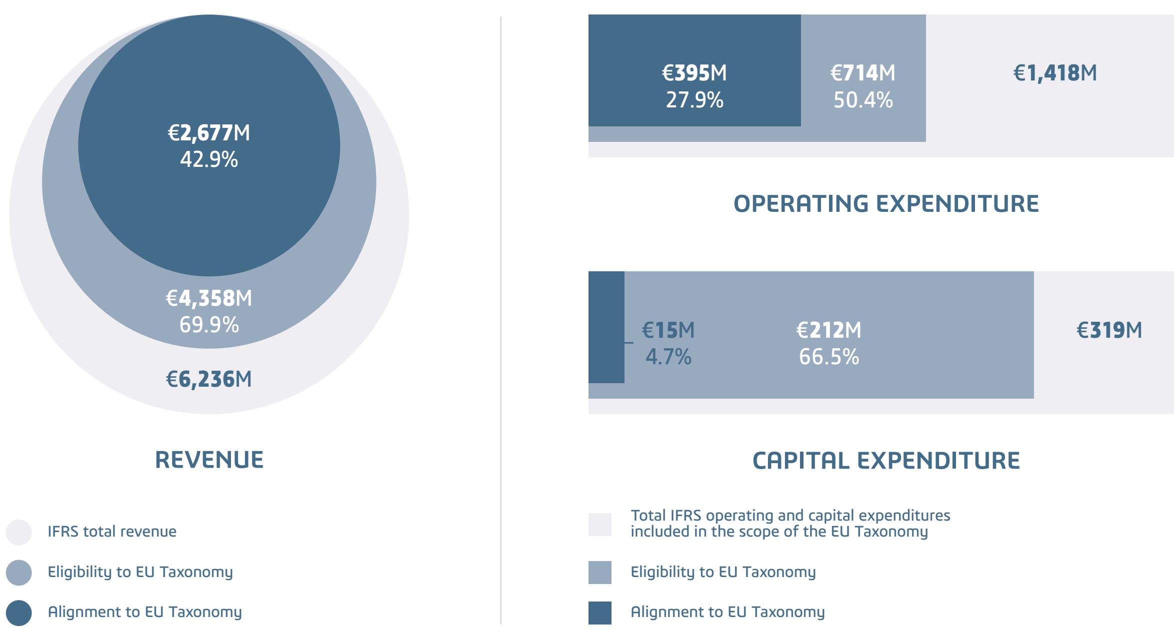
Starting in fiscal year 2024, Dassault Systèmes extended its EU Taxonomy reporting to include circular economy objectives (including eco-design, use of recycled materials, and product life extension), in addition to those related to climate change mitigation. This expansion of reporting enhances transparency and compliance with the requirements of the Delegated Act of June 2023.

Strategic Commitments and Impact

The Company is committed to helping its customers achieve their decarbonization and circularity objectives by continuing to evolve its software solutions.

EU Taxonomy Metrics

The chart below shows the EU Taxonomy metrics, namely revenue, operating expenditure (OpEx), and capital expenditure (CapEx), which are both eligible and aligned. Detailed explanations for each of these metrics are provided in sections 2.2.2.1.5, 2.2.2.1.6, and 2.2.2.1.7.



2.2.2.1.2 Sustainability Levers

Dassault Systèmes has defined 15 sustainability levers to help its customers reduce their emissions and adopt circularity strategies. Developed in collaboration with internal experts and independent third parties, these levers are based on the EU Taxonomy's recommendations. They have made it possible to quantify the contribution of the Company's software solutions to the Climate and Circularity objectives and thus identify aligned revenue.

These levers are applicable to the Company's various business sectors. Each lever is associated with an impact calculation methodology that enables the estimated quantification of emissions avoided in a customer context and the measurement of circularity metrics (see section 2.2.5.5).

Sustainability levers

1 – Select more sustainable materials based on several criteria (type, quantity, carbon footprint)
2 – Promote a circular approach to product design and related processes (e.g., reduction, reuse, renovation, recycling)
3 – Improve the carbon footprint of the design and engineering phases through digitization
4 – Promote the development of new materials, formulations, and manufacturing processes with lower carbon emissions
5 – Accelerate the development and economic viability of low-carbon energy production
6 – Optimize the use of resources (raw materials, Water)
7 – Reduce energy consumption during manufacturing operations
8 – Optimize the environmental footprint of transportation and logistics
9 – Facilitate access to and use of lower-carbon energy sources
10 – Extend product life cycle
11 – Optimize the end of life of products and assets
12 – Improve the circularity of supply chains
13 – Promote the preservation and restoration of local ecosystems
14 – Facilitate circular, economically and environmentally sustainable business models
15 – Facilitate and encourage R&D and training on environmental issues

These levers are gradually being integrated into all of Dassault Systèmes' operations: from the offers creation process to portfolio optimization and value proposition. They are used to qualify and highlight the development of solutions that deliver environmental benefits.

2.2.2.1.3 Demonstrate how Dassault Systèmes Solutions contribute to Climate Change Mitigation through EU Taxonomy Use Cases

In 2025, Dassault Systèmes certified nine new use cases, demonstrating the contribution of its solutions to Climate Change Mitigation (CCM). They have been validated by an independent third party. This is in addition to the 15 cases certified in 2023 and 8 certified in 2024, which were re-evaluated in 2025. The methodology for evaluating use cases is described in section 2.2.5.5.

These documented cases serve to demonstrate alignment to certain substantial contribution criteria of activity CCM 8.2 of the EU Taxonomy. They are also an essential tool for evaluating and demonstrating the effectiveness of Dassault Systèmes' solutions in relation to EU Taxonomy objectives.

The new use cases established in 2025 are as follows:

1) Reducing energy consumption in a High-Tech factory: Using its CATIA Dymola integrated and complex systems modeling and simulation solution, Dassault Systèmes simulated the production facilities of a Korean electronics manufacturer, resulting in optimized energy consumption and reduced material usage.
2) Reducing electricity consumption in a steel production line: Dassault Systèmes implemented DELMIA Apriso and its manufacturing execution system (MES) capabilities at a Belgian steel production company. This software enabled them to reduce their electricity consumption over a year and reduce their use of materials.
3) Reducing the weight of an aluminum gripper for an Industrial Equipment manufacturer: In order to optimize the design of its aluminum gripper, this French Company used the SOLIDWORKS design and product development solution. This enabled it to reduce the weight of the gripper and to reduce the amount of materials used and, as a result, the associated GHG emissions.
4) Reducing the weight of a lawnmower component: SOLIDWORKS' support for a Chinese Industrial Equipment Company led to a reduction in the weight of its components and, as a result, a decrease in its steel consumption and associated GHG emissions.
5) Improving the aerodynamics of a truck and reducing its fuel consumption during use: Dassault Systèmes and a United States vehicle designer succeeded in optimizing the aerodynamics of a truck model and reducing its fuel consumption. The improvements were achieved using SIMULIA Powerflow, a simulation solution for aerodynamic, aeroacoustic, and thermal management.

6) Reducing aluminum consumption during electric vehicle prototyping: A Chinese electric vehicle designer used CATIA to reduce its aluminum consumption. This made it possible to limit physical prototyping during the design of its models and, as a result, reduce the associated GHG emissions.

7) Optimizing the weight of lifting beams: Using SOLIDWORKS enabled the company to lighten the structure of its lifting beams, thereby saving steel and reducing associated GHG emissions.

8) Reducing the weight of a scooter and its consumption during use: The customer used SOLIDWORKS to optimize the design of its products in order to reduce their weight. The manufacture of the scooters thus required less steel, leading consequently to a reduction in GHG emissions associated with the production process.

9) Optimizing the design of a mold and reducing plastic consumption during the production of packaging: This European company optimized the design of its plastic bucket molds using the CATIA solution, which led to savings in resources and associated GHG emissions during the production phase.

A summary of use cases 2023, 2024, and 2025 – objective Climate Change Mitigation – is available in the appendix in section 2.2.5.5.1.C.

2.2.2.1.4 Demonstrate how Dassault Systèmes Solutions contribute to the Transition to a Circular Economy through EU Taxonomy Use Cases

In 2025, for the second consecutive year, Dassault Systèmes documented eight use cases to demonstrate the contribution of its solutions to the transition to a Circular Economy (CE). A specific methodology, detailed in section 2.2.5.5, was developed for this purpose, consistent with that used for climate-related use cases.

The cases, documented qualitatively and quantitatively, serve to demonstrate alignment to certain substantial contribution criteria of activity CE 4.1 of the EU Taxonomy. These cases also serve as a strategic tool to accelerate the development of circular offerings and projects.

The corresponding use cases are presented below. Six of them also contribute to Climate Change Mitigation and are presented above.

1) Reducing energy consumption in a High-Tech factory: see case 1, section 2.2.2.1.3.

2) Reducing electricity consumption in a steel production line: see case 2, section 2.2.2.1.3.

3) Reducing the weight of an aluminum gripper for an Industrial Equipment manufacturer: see case 3, section 2.2.2.1.3.

4) Reducing the weight of a lawnmower component: see case 4, section 2.2.2.1.3.

5) Reducing aluminum consumption during electric vehicle prototyping: see case 6, section 2.2.2.1.3.

6) Optimizing the weight of lifting beams: see case 7, section 2.2.2.1.3.

7) Eco-designing electric scooters: an Indian scooter manufacturer used ENOVIA to optimize the design of its products in order to reduce waste, promote component reuse, and limit the use of physical prototypes during the design phase.

8) Optimizing of glass bottle design: the Company, a glass packaging manufacturer, and a consulting firm collaborated on a research project using BIOVIA to optimize glass packaging for a multinational alcoholic beverage company. This collaboration resulted in a reduction in product weight while maintaining the quality characteristics of the final product.

A summary of use cases 2024 and 2025 – objective transition to a circular economy – is available in the appendix in section 2.2.5.5.1.D.

2.2.2.1.5 Eligible and aligned Revenue (Software and Services) as of December 31, 2025

In 2025, the share of eligible revenue remained stable compared to 2024 at 69.9%, while the share of aligned revenue increased by +7.9 points to 42.9%. The calculation methodology, comparable to that used in 2024, is detailed in section 2.2.5.5.1.

The table below shows the share of IFRS revenue considered eligible and aligned to EU Taxonomy:

Economic activities (1)	Revenue (2) *(in millions of euros)*	% of Revenue
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	**2,677**	**42.9%**
CCM (8.2) Data-driven solutions for GHG emissions reductions	2,560	41.1%
CE (4.1) Provision of IT/OT data-driven solutions	117	1.9%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	**1,681**	**27.0%**
CCM (8.2) Data-driven solutions for GHG emissions reductions	1,680	26.9%
CE (4.1) Provision of IT/OT data-driven solutions	1	0.0%
A. TOTAL FOR ELIGIBLE ACTIVITIES (A1 + A2)	**4,358**	**69.9%**
B. NON-ELIGIBLE ACTIVITIES	**1,878**	**30.1%**
Revenue of EU Taxonomy-non-eligible activities	1,878	30.1%
TOTAL (A + B)	**6,236**	**100.0%**

	Proportion of Revenue/Total Revenue (2)	
	EU Taxonomy-aligned per objective	**EU Taxonomy-eligible per objective**
CCM (1)	41.1%	68.0%
CE (1)	35.7%	65.6%

(1) CCM stands for "Climate Change Mitigation", CE stands for "Circular Economy".
(2) The revenue breakdown is detailed in section 4.1.1 in chapter 4.

2.2.2.1.6 Eligible and aligned operating Expenditures as of December 31, 2025

Eligible and aligned operating expenditure, the calculation methodology for which is detailed in section 2.2.5.5.2, relates to the objectives for Climate Change Mitigation (CCM) and transition to a Circular Economy (CE).

They consist of:

- operating expenditure related to assets and processes associated with the Company's economic activities that are eligible and aligned to EU Taxonomy objectives 8.2 (Data-driven solutions for GHG emissions reductions) and CE 4.1 (Provision of IT/OT data-driven solutions) for the transition to a circular economy). These expenses correspond to R&D operating expenditure incurred by the Company for the development of solutions aimed at reducing the environmental footprint of its customers;
- operating expenditure related to the purchase of production services, such as data processing, hosting, and related activities under activity CCM 8.1 (Data processing, hosting and related activities). These expenses correspond to operating expenditure for colocation data centers and cloud service providers).

In 2025, the share of eligible operating expenditure stands at 50.4%, while the share of aligned operating expenditure reaches 27.9%.

The table below shows the share of these expenses considered eligible and aligned to EU Taxonomy:

Economic activities	Operating Expenditure *(in millions of euros)*	% of Operating Expenditure
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	**395**	**27.9%**
CCM (8.1) Data processing, hosting and related activities	-	-
CCM (8.2) Data-driven solutions for GHG emissions reductions	374	26.4%
CE (4.1) Provision of IT/OT data-driven solutions	21	1.5%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	**319**	**22.5%**
CCM (8.1) Data processing, hosting and related activities	37	2.6%
CCM (8.2) Data-driven solutions for GHG emissions reductions	259	18.3%
CE (4.1) Provision of IT/OT data-driven solutions	23	1.6%
A. TOTAL FOR ELIGIBLE ACTIVITIES (A1 + A2)	**714**	**50.4%**
B. NON-ELIGIBLE ACTIVITIES	**704**	**49.6%**
Operating Expenditure of EU Taxonomy-non-eligible activities	704	49.6%
TOTAL (A + B)	**1,418**	**100.0%**

Dassault Systèmes' eligible but non-aligned operating expenditure relates, in particular, to data processing performed on data hosted in data centers.

These activities are not considered aligned because they do not meet the very strict criteria of the EU Taxonomy. These criteria include, among other things, the implementation and regular auditing of the "expected practices" of the European Code of Conduct for data centers, as well as the impacts of refrigerants on global warming.

2.2.2.1.7 Eligible and aligned Capital Expenditure as of December 31, 2025

Eligible and aligned capital expenditure, the calculation methodology for which is detailed in section 2.2.5.5.3, relates solely to the Climate Change Mitigation (CCM) objective.

This expenditure mainly relates to the acquisition and ownership of buildings (CCM 7.7) as well as data processing, hosting, and related activities (CCM 8.1).

In 2025, the share of eligible capital expenditure reached 66.5%. Capital expenditure aligned to EU Taxonomy amounted to €15 million, mainly under activity CCM 7.7 (Acquisition and ownership of buildings). This amount reflects the alignment of a new building constructed by the Company at its site in Pune, India, one of the only two sites in the world that the Company owns rather than leases. This project illustrates the significant attention paid by the Company to complying with the criteria of the EU Taxonomy whenever possible in the context of its investments.

Furthermore, no real estate investments are aligned with activity 7.2. The Company prefers to rent and, as such, only carries out interior refurbishment work. Work affecting energy performance, which is central to the EU Taxonomy criteria, is generally the responsibility of the lessor.

Finally, a significant portion of capital investments is dedicated to IT equipment and software, particularly for data processing activities, notably in colocation data centers (CCM 8.1). However, as mentioned above, none of these data centers are considered to be aligned due to the strict criteria of the EU Taxonomy, which include, among other things, the implementation and regular auditing of the "expected practices" of the European Code of Conduct for data centers, as well as the impacts of refrigerants on global warming.

The table below shows the proportion of these expenditures considered eligible and aligned to EU Taxonomy:

Economic activities	Capital Expenditure *(in millions of euros)*	% of Capital Expenditure
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	**15**	**4.7%**
CCM (7.7) Acquisition and ownership of buildings	15	4.7%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	**197**	**61.8%**
CCM (6.5) Transport by motorbikes, passenger cars and light commercial vehicles	8	2.4%
CCM (7.2) Renovation of existing buildings	11	3.4%
CCM (7.7) Acquisition and ownership of buildings	120	37.6%
CCM (8.1) Data processing, hosting and related activities	59	18.4%
A. ELIGIBLE ACTIVITIES (A1 + A2)	**212**	**66.5%**
B. NON-ELIGIBLE ACTIVITIES	**107**	**33.5%**
Capital Expenditure of EU Taxonomy-non-eligible activities	107	33.5%
TOTAL (A + B)	**319**	**100.0%**

2.2.2.2 Climate Change (E1)

2.2.2.2.1 Climate Strategy

A) Transition Plan for Climate Change Mitigation

Dassault Systèmes' Transition plan is based on two strategic pillars:

- Handprint: accelerating the sustainable transformation of its customers worldwide. This pillar mobilizes all of Dassault Systèmes' solutions to catalyze the sustainable transformation of production models, drive the transition to a circular economy, and reduce customers' carbon footprint across their entire value chain. The performance of this pillar is measured by the share of revenue aligned to EU Taxonomy climate objectives;
- Footprint: reducing the carbon footprint of the Company's operations and value chain (Scopes 1, 2, 3). In this area, Dassault Systèmes is following a trajectory whose near-term targets [(1)], through 2027, have been officially validated [(2)] by the Science-Based Targets initiative. By 2040, the Company aims to achieve carbon neutrality by applying a strict mitigation hierarchy: absolute priority is given to reducing gross emissions before resorting to carbon credits for residual emissions.

These two pillars are monitored annually by the Board of Directors and particularly its independent directors. Achieving the reduction targets validated by the Science-Based Targets initiative (Footprint) and sustainable revenue growth (Handprint) are integrated into the core of the Company's performance management model to ensure convergence between financial strategy and climate trajectory.

(1) Near-Term Targets SBTi.
(2) As indicated in the previous sections, the supplier engagement target has been set as an internal target for 2027. This change in schedule has not been submitted to SBTi. Dassault Systèmes is currently preparing its new carbon trajectory, aligned with SBTi requirements. These new targets, which also include the "use of solutions sold" category of Scope 3, will soon be submitted for validation and will replace the current commitments.

DASSAULT SYSTÈMES' DECARBONIZATION PATHWAY

Dassault Systèmes has defined its decarbonization pathway in line with the sector's best practices and the Science-Based Targets initiative (SBTi) until 2027, committing to go beyond the initial targets until 2040.

2019 — **SBTi year of reference for 2027 targets**

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2021 — **SBTi validates the first emission reduction targets**

2023 — **SBTi validates the post-acquisition of MEDIDATA year of reference and the new emission reduction targets**

2025 — **This SBTi target has been achieved in 2025**
It is set as an internal target for 2027

2027

50% of **suppliers** in emissions having set **science-based targets**

-35% **CO_2-eq** emissions from **operations** (Scopes 1 & 2)

-20% **CO_2-eq** emissions from **business travel** and **employees' commute** (Scope 3)

2040

CARBON NEUTRALITY*

* The Company is committed to compensating for its residual emissions excluding use of solutions sold.
Non-SBTi target.

A.1) Sustainability Strategy – "Handprint"

Since 2012, Dassault Systèmes has focused its strategy on developing technological solutions, especially virtual twins. This strategy has two objectives: to sustain value creation and accelerate decarbonization and the transition to a circular economy.

A.1.a) Development of Activities aligned with the Target for Climate Change Mitigation

In 2025, the Company achieved a revenue alignment rate of 42.9%, up +7.9 points compared to 2024.

Dassault Systèmes' target for 2027 is to achieve 70% eligibility and 45% alignment of its revenue to EU Taxonomy objectives, including climate-related objectives.

Previously, the alignment target for 2027 was 40%. It has thus been increased by 5 points.

This target is a key element of Dassault Systèmes' Transition plan: it aims to strengthen Dassault Systèmes' resilience and its role in transforming markets towards a low-carbon economy.

A.1.b) Sustainability Levers for the Industries served by Dassault Systèmes

Dassault Systèmes has identified 15 sustainability levers to help its customers reduce their GHG emissions and transition to a circular economy. These levers, tailored to the Manufacturing Industries, Life Sciences & Healthcare, Infrastructure & Cities sectors, are used to measure the contribution of the Company's solutions to the EU Taxonomy objectives and comply with its criteria. These levers are detailed in section 2.2.2.1.2.

A.2) Carbon Emissions Reduction Plan – "Footprint"

Formally committed since 2021 to a GHG emissions reduction plan, Dassault Systèmes is following a 1.5°C trajectory validated by the Science-Based Targets initiative, with near-term targets extending to 2027. This reference framework, updated in 2023 to include MEDIDATA, sets the intermediate targets indicated in section 2.2.2.2.1.A.5.

To achieve these targets, Dassault Systèmes relies on five key decarbonization policies and charters covering digital technology, data centers, real estate, mobility, and procurement. These are described, along with specific actions, in section 2.2.2.2.3.

In the long term, the Company confirms its commitment to achieving carbon neutrality by 2040, after prioritizing the reduction of gross emissions, by offsetting its residual emissions (excluding emissions related to the use of its solutions by its customers) through certified carbon sequestration mechanisms.

It should be noted that in2025, the Company launched an in-depth review of its methodologies, trajectory, and near-term targets, replacing those that are coming to an end. This review, which will continue in 2026, aims to define new ambitious targets that are fully aligned with regulatory requirements and the SBTi standard.

Dassault Systèmes is not excluded from the Paris Agreement aligned benchmarks due to its compliance with the following criteria: its revenue exposure to the coal, oil, and natural gas sectors is marginal, with below 1%, 10%, and 50%, respectively, and the Company is not involved in any carbon-intensive electricity generation activities.

A.3) Financial Resources

In general, Dassault Systèmes' decarbonization strategy is integrated into its operating model. Rather than confining the financing of the Transition plan to a separate budget line, the Company has chosen to integrate decarbonization costs (energy efficiency, sustainable procurement, etc.) into the budgets of each department (Research & Development, Information Systems, Real Estate, Human Resources). This approach ensures that they contribute simultaneously to economic performance and the decarbonization trajectory.

To ensure the management and traceability of its operational and capital expenditures that contribute substantially to climate objectives, Dassault Systèmes relies on OpEx and CapEx metrics from the EU Taxonomy.

Indeed, in order to develop its portfolio of innovative solutions designed to accelerate its customers' climate transition, Dassault Systèmes commits significant resources identified in operating expenditure aligned to EU Taxonomy, mainly in R&D (see CCM-aligned expenditure, activity 8.2). In 2025, these expenses reached €395 million, compared to €334 million in 2024. However, capital expenditures aligned to EU Taxonomy objectives (CapEx) remained limited due to the highly demanding technical criteria of this regulation on data centers and real estate assets. They amounted to €15 million in 2025, compared with €0.3 million in 2024. These amounts fluctuate mainly in line with the Company's real estate projects.

A.4) Locked-In GHG Emissions

Locked-in emissions are future GHG emissions committed to by past decisions, which are often difficult to reduce without significant structural changes or divestments. They relate to long-lived assets, such as buildings.

Dassault Systèmes estimates that its locked-in emissions for Scopes 1 and 2 are not significant. This performance is the result of its efforts to use renewable energy and improve the energy efficiency of its buildings and infrastructure.

For Scope 3, particularly purchases of IT equipment and hosting services, which are generally contracted for three to five years, the Company is continuing its efforts to reduce its carbon footprint. It relies on decarbonization levers, requiring its hosting providers to use renewable energy in their data center, as detailed in section 2.2.2.2.3.

Dassault Systèmes takes the view that its GHG emissions that could be considered "locked in" do not call into question the targets of its Transition plan.

A.5) Results of the Implementation of the Transition Plan

Handprint

The share of Dassault Systèmes' eligible revenue aligned to EU Taxonomy objectives (climate change mitigation and transition to a circular economy) has increased since its implementation, as illustrated in the table below. This evolution demonstrates that the Company's portfolio is increasingly adapted to the challenges of sustainable industrial transformation.

Eligible revenue amounts to €4,358 million (IFRS) in 2025, and aligned revenue to €2,677 million (IFRS).

2

Handprint	**2025**	**2024**	**2023**	**Target 2027**
Percentage of revenue eligible to the EU Taxonomy[*]	69.9%	69.8%	67.3%	70%
Percentage of revenue aligned to the EU Taxonomy[*]	42.9%	35.0%	33.4%	45%

(*) The revenue breakdown is detailed in section 4.1.1 in chapter 4.

Footprint

Dassault Systèmes is ahead of its near-term SBTi targets, despite growth in its business. By 2025:

- Scope 1 and 2 emissions decreased by (78.3%) compared to 2019, significantly exceeding the (35%) target set for 2027;
- Scope 3 emissions related to travel decreased by (35.7%) compared to 2019, exceeding the (20%) target for 2027;
- the percentage of suppliers with science-based emissions reduction targets stands at 50.4%, exceeding the SBTi target of 50% in 2025. This target is maintained internally until 2027, beyond the SBTi deadline.

Footprint	**2025**	**2024**	**2023**	**Target 2027**
ENTITY-SPECIFIC DATAPOINTS				
Percentage of reduction in Scopes 1 & 2 emissions *(tCO_2-eq)*[(1)]	(78.3%)	(77.6%)	(70.6%)	(35%)
Percentage of reduction in Scope 3 emissions-Business Travel & Employees' Commute *(tCO_2-eq)*[(1)]	(35.7%)	(44.8%)	(52.1%)	(20%)
Share of Purchased Goods & Services, Capital Goods suppliers with Science-Based emissions reduction targets set[(2)]	50.4%	47.9%	37.2%	50%

(1) In line with the Science-Based Targets initiative, this target has been set for 2027, using 2019 as the reference year.
(2) This refers to the share of suppliers in greenhouse gas emissions. This target was set for 2025 according to the Science-Based Targets initiative. The Company has reached this target and maintains it as an internal target for 2027.

B) List of material Impacts, Risks, and Opportunities and Strategic Matters related to Climate Change

Resilience Analysis

As part of its IROs assessment, Dassault Systèmes conducted an in-depth resilience analysis of its value chain in relation to climate change:

- physical risks: the analysis focused on the impacts of climate hazards on the Company's sites and those of its key suppliers, as detailed in section 2.2.1.5.1.D.1.a.;
- transition risks: these risks were assessed in the Company's main end markets and in its own operations, as specified in section 2.2.1.5.1.D.1.b.

None of these analyses revealed any risks with a significant financial impact on the Company in the short, medium, or long term, demonstrating the resilience of its business model. It should be noted that these projections are based on assumptions that are considered reasonable, but remain subject to uncertainty.

Dassault Systèmes' resilience to climate change is also ensured by its Transition plan, which is based on two strategic pillars: its "Handprint" strategy, based on solutions capable to maximize their impact with regards to sustainability, and its carbon footprint reduction plan (Footprint). The levers associated with strategic matters 1, 2, and 3 constitute Dassault Systèmes' decarbonization levers for achieving its climate objectives. The Company is not currently in a position to detail the contribution of each of these levers to its GHG emission reduction targets.

The table below summarizes the various levers of decarbonization defined to address the Company's strategic matters and climate-related IROs.

<table>
<tr><th>Material IROs</th><th>Nature of the IRO</th><th>Sub-topic</th><th>Levers</th></tr>
<tr><td colspan="4">STRATEGIC MATTER 1:
CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO</td></tr>
<tr><td>C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions</td><td>Positive impact</td><td>Climate change mitigation</td><td rowspan="2">Lever 1: Build an offering based on existing solutions to contribute to the decarbonization levers of Dassault Systèmes' customers
Lever 2: Ensure that the sales force and service teams take ownership of the sustainable offering portfolio
Lever 3: Build strategic partnerships with networks and key players to maintain Dassault Systèmes' level of expertise on decarbonization issues and accelerate customer commitments
Lever 4: Support the development of startups with innovative and promising decarbonization projects</td></tr>
<tr><td>C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives</td><td>Opportunity</td><td>Climate change adaptation</td></tr>
<tr><td>C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure</td><td>Positive impact</td><td>Climate change adaptation</td><td>Lever 1: Support Dassault Systèmes' customers in migrating their IT infrastructures to the clouds
Lever 2: Offer Dassault Systèmes' customers an optimized cloud infrastructure</td></tr>
<tr><td colspan="4">STRATEGIC MATTER 2:
LIMITING CARBON FOOTPRINT OF DASSAULT SYSTÈMES' OPERATIONS AND ITS VALUE CHAIN IN A GROWTH CONTEXT</td></tr>
<tr><td>C1 – Negative impact on carbon footprint related to growing intensive digital activity</td><td>Negative impact</td><td>Climate change mitigation</td><td>Lever 1: Limit and reduce the energy consumption of IT equipment and servers
Lever 2: Improve the energy footprint of data centers (colocation data centers and owned by 3DS Pune Campus)
Lever 3: Limit the volume of data used and stored
Lever 4: Optimize the energy footprint of cloud architectures</td></tr>
<tr><td>C2 – Negative impact of increasing carbon footprint related to growing needs of offices, business travel & employees' commute</td><td>Negative impact</td><td>Climate change mitigation</td><td>Lever 1: Select and maintain highly environmentally efficient real estate sites
Lever 2: Improve the energy performance of buildings
Lever 3: Promote the use of renewable energy
Lever 4: Limit employee travel
Lever 5: Support carbon-free mobility</td></tr>
</table>

Material IROs	Nature of the IRO	Sub-topic	Levers
STRATEGIC MATTER 4: ASSESSING THE POTENTIAL IMPACT OF CLIMATE TRANSITION			
C3 - Financial risk related to climate change scenarios, including carbon tax	Transition risk	Climate change adaptation	**Lever 1**: Transform the Company's business model to offer solutions that integrate climate transition and circularity matters
C4 – Potential financial and reputation risk related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits)	Transition risk	Climate change mitigation	**Lever 2**: Implement the Company's Transition plan

2.2.2.2.2 Management of Strategic Matter 1: Contributing to Industry decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

Strategic matter 1 encompasses the following material IROs:

- **C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions**

  Dassault Systèmes offers its customers a range of solutions that enable them to limit the impact of their products and services on the climate. The sustainability levers defined by the Company (see section 2.2.2.1.2) explain how the brands portfolio can contribute to mitigating their GHG emissions and quantify the environmental benefits of using Dassault Systèmes solutions.

- **C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives**

  The contribution of Dassault Systèmes solutions to reducing its customers' GHG emissions creates a material financial opportunity for the Company, as illustrated by the eligibility and alignment percentages of its revenue to EU Taxonomy (see section 2.2.2.1.5).

- **C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud infrastructure**

  OUTSCALE provides its customers with an optimized cloud infrastructure that helps reduce their own IT equipment needs and, consequently, their energy consumption. This effect is based both on the pooling of usage between customers and on the optimization of OUTSCALE's cloud infrastructure operations. According to an IDC study published in 2025, cloud data centers are 5.1 times more carbon efficient and 1.9 times more energy efficient than traditional data centers. This efficiency is expected to continue to improve through 2030.

Under strategic matter 1, only the positive impacts and opportunities related to decarbonization enabled by Dassault Systèmes' portfolio of solutions are addressed in this ESRS E1. The positive impact and opportunity associated with the transition to a circular economy enabled by the Company's portfolio of solutions are addressed in ESRS E5 in section 2.2.2.4.2.

A) Management of IROs C5 and C6 related to the Product Portfolio for decarbonization

A.1) Policies related to IROs C5 and C6

The management of IROs C5 and C6 is underpinned by the following policies and strategies:

"Handprint " strategy

This strategy aims to align Dassault Systèmes' offering with the sustainable innovation needs of the industry in order to increase the share of revenue aligned to EU Taxonomy. It is structured around four areas:

- develop existing solutions that contribute to decarbonization;
- ensure that sales and service teams embrace the sustainable offering;
- establish strategic partnerships to strengthen expertise and accelerate customer engagement;
- support startups with innovative decarbonization projects.

This strategy applies to the entire Company and is led by the Executive Vice President, Strategy, Industry, Marketing & Transformation.

"Supporting innovative startups" policy

Dassault Systèmes supports innovative young companies through its **3D**EXPERIENCE Lab acceleration program in four areas:

- three- to five-year technological support through access to the **3D**EXPERIENCE platform and the provision of Dassault Systèmes solutions tailored to each startup's needs;

- technological and business expertise provided by the Lab team and the community of mentors, all employees of the Company. Employees can allocate up to 10% of their working time to these projects;
- access to FabLab prototyping facilities;
- marketing and communication support, including visibility for startups, participation in international events, presentations to customers, partners, or investors, and participation in media campaigns.

The target is to support projects that, through additive manufacturing (or 3D printing), AI, big data, or virtual reality, contribute, among other things, to reducing GHG emissions and transitioning to a circular economy, as well as accelerating therapeutic innovations in the Life Sciences & Healthcare sector.

This policy, managed by the **3D**EXPERIENCE Lab organization and the Vice President Corporate Marketing, Communication & Identity, enables to select between ten and twelve startups per year by assessing their environmental and societal impacts. It applies to the entire scope of the Company and aligns, as far as possible, with the United Nations SDGs.

"Environmental training and awareness" policy

This policy applies to all employees and aims to integrate sustainability into their professional activities through a three-tiered approach:

- a mandatory basic program *(Be a SWYMER)* on the Company's strategy, particularly in terms of Climate and Circularity;
- an advanced non-mandatory program on climate change;
- dedicated training for specific departments (Marketing & Communication, Sustainable Finance & Procurement, Real Estate department).

These programs are managed by the Sustainability department and distributed via the ***3D****EXPERIENCE University* application.

A.2) Main Actions related to IROs C5 and C6

In 2025, these policies and strategies are implemented through the levers and key actions described below.

See sections 2.2.2.1.2 and 2.2.2.1.3 on EU Taxonomy for more information on sustainability levers and Dassault Systèmes' offering.

Policies	Main actions
Lever 1: Build an offering Based on existing solutions to contribute to the decarbonization levers of Dassault Systèmes' customers	

"Handprint" strategy	— Developing offerings that address customers' climate change mitigation and climate change adaptation challenges: resilience of materials, products, and infrastructure; sustainability of the value chain. To address these challenges, the Company draws on its entire portfolio of solutions, including:
	– CATIA, SIMULIA, and SOLIDWORKS to design more sustainable products and infrastructure by taking into account the carbon impact at each stage of the life cycle (the environmental impact being largely determined during the design phase)
	– DELMIA to optimize the power consumption of manufacturing infrastructure, reduce industrial waste, and optimize logistics and distribution
	— These offerings are available through several agile engagement models tailored to each customer's needs. These models include:
	– turnkey offerings, Virtual Twins as a Service, which provide simulations on the following topics:
	  – product life cycle assessment and eco-design
	  – climate hazards and public adaptation policies (floods, air pollution, urban heat islands, fires)
	– consulting for reducing environmental footprints
	— continue to quantify the environmental benefits of Dassault Systèmes solutions: develop 32 use cases for avoided emissions since 2023, including 9 new cases in 2025 (see section 2.2.2.1.3)

Lever 2: Ensure that the sales force and service teams take ownership of the sustainable offering portfolio	
"Environmental training and awareness" policy	— Implementation of a network of internal experts to improve and accelerate the adoption of sustainability offerings by the sales force. In each of the Company's GEOs, industries, and brands, one or more individuals are identified as sustainability contact points. Their missions consist of: – contributing their knowledge to customer projects in order to demonstrate the environmental benefits of the Company's solutions, thereby participating in the development of the commercial strategy for each customer – raising awareness of sustainability matters among all of the Company's sales forces and service teams and answering employees' questions – contributing to the continuous improvement of internal training resources and best practices This network has around 30 experts and is expected to expand in 2026 to cover all sales forces and consultants in the Value Engagement teams — Rollout of several programs aimed at facilitating the adoption of Dassault Systèmes' sustainability objectives by the sales force and service teams: – *Sustainability for Sales*: a program accessible to all, targeting mainly sales and technical sales teams. It aims to strengthen the sales force's knowledge of Dassault Systèmes' sustainable offerings and solutions – *Sustainability Spotlight*: a communication program presenting industrial challenges related to sustainability and showing how Dassault Systèmes' solutions address them – Dassault Systèmes intends to expand these initiatives in 2026

Policies	Main actions
Lever 3: Build strategic partnerships with networks and players to maintain Dassault Systèmes' level of expertise on decarbonization issues and accelerate customer commitments	
"Handprint" strategy	Participation in multi-stakeholder groups on decarbonization issues. This year, the Company has been involved in: – The *Avoided Emissions Platform* (AEP) initiative: this project aims to create a database and common methodology for assessing and calculating emissions avoided by industrial solutions – *The INCOSE International Symposium*: within this symposium, Dassault Systèmes is helping to promote systems engineering as a relevant approach to addressing sustainability matters – The *Coalition for Environmentally Sustainable AI*: led by France, the United Nations Environment Program (UNEP), and the International Telecommunication Union (ITU), this coalition brings together stakeholders from the AI value chain. The target is to accelerate the commitment to more environmentally sustainable AI – The C3D (College of Sustainability Leaders): this French association brings together leaders specializing in sustainability. Its work focuses on sustainability matters, the circular economy, and climate strategies
Lever 4: Support the development of startups with innovative and promising decarbonization projects	
"Supporting innovative startups" policy	Support from the **3D**EXPERIENCE Lab for startups with disruptive projects for climate action, such as: – NetZero, which promotes the production and use of biochar, a stable charcoal of plant origin. This technology enables the sustainable removal of carbon and improves soil health. The solution was developed using CATIA design and SIMULIA simulation tools – CGreen, a pioneer in the production of sustainable carbon fiber made from recycled cellulose from paper or cotton. Its process reduces the carbon footprint by a factor of three, strengthens Europe's sovereignty, and redefines composite materials with an eco-efficient, high-performance fiber – Sylphaero, which designs plasma-based electric jet engines. The engines developed by the company do not emit carbon into the atmosphere. *Sylphaero* uses CATIA software for the design and 3D modeling of turbomachinery, as well as SIMULIA multiphysics simulation software – Marvel Fusion, which develops 100% renewable energy using a non-thermal approach to fusion. Marvel Fusion uses the **3D**EXPERIENCE platform to simulate particle flows, design power plant components, perform diagnostics, and model nanostructured targets

Resources related to IROs C5 and C6

To fulfill its environmental commitments, Dassault Systèmes allocates part of its R&D resources to developing solutions aimed at reducing its customers' environmental footprint.

These R&D expenses are recorded directly in the income statement as operating expenditure; they are not capitalized. They are included in the scope of operating expenditure eligible and aligned to EU Taxonomy, and constitute the total amount of CCM activity (8.2).

This approach illustrates Dassault Systèmes' commitment to its sustainability objectives.

A.3) Metrics and Targets related to IROs C5 and C6

Metrics

To monitor progress on IROs C5 and C6, Dassault Systèmes uses metrics of eligibility and alignment of its revenue to EU Taxonomy, including those associated with the climate change mitigation objective. These metrics are detailed in section 2.2.2.1.5.

	2025	2024	Variation 2025-2024
Percentage of revenue eligible to the EU Taxonomy – Climate Change Mitigation	68.0%	68.0%	0.0 pts
Percentage of revenue aligned to the EU Taxonomy – Climate Change Mitigation	41.1%	34.6%	6.5 pts

Targets

The Company has not separated its financial targets between Climate and Circularity objectives, as its solutions often contribute to both simultaneously. The Company has set the target of achieving, by 2027, 70% of eligible revenue and 45% of revenue aligned to the criteria of EU Taxonomy for all Climate and Circularity topics.

B) Management of IRO C7 related to OUTSCALE's climate-Optimized Cloud Infrastructure

B.1) Policies Related to IRO C7

The management of IRO C7 is underpinned by the following policies and strategies:

"Cloud" strategy

OUTSCALE, Dassault Systèmes' sovereign cloud operator, offers digital autonomy to governments and companies. Its value proposition is based on three levels of cyber governance, tailored to data security and localization requirements:

- Dedicated cloud: a dedicated cloud for sovereign collaboration within the customer's dedicated environment, featuring fully isolated IT resources that may not be connected to the Internet;
- Sovereign cloud: a trusted sovereign cloud for collaboration within a shared legal and tax jurisdiction. This shared public cloud solution meets the security and sovereignty requirements of government agencies (*SecNumCloud* in France);
- International cloud: an international cloud for secure collaboration. This is a shared public cloud solution that holds all internationally recognized security certifications, such as ISO 27001 or SOC 2 Type 2.

Beyond security and sovereignty matters, this unique infrastructure, equipped with the highest standards in terms of energy efficiency, also enables Dassault Systèmes' customers to significantly reduce their GHG emissions (see section 2.2.2.2.3.A).

The governance of this strategy is ensured by the OUTSCALE brand, supervised by the Company's Executive Vice President, Research & Development.

"Responsible data centers" policy

Dassault Systèmes and its OUTSCALE brand have implemented a "Responsible data centers" policy to optimize the environmental footprint of data centers, whether leased or owned. It is based on demanding sustainability criteria centered on three areas:

- the selection, as far as possible and depending on customer constraints, of locations with a low-carbon energy mix for the installation of its data centers;
- collaboration with data centers investing in greener technologies;
- pooling and optimizing physical resources.

The implementation of this policy translates into strict requirements for data center providers, encouraging them to source renewable energy and optimize their cooling systems.

This policy also promotes the selection, where possible, of suppliers who adhere to the Science-Based Targets initiative and are able to demonstrate their environmental performance through, among other things, key metrics such as Power Usage Effectiveness (PUE) and Water Usage Effectiveness (WUE), described in detail in sections 2.2.2.2.3.C.1 and 2.2.2.3.2.C.

Applicable worldwide, with the exception of CENTRIC entities, and aligned with industry best practices, this policy is proposed by the OUTSCALE Brand CEO and supervised by the Company's Executive Vice President, Research & Development.

B.2) Main Actions related to IRO C7

In 2025, these policies and strategies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Support Dassault Systèmes' customers in migrating their IT infrastructure to the clouds	
"Cloud" strategy	– Communication and promotion of the positive impact of OUTSCALE's sovereign, secure, and controlled cloud to regulated sectors, particularly during the OUTSCALE EXPERIENCES event – Publication, in June 2025, of an IDC comparative study, conducted with OUTSCALE, on the environmental impact of the cloud compared to traditional on-site solutions. According to this study, cloud data centers emit up to 5.1 times less carbon than on-site infrastructure, are 1.9 times more energy efficient, and use up to 4.9 times less water. This performance is crucial at a time when data center energy consumption is set to grow significantly – Hosting all of SIMULIA's high-performance computing offerings on the OUTSCALE cloud
Lever 2: Offer Dassault Systèmes' customers an optimized cloud infrastructure	
"Responsible data centers" policy	– Energy optimization of data centers. These actions are detailed in lever 2 of IRO C1, in section 2.2.2.2.3.A.2 – Energy optimization of cloud infrastructures. These actions are described in lever 4 of IRO C1 in section 2.2.2.2.3.A.2 – Launch of a Kubernetes containerization offering by OUTSCALE, a secure and sovereign managed service deployed, on a dedicated basis for each customer, on the OUTSCALE cloud infrastructure. It provides an environment that facilitates the automation of deployment, scaling, and management of container-based cloud applications. By adapting energy consumption to actual workloads, this solution reduces waste and maximizes effectiveness for customers – Providing customers with a service to visualize the estimated carbon footprint of their OUTSCALE cloud usage. This feature offers a detailed and actionable view of the cloud carbon footprint by account, service, and emission source, transforming environmental data into a management tool – Implementation of an OUTSCALE offering called Large Language Models as a Service (LMaaS) in partnership with Mistral AI. With this offering, Dassault Systèmes' customers benefit from solutions designed to protect intellectual property while leveraging the AI performance and environmental effectiveness of Mistral AI models(*)

(*) New milestone in Generative AI environmental transparency: https://www.carbone4.com/ia-generative-mission-mistral-ai.

Resources related to IRO C7

The actions and policies described above are funded by the annual budgets and medium-term plans of the OUTSCALE brand and the functions concerned. These expenses are recorded in the Company's income statement under the expense categories "software sales costs" and "R&D expenses."

Furthermore, it is important to note that the technical criteria of the EU Taxonomy for IT expenditure and data centers are particularly strict. As a result, these operating and capital expenditures are largely ineligible and difficult to align to EU Taxonomy.

B.3) Metrics and Targets related to IRO C7

Metrics

To track the positive impact of its cloud offering (C7), Dassault Systèmes uses a key metric: the increase in cloud revenue relative to its total revenue. This increase directly reflects the Company's avoided emissions. It reflects either emissions avoided for new customers or emissions reductions for existing customers migrating to the cloud.

In 2025, non-IFRS cloud revenue increased by 8% at constant exchange rates compared to the previous year and now represents 25% of the Company's total software revenue.

Targets

Dassault Systèmes does not publish targets for quantitative metrics relating to this positive impact for reasons of confidentiality vis-à-vis its competitors. Related progress and opportunities are shared in quarterly financial publications and at Capital Markets Day.

2.2.2.2.3 Management of Strategic Matter 2: limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context

Strategic matter 2 encompasses the following material IROs:

- **C1 – Negative impact on carbon footprint related to growing intensive digital activity**:

The digital sector accounts for 2.1% to 3.9% of global GHG emissions and is expected to see significant growth in its emissions [(1)]. This increase is driven by growing energy requirements in the production processes for IT equipment, software, networks, data centers, and their use, as well as the storage and exploitation of an increasing volume of data, particularly as a result of the development of artificial intelligence. Given its sector of activity and the growth of its digital investments, Dassault Systèmes contributes to this negative Climate impact. This impact stems from the Company's own operations, its upstream value chain, and the use of its solutions by its customers.

- **C2 – Negative impact of increasing carbon footprint related to growing needs of offices, business travel & employees' commute**:

Dassault Systèmes' carbon footprint includes GHG sources related to the use of offices, business travel and employees' commute, and the use of various professional services. The evolution of these GHG emissions is closely linked to the growth of the Company's workforce and weighs on its carbon footprint. This impact is mainly generated by the Company's own operations and is likely to continue.

A) Management of IRO C1 related to digital Activity

A.1) Policies related to IRO C1

The Management of IRO C1 is underpinned by the following policies and charters:

"Responsible digital" charter

The purpose of this charter is to formalize Dassault Systèmes' commitment to a more environmentally, socially, and economically responsible future. It sets out the main principles and guidelines for integrating sustainability into its digital strategy.

Through this charter, the Company commits, in particular, to:

- optimizing its environmental footprint by implementing initiatives to reduce its energy consumption;
- promoting the use of sustainable technologies;
- extending the lifespan of equipment through extended maintenance (for example, the lifespan of laptops is set at five years, that of servers at seven or eight years depending on usage, and unlimited for monitors);
- promote the repair of machines that are more than three years old;
- manage electronic waste responsibly.

A sub-policy, IT Asset Disposal, ensures that the recycling, reuse, and destruction of IT assets comply with environmental regulations.

To implement these principles, the Company selects its suppliers based on its "Responsible procurement" policy.

This charter applies worldwide, with the exception of CENTRIC entities. It is the joint responsibility of the Information Systems department and the Research & Development department.

"Responsible procurement" policy

Updated in 2024, this policy integrates the Company's sustainability strategy into all its internal functions.

This policy recommends the purchase of IT products and services that are both energy efficient and with low-carbon impacts. It also favors suppliers who, on the one hand, adhere to the Science-Based Targets initiative with the target of achieving decarbonization of their value chain and, on the other hand, comply with ethical labor practices and ESG standards. These criteria are systematically integrated into the selection process, as specified in the Sustainable Charter with Suppliers, which complements it and is described in detail in section 2.2.4.1.2.A.1.

This policy applies globally, with the exception of CENTRIC entities. It is the responsibility of the Procurement & Travel department, which reports to the Executive Vice President, Chief Financial Officer.

"Responsible data centers" policy

This policy is described in detail in the management of strategic matter 1 in section 2.2.2.2.2.B.1.

(1) https://interoperable-europe.ec.europa.eu/sites/default/files/custom-page/attachment/2025-04/RollingPlan_ICT_2025.pdf

A.2) Main Actions related to IRO C1

In 2025, these policies and charters are implemented through the levers and key actions described below. These four levers cover all reduction efforts to achieve the targets.

Policies	Main actions
Lever 1: Limit and reduce the energy consumption of it equipment and servers	
"Responsible procurement" policy **"Responsible digital" charter**	— Inclusion of environmental criteria related to IT equipment in calls for tenders (tCO_2-eq, certifications, repairability index, use of recycled materials, energy consumption, etc.) — Prioritizing contracts with suppliers committed to scientific approaches to reducing GHG emissions — Conducting a study with an external consultant to review the Company's decarbonization strategy and, in the coming years, further develop action plans for digital activities
"Responsible data centers" policy	— Implementation of a carbon catalog listing IT equipment, including servers, with their carbon footprint. This catalog is updated several times a year as new equipment is added
Lever 2: Improve the energy footprint of data centers (colocation data centers and owned by 3DS Pune Campus)	
"Responsible data centers" policy	— Set up, since 2022, of a detailed reporting on data center consumption and energy performance data: energy consumption, PUE, renewable energy and, since 2025, WUE — Formalization of a "Responsible data centers" policy defining requirements for data hosts and new metrics for monitoring data center performance — Continuation and expansion of activity reviews with Dassault Systèmes' key suppliers, incorporating ESG aspects to optimize their energy footprint, review their environmental metrics, and their energy and water strategies — Continued deployment of smart, connected PDUs (Power Distribution Units) in new data centers, which improve electricity consumption management through automatic data reporting — Powering data centers in France with 100% renewable energy, guaranteed by Certificates of Origin. Worldwide, the rate reaches more than 91.5% for all the Company's data centers — Encouraging partners to use long-term contracts such as Power Purchase Agreements to guarantee a stable supply of renewable energy — Compliance by partner data centers in France with the European Code of Conduct for data centers and the Climate Neutral data center Pact. In addition, these data centers are ISO 50001 certified for energy management and ISO 14001 certified for environmental management
"Responsible procurement" policy **"Responsible data centers" policy**	— Systematic consideration of environmental criteria in calls for tenders: metrics (PUE, WUE, share of renewable energy, etc.), certifications, and compliance with regulations
Lever 3: Limit the volume of data used and stored	
"Responsible digital" charter	— Holding an internal seminar to identify new areas for optimizing the carbon footprint of IT infrastructure — Raising awareness among Company employees about the email retention policy
Lever 4: Optimize the energy footprint of cloud architectures	
"Responsible procurement" policy	— Applying responsible selection criteria when choosing equipment, while ensuring that the most efficient models are selected
"Responsible data centers" policy	— Continuing the urbanization of server rooms by implementing the hot and cold aisle method, thus ensuring the long-term application of best practices in energy efficiency and cooling — Continuing the virtualization of environments to consolidate resources and deploy application containerization, in accordance with architecture standards and best practices

Resources related to IRO C1

The action plans presented in this section are financed by annual budgets and the medium-term strategic plan. The costs associated with the action plans in the "Responsible digital" charter and the "Responsible data centers" policy are spread across all lines of the income statement, in particular R&D expenses and software sales costs, which account for the majority of IT resources and include data center costs.

The technical criteria relating to IT expenditure and data centers required by the EU Taxonomy are particularly demanding. As a result, these operating and capital expenditures are rarely eligible and difficult to align to EU Taxonomy.

B) Management of IRO C2 related to growing Needs for Office Space, Business Travel, and Employees' Commute

B.1) Policies eelated to IRO C2

The management of IRO C2 is underpinned by the following policies:

"Responsible real estate" policy

This policy aims to reduce the environmental footprint of the Company's sites by striving to:

- choose sites built to high environmental standards such as HQE, LEED, BREEAM, or IGBC;
- optimize the energy efficiency of sites, in particular through the requirements of ISO 50001 certification for energy management;
- manage temperatures and energy, water, and waste sources.

Managed by the Vice President Corporate Marketing, Communication & Identity, this policy applies globally, with the exception of CENTRIC entities.

"Responsible mobility" policy

In order to reduce its environmental footprint, Dassault Systèmes has implemented a travel policy that aims to strike the right balance between business travel needs and their carbon impacts.

This policy encourages the use of the least polluting means of transportation. At the same time, it aims to reduce employees' commute by optimizing site locations and through the Company's flexible work policy.

This policy applies globally, with the exception of CENTRIC entities, and is managed jointly by several departments, demonstrating the Company's commitment to integrating sustainability into its operations.

B.2) Main Actions related to IRO C2

In 2025, these policies were implemented through the levers and key actions described below. These five levers cover all reduction efforts to achieve the targets. The policy component is specified on an *ad hoc* basis.

Policies	Main actions
Lever 1: Select and maintain highly environmentally efficient real estate sites	
"Responsible real estate" policy	– Selection of new buildings based on their energy performance and environmental certifications in force in the GEOs concerned (e.g., BREEAM for Europe, LEED for the Americas and Asia, or NABERS for Australia) – Strengthening environmental requirements when renewing leases – Investment, particularly in partnership with landlords, in more sustainable construction and interior design to optimize environmental performance – Continuing efforts to limit land artificialization and preserve natural spaces by favoring existing or already urbanized sites
Lever 2: Improve the energy performance of buildings	
"Responsible real estate" policy	– Continuation of efforts to obtain ISO 50001 certification for sites with more than 50 employees, launched in 2020, in order to reduce the energy impact of buildings – Centralization of building energy management on the **3D**EXPERIENCE platform, enabling energy consumption to be analyzed and controlled, and feeding into the continuous improvement process: to this end, 81 sites were equipped with connected meters by the end of 2025 – Maintenance of the temperature management plan across all sites, adapting to specific local climate conditions – Raising awareness and training employees and external service providers on the energy performance of buildings (see section 2.2.2.2.2.A.1)
Lever 3: Promote the use of renewable energy	
"Responsible real estate" policy	– Maintaining a minimum supply of 90% carbon-free electricity across all sites, prioritizing renewable electricity (see section 2.2.2.2.3.C.1) – Purchase of Energy Attribute Certificates (EACs) to offset residual electricity emissions in India, the United States, and Canada (see section 2.2.2.2.3.C.1)
Lever 4: Limit employee travel	
"Responsible mobility" policy	– Continued incentives to reduce travel for internal meetings through videoconferencing, carpooling, and limiting air travel – Approval by a member of the Dassault Systèmes Executive Committee for all intercontinental travel – Flexibility offered to employees to work remotely for up to two days per week (see section 2.2.3.1.3)
"Responsible real estate" policy	– Consideration of employees' commute distances when signing new real estate leases or, where applicable, acquiring new buildings

Policies	Main actions
Lever 5: Support carbon-free mobility	
"Responsible mobility" policy	— Encouraging train travel for business trips, in particular by incorporating new routes into local travel policies. For example, more than half of all business travel between Shanghai and Beijing has been done by train for several years — Limiting eligibility for business class flights — Encouraging direct flights to limit carbon footprint — Encouraging hotel reservations close to meeting venues based on environmental criteria to reduce the carbon footprint of travel — Encouraging the rental of hybrid and electric vehicles — Continued deployment of electric vehicle charging stations at Company sites — Provision of free bicycles and maintenance stations for employees at the 3DS Paris Campus — Renewal of the survey on Company's employees' commute and travel to analyze changes in modes of transportation and consider new solutions for decarbonizing these trips
"Responsible mobility" policy — Company vehicles	— Continuation of the Company's fleet transition to electric vehicules; to date, approximately one-third of the fleet is electric and approximately 85% is electrified (including hybrid vehicles): – orders for exclusively electric company cars in France – continuation of transition measures in other countries based on local specificities

Resources related to IRO C2

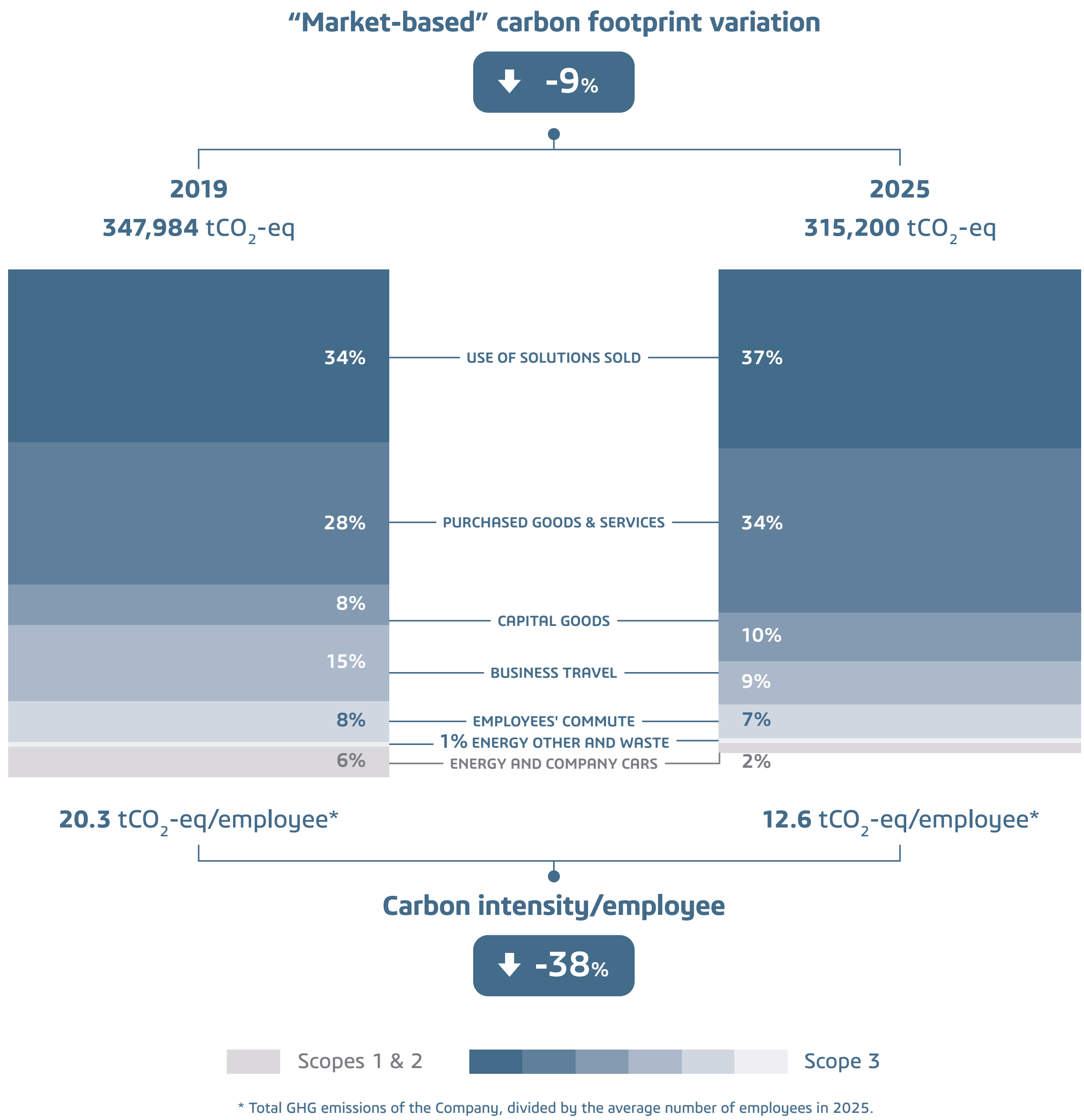
The action plans presented in this section, in line with the "Responsible real estate" and "Responsible mobility" policies, are financed through the annual budgets of the organizations concerned. Their costs are spread across the entire income statement, in proportion to the number of employees in each function.

The technical criteria relating to real estate expenditure required by the EU Taxonomy are very strict. As a result, these operating and capital expenditures are not very eligible and difficult to align to EU Taxonomy.

C) Metrics and Targets related to Strategic Matter 2

C.1) Dassault Systèmes Metrics Related to its Carbon Footprint

Carbon Footprint



In 2025, Dassault Systèmes' total Market-based[1] carbon footprint will be down (3.0%) compared to 2024 and (9.4%) compared to 2019.

The Company's decarbonization efforts will result in a significant reduction in carbon intensity:

- carbon intensity per employee decreased by (3.6%) compared to 2024 and (38.1%) compared to 2019;

(1) The Location-based carbon footprint calculation methodology measures emissions related to energy consumption based on each country's energy mix, whereas the Market-based carbon footprint calculation methodology reflects the Company's specific energy contracts, particularly with regard to renewable energy.

— intensity per million euros of revenue decreased by (3.3%) compared to 2024 and (41.6%) compared to 2019.

These values now include GHGs emitted by customers when using the solutions sold by the Company. The values for the 2019 reference year have been recalculated using this approach to ensure comparability.

	2025	2024	Variation 2025-2024	2019	Variation 2025-2019
ESRS DATAPOINTS					
Carbon intensity *"Market-based"* per million of euros of IFRS revenue *(in tCO_2-eq/million of euros)*(*)	50.5	52.3	(3.3%)	86.6	(41.6%)
Carbon intensity *"Location-based"* per million of euros of IFRS revenue *(in tCO_2-eq/million of euros)*(*)	53.4	55.0	(3.1%)	87.4	(39.0%)
IFRS Revenue *(in millions of euros)*	6,235.8	6,213.6	0.4%	4,018.2	55.2%
ENTITY-SPECIFIC DATAPOINTS					
Carbon intensity *"Market-based"* per employee *(in tCO_2-eq/employee)*(*)	12.6	13.1	(3.6%)	20.3	(38.1%)

(*) Intensity includes the Use of Solutions Sold. In 2024, the intensity was calculated on the basis of the carbon footprint excluding the Use of the Solutions Sold. It amounted 8.5 tCO_2-eq per employee and 33.9 tCO_2-eq per million of euros of IFRS revenue under the "*Market-based*" approach, and 36.7 tCO_2-eq per million of euros of IFRS revenue under the "*Location-based*" approach. The tCO_2-eq per employee intensity under the "Location-based" approach had not been shared.

Changes in Scopes 1 and 2

Scope 1 and 2 emissions fell by (78.3%) compared to 2019, a performance well above the SBTi target of (35%) by 2027. Emissions from these two Scopes fell by (3.1%) compared to 2024. This improvement is mainly due to the increase in the share of renewable electricity, which reached 93.9% in 2025, up +2.9 points compared to 2024, and the shift in the Company's car fleet of combustion engine vehicles towards hybrid and electric models.

(in tCO_2-eq)	2025	2024	Variation 2025-2024	2019	Variation 2025-2019
ENTITY-SPECIFIC DATAPOINTS					
SCOPE 1 & 2 GHG EMISSIONS:	**5,450**	**5,622**	**(3.1%)**	**25,099**	**(78.3%)**
SCOPE 1 GHG EMISSIONS:	**3,110**	**3,104**	**0.2%**	**5,403**	**(42.4%)**
Natural gas	765	729	5.0%	825	(7.2%)
Fuel	133	161	(17.7%)	0	-
Refrigerants	266	88	204.1%	315	(15.4%)
Company cars	1,946	2,126	(8.5%)	4,263	(54.4%)
SCOPE 2 GHG EMISSIONS:	**2,339**	**2,518**	**(7.1%)**	**19,695**	**(88.1%)**
Electricity *("Market-based")*	1,788	2,168	(17.6%)	19,153	(90.7%)
Electricity *("Location-based")*	19,268	19,339	(0.4%)	22,338	(13.7%)
Urban heating and cooling	552	350	57.5%	542	1.8%

The proportion of employees working at ISO 50001-certified sites stands at 91.4%, up +6.9 points compared to 2024. This performance is the result of the certification of almost all of the Company's major sites. The target of at least 90% by 2030 has thus been achieved five years ahead of schedule.

	2025	2024	Variation 2025-2024
ENTITY-SPECIFIC DATAPOINTS			
Share of renewable electricity	93.9%	91.0%	2.9 pts
Share of electricity consumption in total energy consumption	90.1%	91.1%	(1.0)pt
Share of workforce covered by ISO 50001 certified sites	91.4%	84.5%	6.9 pts

Energy Attribute Certificates (EACs)

Regardless of its contracts with energy suppliers, the Company purchases EACs to offset part of its electricity-related emissions. These EACs meet the requirements of the RE100 initiative criteria[1]. In 2025, these purchases concern India, the United States, and Canada, for a total of 28,704 MWh.

	2025	2024	Variation 2025-2024	
ESRS DATAPOINTS				
Share of Scope 2 carbon footprint related to contractual instruments	85.9%	84.9%	1.0 pt	-
Total amount of carbon credits *(tCO_2-eq)* outside the value chain that are verified against recognised quality standards and cancelled in the reporting period	2,488	2,541	(53)	(2.1%)

Energy Consumption by Energy Source

In 2025, the Company's energy consumption stands at 72,300 MWh, up +5.9% compared to 2024. This increase is due to the opening of new sites in the United States and France. Despite this increase, the use of fossil fuels is declining in favor of renewable energies, which now account for 84.6% of total energy consumption, an increase of +1.7 points compared to 2024.

The table below shows the Company's energy consumption by energy source.

(in MWH)	2025	2024	Variation 2025-2024	
ESRS DATAPOINTS				
Fuel consumption from coal and coal products	-	-	-	-
Fuel consumption from crude oil and petroleum products	407	496	(89)	(18.0%)
Fuel consumption from natural gas	3,516	3,924	(408)	(10.4%)
Fuel consumption from other fossil sources	-	-	-	-
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	6,696	6,256	440	7.0%
TOTAL ENERGY CONSUMPTION FROM FOSSIL SOURCES	**10,618**	**10,676**	**(58)**	**(0.5%)**
Share of fossil sources in total energy consumption	*14.7%*	*15.6%*	*(0.9)pt*	-
TOTAL ENERGY CONSUMPTION FROM NUCLEAR SOURCES	**515**	**1,003**	**(489)**	**(48.7%)**
Share of energy consumption from nuclear sources in total energy consumption	*0.7%*	*1.5%*	*(0.8)pt*	-
Fuel consumption from renewable sources	-	-	-	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	61,166	56,620	4,546	8.0%
Consumption of self-generated non-fuel renewable energy	-	-	-	-
TOTAL ENERGY CONSUMPTION FROM RENEWABLE SOURCES(*)	**61,166**	**56,620**	**4,546**	**8.0%**
Share of renewable sources in total energy consumption	*84.6%*	*82.9%*	*1.7 pts*	*2.1%*
TOTAL ENERGY CONSUMPTION RELATED TO OWN OPERATIONS	**72,300**	**68,300**	**4,000**	**5.9%**

(*) The renewable energy consumed by the Company comes from contracts that include the local energy mix and/or guarantees of origin or EACs, as well as from on-site solar panels.

As the Company does not operate in sectors with a high climate impact, it is not subject to the obligation to publish energy intensity. Consequently, this metric is not presented.

Changes in Scope 3

In 2025, Scope 3 GHG emissions are down (3.0%) compared to 2024, due to a (6.6%) decrease in GHG emissions from the upstream value chain.

GHG emissions from the downstream value chain, linked to the use of the solutions sold, are up +3.6%, a change directly correlated with Dassault Systèmes' commercial momentum and the expansion of its customer base.

(1) For more information on the RE100 initiative, see https://www.there100.org/

GHG emissions from the upstream value chain are detailed in the following paragraphs.

(in tCO_2-eq)	2025	2024	Variation 2025-2024	2019	Variation 2025-2019	Target 2027 (3)
ENTITY-SPECIFIC DATAPOINTS						
SCOPE 3 GHG EMISSIONS	**309,750**	**319,189**	**(3.0%)**	**322,886**	**(4.1%)**	
SCOPE 3 GHG EMISSIONS – UPSTREAM (1)	**191,519**	**205,111**	**(6.6%)**	**206,045**	**(7.0%)**	
Business Travel & Employee Commute	49,899	42,859	16.4%	77,595	(35.7%)	(20%)
Others	141,620	162,251	(12.7%)	128,449	10.3%	
SCOPE 3 GHG EMISSIONS- DOWNSTREAM (2)	**118,231**	**114,078**	**3.6%**	**116,841**	**1.2%**	
Use of solutions sold	118,231	114,078	3.6%	116,841	1.2%	

(1) GHG emissions of categories 1 to 8 of GHG Reporting Protocol.
(2) GHG emissions of categories 9 to 15 of GHG Reporting Protocol.
(3) In line with the Science-Based Targets initiative, this target has been set for 2027, using 2019 as the reference year.

Changes in Scope 3 – Business Travel and Employees' Commute

Scope 3 emissions related to travel show an increase of +16.4% compared to 2024,

This trend is mainly driven by the item "employees' commute" which has increased by +29.1% in 2025 compared to 2024. This change was identified in a new internal survey conducted in 2025, which highlights two factors:

- on one hand, an increase in the number of employees working on site (an average of one additional day per week) compared to the 2022 internal survey, which was conducted in the post-pandemic context;
- on the other hand, the slow evolution of the modal transport mix and the lack of carbon-free alternatives in certain key regions where Dassault Systèmes operates.

Emissions related to "business travel" are also up +7.6% in 2025 compared to 2024, reflecting an increase in the average distance traveled per employee.

However, the overall performance of these two items remains down (35.7%) compared to 2019. This result exceeds the SBTi target of a (20%) reduction by 2027 in this area, confirming the effectiveness of the travel management policies implemented by Dassault Systèmes.

Changes in Scope 3 – Goods and Services and Capital Goods

The Company has made significant progress in terms of goods and services and capital goods.

In 2025, 50.4% of its suppliers in terms of emissions had Science-Based Targets, compared to 47.9% in 2024. The SBTi target of 50% in 2025 has been achieved, demonstrating the effectiveness of the responsible procurement strategy implemented several years ago. This target is kept as internal target and will remain at 50% until 2027.

	2025	2024	Variation 2025-2024	Target 2027
ENTITY-SPECIFIC DATAPOINTS				
Share of suppliers with Science-Based Targets set (SBTi)	50.4%	47.9%	2.5 pts	50%(*)
Share of suppliers committed to adopting science-based (SBTi) emissions reduction approach within 24 months	4.3%	6.5%	(2.2) pts	

(*) This refers to the share of suppliers in greenhouse gas emissions. This target was set for 2025 according to the Science-Based Targets initiative. The Company has reached this target and maintains it as an internal target until 2027.

GHG emissions related to Goods and Services and Capital Goods are down (12.9%) in 2025 compared to 2024 but stable compared to 2023. In 2024, GHG emissions from Goods and Services and Capital Goods were impacted by real estate and IT projects.

The table below shows the details of the Company's carbon footprint. Additional information on methodologies and key assumptions is provided at the bottom of the table and in section 2.2.2.2.3.C.3. No major events or changes, whether relating to the Company's operations or its upstream and downstream value chain, affected the comparability of GHG emissions between years 2024 and 2025 as reported below.

(In tCO_2-eq)	2025	2024	Variation 2025-2024	2019	Variation 2025-2019	Target 2027 [(4)]
ESRS DATAPOINTS						
SCOPE 1 GHG EMISSIONS	-	-	-	-	-	
Gross Scope 1 GHG emissions	**3,110**	**3,104**	**0.2%**	**5,403**	**(42.4%)**	
Share of Scope 1 GHG emissions from regulated emission trading scheme [(1)]	-	-	-	-	-	(35%)
SCOPE 2 GHG EMISSIONS						
Gross "Market-based" Scope 2 GHG emissions	**2,339**	**2,518**	**(7.1%)**	**19,695**	**(88.1%)**	
Gross "Location-based" Scope 2 GHG emissions	**19,820**	**19,689**	**0.7%**	**22,880**	**(13.4%)**	
SCOPE 3 GHG EMISSIONS						
Gross Scope 3 indirect GHG emissions	**309,750**	**319,189**	**(3.0%)**	**322,886**	**(4.1%)**	
1. Goods and services	105,830	108,273	(2.3%)	97,084	9.0%	
2. Capital goods	31,750	49,770	(36.2%)	27,491	15.5%	
3. Fuel and energy-related activities (not included in Scopes 1 and 2)	2,557	2,560	(0.1%)	2,356	8.5%	
4. Upstream transportation and distribution [(2)]	-	-	-	-	-	
5. Waste generated in operations [(3)]	1,483	1,649	(10.1%)	1,518	(2.3%)	
6. Business travel	27,211	25,289	7.6%	50,982	(46.6%)	(20%)
7. Employees' commute	22,688	17,571	29.1%	26,613	(14.7%)	
8. Upstream leased assets [(1)]	-	-	-	-	-	
9. Downstream transportation [(2)]	-	-	-	-	-	
10. Processing of sold products [(1)]	-	-	-	-	-	
11. Use of solutions sold	118,231	114,078	3.6%	116,841	1.2%	
12. End-of-life treatment of solutions sold [(1)]	-	-	-	-	-	
13. Downstream leased assets [(1)]	-	-	-	-	-	
14. Franchises [(1)]	-	-	-	-	-	
15. Investments [(1)]	-	-	-	-	-	
TOTAL GHG EMISSIONS						
"Market-based" Carbon Footprint	**315,200**	**324,811**	**(3.0%)**	**347,984**	**(9.4%)**	
"Location-based" Carbon Footprint	**332,680**	**341,982**	**(2.7%)**	**351,169**	**(5.3%)**	

(1) Dassault Systèmes does not report GHG emissions for these categories as they are not applicable given the Company's activity.
(2) Dassault Systèmes does not report GHG emissions for these categories as they are non-significant given the Company's activity.
(3) Includes ordinary waste and electronic/electrical waste. Emissions linked to ordinary waste are estimated on the basis of an average emission factor per employee.
(4) The targets mentioned in the "Targets" column have been defined in accordance with the Science-Based Targets initiative, with a horizon of 2027, and 2019 as reference year.

Data center Metrics

In 2025, the share of renewable energy used by the Company's data centers in colocation and owned has increased by +5.6 points to reach 91.5%. In addition, the weighted average PUE is trending favorably and has fallen by (5.8%), reflecting the ramp-up of certain data centers.

However, the Company emphasizes the variability of these changes given the uncertainty surrounding the quality of data collected from its hosting providers, as well as the opening, ramp-up, or closure of data center rooms.

	2025	2024	Variation 2025-2024
ENTITY-SPECIFIC DATAPOINTS			
Share of renewable energy used to power the Company's data centers	91.5%	85.8%	5.6 pts
Power Usage Effectiveness (PUE) weighted by power consumption of the Company's *data centers*	1.48	1.57	(5.8%)

C.2) Dassault Systèmes' Carbon Footprint Targets

The Company's carbon footprint targets are described in sections 2.2.2.2.1.A.2 and 2.2.2.2.1.A.5.

In addition, the Company has the target that at least 90% of its employees will be working at an ISO 50001-certified site by 2030.

Finally, Dassault Systèmes has set ambitious targets for its partner data centers:

- achieve a weighted average PUE of 1.4 by 2030, then 1.3 by 2035;
- aim for 100% renewable energy for its data centers in Europe by 2030.

C.3) Methodologies and Methods for calculating GHG Emissions and other Metrics E1

C.3.a) GHG Emissions

Carbon Accounting Methodology

Dassault Systèmes' carbon accounting methodology favors actual and direct data, although data from the digital value chain is often unavailable. In particular, the majority of Scope 3 data is based on estimates or calculations involving a greater or lesser degree of judgment, which can lead to significant uncertainties.

The emission factors used to calculate GHG emissions are sourced from external databases such as Defra and ADEME.

The consolidated IFRS revenue is used to calculate carbon intensity (see Chapter 3, section 3.1.3.1).

Scope 1 and 2 GHG Emissions and Energy Consumption (data by site)

- For large sites (> 50 employees), this information is based on actual data for the first nine months of the year and is estimated for the last quarter, except for some sites (14.4%) for which data is obtained through connected electricity meters.
- For small sites (< 50 employees), electricity consumption and corresponding GHG emissions are estimated based on averages relative to the surface area of the offices concerned. Other energy sources, which represent a small proportion of consumption, are estimated using data from large sites.

Scope 3 GHG Emissions

- ***Employees' Commute***
  - These emissions are estimated through triennial employees surveys, questioned about the frequency of their commutes, the distances traveled, and the modes of transportation used. This data is then extrapolated to all of the Company's employees, and an average emission factor per mode of transportation and per country is assigned. In 2025, a new survey of all Dassault Systèmes employees was conducted, the results of which are reflected in the carbon footprint for the year. These estimates cover 100% of the Company's employees worldwide, as in 2024. Their level of reliability remains limited due to the assumptions and approximations necessary for their development.
- ***Business Travel***
  - These emissions are calculated based on data provided by the Company's travel agencies and emission factors from the Defra database. In addition, no travel agency data is available for approximately 6% of the Company's employees. GHG emissions related to business travel for these employees are extrapolated based on data from the rest of the employees. The reliability of this data is moderate.
- ***Waste***
  - In the absence of weighing systems at Dassault Systèmes sites and given that ordinary waste collection is carried out by local authorities, which generally do not provide information on the weight of waste collected, the Company uses estimates. These estimates are based on data from reference sites in order to assess the volume of waste produced and the associated emissions, which limits the accuracy of the information on this category of waste.
  - With regard to the monitoring of electronic waste, the Company relies on data reported by recycling partners to whom it has entrusted this task. However, this data is sometimes difficult to obtain, particularly within the reporting deadlines. The data on electronic waste is moderately reliable, with a coverage rate of approximately 96% in 2025.
- ***Goods and Services and Capital Goods***
  - The calculation of emissions in this category is based primarily on a monetary approach, the accuracy of which depends on the emission factors used. However, as part of its ongoing efforts to improve the reliability of reported data, Dassault Systèmes has implemented a hybrid methodology that incorporates, when available, actual physical data for IT products and equipment, provided directly by suppliers. Since 2025, it has also incorporated, for some of its purchases, emission factors specific to certain suppliers, which it calculates based on their carbon footprint. This drive to improve the reliability of reported data will continue in the coming years, with priority given to collecting primary data from Tier 1 suppliers in order to refine the accuracy of emissions.

— ***Use of Solutions Sold***

- The methodology for calculating these emissions is based on an estimate of the power consumption of a typical client computer, combined with the use of the Company's software solutions. This estimate takes into account power consumption, the theoretical time of use of licenses by customers, and the number of active licenses over the year.

C.3.b) Other Metrics E1

With regard to data center data, Dassault Systèmes collects energy performance metrics directly from its hosting providers. The scope covered is 95.7% of total IT equipment electricity consumption in data centers for PUE, and 100% for the share of renewable energy.

C.4) Information related to GHG Absorption and Mitigation Projects financed through Carbon Credits

Dassault Systèmes is not involved in any GHG absorption or storage projects as part of its own activities or in its value chain, and does not operate in the carbon credit markets. However, the Company has asked some of its event service providers to offset part of its GHG emissions on its behalf through the purchase of carbon credits. In 2025, all emissions related to the Company's major events were offset, representing a volume of 2,488 tCO_2-eq. These emissions were assessed by an independent third party and the credits acquired are certified by recognized standards, such as VCS. It should be noted that Dassault Systèmes does not include these credits in its own carbon footprint. The Company will also continue its decarbonization efforts beyond 2027 in order to minimize the volume of emissions requiring offsetting.

C.5) Information on the Use of internal Carbon Pricing

In 2023, Dassault Systèmes implemented an internal carbon price (ICP) of €100/tCO_2-eq, with the target of integrating the cost of CO_2 into its strategic decisions and encouraging internal functions to take decarbonization actions, regardless of the risk of the regulatory carbon tax being implemented within the European Union.

The Company believes that this ICP also makes it possible to differentiate investments in new equipment or real estate sites in the context of calls for tenders in favor of low-carbon choices.

Finally, this ICP also serves as a reference for goodwill impairment tests in the financial statements (see Chapter 4, Note 2 to the financial statements).

The amount of the ICP is aligned with the internal prices charged by other companies and with the assumption of €109/tCO_2-eq for 2030 used in the Company's transition scenarios.

2.2.2.2.4 Management of Strategic Matter 4: assessing the potential Impact of Climate Transition

Strategic matter 4 encompasses the following material IROs:

— **C3 – Financial risk related to climate change scenarios, including carbon tax**:

Given the latest IPCC publications on the most likely scenarios of climate change and their potential physical and socio-economic impacts, Dassault Systèmes identifies climate change as a material financial risk factor that could affect its value chain, its customers, and the dynamics of the end markets in which they operate.

In the medium and long term, the transition could represent a major challenge for some of Dassault Systèmes' customers, particularly those whose activities are heavily exposed to fossil fuels or who need to make a rapid technological shift towards low-carbon solutions. These customers could face a scissor effect: on the one hand, significant investments are needed to rapidly adopt carbon-free technologies, on the other hand, high costs associated with managing the gradual decline of their most carbon-intensive activities. This situation could reduce their profitability and, in turn, have an indirect negative impact on Dassault Systèmes' revenue and profitability.

In addition, stricter regulatory requirements - such as the implementation of a carbon tax at Europe's borders - and the unpreparedness of certain players to engage in the climate transition, could disrupt the market in which these customers operate. Such developments are likely to have a broader impact on the commercial dynamics of certain industries served by Dassault Systèmes.

Finally, the use of carbon credits as part of the Company's target of carbon neutrality by 2040 could also constitute a significant financial risk, potentially visible as early as 2030. Several studies highlight that the price of carbon credits could increase exponentially in the coming years due to their scarcity and the rising cost of carbon removal technologies. A substantial increase in the cost of acquiring these credits could have a significant impact on Dassault Systèmes' profitability if large volumes of offsets were to be mobilized.

— **C4 – Potential financial and reputation risk related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits)**:

As an extension of transition risks (identified in IRO C3), Dassault Systèmes identifies reputational risk as an issue in terms of consistency between its climate commitments and its actual performance. Any perception of inaction or failure to achieve announced targets could undermine stakeholder confidence (see section 2.2.1.4.2), with regard to Dassault Systèmes' commitment to developing solutions that promote a rapid transition to a decarbonized and circular economy.

Factors related to this risk include, in particular:

- the inability to comply with the decarbonization trajectory validated by the Science-Based Targets initiative;
- failure to comply with or align with the criteria of the EU Taxonomy;
- a Climate strategy perceived as relying excessively on carbon offsetting at the expense of gross emissions reductions.

The materialization of these factors is likely to have direct financial and non-financial impacts: erosion of revenue and profitability due to loss of customer preference, decreased employer brand attractiveness, deterioration of ESG ratings, and potential exclusion from Socially Responsible Investment (SRI) portfolios.

A) Policies related to Strategic Matter 4

The management of strategic matter 4 is underpinned by the following strategies and policies, which mainly cover climate change mitigation, energy efficiency, and the deployment of renewable energies:

- the Transition plan described in section 2.2.2.2.1.A;
- the "Handprint" strategy detailed in section 2.2.2.2.2.A.1.

B) Main Actions related to Strategic Matter 4

In 2025, these strategies and plans are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Transform the Company's business model to offer solutions that integrate climate transition and circularity matters	
"Handprint" strategy	— The actions corresponding to this lever are identical to those described in section 2.2.2.2.2 "Management of strategic matter 1: contributing to Industry decarbonization and Circularity Through Dassault Systèmes' Sustainability Portfolio" and in section 2.2.1.5.1.D.1 "Risks Related to Climate Change (ESRS E1)"
Lever 2: Implement the Company's Transition plan	
Dassault Systèmes' Transition plan	— The actions corresponding to this lever are identical to those described in section 2.2.2.2.1.A "Transition plan for Climate Change Mitigation," in section 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and Its Value Chain in a Growth Context" and in section 2.2.1.5.1.D.1 "Risks Related to Climate Change (ESRS E1)"

C) Metrics and Targets related to Strategic Matter 4

Metrics

The assessment of financial risk C3 is detailed in section 2.2.1.5.1.D.1, under the heading "Risks related to Climate Change (ESRS E1)". This assessment is based on assumptions and climate transition scenarios described in the same section.

The financial and reputation risk C4 is monitored using the following non-financial metrics:

- the percentage of alignment to EU Taxonomy (see section 2.2.2.1.5);
- the GHG emissions reduction trajectory, validated by the Science-Based Targets initiative (see section 2.2.2.2.1.A).

Targets

As presented in the Transition plan for Climate Change Mitigation in section 2.2.2.2.1.A, Dassault Systèmes' targets are, as per end of 2025, on track to be achieved.

2.2.2.3 Water and Marine Resources (E3)

2.2.2.3.1 List of material Impacts, Risks, and Opportunities and Strategic Matters related to Water and Marine Resources

Given the nature of its activities, Dassault Systèmes' direct operations have a low water consumption profile. Water consumption, which is strictly limited to sanitary uses and the maintenance of green spaces, does not represent a significant level of materiality for the Company's operations.

Nevertheless, the Life Cycle Assessment of software solutions highlights the critical nature of water resources within the value chain. The Company's indirect water footprint is material upstream, from the extraction of raw materials to the manufacture of IT equipment, and through the cooling requirements of the data centers operated by its suppliers.

Managing this indirect impact remains constrained by the still patchy availability of supplier data, a challenge shared across the sector. To address this, Dassault Systèmes is strengthening its transparency and reporting requirements for its suppliers, with the target of improving the granularity and reliability of water footprint data across the value chain.

Material IRO	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES			
W1 – Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and hosting services supply chain	Negative impact	Water *Water withdrawals* *Water consumption*	**Lever 1:** dialogue with data center providers on responsible water management policies **Lever 2:** dialogue with IT equipment suppliers on water conservation policies

2.2.2.3.2 Management of Strategic Matter 3: limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

Strategic matter 3 contains the following material IRO:

- **W1 – Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and hosting services supply chain:**

  The digital industry uses water throughout its IT equipment manufacturing process, particularly for the manufacture of microprocessors and plastic-based components. According to various studies [(1)], the production of a computer could consume several thousand liters of freshwater. The Company uses data centers, some of which consume water in their cooling systems. Given its growth strategy and, in particular, its cloud offering, it is increasing its indirect impact on freshwater consumption, even though its own operations have no material impact on water.

Under strategic matter 3, only the negative impact related to the degradation and overconsumption of freshwater is addressed in this ESRS E3. The negative impact related to the life cycle management of IT equipment is addressed in ESRS E5 in section 2.2.2.4.3.

A) Policies related to Strategic Matter 3

The management of strategic matter 3 is underpinned by the following policies:

"Responsible procurement" policy
Although data on this is scarce, the selection of suppliers takes into account several sustainability criteria, including water consumption, energy consumption and the weight of resources used. This policy is described in detail in section 2.2.2.2.3.A.1.

"Responsible data centers" policy
This policy addresses water management in data centers from various angles. It includes analyzing water stress in potential locations, choosing the most efficient cooling technologies, and continuously improving water performance throughout the usage cycle. Where possible, Dassault Systèmes favors closed-loop infrastructure in order to significantly reduce water consumption and limit environmental discharge. This policy is described in detail in section 2.2.2.2.2.B.1.

(1) ADEME: Responsible digital technology | Taking action for ecological transition.

B) Main Actions related to Strategic Matter 3

In 2025, these policies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Dialogue with data center providers on responsible water management policies	
"Responsible data centers" policy **"Responsible procurement" policy**	— Monitoring water consumption and performance data (using the Water Usage Effectiveness (WUE) ratio, described below in section 2.2.2.3.2.C) as part of data center reporting — Inclusion of questions relating to water use and water stress risk assessment in data center tenders, as well as a weighting for the WUE metric in the evaluation grid — Preference, in the selection of new data centers this year and where possible, for those that favore closed water circuits without loss and air/water and water/water exchangers In France, Dassault Systèmes' data center partners mainly use air cooling technologies, such as free chilling and free cooling, to limit water consumption. Some sites also use adiabatic cooling systems or closed circuits that promote water reuse, which helps to preserve local resources. Particular attention is paid to data centers located in areas of water stress, and regular dialogue is maintained with suppliers to monitor their mitigation plans
Lever 2: Dialogue with IT equipment suppliers on water conservation policies	
"Responsible procurement" policy	— Water conservation is taken into account in the Sustainable Charter with Suppliers (see section 2.2.4.1.2.A.1)

C) Metrics and Targets related to Strategic Matter 3

Metrics

To measure water consumption throughout the upstream value chain, Dassault Systèmes tracks a key metric not included in the ESRS E3 standard: weighted average WUE, based on the electricity consumption of each data center. It measures water use effectiveness in relation to the amount of energy used by IT equipment, and enables infrastructure performance to be assessed.

Since 2023, the Company has been in dialogue with its suppliers to collect WUE data. The response rate from hosting providers in 2025 reached 75%. Within this scope, the value of this metric is 0.4 l/kWh.

However, the Company highlights the limitations of this weighted average in terms of the uncertainty regarding the quality of the data collected from its hosting providers, the current coverage rate, significant geographical disparities, and the opening and closing of data centers.

Targets

Dassault Systèmes is not in a position at this stage to publish a quantitative target for weighted average WUE, nor to communicate on the timeframe in which it will be able to do so, given the limitations described above. Nevertheless, the Company continues to reflect on setting medium-term ambitions and monitors the efficiency of its policies and actions through the evolution of this metric.

2.2.2.4 Resource Use and Circular Economy (E5)

2.2.2.4.1 List of material Impacts, Risks, and Opportunities and Strategic Matters related to Resource Use and the Circular Economy

Dassault Systèmes' Circularity strategy, like its Climate strategy, aims to promote solutions that support sustainability and to develop partnerships with key players in the circular economy.

The Company also analyzes its main impacts related to resource use and the circular economy from the perspective of reducing the pressure on global resources exerted by its operations and supply chain.

Material IROs	Nature of the IRO	Sub-topic	Levers
STRATEGIC MATTER 1: CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO			
R3 – Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development	Positive impact	Resources inflows, including resource use Waste	**Lever 1**: Build an offering based on existing solutions that contributes to improving customers' circularity approach **Lever 2**: Ensure that the sales force and service teams take ownership of the circularity related offering portfolio **Lever 3**: Build strategic partnerships with networks and players to develop Dassault Systèmes' expertise in the circular economy and accelerate customer commitments **Lever 4**: Support the development of startups with innovative and promising circularity projects
R4 – Financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy targets	Opportunity	Resource outflows related to products and services	
STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES			
R1 – Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management	Negative impact	Resources inflows, including resource use Waste	**Lever 1**: Optimize the quantity of IT resources **Lever 2**: Purchase equipment with a controlled carbon footprint **Lever 3**: Manage and control the end of life of equipment **Lever 4**: Purchase second-hand equipment

2.2.2.4.2 Management of strategic matter 1: contributing to Industry decarbonization and Circularity through Dassault Systèmes' sustainability Portfolio

Strategic matter 1 encompasses the following material IROs:

- **R3 – Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development**:

  Dassault Systèmes offers its customers a range of software solutions that enable them, in particular, to engage in an eco-design approach for their products. Its brand portfolio includes circularity levers that enable customers, particularly those in the Manufacturing Industries and Infrastructure & Cities sectors, to accelerate their transition to a circular economy.

- **R4 – financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy targets**:

  The positive impact on the preservation of natural resources, associated with the use of the Company's software solutions for eco-design by its customers as described above in IRO R3, creates a material financial opportunity given the sales prospects it opens up. This opportunity is reflected by the eligibility and alignment percentages of Dassault Systèmes' revenue to EU Taxonomy (see section 2.2.2.1.5).

Under strategic matter 1, only the positive impact and opportunity associated with the transition to a circular economy enabled by Dassault Systèmes' portfolio of solutions are addressed in this ESRS E5. The positive impacts and opportunities associated with decarbonization enabled by the Company's portfolio of solutions are addressed in ESRS E1 in section 2.2.2.2.2.

A) Policies related to Strategic Matter 1

The management of strategic matter 1 is underpinned by the following policies and strategies:

"Handprint" strategy

This strategy aims to align Dassault Systèmes' offering with the industry's sustainable innovation needs in order to increase the share of revenue aligned to EU Taxonomy. It is structured around four areas:

- developing existing solutions that contribute to improving circularity;
- ensuring that sales and service teams embrace the sustainable offering;
- establishing strategic partnerships to strengthen expertise and accelerate customer engagement;
- supporting startups with innovative circularity projects.

Additional information regarding the "Handprint" strategy is described in detail in section 2.2.2.2.2.A.1.

"Supporting innovative startups" policy and "Environmental training and awareness" policy

These policies complement the "Handprint" strategy by strengthening the expertise of the Company and its ecosystem in the area of sustainability. They are described in detail in section 2.2.2.2.2.A.1.

B) Main Actions related to Strategic Matter 1

In 2025, these policies and strategies are implemented through the levers and key actions described below. See sections 2.2.2.1.2 and 2.2.2.1.4 for more information on Dassault Systèmes' levers and offerings.

Policies	Main actions
Lever 1: Build an offering based on existing solutions that contributes to improving customers' circularity approach	
"Handprint" strategy	— Develop modeling and simulation offerings that address customers' circularity challenges by enabling them to evaluate and compare circular scenarios (reuse, recycling, eco-design) in order to guide strategic choices, manage the complexity of interactions within the value chain, material and energy flows, and associated data, and manage overall performance by balancing costs, industrial performance, and environmental impacts. To meet these challenges, the Company draws on its entire portfolio of solutions, including: – BIOVIA, SIMULIA, SOLIDWORKS, and CATIA to analyze the composition of materials and assess their potential for circularity throughout their life cycle, and evaluate the ability of products to be reused, repaired, or recycled. These solutions are also used to develop circular infrastructures, integrating resource optimization (materials, energy, water) from the design phase and managing it throughout their life cycle – DELMIA, to facilitate the modeling of circular operations, such as the standardization of dismantling, reuse, and recycling procedures, in order to maximize operational effectiveness. To optimize resource use, the solution also takes into account the interactions between the various stakeholders in the value chain – ENOVIA and NETVIBES, to promote collaboration and data sharing among all stakeholders involved in the implementation of circular practices – the **3D**EXPERIENCE platform and its advanced modeling and simulation tools, to help companies design innovative business models that extend the life of products and infrastructure – Currently, the CATIA brand and the Design Studio team are working on building a Circular by Design offering, with the objective of providing designers with the most advanced design tools for a circular economy — Continuation and improvement of the demonstration and quantification of the environmental benefits provided by Dassault Systèmes' solutions: development of eight new circularity use cases in 2025 (see section 2.2.2.1.4)

Policies	Main actions
Lever 2: Ensure that the sales force and service teams take ownership of the circularity related offering portfolio	
"Environmental training and awareness" policy	The actions listed in lever 2, in section 2.2.2.2.2.A.2, also apply to circularity matters. The additional specific actions are as follows: — Training employees of Dassault Systèmes, particularly sales forces and service teams, on circularity matters, including eco-design using the LCA (Life Cycle Assessment) solution — Renewal of membership in the Ellen MacArthur Foundation network, a global leader in the transition to a circular economy. In 2025, this membership enabled the Company to provide its employees, particularly sales forces and service teams, with *The Circular Economy Masterclass* training developed by this foundation in collaboration with the University of Exeter Business School
Lever 3: Build strategic partnerships with networks and players to develop Dassault Systèmes' expertise in the Circular Economy and accelerate customer commitments	
"Handprint" strategy	Strengthening Dassault Systèmes' commitment to international action networks and participating in multi-stakeholder think tanks on the challenges of transitioning to a circular economy. This year, the Company has been involved with: — *EECONE*: this project brings together leading European organizations to promote eco-design practices and reduce waste from electronic devices. The target is to extend the life of products by improving their repairability and facilitating the reuse of materials — *REINFORCE*: this project brings together leading European organizations and aims to create a new circular value chain for end-of-life electric vehicle batteries. Dassault Systèmes is contributing to two working groups to standardize battery assessment and automate the disassembly process — Industry of the Future Alliance: this alliance aims to promote the integration of virtual twins of the Company into French and European industrial ecosystems, in order to facilitate their transition to a circular economy — Circul'R & Ellen MacArthur Foundation: these organizations provide access to cutting-edge training, trend analysis, and discussions on future challenges in sustainability. The partnership with the Ellen MacArthur Foundation also allows Dassault Systèmes to co-author reports and participate in working groups on this topic — The *Ta.tamu* project: co-creation with French designer Patrick Jouin and the Design Studio team of a chair that is unique in several ways, innovative from its design to its production. The chair is 3D printed in one piece, folded, without assembly. Finally, it is designed to be produced in the country of use — The Data Commons Economics Chair: led by the *Institut Mines-Télécom* and in partnership with the Design Studio team at Dassault Systèmes, the chair brings together several companies around the target of creating new economic and societal values through data sharing, a key element in the transition to a circular economy
Lever 4: support the development of startups with innovative and promising circularity projects	
"Supporting innovative startups" policy	Continued support from the **3D**EXPERIENCE Lab for startups with disruptive projects for the transition to a circular economy, such as: — Hopper, which designs high-performance, affordable sports prostheses made of carbon waste from the aerospace industry. The target is to offer a range of low-cost products to broaden access to sports for amputees, while incorporating high standards of comfort, versatility, and performance — Strong by Form, which is revolutionizing the design and construction industries with its Woodflow technology. This technology combines wood engineering with advanced composite technologies. This innovation optimizes the use of materials, improves mechanical performance and architectural versatility, while contributing to more sustainable and eco-efficient construction — CGreen: details are provided in lever 4 in section 2.2.2.2.2.A.2

C) Metrics and Targets for Strategic Matter 1

Metrics

To monitor the progress of IROs R3 and R4, Dassault Systèmes uses metrics of eligibility and alignment of its revenue to EU Taxonomy, including those associated with the target of transitioning to a circular economy. These metrics are detailed in section 2.2.2.1.5.

	2025	2024	Variation 2025-2024
Percentage of revenue eligible to the EU Taxonomy – Circular Economy	65.6%	65.2%	0.4 pts
Percentage of revenue aligned to the EU Taxonomy – Circular Economy	35.7%	20.6%	15.1 pts

Targets

The Company has not separated its targets between Climate and Circularity sub-objectives, as its solutions often contribute to both simultaneously. The Company has set the targets of achieving, by 2027, 70% of eligible revenue and 45% of revenue aligned to the criteria of EU Taxonomy for all Climate and Circularity topics.

2.2.2.4.3 Management of Strategic Matter 3: limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

Strategic matter 3 contains the following material IRO:

- **R1 – Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management**:

  The manufacture of IT equipment necessary for the Company's activities and the use of the software solutions it develops involves the exploitation of natural resources. Furthermore, the limited lifespan of IT equipment raises the issue of electronic waste management, for which recycling remains limited. In this context, the Company believes that its potential negative impact on natural resources is a material matter, largely localized in its value chain, with a long-term effect due to the low recycling rate of this waste.

Under strategic matter 3, only the negative impact related to the management of the IT equipment life cycle is addressed in this ESRS E5. The negative impact related to the degradation and overconsumption of freshwater is addressed in ESRS E3 in section 2.2.2.3.2.

A) Policies related to Strategic Matter 3

The management of strategic matter 3 is underpinned by the following policies and charters:

"Responsible digital" charter

This charter covers the entire life cycle of IT equipment, from purchase to end of life. Its target is to reduce resource consumption, extend the life of equipment, and ensure responsible management at the end of its life cycle. A sub-policy, IT Asset Disposal, ensures that the reuse, recycling, and destruction of IT assets comply with environmental regulations.

The "Responsible digital" charter is described in detail in the management of strategic matter 2 in section 2.2.2.2.3.A.1.

"Responsible procurement" policy

This policy promotes the acquisition of products and services that are both energy-efficient and low-carbon. The policy requires the systematic integration of ESG criteria in the selection of suppliers, encouraging them to join the Science-Based Targets initiative. Where possible, the purchase of second-hand equipment is also encouraged.

The scope and governance of this policy are described in the management of strategic matter 1 in section 2.2.2.2.3.A.1.

"Environmental training and awareness" policy

This policy is described in detail in section 2.2.2.2.2.A.1.

B) Main Actions related to Strategic Matter 3

In 2025, these policies and charters are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Optimize the quantity of IT resources	
"Responsible digital" charter – IT Asset Management sub-policy	— Extension of equipment lifespan, set at five years for laptops, between seven and eight years for servers depending on their use, and unlimited for monitors — Extension of maintenance contracts for computers and laptops to four years to ensure repairs
"Responsible digital" charter	— Continuation of server virtualization to reduce physical infrastructure — Detailed monitoring of electronic waste volumes by treatment method (recycling, incineration, landfill, other)
"Environmental training and awareness" policy	— Internal awareness: since 2023, provision of a learning module for all employees worldwide to facilitate action in favor of energy efficiency and a circular economy, entitled *Acting towards Circular Economy* — Training provided to buyers on environmental matters, including the concepts of circularity — Implementation of partnerships with several organizations and companies to advance knowledge in the field of sustainability, notably with UNESCO and the World Federation of Engineering Organizations to support the SDGs, by raising awareness of the importance of sustainable innovation and positioning education as a key lever for progress in this direction (Thought-leadership)
Lever 2: Purchase equipment with a controlled carbon footprint	
"Responsible procurement" policy	— Systematization of environmental criteria in calls for tenders for IT equipment — Taking into account the carbon footprint of equipment in equipment selection criteria, based on Life Cycle Assessment of products — Consideration of suppliers' SBTi commitments
"Responsible digital" charter	— Widespread use of a catalog of IT equipment that includes its carbon footprint, in order to refine the calculation of the Company's carbon footprint
Lever 3: Manage and control the end of life of equipment	
"Responsible digital" charter	— Finalization of the global rollout of the IT Asset Management tool — Quarterly monitoring of electrical and electronic equipments waste (EEEW) worldwide, including a quality audit process
"Environmental training and awareness" policy	— Development of a responsible digital awareness module, for employees of Dassault Systèmes
Lever 4: Purchase second-hand equipment	
"Responsible procurement" policy	— Provision of second-hand, reconditioned mobile devices for most of the equipment used in MEDIDATA's *MyMedidata* offering to capture decentralized clinical trial data from patients

Additional Information on Resource Inflows

Due to a lack of sufficiently accessible data and reliable extrapolation methods, the Company is unable to collect or estimate, through sector studies, the total weight of incoming resources, in particular information on raw materials.

Nevertheless, it strives to collect data on the weight, carbon emissions, and repairability index of its IT equipment, such as servers and network equipment, as well as its data hosting and storage infrastructure. It records this data in a dedicated catalog.

Additional Information on Resource Outflows

Dassault Systèmes exclusively develops digitally distributed software, which does not generate any physical resource outflow.

The Company's main resource outflows are everyday waste generated by employees, followed by electronic waste related to end-of-life IT equipment.

Since 2024, Dassault Systèmes has been monitoring the end of life of its electronic equipment, based on information from its suppliers (type of waste treatment, volume, geographic location).

The "Responsible digital" charter favors the purchase of TCO (Total Cost of Ownership)-certified equipment, which is designed for circularity, energy efficiency, and compliance with social and environmental standards. Almost all of the Company's laptop computers are TCO-certified. The Company monitors its waste management and focuses particularly on the proportion of waste that is recycled or donated.

IT equipment (computers, phones, servers) is mainly composed of metals (ferrous and non-ferrous), plastic, electronic cards, and regulated components (batteries). The nature of these components making most equipment recyclable, Dassault Systèmes ensures that they are tracked and processed.

The following example shows the composition of a laptop as analyzed in a 2022 ADEME study:

- ferrous metals: 15% (recyclable), including manganese;
- non-ferrous metals including rare earths: 11.5% (recyclable) including aluminum, copper, zinc, nickel, magnesium;
- plastic: 40% (more or less recyclable);
- electronic cards: 15%, including silicon;
- regulatory components (capacitors, batteries): 17% (only partially recyclable);
- other materials: 1.5% (often not very recyclable), including rare earths.

C) Metrics and Targets for Strategic Matter 3

Metrics

The metrics relating to waste generated by the Company are detailed below:

	Total waste			Ordinary waste			Electrical and electronic waste		
(in tons)	2025	2024	Variation 2025-2024	2025	2024	Variation 2025-2024	2025	2024	Variation 2025-2024
TOTAL [1]	**819.8**	**707.5**	**15.9%**	**744.2**	**610.7**	**21.9%**	**75.6**	**96.8**	**(22.0%)**
RECYCLED WASTE [2]	**64.1**	**61.7**	**3.8%**	**-**	**-**	**-**	**64.1**	**61.7**	**3.8%**
NON-RECYCLED WASTE [1]	**755.7**	**645.8**	**17.0%**	**744.2**	**610.7**	**21.9%**	**11.5**	**35.1**	**(67.2%)**
Percentage of non-recycled waste [1]	*92.2%*	*91.3%*	*0.9 pts*	*100.0%*	*100.0%*	*0.0 pts*	*15.2%*	*36.2%*	*(21.0) pts*
Reuse/Reconditioning [1]	11.1	20.2	(45.4%)	-	-	-	11.1	20.2	(45.4%)
Other recovery operations (donation) [1]	0.2	-	-	-	-	-	0.2	-	-
Destruction [2]	-	4.5	(100.0%)	-	-	-	-	4.5	(100.0%)
Incineration [1]	0.1	2.5	(97.0%)	-	-	-	0.1	2.5	(97.0%)
Landfilling [1]	-	0.1	(100.0%)	-	-	-	-	0.1	(100.0%)
Other elimination treatments and unknown treatments [1] [3]	744.4	618.5	20.4%	744.2	610.7	21.9%	0.2	7.8	(97.4%)
WASTE DIVERTED FROM DISPOSAL [4]	**75.3**	**82.0**	**(8.2%)**	**-**	**-**	**-**	**75.3**	**82.0**	**(8.2%)**
WASTE DIRECTED TO DISPOSAL [5]	**744.5**	**625.5**	**19.0%**	**744.2**	**610.7**	**21.9%**	**0.3**	**14.8**	**(98.1%)**

(1) ESRS datapoints.
(2) Entity-specific datapoints.
(3) Due to lack of information on the split of ordinary waste by treatment type, the full amount of ordinary waste is accounted for in this category.
(4) This category includes reuse/reconditioning and other recovery operations as donation and recycled waste.
(5) This category includes destruction, incineration, landfilling and other elimination treatments and unknown treatments.

The Company entrusts all of its electrical and electronic waste to trusted third parties so that this equipment can be incorporated into the circular economy circuits.

The Company also calculates its GHG emissions related to the treatment of its waste by its service providers.

(In tCO_2-eq)	2025	2024	Variation 2025-2024
ENTITY-SPECIFIC DATAPOINTS			
Electric & electronic waste	151	194	(22.1%)
Ordinary waste	1,332	1,455	(8.5%)

In 2025, waste generated by the Company's operations represents less than 0.5% of its Scope 3 GHG emissions.

Targets

At this stage, Dassault Systèmes has not defined any quantitative targets for circular economy metrics for outgoing resources. Some data is not yet available in all countries where the Company operates, or is not sufficiently reliable. In particular, data collection on waste is local and complicated by the multiplicity of intermediaries. Nevertheless, the Company continues to reflect on setting medium-term ambitions and is monitoring the efficiency of its policies and actions through the metrics presented above.

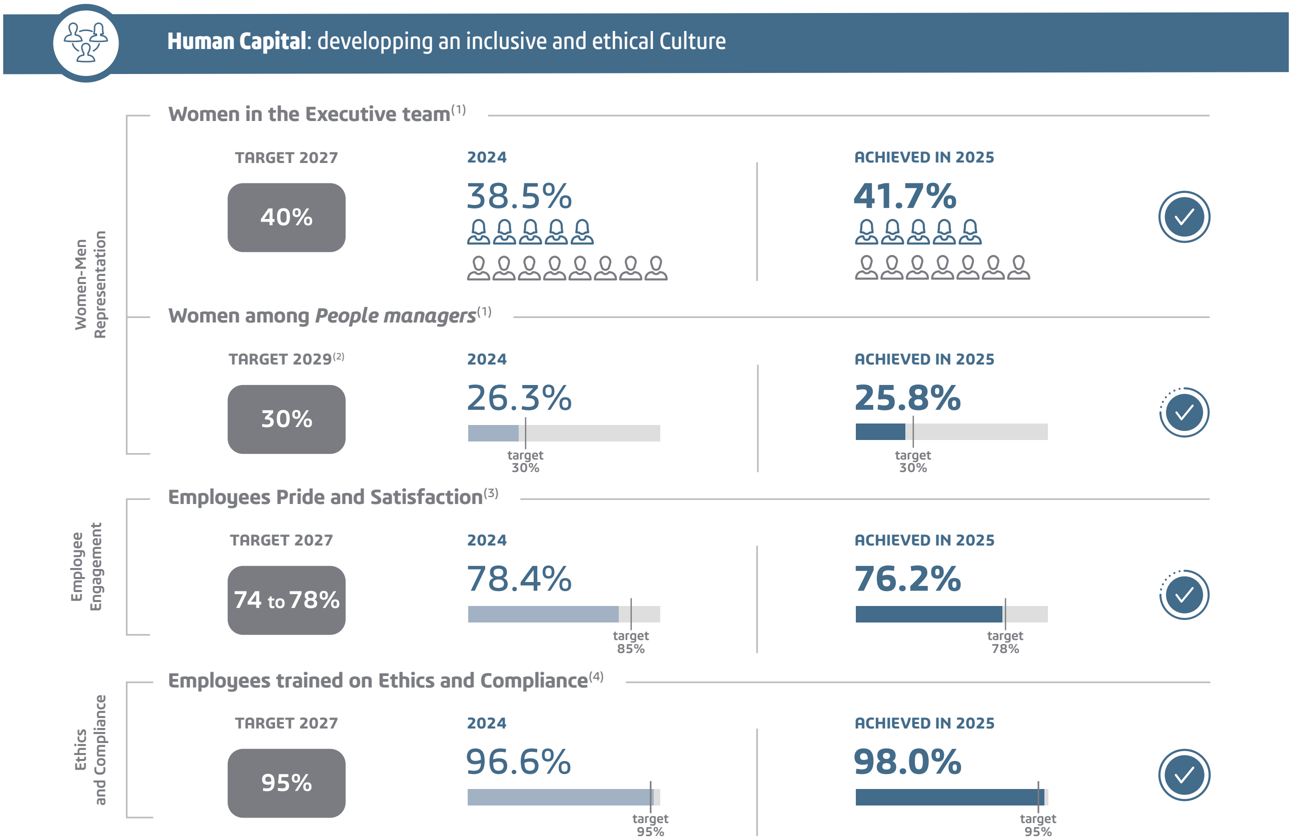
2.2.3 Social and Societal Information

The policies, programs, actions and targets described in this section are applicable only to the extent permissible under local and national regulations, and legal guidance, as determined by the Company. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States.

Dassault Systèmes monitors social and societal actions through four main metrics for which the Company has set targets:

- three metrics on S1: women on the Executive team, women among *People managers*, and employees' pride and satisfaction;
- one indicator for S3/S4 and G1: employees trained in ethics and compliance (including training in the Code of Business Conduct (G1, IRO G2), personal data protection (S3/S4, strategic matter 9), and "Anti-corruption" policy (GI, IRO G3).

Detailed explanations of these metrics and related policies and actions are described in the social, societal, and business conduct sections of this report, in paragraphs 2.2.3.1, 2.2.3.3, 2.2.3.4, and 2.2.4.1, respectively.



(1) Only applicable to the extent permissible under local and national laws and do not apply to the United States workforce.
(2) Set by 2027, this target is postponed to 2029.
(3) Percentage measured by an annual satisfaction survey.
(4) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, Personal Data Protection and Anti-Corruption.

2.2.3.1 S1 – Own Workforce

2.2.3.1.1 List of material Impacts, Risks and Opportunities and Strategic Matters related to the Company's Own Workforce

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 5: ATTRACTING AND PREPARING THE SKILLS FOR THE FUTURE IN A COMPETITIVE TALENT MARKET			
OW5 – Financial risk related to inability to attract workforce with high level of expertise	Risk	Working conditions *Recruitment (Entity-specific)*	**Lever 1**: Create candidates' pools and adopt a proactive sourcing approach
OW3 – Negative impact of skills & knowledge obsolescence on workforce employability	Negative impact	Equal treatment and opportunities for all *Training and skills development*	**Lever 2**: Enable each and every one to play an active role in their career development

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
OW6 – Financial and reputation risk related to skills & knowledge obsolescence	Risk	Equal treatment and opportunities for all *Training and skills development*	**Lever 3**: Develop skills and offer a portfolio of learning and knowledge acquisition experiences
STRATEGIC MATTER 6: FOSTERING EMPLOYEE ENGAGEMENT TO IMPROVE RETENTION			
OW1 – Negative impact due to lack of employees' reward and recognition	Negative impact	Working conditions *Recognition (Entity-specific)*	**Lever 1**: Define and implement an attractive compensation policy and foster achievements and innovation's pride and recognition
OW4 – Financial risk due to high employees' turnover rate	Risk	Working conditions *Employees retention (Entity-specific)*	**Lever 2**: Retain key employees and create a pool of leaders and managers for the future
OW8 – Positive impact of responsible employment practices on employment security	Positive impact	Working conditions *Secure employment / Social dialogue / Freedom of association, the existence of works councils and the information, consultation and participation rights of workers / Collective bargaining, including the rate of workers covered by collective agreements*	**Lever 3**: Prioritize long-term employment and respect freedom of association and the right to collective bargaining
STRATEGIC MATTER 7: PROMOTING PROFESSIONAL OPPORTUNITIES NURTURING INCLUSION AND CREATIVITY			
OW2 – Negative impact of inequalities leading to pay and career development gaps	Negative impact	Equal treatment and opportunities for all *Gender equality and equal pay for work of equal value*	**Lever 1**: Promote professional opportunities for all
OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation processes	Risk	Equal treatment and opportunities for all *Diversity / Employment and inclusion of persons with disabilities*	**Lever 2**: Develop an inclusive culture

Workforce overview

The DMA was performed covering the entire workforce. As Dassault Systèmes prioritizes permanent employment, the Company, on an exceptional basis, uses non-employee workers, notably to cover for employees' leave of absence or in the event of a temporary increase in activity. Non-employee workers represent less than 2% of the employee and non-employee workforce, calculated on a full-time equivalent basis. As no topic has been identified as material with regard to the non-employee workforce, the information disclosed in this paragraph covers the Company's employees.

Dassault Systèmes is organized around main functions (Research and Development, Sales, Marketing, and Services, and Corporate Administration of the Company) serving its brands and main markets within three GEOs. As of December 31, 2025, the total number of employees is 24,997, corresponding to 24,283.3 full-time equivalents. The average number of full-time equivalents over the reporting period is 24,375, in line with the personnel costs presented in the consolidated financial statements (see Chapter 4, Note 6 Personnel expenses).

Reflecting its international dimension, 42% of Dassault Systèmes' workforce is located in Europe, 26% in the Americas and 32% in Asia, covering 45 countries of operations. In 2025, the breakdown of the workforce by activity is 40% in Research and Development, 47% in Sales, Marketing and Services, and 13% in Company's General Administration.

All employees may be exposed to the material impacts identified and associated to the Company's operations throughout their professional careers. Dassault Systèmes is committed to providing a working environment conducive to the professional fulfillment of each individual, based on respectful relationships in all circumstances, and pays particular attention to promoting inclusion for all without regard to gender, age or disability.

In 2025, after reviewing its DMA and taking into account its environmental strategy and the nature of its activities, Dassault Systèmes has not identified any material impact, risk, or opportunity for its employees arising from the implementation of its environmental Transition plan.

Human Resources Organization

Dassault Systèmes is a scientific company, focused on sustainable innovation, relying on knowledge and know-how as part of a long-term growth strategy supported, in particular, on:

- the ability to attract talent motivated by the Company's ambition;
- the skills in a context of rapidly evolving technologies and the enrichment of knowledge in an inclusive and fulfilling environment;
- the employees' engagement, recognition of their contributions and achievements, and the Company's ability to retain them.

Under the responsibility of the Executive Vice President, Chief People & Information Officer, member of the Executive team, the Company's Human Resources department relies on a worldwide network of employees, made up of experts and operational staff, at both global and local levels:

- partners of Company's functions to support their sustainable transformation and growth, as well as the development of inclusion programs;
- four centers of expertise covering recruitment, skills' development, employees' career evolution and recognition, and social dialogue;
- partners of local Sales, Marketing and Services teams, responsible for managing operational performance and promoting human capital programs;
- a team dedicated to leadership development programs for employees and managers in line with the Company's values.

These teams are responsible for proposing and implementing all policies and action plans aimed at managing material Impacts, Risks and Opportunities, funded under annual budgets and the medium-term strategic plan.

Dialogue with employees

Employees are one of the Company's most valuable assets; at the heart of its mission and development. It is therefore essential to understand their interests and viewpoints, in an open communication culture. To this end, employees have access to various direct and indirect channels:

- an annual satisfaction survey, whose high participation rate demonstrates its efficiency. The results enable the Company to identify views and expectations by team, country, gender and generation, and lead to developing action plans presented to employees, shared within the *3DS People* community;
- communities available on the **3D**EXPERIENCE platform, enabling employees, at any time, to comment on information shared by the Company, ask questions and share ideas, which may potentially lead to initiatives;
- *ad hoc* surveys during the year, targeting specific topics, such as training and inclusion, or particular moments in employees' experience;
- dialogue with employees' representatives in relevant countries, in the form of information or consultation, providing opportunities to express employees' concerns, expectations and rights (see section 2.2.3.1.3).

Data compilation and performance monitoring methods

Data relating to the Company's workforce is compiled using a human resources information system and a portfolio of applications supporting the policies and processes described below. These different sources are regularly reconciled to ensure the alignment and consistency of the disclosed metrics. Operating in 45 countries, involving a diversity of legislation, cultures, economic environments, and reporting obligations, the consolidated data must be interpreted taking into account the specificities of each geographical context.

The metrics are calculated as of December 31, 2025, with each employee counting as one unit regardless of the applicable labor hours. The reporting scope covers the total workforce, including employees with permanent contracts, referred to as "permanent," and employees with temporary contracts, referred to as "temporary." As the company does not employ any employees with non-guaranteed hours, no related metrics are published.

The management and measurement of the efficiency of policies and action plans are based on a set of solutions integrated into the **3D**EXPERIENCE platform. Combining analytics and data science, this operational monitoring system, which includes dashboards, facilitates decision-making. The targets and associated performance presented in this section are analyzed and reviewed with key contributors on a quarterly basis and are subject to corrective action and continuous improvement, when necessary.

In order to prevent any material negative impact that may result from the use of personal data, and in compliance with Dassault Systèmes' commitments to business ethics, the Company has, in particular:

- a human resources privacy policy, updated in June 2024 and available to all employees on the **3D**EXPERIENCE platform;
- data protection training for human resources teams, deployed in 2024;
- training in personal data management for all HR teams, to be rolled out in 2024.

2.2.3.1.2 Management of Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market

Strategic matter 5 encompasses the following material IROs:

- **OW5 – Financial risk related to inability to attract workforce with high level of expertise**:

  Dassault Systèmes' growth relies, in particular, on its ability to attract talents with high levels of expertise and skills that are increasingly in demand on the job market. If, therefore, Dassault Systèmes was unable to recruit such talents, this would represent a risk on the knowledge and know-how acquisition and consolidation, on the performance of the teams needed for innovation, and on the marketing of its solutions.

- **OW3 – Negative impact of skills & knowledge obsolescence on workforce employability**:

  Technological innovations lead to continuous evolution and emergence of new skills, which are increasingly in demand on the job market. In this context, the Company must facilitate employees' ability to evolve and adapt, by implementing skills management, learning, knowledge sharing and acquisition programs. Otherwise, the employees' career evolution and employability could be negatively impacted.

- **OW6 – Financial and reputation risk related to skills & knowledge obsolescence**:

  Skills, knowledge and know-how are one of the Company's assets for its long-term development. Dassault Systèmes must secure their adaptation to the evolution of the Company and the environment in which it operates. Inadequacy or obsolescence of these skills could lead to a risk for its competitiveness and reputation, resulting in financial loss.

A) Policies related to Strategic Matter 5

The management of strategic matter 5 is underpinned by the following policies:

"Talent acquisition" policy

Dassault Systèmes adopts a proactive approach to identifying candidates based on the analysis of external data, enabling a deeper understanding of talent market and key or emerging skills mapping. This approach optimizes recruitment time, reduces dependence on external partners and associated costs, and minimizes risks.

The referral program enables to promote Dassault Systèmes through its employees' network, to leverage career opportunities worldwide and to attract profiles aligned with the Company's values and culture. Any employee can actively contribute to the recruitment process by recommending one or more candidates via a dedicated application and receive a bonus upon successful hiring.

To enable future talent to validate their academic background with experience in an innovative environment, Dassault Systèmes offers internship and apprenticeship opportunities every year. The aim is to offer students career opportunities by encouraging them to join Dassault Systèmes after graduation and onboard junior talents motivated by the Company's culture and purpose.

Dassault Systèmes' value proposition is based on its purpose, which contributes to sustainability in many fields, and on its drive for breakthrough innovations, in an international and multicultural context. Dassault Systèmes communicates through various channels, including social media, about the role families, job opportunities and events organized with educational institutions. The website provides access to information about the Company's culture and values, sustainability commitments, employee benefits, inclusion initiatives, and career development programs.

"Annual performance review" policy

Dassault Systèmes has a role model, accessible to all employees, outlining responsibilities, missions, and key performance indicators, which serves as a reference for the annual performance review process. Each employee proposes and defines, together with his or her manager, achievement and leadership objectives. This occurs during meetings designed to ensure that they take ownership of the objectives set, that they have the means and resources required to achieve them, and that they understand their individual contribution to the Company's objectives. An objective relating to ethical behaviors and the completion of business ethics mandatory trainings is included by default for all employees. Mid-year interviews are recommended to review and update, if necessary, the objectives set and the results expected or achieved. At the end of the year, the assessment of results is a major component of performance appraisal. As part of collective collaboration on Company's projects, every employee can seek social feedback from colleagues, helping to confirm the strengths demonstrated, as well as the areas for improvement. These reviews also provide an opportunity to identify skills development initiatives, such as training and certification, as well as career evolution aspirations. This policy applies to all employees on permanent contracts, except in cases of leave of absence, and hired no later than September 30 of the current year.

"Internal mobility" policy

The Company's "Internal mobility" policy aims to empower each employee to play an active role in their career journey, and holds managers accountable for developing their teams through mobility. In the event of both external and internal applications, and with equivalent skills, priority is given to internal candidates. The *My Journey* application enables each employee to define a career development project, benefiting, in particular, from information and data on the Company's roles, and to simulate potential career paths by selecting specific skills. Internal mobility is promoted to managers when opening a job opportunity, and relevant internal profiles are proactively recommended. All employees can also connect to the *My Job Opportunities* application, which provides them with access to available job offers in real time. Here they can apply online and track the progress of their application.

"Learning and certification" Policy

Dassault Systèmes has a standardized skills referential, based on the European competencies' classification, enriched with specific skills for the Company. It covers knowledge, know-how and soft skills, and makes it possible to identify the essential competencies integrated into each role description, both of which are reviewed and updated every year. These competencies enable employees to assess themselves in consultation with their managers, and to reinforce certification programs aimed at on-the-job specialization, expertise and social learning.

An annual training and learning needs assessment survey is sent to all managers, for employees and for themselves. The results may lead to interviews with some of the recipients, and contribute to the development of the portfolio of learning experiences and knowledge acquisition through training and certification in four areas:

- knowledge of the Company's purpose, history, culture and values, as well as the adoption of the **3D**EXPERIENCE platform;
- cross-functional skills such as communication, collaboration, leadership and sustainable development;
- skills linked to professional expertise of each employee;
- knowledge in Dassault Systèmes' solutions.

With the ***3D**EXPERIENCE University* application, every employee has access to over 7,000 training contents related to the certification portfolio. It encompasses 134 role-related, 163 brand-related and 235 industry segment-related programs. More than 270 employees are responsible for creating and deploying this content, enabling knowledge capitalization, knowledge sharing and allowing the Company to adapt training to employees' skills acquisition needs. This content also covers specific skills, including:

- learnings dedicated to managers, aimed at developing their leadership and communication skills to motivate teams around common goals and Company's values. The associated certification program enables them to master a core set of managerial skills and knowledge in performance management, recognition, and individual and collective development;
- mandatory training in business ethics and corporate responsibility, covering, in particular, the Code of Business Conduct, Personal Data Protection, and anti-corruption (see section 2.2.4.1.3);
- training and certification in cybersecurity, covering information system security and customer data security;

- development programs for Dassault Systèmes' talent pool and future managers, promoting access to positions of responsibility (see sections 2.2.3.1.3 and 2.2.3.1.4);
- training programs on sustainability adopting a business-specific and topic-based approach, particularly issues related to climate, circularity, and eco-design (see section 2.2.2.2.2.A.2).

In order to promote access to skills development, various training events are organized each year as part of the Company's policy.

B) Main Actions related to Strategic Matter 5

In 2025, these policies and strategies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Create candidates' pools and adopt a proactive sourcing approach	
"Talent acquisition" policy	— Understanding the talent market by conducting location, ecosystem, and skills mapping studies as part of the workforce planning — Publication of job opportunities requiring skills that are in high demand on the talent market and promote the referral program to new hires to encourage their participation — Collaboration with academic partners through more than 230 initiatives: Dassault Systèmes has a network of more than 450 higher education institutions and universities. In 2025, the Company launched new initiatives focused on AI and SaaS, aimed at training students in machine learning, data science, and related fields. Students from foreign universities will join Dassault Systèmes upon graduation — Developing the Company's reputation among target audiences through communication campaigns: each year, Dassault Systèmes conducts communication campaigns with targets that include specific skills and experience, strengthening relationships with prospective candidates, and accelerating the proactive identification of candidates by engaging local and industry segment-specific talent communities. Ten campaigns were conducted, notably in France, Germany, India, and the Americas, generating between 1 and 7 million impressions. The sponsored pages in these different countries attracted a total of nearly 16,000 visitors and 3,000 new subscribers
Lever 2: Enable each and everyone to play an active role in their career development	
"Annual performance review" policy **"Internal mobility" policy**	— Deployment and support for the annual performance review campaign — Training for managers and employees in preparing development plans — Publication of more than 2,100 internal job opportunities

Policies	Main actions
Lever 3: Develop skills and offer a portfolio of learning and knowledge acquisition experiences	
"Learning and certification" policy	— Updating the reference framework, notably by integrating knowledge relating to AI, and skills assessment — *Passion to Learn Days* initiative: the two 2025 editions enabled all Company employees to participate in online training sessions on artificial intelligence. The content focused on the use of this technology in everyday work, the transformation of collaboration and communication within teams, and the ethical and responsible use of artificial intelligence — Management training program: the Company's development pathway includes a certification program designed to enhance leadership and communication skills, fostering team cohesion around shared objectives and Company's values. This initiative has been complemented by a new learning focusing on collective intelligence and cognitive diversity. The goal is to train over 1,000 *People managers* within three years. More than 30 employees from 12 countries have been trained to facilitate this program — Training program for Research and Development employees: specific training programs have been rolled across in three key areas: – building a foundation of technical knowledge and skills for all employees through a training pathway covering ten themes, including cybersecurity, and the development and testing of AI-integrated solutions – individual and group training tailored to specific roles, enabling participants to acquire advanced skills, such as the ability to design adaptive and generative strategies in the context of rapid technological change – dedicated training focused on acquiring new quality assurance competencies, particularly for solutions integrating artificial intelligence

C) Metrics and Targets related to Strategic Matter 5

The performance monitoring metrics for policies and actions related to recruitment, annual performance reviews, internal mobility, and skills and knowledge development are presented in the table below.

	2025	2024	Variation 2025-2024		Target 2027	Target 2029
ESRS DATAPOINTS						
Percentage of employees that participated in annual performance review – Men[1]	96.0%	95.1%	0.9 pts	-	-	-
Percentage of employees that participated in annual performance review – Women[1]	95.5%	94.7%	0.8 pts	-	-	-
Percentage of employees that participated in annual performance review – Other[1]	76.5%	94.1%	(17.6) pts	-	-	-
Percentage of employees that participated in annual performance review – Not disclosed[1]	100.0%	50.0%	50.0 pts	-	-	-
Percentage of employees that participated in annual performance review[1]	95.8%	95.0%	0.8 pts	-	-	-
Average number of training hours per employee – Men	29.3	24.6	4.7	19.1%	-	-
Average number of training hours per employee – Women	27.2	20.9	6.3	30.1%	-	-
Average number of training hours per employee – Other	15.1	10.1	5.0	49.5%	-	-
Average number of training hours per employee – Not disclosed	44.8	51.7	(6.9)	(13.3%)	-	-
Average number of training hours per employee	28.7	23.5	5.2	22.1%	-	-
ENTITY-SPECIFIC DATAPOINTS						
Number of job offers filled	2,242	2,609	(367)	(14.1%)	-	-
Percentage of job offers filled under permanent contracts	94.4%	95.2%	(0.8) pts	-	-	-
Percentage of job offers filled by referral	14.8%	13.5%	1.3 pts	-	-	-
Percentage of job offers filled by internal hires[2]	34.6%	35.3%	(0.8) pts	-	30%	
Number of new joiners	2,368	2,641	(273)	(10.3%)	-	-
Percentage of new joiners through recruitment	88.3%	97.7%	-	-	-	-
Percentage of new joiners through acquisition	11.7%	2.3%	-	-	-	-
Percentage of employees receiving learning action	99.1%	98.5%	0.6 pts	-	-	-

(1) Percentage of eligible employees according to "Annual performance review" policy.
(2) Percentage of job offers requiring at least three years of professional experience filled with internal candidates.

Recruitment information and data relate to all job offers filled, and training metrics relate to all hours delivered during the reporting year. The policies and action plans described in this section do not apply to employees from CENTRIC entities. Similarly, as part of Dassault Systèmes' acquisition of the Edge-to-Cloud technology from the German company Ascon Systems Holding GmbH, certain employees from this company joined the Company during reporting year; they are excluded from the metrics relating to annual performance review and will benefit from the associated policy in 2026. As no reliable methodology could be identified, Dassault Systèmes did not apply any estimates in order to preserve the integrity of disclosed data. The reported metrics thus cover 94.2% of employees as of December 31, 2025, for training and recruitment, and 94.1% of the employees as of December 31, 2025, for annual performance reviews.

In a context of global economic uncertainty and volatility in customer decision-making the Company adopted a prudent approach to hiring in 2025. Although the number of job offers filled decreased by 14% compared to 2024, more than 2,000 employees joined Dassault Systèmes. The proportion of hires on permanent contracts remains high, at nearly 95%, with the use of temporary contracts limited to replacing absent employees and time-limited special projects. As part of initiatives deployed in collaboration with academic institutions, more than 1,800 apprentices and interns were hired and mentored in 23 countries.

The proportion of job offers filled through referral reached nearly 15%, up 1.3 points in 2025 compared to 2024, confirming the program's momentum. The rate of job offers filled by internal hires stands at over 30%, in line with the 2025 target, enabling over 400 employees to benefit from career development opportunities within the Company.

The annual campaign, along with the associated communication and training initiatives, enabled the Company to maintain the performance review completion rate above 95%. In 2025, nearly 940 employees did not have a finalized review, 25% of whom, with one year or less of seniority in the Company, benefited from the onboarding program.

Skill development initiatives, particularly in certifications and AI, enabled the delivery of over 675,000 training hours and more than 16,700 certifications; the certification rate among *People managers* reaches 80%. Additionally, over 500 *People managers* were trained in collective intelligence and cognitive diversity. In 2025, the average number of training hours increased by 22% compared to the previous year (+30% rise for women), and higher participation among employees under the age of 30.

Internal mobility enhances expertise and know-how, serving as a key driver of the Company's attractiveness and talent retention while addressing employees' career development expectations. It also helps meet future skill and profile requirements, fostering knowledge sharing across the organization. Accordingly, Dassault Systèmes reaffirms its 2027 target of filling 30% of job offers through internal candidates. Dassault Systèmes has not defined quantitative targets for the other topics related to this strategic matter. Nevertheless, the Company is monitoring the efficiency of its policies and actions through the metrics reported above.

2.2.3.1.3 Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention

Strategic matter 6 encompasses the following material IROs:

- **OW1 – Negative impact due to lack of employees' reward and recognition**:

  Recognition of employees' performance and achievements has a direct impact on their motivation and engagement at work. The absence of rewarding programs affects their pride and satisfaction in working for the Company, leading to a loss of meaning at work as well as an increase in employees' turnover.

- **OW4 – Financial risk due to high employees' turnover rate**:

  Dassault Systèmes' operational performance relies, in particular, on its ability to secure the required human resources. An increase in employees' attrition, especially among key talents, would affect the Company's business operations and lead to a risk on its revenue and operating income.

- **OW8 – Positive impact of responsible employment practices on employment security**:

  Dassault Systèmes strives to be recognized as a responsible employer that favors long-term employment of locally recruited employees, thus contributing to sustainable employability within each country in which it operates. This approach aims to offer full-time, permanent employment opportunities, enabling as many employees as possible to benefit from long-term financial stability, while the Company also commits to complying with applicable local laws and regulations as well as international standards regarding social rights.

A) Policies related to Strategic Matter 6

The management of strategic matter 6 is underpinned by the following policies:

"Total rewards" policy

Dassault Systèmes commitments are to compensate employees at or above the levels set by applicable laws and regulations and to provide all legally required benefits, as set out in the Company's Corporate Social Responsibility Principles. As such, Dassault Systèmes' value proposition is based, in particular, on a total reward approach aimed at ensuring that employees benefit from an attractive policy, combining different elements of compensation and forms of recognition.

The annual compensation is made up of a fixed component and a variable component, the rules of which depend on the employee's function and roles of the Company's reference framework. Salary ranges are benchmarked each year to ensure alignment with High-Tech market practices. Compensation is reviewed annually and differentiated according to the individual performance of each employee. Within global or local context, whether in terms of the economy or competition, specific measures can be defined and implemented.

In compliance with local regulations and practices, Dassault Systèmes' approach aims to offer social protection and various benefits. In addition to the mandatory plans, depending on the country, the Company offers supplementary health and welfare coverage, including death, disability and incapacity coverage, as well as additional compensation during maternity and paternity leave. Employees can also receive various types of benefits, including transport and childcare allowances.

Designed to recognize the contribution of employees and make the Company's social offering more attractive, the aim of these measures is to ensure that each employee receives sufficient compensation to achieve a decent standard of living, as set out in the United Nations Universal Declaration of Human Rights.

Employee shareholding program

In order to offer as many of employees as possible the opportunity to be involved in the Company's project and growth, Dassault Systèmes launched an employee shareholding program since 2021. This operation allowed employees to subscribe to a leveraged shareholding scheme at a 15% discount and offering a capital guarantee in euros. The plan is implemented in compliance with workforce thresholds, local constraints, and eligibility criteria based on seniority and employment status as of the program opening date.

Recognition of achievements

Innovation being an integral part of the Company's DNA, various initiatives are deployed to foster pride and recognition of achievements, as well as an understanding of Company's strategy. The most innovative projects carried out by Dassault Systèmes teams around the world are rewarded each year, encouraging collaboration. Submitted projects are selected by a vote of employees, and by a jury made up of members of the Executive team.

Long-term incentives plan

Retaining key talents, and identifying and preparing the next generation of leaders, is essential to achieving the Company's ambition. These actions enable the Company to offer diversified career development opportunities, an important lever for engagement and recognition. In this way, key employees may be granted long-term incentives, notably through grants of Dassault Systèmes performance shares. The allocation is made to each individual depending on their individual performance and level of responsibility (see Chapter 5, section 5.1.5). This approach also includes a process for identifying key employees and developing succession plans, as well as participation in development programs to support Dassault Systèmes' talent pool and future managers.

Corporate Social Responsibility Principles

Compliance with ethical rules and international standards is part of Dassault Systèmes' purpose. Dassault Systèmes' business ethics are based on fundamental international texts on human and social rights and are formalized in corporate governance policies and procedures. Its pillars are the Code of Business Conduct and the Corporate Social Responsibility Principles, covering:

- prohibiting the employment of children of compulsory school age (and in any case of children under 15), forced labor and all other forms of modern slavery;
- guaranteeing satisfactory working conditions to ensure the health and safety of employees;
- prohibiting all forms of discrimination and harassment based on any legally protected trait (see section 2.2.3.1.4);
- complying with applicable legal or regulatory minimum in terms of remuneration, freedom of association, protection of trade union rights, and the right to collective bargaining.

An analysis of the information provided by the International Labor Organization, particularly through its Forced Labor Observatory, indicates that Dassault Systèmes does not operate any activities identified as presenting a significant risk of forced labor, compulsory labor or child labor. In addition, Dassault Systèmes operates in countries with local or supranational regulations, or adherence to international conventions and standards covering human and social rights, and is committed to respecting all such standards where applicable.

On health and safety, Dassault Systèmes has four major policies that apply, in particular, to employees in the course of their business activities, including the prevention of work-related accidents.

In line with the Company's aim to be acknowledged as a responsible employer and the Corporate Social Responsibility Principles, Dassault Systèmes promotes the long-term employment of its employees. It is also committed to:

- working hours, taking into account employees' workload when setting objectives and conducting annual performance review, confirmed in the related interview reporting document;
- accommodating employees' requests for part-time work and statutory leave for personal reasons, family events or family support, in compliance with applicable laws and regulations and when operational activities allow;
- work-life balance, in particular, with parenthood. Furthermore, Dassault Systèmes has a global flexible work policy, deployed in collaboration with unions under collective bargaining agreement in France, enabling employees to work remotely up to two days a week;
- Nation-Army link by supporting the commitment of its employees in France to the national reserve corps, notably through an agreement signed in 2018 with the French Ministry of the Armed Forces. The new agreement signed in 2025, extended to reservists of the French Ministry of the Interior, allows Dassault Systèmes employees to benefit from up to twelve days of leave per year, five of which are covered by the Company. A similar commitment is in place for employees in the United Kingdom.

Dassault Systèmes is committed to respecting its employee's right to associate freely, form and join unions organizations of their own choosing, and bargain collectively as permitted by and in accordance with applicable laws and regulations. The responsibility for social dialogue and collective bargaining is held by the Human Resources department of the Company (see section 2.2.3.1.1).

In relevant countries, employees' representatives are involved in reviewing and implementing Company policies, either through collective bargaining or through information or consultation with employees' representatives at national or supranational level. Depending on the country and the topics discussed, meetings may be held on a weekly, bi-monthly, or monthly basis.

B) Main Actions relating to Strategic Matter 6

In 2025, these policies and strategies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Define and implement an attractive compensation policy and foster achievements and innovation's pride and recognition	
"Total rewards" policy for compensation and benefits **Employee shareholding program** **Recognition of achievements**	— Implementation of the annual salary review policy based on individual performance, with particular focus on early career talent, pay equity, key employees, roles and skills in high demand in the job market — Review of employer-sponsored social protection programs in the United States in response to mandatory market developments: a dedicated working group was set up in the United States to develop a multi-year strategy aligned with the Company's guiding principles. Including employees and managers from various functions, this group convened regularly to ensure that the needs of employees and their families, along with the associated financial implications, were taken into account. As part of this initiative, a request for tenders and a detailed assessment of the medical insurance plan were conducted, resulting in alignment with market benchmark and adjustments to the plan's design to better meet employee requirements — Implementation of a third employee share ownership plan across 24 countries, covering nearly 99% of the workforce as of the plan's opening date — Recognition of employee achievements, particularly the most innovative projects, during the *3DS INNOVATION Forwards* edition, which awarded 61 projects and 36 patents, representing over 730 people — Annual satisfaction survey: analysis of the 2025 survey results led to the implementation of initiatives focused on work meaning, through the implementation of plenary sessions to share Dassault Systèmes' strategy, the experience at 31 identified sites in order to improve the working environment, the layout of the premises and communication, including a series of communications aimed at promoting the benefits offered by the Company and providing additional information
Lever 2: Retain key employees and create a pool of leaders and managers for the future	
Long-term incentives plan	— Implementation of the 2025 long-term incentives plan — Review and update succession plans for more than 250 key positions — Integration of future leaders and managers into talent development programs: two programs, *GLOW* and *Talent Journey*, are dedicated to supporting Dassault Systèmes' talent pool and future managers. These programs promote the development of strategic and leadership skills through group training and simulations based on transformation projects defined by the Company. They offer participants the opportunity to present their work to members of the Executive team. Nearly 300 employees have benefited from these programs since their creation
Lever 3: Prioritize long-term employment and respect freedom of association and the right to collective bargaining	
Corporate Social Responsibility Principles	— Dialogue with employees' representatives: in accordance with freedom of association, Dassault Systèmes has employees' representatives on one hand at the local level in the form of representatives elected by employees or union delegates, on the other hand at supranational level through the Committee of the European Company covering all countries part of the European Economic Area (EEA) as well as the United Kingdom, and finally at the Board of Directors level, through the presence of two directors representing employees appointed in accordance with the law and the Company's by-laws (see Chapter 5, section 5.1.1.2)

Additional Information on Actions related to Strategic Matter 6

The Committee of the European Company consists of 25 full members and 25 alternate members. They are elected, depending on the country, either through a voting process, or through appointment by local employee representatives. This Committee convenes at least four times a year, including two plenary sessions and two restricted committee meetings. Members have the option to establish internal working groups on specific topics, which may lead to joint meetings when appropriate.

In 2025, this Committee met five times, engaging with members of the Executive team on the Company's strategy, human capital development policies, particularly regarding the integration of AI solutions, and compensation policies. In this context, five internal working groups were created.

At national level and concerning in particular Dassault Systèmes SE, the social dialogue focused on compensation and benefits policies, gender equity in the workplace, job and career path management, pension plan improvements, and the implementation of various cybersecurity tools.

The Sustainability Statement was presented to the Committee of the European Company and consulted on by the Works Council of Dassault Systèmes SE. Members were provided with information on the Company's sustainability performance and targets, the DMA and related conclusions, as well as with the metrics covered in this Universal registration document.

C) Metrics and Targets related to Strategic Matter 6

The performance monitoring metrics for policies and actions relating to employee engagement, employee's retention, as well as responsible employer practices, are presented in the table below.

	2025	2024	Variation 2025-2024		Target 2027	Target 2029
ESRS DATAPOINTS						
Total number of employees	24,997	25,000	(3)	0%	-	-
Number of employees – Men	17,373	17,528	(155)	(0.9%)	-	-
Number of employees – Women	7,459	7,418	41	0.6%	-	-
Number of employees – Other	60	40	20	50.0%	-	-
Number of employees – Not disclosed	105	14	91	650.0%	-	-
Number of employees – Europe [(1)]	10,472	10,136	336	3.3%	-	-
Number of employees – Americas	6,518	6,797	(279)	(4.1%)	-	-
Number of employees – Asia	8,007	8,067	(60)	(0.7%)	-	-
Number of employees – United States	6,004	6,281	(277)	(4.4%)	-	-
Number of employees – France	5,958	5,829	129	2.2%	-	-
Number of employees – India	5,163	5,231	(68)	(1.3%)	-	-
Number of permanent employees	24,506	24,501	5	0%	-	-
Number of permanent employees – Men	17,081	17,208	(127)	(0.7%)	-	-
Number of permanent employees – Women	7,261	7,239	22	0.3%	-	-
Number of permanent employees – Other	60	40	20	50.0%	-	-
Number of permanent employees – Not disclosed	104	14	90	642.9%	-	-
Number of temporary employees	491	499	(8)	(1.6%)	-	-
Number of temporary employees – Men	292	320	(28)	(8.8%)	-	-
Number of temporary employees – Women	198	179	19	10.6%	-	-
Number of temporary employees – Other	0	0	-	-	-	-
Number of temporary employees – Not disclosed	1	0	1	-	-	-
Total number of employees who have left the Company	2,070	1,955	115	5.9%	-	-
Percentage of employee total turnover	8.4%	8.0%	0.4 pts	-	-	-

	2025	2024	Variation 2025-2024		Target 2027	Target 2029
Percentage of employees covered by collective bargaining agreements	33.9%	33.2%	0.7 pts	-	-	-
EEA – Percentage of employees covered by collective bargaining agreements – Countries with significant employment [(2)]	100.0%	100.0%	-	-	-	-
Non EEA – Percentage of employees covered by collective bargaining agreements – Europe [(1)]	0%	-	-	-	-	-
Non EEA – Percentage of employees covered by collective bargaining agreements – Americas	2.0%	-	-	-	-	-
Non EEA – Percentage of employees covered by collective bargaining agreements – Asia	0%	-	-	-	-	-
EEA – Percentage of employees covered by employees' representatives – Countries with significant employment [(2)]	100.0%	100.0%	-	-	-	-
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	0	0	-	-	-	-
Number of severe human rights issues and incidents	0	0	-	-	-	-
Number of severe human rights issues and incidents that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	0	-	-	-	-
Total amount of fines, penalties, and compensation for severe human rights issues and incidents that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	0	-	-	-	-
ENTITY-SPECIFIC DATAPOINTS						
Percentage of eligible employees subscribing to shareholding program	25.2%	-	-	-	-	-
Percentage of employees pride and satisfaction [(3)]	76.2%	78.4%	(2.2) pts	-	74% – 78%	
Percentage of employee voluntary turnover	6.0%	5.8%	0.2 pts	-	-	-
Percentage of employees granted with long-term incentives [(4)]	11.7%	12.0%	(0.3) pts	-	-	-
Percentage of headcount growth	0%	1.5%	-	-	-	-
Percentage of permanent employees	98.0%	98.0%	-	-	-	-
Percentage of part-time employees	2.2%	2.3%	(0.1) pts	-	-	-

(1) Europe covering Europe, Middle East and Africa.
(2) France.
(3) Percentage measured by an annual satisfaction survey.
(4) Excluding members of the Executive team.

The metrics presented in the table covers 100% of the Company's workforce, with the exception of figures related to the employee share ownership plan, the long-term incentives plan and the annual satisfaction survey, which do not apply to employees of CENTRIC entities or to those who joined the Company in 2025 as part of its acquisition of the Edge-to-Cloud technology from Ascon Systems Holding GmbH.. As no reliable methodology could be identified, Dassault Systèmes did not apply any estimates in order to preserve the integrity of the disclosed data. The metrics reported thus cover 94.1% of employees as of December 31, 2025. Furthermore, the number of work-related complaints or incidents requires to adapt the internal communication channel to all the topics listed by the standards. As a result, this metric could not be published in 2025 and will be included in 2026.

As of December 31, 2025, the total headcount is 24,997 employees, stable compared to December 31, 2024. The average headcount for the reporting period is 5,911 employees in France, 5,242 employees in India, and 6,140 employees in the United States. Contributing to the employability and economic development of each of the countries in which the Company operates, 98% of employees have permanent contracts and are recruited locally. Furthermore, 491 employees have temporary contracts, 75% of whom are on apprenticeship contracts. In terms of parenthood, a lever for work-life balance, 2.3% of employees work part-time, more than 210 employees benefited from maternity leave for an average of nearly 86 days, and more than 400 employees benefited from paternity leave or equivalent for an average of nearly nine days.

Employees are covered by independent employees' representatives in 19 countries, including one non-EEA member, and benefit from collective bargaining agreements in 11 countries, including one non-EEA member. Thus, 100% of headcount in EEA member countries has employees' representatives, representing 41.2% of the total workforce. In addition, the Company has various channels for ensuring dialogue with all its employees (see section 2.2.3.1.1) and thus identifying their expectations and views.

The percentage of employees granted with long-term incentives stood at 11.7% of the workforce as of December 31, 2025, excluding members of the Executive team, a level that has remained stable for several years. The subscription rate for the shareholding program stands at 25.2%, which is higher than the subscription rates observed for leveraged shareholding scheme.

The total turnover rate and employee voluntary turnover rate stood at 8.4% and 6% respectively, below the average and median rates reported by market research at the end of the first half of 2025 for the technology and Life Sciences sectors.

The employees' pride and satisfaction rate, derived from the annual satisfaction survey, covers employees on permanent contracts hired before September 1, 2025. It stands at 76.2%, down 2.2 percentage points compared to 2024, and below the 78% target set for 2025. These results are linked to multiple factors and come at a key period in the Company's transformation. Trust in managers and sense of belonging remain very high, with 81% of employees saying they are proud to work at Dassault Systèmes. This collective spirit and cohesion are essential assets for preparing for the future.

Given the essential role of employee engagement in terms of motivation, sense of belonging, and retention loyalty, Dassault Systèmes has set a target rate of pride and satisfaction of between 74% and 78% by 2027. This new target is defined to take into account the Company's upcoming transformations. In this context, Dassault Systèmes will strengthen its communication efforts in order to improve the understanding and impact of strategic messages among employees. The Company has not yet set quantitative targets for the other topics related to this strategic matter. Nevertheless, it monitors the efficiency of its policies and actions using the metrics listed above.

2.2.3.1.4 Management of Strategic Matter 7: Promoting Professional Opportunities nurturing Inclusion and Creativity

The policies, programs, actions and targets described in this section are applicable only to the extent permissible under local and national regulations, and legal guidance, as determined by the Company. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States.

Strategic matter 7 encompasses the following material IROs:

- **OW2 – Negative impact of inequalities leading to pay and career development gaps**:

  Multiple factors, including stereotypes, prejudices and cognitive biases, influence the reasoning process and distort decision-making. Within the Company, these factors could contribute to potential professional inequalities, resulting in gaps in career development and compensation.

- **OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation processes**:

  Various studies, tend to demonstrate a link between the employment of individuals with different backgrounds and perspectives and value creation, innovation, operational and financial performance of companies. Limited diversity of background and perspectives would be detrimental to innovation by failing to foster the mutual enrichment of knowledge and creativity through the synergy of diverse ideas, cultures, experiences, and points of view. This could create a market or brand image risk.

A) Policies related to Strategic Matter 7

The management of strategic matter 7 is underpinned by the following policy:

Code of Business Conduct

The Code of Business Conduct formalizes the Company's commitments to mutual respect. Dassault Systèmes strictly prohibits any form of discrimination in the workplace, particularly on the basis of gender, age, family status or pregnancy, surname, ethnic, racial, social, cultural or national origin, religion, disability, health, sexual preference, union membership, or political opinion or commitment. Dassault Systèmes is committed to recruiting and promoting employees based on their merit and to treating them with dignity and respect for their private lives, without favoritism. Dassault Systèmes is committed to providing a work environment free from discrimination, harassment or intimidation based on any legally protected status. The Code of Business Conduct, which is accessible to all employees, provides definitions and examples of discrimination and harassment.

Any breach of applicable laws and regulations and the Code of Business Conduct may be reported through the Dassault Systèmes Whistleblowing procedure (see section 2.2.4.1.2). All breaches related to discrimination and harassment are assessed on a case-by-case basis, considering the specific facts and circumstances according to their legal qualification. Substantiated cases result in disciplinary sanctions, proportional to the severity of the incidents. The Company's employees' representatives have been informed or consulted about the Code of Business Conduct and the applicable Whistleblowing procedure, in compliance with applicable national regulations.

Responsibility for inclusion programs is held at the highest level of the Company (see section 2.2.3.1.1). The annual variable compensation for executive officers and members of the Executive team includes a multi-criteria ESG indicator, encompassing targets relating to the proportion of women on the Board of Directors, in the Executive team, and among *People managers*. These targets are also integrated in the long-term incentives plan. These targets apply to the extent permissible under local and national law and legal guidance, and do not apply to the United States Workforce.

The programs implemented by the Company are based on the commitments described in this policy. They are part of a comprehensive approach and complement, but do not replace, applicable international or local laws and regulations. These commitments apply to all employees, and the actions resulting from them are adapted locally to the regulatory requirements, context and priorities of each country.

B) Main Actions relating to Strategic Matter 7

In 2025, these policies and strategies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Promote professional opportunities for all	
Code of Business Conduct	— Prevention of discrimination and harassment risk: in 2025, Dassault Systèmes strengthened its training and awareness-raising initiatives in this area. Training programs focused on fostering a safe and fair work environment, free from discrimination and harassment, were revised, tailored to the regulatory framework of each country where applicable, and became mandatory for all employees — Awareness of inclusion and unconscious bias issues: since April 2025, employees in Europe can participate to the Fresque de la Diversité (Diversity Fresco), a collective intelligence workshop designed to explore the cognitive mechanisms behind unconscious biases and discrimination, as well as strategies to mitigate them. This initiative aims to foster dialogue and strengthen cohesion within teams and communities. Twenty employees are trained to facilitate these workshops, and over 500 employees participated in the sessions organized — Particular attention given to salary positioning at hiring and during the annual salary review: Talent Acquisition Partners are trained in compensation policy and equity and have access to a salary offer simulation tool for new hires, which includes peer comparison. The evolution of the pay gap is integrated into the annual salary increase budget management tool, monitored through a dashboard shared with the Human Resources department and members of the Executive team — Identification of women's career aspirations: subject to national and local laws and legal guidance, Dassault Systèmes is committed to identifying employees' professional development and mobility initiatives, particularly those proposed by women, including those aspiring to become manager, through the My Journey application, implemented as part of the "Internal mobility" policy — Employees' engagement and recognition throughout their careers: Dassault Systèmes provides dedicated support encompassing intergenerational collaboration as well as skills and knowledge transfer, skills development and advancement as well as participation to meaningful projects for both employees and the Company — Support to individuals with disabilities and neurodiversity. Related programs cover, in particular, recruitment, onboarding, integration through individualized support plans, career management, retention in employment, training and development for students and job seekers with disabilities. Actions are adapted locally, as subsidiaries in 26 countries are subject to specific laws in this regard

Policies	Main actions
Lever 2: Develop an inclusive culture	
Code of Business Conduct	— 3DS WIN (Women INitiative) community: this community leads a network of employees, which is open to everyone, involved in promoting the perspectives and contributions of women and inspiring all employees to achieve their full potential — Dialogue with employees' representatives: professional fairness and equal opportunity are among the topics discussed with employee representatives in the relevant countries (see section 2.2.3.1.3) and are addressed during collective bargaining negotiations. In France, the agreement signed on January 5, 2023, is Dassault Systèmes SE's seventh disability agreement. A collective agreement on professional equity between women and men has been signed in 2024 for a period of four years. The members to the European Company Committee have set up a joint working group dedicated to diversity and inclusion; it met twice in 2025 — Supporting the talent pool and sharing inspiring experiences and careers of women within the Company. The Rise Up! program contributes to the development of inclusive leadership skills for future managers to support sustainable performance and innovation at Dassault Systèmes. In 2025, and excluding United States workforce, 62% of participants were women. The objective is to position identified talent in succession plans for positions of responsibility according to their potential and aspirations, where appropriate — Engagement with academic institutions and Dassault Systèmes customers to promote scientific careers: Dassault Systèmes SE actively participated in TNWISE-2025 (Women in Science and Engineering), organized by the Tamil Nadu Centre of Excellence for Advanced Manufacturing (TANCAM) in India, which featured six university hackathons, more than 3,500 participants, and more than 2,500 innovative sustainable projects, in accordance with energy legislation. The Company is also committed to creating a community of women talent in the automotive industry to share experiences and identify joint actions to attract women to related fields and prepare the next generation of women for key positions in mobility — Commitment to promoting science to secondary school students, particularly young girls: on the International Day of the Girl Child, Dassault Systèmes SE unveiled the O'gure application, a fun, intuitive, and 100% accessible application designed to support young girls in their career choices and introduce them to scientific professions in all fields — Mobilization during European Disability Employment Week: this initiative contributes to the creation of an inclusive ecosystem based on meetings and exchanges between employees and external stakeholders. In 2025, the topics focused on the benefits of disability recognition, the support available to employees, and the perception and understanding of physical disabilities and cognitive disorders, including immersive experiences

C) Metrics and Targets relating to Strategic Matter 7

The performance monitoring metrics for policies and actions in the area of professional opportunities and inclusion are presented in the table below.

	2025	2024	Variation 2025-2024		Target 2027	Target 2029
ESRS DATAPOINTS						
Gender pay gap women & men – Percentage of average pay level of men	9.7%	10.1%	(0.4) pts	-	-	-
Ratio of the annual total compensation of the highest paid individual to the median annual total compensation for all employees	159.4	189.6	(30.2)	-	-	-
Number of complaints of discrimination, including harassment, raised through Company's channels	31	20	11	-	-	-
Total amount of fines, penalties, and compensation for damages as result of incidents and complaints	0	0	-	-	-	-
Number of members at top management level – Men(1)	7	8	(1)	-	-	-
Number of members at top management level – Women(1)	5	5	-	-	-	-
Percentage of members at top management level – Men(1)	58.3%	61.5%	(3.2) pts	-	-	-
Percentage of members at top management level – Women(1)	41.7%	38.5%	3.2 pts	-	40% (2)	-
Percentage of employees under 30 years old	19.2%	20.9%	(1.7) pts	-	-	-
Percentage of employees 30 - 50 years old	58.5%	58.1%	0.4 pts	-	-	-
Percentage of employees over 50 years old	22.4%	21.0%	1.4 pts	-	-	
ENTITY-SPECIFIC DATAPOINTS						
Number of substantiated cases of discrimination, including harassment	10	10	0	-	-	-
Adjusted gender pay gap between women and men – Comparative ratio in percentage points	1.4	1.7	(0.3) pts	-	-	-
Percentage women among *(People managers)*	25.8%	26.3%	(0.5) pts	-	-	30% (2)
Percentage of women in the Company	29.8%	29.7%	0.2 pts	-	-	-
Percentage of women in new joiners	30.1%	34.2%	(4.1) pts	-	-	-

(1) Gender representation in the Executive Committee (see section 5.1.2 in chapter 5).
(2) Only applicable to the extent permissible under local and national laws and do not apply to the United States workforce. Set by 2027, this target is postponed to 2029.

The metrics presented in the table covers 100% of the Company's workforce. While the Company's total number of employees is taken into account in the calculation of the disclosed metrics, the associated targets, particularly with regard to the percentage of women among *People managers*, are applicable only to the extent permissible under applicable regulations and legal guidance and do not apply to the United States workforce. In the absence of available compensation data for employees of CENTRIC entities, Dassault Systèmes applied an estimation method based on peers' comparison, considering the country of employment, to calculate the gender pay gap as a percentage of the average compensation of men employees, and to calculate the ratio of the highest total annual compensation to the median annual compensation of all employees. The adjusted gender pay gap is calculated using a comparative ratio methodology, which compares each employee's compensation to the median compensation for similar roles within the Company. This metric represents the difference between the average comparative ratio for women and men, expressed as a percentage point. This metric excludes employees from CENTRIC entities and covers 95.2% of employees as of December 31, 2025.

The annual total remuneration ratio of the highest paid individual to the median annual compensation of all employees is based on:

- fixed salary, variable part targets, performance shares allocation, employee profit-sharing in France, for the purpose of calculating median total annual compensation for employees;

- compensation and benefits, including the fixed and variable part paid in respect of 2025, directors' fees, performance shares allocation, as well as benefits in kind, for the purpose of calculating the compensation of the highest-paid individual. The compensation for the Chief Executive Officer & Chairman is set by the Board of Directors on the recommendation of the Compensation and Nomination Committee (see Chapter 5, section 5.1.3.2).

In 2025, the scope for calculating the gender pay gap was aligned with the scope for calculating the highest total annual compensation ratio relative to median annual compensation of all employees. To ensure data comparability, the 2024 metric is recalculated using the same methodology. Furthermore, the percentage of employees with disabilities requiring specific reporting covering all countries of operations, subject to legal restrictions, will be disclosed in 2026.

Dassault Systèmes' representation of women in its management bodies is as follows:

- the proportion of women on the Board of Directors, excluding directors representing employees, is 50% as per December 31, 2025 (see section 2.2.1.3.1) and is 57% including directors representing employees;
- the proportion of women in the Executive team is 41.7% (see section 2.2.1.3.1). This metric represents the gender distribution at top management level, covering two levels below the administrative and supervisory bodies in compliance with ESRS S1 reporting requirements.

In 2025, in a context where job opportunities accounted for more than 36% in technical and scientific positions and less than 15% in roles with higher women representation in the talent market, the proportion of women within Dassault Systèmes remains stable compared to 2024, standing at 23.4% in Research and Development, 30.3% in Sales, Marketing and Services, and 47.9% in Company's General Administration. The total number of *People managers* also remains stable, with the proportion of women among *People managers* decreasing by 0.5 percentage point compared to 2024, thus representing 11 women.

The pay gap between women and men stands at 9.7% in favor of men, a decrease of 0.4 percentage points in 202 compared to 2024. This difference is explained by the lower representation of women in certain positions within the Company, particularly in Research and Development and Sales, Marketing and Services functions. The adjusted pay gap, which allows for comparison across similar roles within the Company, stands at 1.4 percentage points in favor of women, a decrease of 0.3 percentage point compared to 2024.

The number of complaints of discrimination, including harassment, raised through the Company's channels refers to breaches reported via the Whistleblowing procedure, by direct contact with a member of the Dassault Systèmes Ethics Committee, or by any other means, and resulting in an investigation. The number of substantiated cases of discrimination, including harassment, is defined as the number of examinations leading to a finding of misconduct. In 2025, ten complaints were substantiated and resulted in disciplinary sanctions, proportional to the severity of the incidents; No fines, penalties, or compensations for damages related to the aforementioned incidents were paid in 2025.

The creation of inclusive teams is one of Dassault Systèmes' targets in order to achieve harmony around meaningful projects, encourage creativity, and create a fulfilling collective environment. The Company aims to reach or maintain a threshold of 40% women on the Executive team by 2027. Set for 2027, the target of increasing the proportion of women among *People managers* to 30% is postponed to 2029 in order to mitigate the impacts of organizational changes and changes in employee roles and skills. These targets are applicable only in compliance with applicable regulations and legal guidance, and do not apply to the United States workforce.

2.2.3.2 S2 – Workers in the Value Chain

2.2.3.2.1 List of material Impacts, Risks, Opportunities and Strategic Matters related to Workers in the Value Chain

Dassault Systèmes works with an ecosystem of partners upstream and downstream in its value chain:

- the upstream value chain includes suppliers that are extremely diverse in terms of number and type of goods or services, particularly in the field of IT equipment. Dassault Systèmes has not identified any material IROs related to these workers. Nevertheless, the Company relies on a contractual framework and a Sustainable Charter with Suppliers to minimize its potential social impacts;
- within its downstream value chain, for risk V1 and positive impact V2:, Dassault Systèmes relies on several networks of reseller partners to market its solutions to small and medium-sized businesses. The Company also runs a network of information system integrators capable of supporting major customers in the deployment of its solutions. As part of the DMA and stakeholder consultations, this downstream value chain, with more than 18,000 employees among its reseller and integrator partners, is considered material. These partners are crucial to the distribution and deployment of the Company's solutions. They employ sales engineers who require ongoing training.

In general, Dassault Systèmes has not identified any specific group or region in its value chain that could be more significantly impacted, apart from the sales engineers who provide support to its customers.

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 8: DEVELOPPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORTING INNOVATION AND SCIENTIFIC ECOSYSTEMS			
V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention issues	Risk	Equal treatment and opportunities for all *Training and skills development*	**Lever 1**: Involve reseller partners in the Company's commercial strategy for better market penetration and distribution of its solutions **Lever 2**: Ensure training and certification for sales engineers from resellers and integrators
V2 – Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees	Positive impact	Equal treatment and opportunities for all/ Working conditions *Training and skills development: Secure employment*	

2.2.3.2.2 Management of Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

Strategic matter 8 encompasses the following material IROs:

- **V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention Issues**:

  In addition to its own sales forces, Dassault Systèmes' relies on global networks of value-added resellers, and integrators of its software solutions. The Company's business is dependent on the performance of these indirect sales forces for one-third of its revenue in 2025. If the resellers and integrators of the Company's software solutions were to lose their ability to recruit, retain, or train their sales engineers, particularly on the Company's solutions, Dassault Systèmes' revenue and operating income could be negatively affected.

- **V2 – Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees**:

  In a context of rapid technological change, it is necessary to actively adapt one's skills, or acquire new ones, throughout one's professional life in order to remain employable. Dassault Systèmes believes that the recognized quality of the certifications it offers and the experience gained on the solutions of one of the market leaders provides employees of its value chain with a materially positive advantage in terms of their employability.

Under strategic matter 8, only the risk and positive impact related to business partners and integrators are addressed in this ESRS S 2. The positive impact related to academic partners and innovation and research ecosystems is addressed in ESRS S4 in section 2.2.3.4.3.

A) Policies related to Strategic Matter 8

The management of strategic matter 8 is underpinned by the following policies:

"Supporting indirect sales networks for Dassault Systèmes' solutions" policy

Dassault Systèmes relies on its partners to promote and sell its solutions. To ensure the effectiveness of this network, the Company has implemented a supporting policy based on several key areas:

- the integration of new partners, accompanied by specific support to help them develop their skills;
- the definition of clear targets to align the network's commercial performance with the Company's strategy;
- supporting partners with learning and coaching tools;
- the implementation of certification and training programs.

This policy covers all partners, with the exception of those of the CENTRIC and MEDIDATA brands. It is overseen by the Executive Vice President, 3DS Global Brands, and a dedicated partner portal facilitates communication and collaboration with the entire network.

"Training and certification of sales ecosystems for Dassault Systèmes' solutions" policy

The performance of Dassault Systèmes' resellers and integrators partners depends on the expertise and know-how of their teams. To this end, the Company focuses on the following three areas:

- close customer relationships;
- in-depth knowledge of products, solutions, and industries;
- an engagement method focused on demonstrating value.

These three areas are integrated into the policy managed by the Executive Vice President, 3DS Global Brands. It includes a comprehensive program covering both professional skills (including soft skills) and technical expertise related to the solutions portfolio. Exams are required to obtain the PLATINUM label as part of the *Partner Rewards* program and to maintain accreditations.

The certifications obtained as part of this program are individual and are subject to rigorous annual monitoring on the Partner Universities portal, thus ensuring the performance of the network. This policy does not cover CENTRIC and MEDIDATA brands partners.

B) Main Actions related to Strategic Matter 8

In 2025, these policies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Involve reseller partners in the Company's commercial strategy for better market penetration and distribution of its solutions	
"Supporting indirect sales networks for Dassault Systèmes' solutions" policy	— Organization of integration sessions for new partners to facilitate their understanding of sales solutions, processes, and methodologies — Organization of quarterly teleconferences between Dassault Systèmes management and all employees of the partners. These cover updates on the implementation of the Company's strategy as well as new developments such as new commercial programs or new offers for the market covered by the partners
"Training and certification of sales ecosystems for Dassault Systèmes' solutions" policy	— Organization of **3D**EXPERIENCE World, which brings together representatives of SOLIDWORKS' main partners, employees, and users every year. It attracted around 3,600 people in 2025 — Organization of three regional forums bringing together approximately 1,300 employees from 500 partner companies. These events provided an opportunity to present the Company's strategic and commercial priorities, as well as its new offerings and sustainability matters as levers for growth — Organization of a Technical Partner Forum dedicated to pre-sales, services, and implementation teams to inform and train them on the Company's solutions
Lever 2: Ensure training and certification for sales engineers FROM resellers and integrators	
"Supporting indirect sales networks for Dassault Systèmes' solutions" policy	— Implementation of a certification requirement for Dassault Systèmes' sovereign cloud solution for its partners' sales employees — Implementation of coaching sessions for sales employees and technical engineers on sales methodology
"Training and certification of sales ecosystems for Dassault Systèmes' solutions" policy	— Implementation of a development plan by role and function, in particular to train partners — Provision of 184 webinars to strengthen their knowledge of systems engineering, modeling and simulation solutions, and manufacturing chain organization — Invitation of partner employees to certain technical training courses on skills related to critical roles *(Solution Architect, Industry Process Consultant)* and intended for new employees of Dassault Systèmes

Resources related to Strategic Matter 8

Dassault Systèmes invests significant resources in developing its training content and facilitating its partner network. Employees are specifically assigned to creating this content, communicating it, and implementing training and certification sessions.

These initiatives and the associated action plans are funded as part of the Company's annual budgets and medium-term strategic plan.

C) Processes for engaging with Value Chain Workers about Impacts

Dassault Systèmes maintains constant dialogue with its resellers and integrators to assess training needs and assess the positive impact of certification programs on their business. This dialogue takes place in particular during dedicated events, described in the actions under Lever 1 above.

These discussions, led by network managers under the supervision of the Executive Vice President, 3DS Global Brands, are assessed by measuring participation rates in events and training courses.

D) Metrics and Targets related to Strategic Matter 8

Metrics

The metric chosen by Dassault Systèmes to measure the positive impact and manage the financial risk associated with the skill level of resellers and integrators is the percentage of sales engineers trained or certified on the Company's solutions. Completed and successfully passed training courses are tracked on the Partner Universities portal provided by the Company. This metric is therefore shared and managed with partners.

In 2025, 71% of sales engineers involved in the sales process were certified or had successfully completed training on the Company's solutions. This percentage is down from 2024 due to changes in the certification criteria for sales partners. Nevertheless, the number of certified employees among integrators is significantly higher than last year.

	2025	2024	Variation 2025-2024	
ENTITY-SPECIFIC DATAPOINTS				
Share of business partners' employees certified or with passed examination	71%	80%	(8) pts	-
Number of system integrators' employees certified	5,407	4,400	1,007	22.9%

Targets

Dassault Systèmes is not in a position to publish a quantitative target given the diversity of stakeholders involved, nor to communicate on the timeframe in which it will be able to do so. Nevertheless, the Company continues to reflect on setting medium-term ambitions and monitors the efficiency of its policies and actions through the metrics presented above.

Methodology

These data require the collection of information from the Company's commercial partners. As such, and given the still limited controls, these metrics have a limited degree of reliability.

2.2.3.2.3 Human Rights in relation to Workers in the Value Chain

Dassault Systèmes has conducted an assessment of its entire upstream value chain in terms of human rights and, when risks are identified, may conduct additional targeted analyses of its upstream and downstream value chains. At this stage, the risks identified in relation to child labor or forced labor are not assessed as material.

Policies

Dassault Systèmes' commitment to ethical and sustainable growth is based on respect for human rights and fundamental freedoms within its own activities and its value chain.

The Company requires its suppliers and partners to comply with the strictest laws and ethical standards. These requirements are formalized in the Code of Business Conduct, the Corporate Social Responsibility Principles, and the Sustainable Charter with Suppliers. They include the prohibition of child labor and forced labor, and the guarantee of a safe and healthy working environment.

Dassault Systèmes' policies are also aligned with international standards on human rights and fundamental freedoms, such as the International Bill of human rights, the ILO Declaration, the OECD Guidelines, and the International Convention on the Rights of the Child. These policies are shared with resellers on the Dassault Systèmes partner portal and, for integrators, via the Sustainable Charter with Suppliers.

Due diligence

As part of its vigilance approach, Dassault Systèmes implements due diligence procedures to monitor its partners. This includes searching for negative information in the media regarding human rights and fundamental freedoms, as well as actively monitoring specialized databases to detect situations with risks.

The Company reserves the right to terminate a contract in the event of non-compliance with the commitments made under the Sustainable Charter with Suppliers or violation of its Corporate Social Responsibility Principles. Workers in the Value Chain may also use the Whistleblowing procedure, available on the Dassault Systèmes website[1], to report any violations.

(1) https://www.3ds.com/fr/about/corporate-responsibility/ethics-compliance

As in 2024, no serious human rights incidents and no cases of non-compliance with the United Nations Guiding Principles on Business and human rights, the ILO Declaration on Fundamental Principles and Rights of Labour, or the OECD Guidelines were reported to the Company in 2025.

2.2.3.3 S3 – Affected Communities

2.2.3.3.1 List of material Impacts, Risks and Opportunities and Strategic Matters related to affected Communities

The potentially affected communities by Dassault Systèmes material IROs are located within its operations or value chain. They do not include indigenous peoples. They include:

- for negative impact AC1: employees of the Company, job applicants, employees of companies with which Dassault Systèmes has business relationships (customers and other partners), users of solutions and services marketed by Dassault Systèmes, including patients participating in clinical trials managed on the MEDIDATA platform;
- for positive impact AC4: civil society as a whole, and certain patients in particular, who may be positively impacted by all treatment and medical research projects facilitated by Dassault Systèmes solutions.

Among the affected communities, Dassault Systèmes recognizes that patients represent a category that should be considered more vulnerable due to the particularly sensitive nature of health data, beyond other personal data.

In addition, the Company takes into consideration minors as defined by personal data protection laws. Although Dassault Systèmes does not primarily process such personal data, this risk is identified, especially in the Company's data protection policies in order to protect the rights of these individuals, particularly in the context of commercial offerings intended for the academic world or 3D design applications for young people such as SOLIDWORKS *Apps for Kids* 3D.

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING THE DATA OF DASSAULT SYSTÈMES' CUSTOMERS			
AC1 – Potential negative impact on privacy due to data leaks, notably health and financial personal data	Negative impact	Communities' economic, social and cultural rights *Security-related impacts cybersecurity (entity-specific)*	**Lever 1**: Implement cybersecurity certifications **Lever 2**: Ensure due diligence **Lever 3**: Raise awareness and provide training
AC2 – Potential reputation and market risks linked to personal data leaks (citizens & patients)	Risk	Communities' economic, social and cultural rights *Security-related impacts cybersecurity (entity-specific)*	

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 10: IMPROVE PATIENT HEALTH AND MEET LIFE SCIENCES & HEALTHCARE CHALLENGES BY PROVIDING SECURED SOLUTIONS EMBEDDING GENERATIVE AI FOR THERAPEUTIC INNOVATIONS			
AC4 – Positive impact on patients through accelerated therapeutic innovations thanks to Dassault Systèmes' solutions embedding Generative AI technologies	Positive impact	Communities' economic, social and cultural rights *Security-related impacts*	**Lever 1**: Improve the patients' and physicians' experience **Lever 2**: Provide better access to healthcare for everyone, everywhere in the world **Lever 3**: Accelerate medical research through technology
AC3 – Financial opportunity linked to Dassault Systèmes' solutions embedding Generative AI technologies for therapeutics innovations	Opportunity	Communities' economic, social and cultural rights *Security-related impacts*	

2.2.3.3.2 Management of Strategic Matter 9: guaranteeing personal data protection and securing the Data of Dassault Systèmes' Customers

As a science and technology company, Dassault Systèmes places cybersecurity and data protection, including personal data, at the heart of its priorities. This matter is integrated into the Company's risk management to maintain the trust of its customers, partners, and employees, with a particular focus on defense in depth and in accordance with national and international regulations and standards.

Strategic matter 9 encompasses the following material IROs:

- **AC1 – Potential negative Impact on Privacy due to Data Leaks, notably Health and financial Personal Data**:

  Personal data leaks are likely to pose a high risk to the rights, freedoms, reputation, health, or financial situation of the data subjects. The Company considers the personal data protection aspect of collecting, using, disclosing, and transferring personal data through its offerings and services to be a major matter; as such, the impact on employees, users, particularly patients, and other business relationships is considered material.

- **AC2 – Potential Reputation and Market Risks linked to Personal Data Leaks (Citizens & Patients)**:

  The negative impact of potential leaks of personal data, particularly of a financial and health nature, creates a significant reputational and market risk. Indeed, the disclosure of citizen or patient data hosted by Dassault Systèmes or some of its service providers as part of its cloud offerings may engage its liability. Such incidents increase the risks of investigations and legal proceedings that can be lengthy and costly, disrupt the Company's operations, tarnish its reputation and employer brand, and negatively impact its sales and results.

Under strategic matter 9, this ESRS S3 only addresses the impact and risk associated with ensuring the protection of personal data, in particular that of the Company's customers. The risk related to intrusion into the information systems of Dassault Systèmes or its value chain is addressed in ESRS S4 in section 2.2.3.4.2.

A) Policies related to Strategic Matter 9

The management of strategic matter 9 is underpinned by the following policy:

"Personal data rotection" Policy

Dassault Systèmes takes a rigorous and proactive approach to protecting personal data. This approach is based on the following principles:

- risk assessment and management: the Company conducts an annual review of risks related to data, particularly personal data, including health data;
- prevention and security: Dassault Systèmes continuously strengthens its policy, particularly with its suppliers, and raises awareness among its employees;
- responsiveness and support in the event of an incident: immediate corrective measures are applied. Affected individuals have access to channels for filing complaints or requesting assistance, including an online form for contacting the Group Data Protection Officer;
- continuous improvement and transparency: risk assessment is structured around certifications and impact studies. The Company communicates its initiatives via public forums (such as *Swym communities*) and its Trust Center[1], and collaborates with experts to ensure sustainable solutions;

(1) https://www.3ds.com/fr/trust-center

- anticipation: each new personal data processing operation is subject to a prior assessment to limit negative impacts.

The policy covers all of the Company's legal entities, with the exception of CENTRIC and OUTSCALE entities. It is proposed by the Group Data Protection Officer, under the responsibility of the General Counsel, and approved by the Executive Vice President, Chief Financial Officer.

This policy is structured in three parts: compliance, certifications, and awareness and training. These parts, as well as the associated internal procedures, were reviewed in 2025 and are updated in line with regulatory developments.

Compliance

Dassault Systèmes considers compliance with personal data protection to be essential, complying in particular with the General data protection Regulation (GDPR) and other applicable laws in this area. To this end, the Company continuously and regularly updates its offerings, websites, and communications to help its customers and partners comply with these regulations as well.

For employees, the "Personal data protection" policy is available on the online platform, while for other affected communities, it is available on the Company's website [1]. Dassault Systèmes also ensures that its suppliers comply with regulations through its Sustainable Charter with Suppliers.

All personal data is collected, used, disclosed, and transferred in accordance with applicable laws and Company policy. Dassault Systèmes also ensures that when personal data is transferred to its subcontractors, they comply with applicable regulations, in particular through the Sustainable Charter with Suppliers. Employees' training and rigorous monitoring ensure responsible data management, particularly of personal data, and strengthen the customers' and partners' trust.

The Company has implemented a cross-functional team and appointed a Group Data Protection Officer to ensure internal and external compliance, taking into account legal developments and the development of new activities.

Certifications

As part of its data protection approach, Dassault Systèmes has implemented certification programs related to cybersecurity and additional controls specific to personal data, such as ISO 27701 certification, all the certifications being published in its Trust Center [2].

Awareness & Training

Since the protection of personal data is everyone's business, Dassault Systèmes has a mandatory annual program to train all employees on their obligations in this area.

(1) https://discover.3ds.com/privacy-policy and https://www.3ds.com/careers/privacy-policy-for-applicants
(2) https://www.3ds.com/fr/trust-center

B) Main Actions related to Strategic Matter 9

In 2025, these policies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Implement cybersecurity certifications	
"Personal data protection" policy – Certification	— New certifications and revision of certifications relating to Personal Data Protection — Publication of the list of all these certifications on the Company's Trust Center [3]
Lever 2: Ensure due diligence	
"Personal data protection" policy – Compliance	— Incident management: as part of its ongoing review process to ensure compliance is maintained and improved, the Company's record of processing activities and all of its procedures (including in the event of a security breach affecting data subjects or a request from public authorities) have been reviewed
Lever 3: Raise awareness and provide training	
"Personal Data Protection" policy – Awareness & Training	Continuing to strengthen control and awareness measures, as done every year: — Maintenance of mandatory online training on Personal Data Protection, with annual recurrence — Implementation of specific training initiatives tailored to different roles (see sections 2.2.3.1.2 and 2.2.3.4.2.B)

Resources related to Strategic Matter 9

All of these actions and policies are funded by annual budgets and medium-term plans.

C) Processes for engaging with affected Communities on Impacts (Strategic Matter 9)

Dassault Systèmes is responsible for ensuring the protection of personal data entrusted to it, either directly or via its partners, in particular its customers. As such, data subjects may:

- exercise their rights via an online form [1];
- access user communities [2];
- contact support services.

For the year 2025, no complaints from data subjects were forwarded by a public authority, and no cross-border requests for the transfer of personal data were sent to the Group Data Protection Officer's teams.

The personal data protection is central to Dassault Systèmes' activities, which applies strict principles such as legality, transparency, security, and fairness in the use of personal data. To this end, the Company adopts the Privacy by Design and Privacy by Default approaches.

The Company ensures that it obtains explicit consent, where required, from individuals and has implemented dedicated cross-functional governance. In accordance with applicable regulations, impact assessments are conducted, particularly on sensitive data such as health data, in order to minimize risks to individuals' privacy.

The effectiveness of this commitment is regularly verified by internal and external audits, thus ensuring the confidentiality and ongoing security of data.

D) Processes to remediate negative Impacts and Channels for affected Communities to raise Concerns

To ensure the protection of personal data, Dassault Systèmes has implemented rigorous internal processes, particularly in the event of a security breach. These processes are regularly evaluated in light of applicable laws and reviewed as part of its certifications. As such, an incident log is maintained. The resources necessary to manage these impacts are integrated into data protection governance.

To inform users about cybersecurity risks, Dassault Systèmes provides detailed documentation via its Trust Center [3] and user communities. Users can also share their concerns or complaints through public forums (such as *Swym communities)*, support services, and dedicated contact forms.

(1) https://www.3ds.com/privacy-policy/contact
(2) https://www.3ds.com/support/user-communities
(3) https://www.3ds.com/fr/trust-center

E) Metrics and Targets related to Strategic Matter 9

Metrics

Dassault Systèmes assesses the effectiveness of its actions and initiatives using the key metrics below. These metrics enable the Company to monitor, on the one hand, its ability to process requests within the legal timeframe and, on the other hand, the training of its employees in the management of personal data of affected communities.

In 2025, Dassault Systèmes processed 715 requests relating to individual rights within the legal deadlines, an increase of 14.4% compared to the previous year. This increase is due to greater awareness of individuals' rights and the simplification of the Company's request procedures.

In addition, the number of employees trained in personal data protection reached 97.3%, an increase of +1.9 points compared to 2024.

	2025	2024	Variation 2025-2024	
ENTITY-SPECIFIC DATAPOINTS				
Number of requests relating to personal data processed and resolved within the legal timeframe	715	625	90	14.4%
Share of employees trained on Personal Data Protection	97.3%	95.4%	1.9 pts	-

Metrics relating to personal data protection exclude certain newly acquired companies or companies in the process of being integrated, including CENTRIC entities. They cover 94.2% of the employees as of December 31, 2025.

Targets

To ensure the protection of personal data, the Company has set itself an ambitious target: at least 95% of its employees must complete and pass annual training on Personal Data Protection. This training is mandatory and is part of the ethics and compliance training objective, which includes mandatory training on the Code of Business Conduct, Personal Data Protection, and anti-corruption. In a context where the cyber threats are becoming increasingly demanding for all stakeholders within the Company, mandatory cybersecurity training will be integrated into this indicator starting in 2026.

This target was set internally. The mandatory nature of the training does not require consultation with stakeholders, including employees, to set the target.

Progress toward this target is regularly monitored internally, in conjunction with employees and managers.

2.2.3.3.3 Management of Strategic Matter 10: improve Patient Health and meet Life Sciences & Healthcare Challenges by providing secured Solutions embedding Generative AI for therapeutic Innovations

For over fifteen years, Dassault Systèmes has been developing a strategy in Life Sciences & Healthcare that serves all stakeholders in the sector, including patients. In 2020, Dassault Systèmes announced its ambition to create a Virtual Twin Experience of the human body. This representation, which combines the virtual and the real, integrates modeling, simulation, and data analysis. It brings together biosciences, materials sciences, and information sciences to leverage data from an object in a virtual model that can be configured and simulated using Generative AI technologies. Manufacturers, researchers, doctors, and patients can, for example, visualize, test, understand, and predict what they cannot see—from the effect of a drug on a disease to the results of a surgical procedure—even before the patient begins treatment.

Strategic matter 10 encompasses the following material IROs:

— **AC4 – Positive Impact on Patients through accelerated therapeutic Innovations thanks to Dassault Systèmes' Solutions embedding Generative AI technologies**:

  The software solutions and strategy developed by the Company in the Life Sciences & Healthcare sector aim to improve the experience of patients and practitioners, enable better access to care for everyone around the world, and accelerate medical research through technology. As such, the Company believes it has a potential positive impact on patients:

  - the **3D**EXPERIENCE platform is used to model 50% of the world's drugs and medical devices, notably through the BIOVIA, ENOVIA, SIMULIA, SOLIDWORKS, CATIA, DELMIA, and MEDIDATA brands;
  - the MEDIDATA platform has enabled 37,000 clinical trials to be conducted since its creation in 1994, involving approximately 11 million patients. In 2025, 7,500 active clinical trials using Dassault Systèmes solutions were conducted;
  - Dassault Systèmes supports 14,000 players in the Life Sciences & Healthcare sector, including the 20 industry leaders, from the research phase through to product commercialization.

  This positive impact is reinforced when it comes to strengthening immunity, treating diseases more quickly, and improving diagnosis and medical practice, for greater safety and effectiveness. This may particularly concern potentially serious diseases such as COVID-19, for which 60% of clinical trials for vaccine research were managed on the MEDIDATA platform.

- **AC3 – Financial Opportunity linked to Dassault Systèmes's Solutions embedding Generative AI Technologies for Therapeutics Innovations**:

  The positive health impact associated with accelerating the market launch of new drugs, vaccines, and treatments, and improving medical devices and medical practices for patients, as explained above (see IRO AC4), creates a material financial opportunity arising from the sales prospects it opens up. The Life Sciences product line represents 19% of IFRS software revenue.

  The impact on Dassault Systèmes' revenue and operating income could be significant.

A) Policies related to Strategic Matter 10

The management of strategic matter 10 is underpinned by the following strategies and policies:

"Clinical trial transformation" strategy

Dassault Systèmes, through its MEDIDATA brand, aims to transform clinical research and healthcare worldwide. Its target is to accelerate the development of smarter treatments and medical devices through advanced technology and data analytics.

MEDIDATA's strategy is based on three main areas, each enhanced by AI:

- patient experience: transforming patient engagement by adopting longitudinal monitoring, facilitating data exchange, and using decentralized trials. The main benefit of this decentralization is remote monitoring, using wearable sensors and other devices, which reduces the constraints for patients who do not live near a clinical site. AI thus opens up new possibilities for advancing clinical research;
- study experience: using AI to connect and accelerate the design, planning, and execution of clinical trials;
- data experience: leveraging AI to eliminate data silos from multiple sources, shortening review cycles and accelerating the detection of important signals that may arise during the trial, thereby improving vigilance.

This strategy, deployed across the entire Company, is the responsibility of the Brand CEO on the Company's Life Sciences & Healthcare Sector Board.

"Developing Virtual Twin Experience" strategy

For over fifteen years, Dassault Systèmes has been investing heavily in the Life Sciences & Healthcare sector, with the target of providing companies with a scientific and commercial platform for devising sustainable innovations capable of improving the experience of patients and healthcare professionals in the era of precision medicine. To this end, the Company is developing a strategy based on Virtual Twin Experience and AI technologies. These comprehensive digital representations of a patient, a drug or medical device, a manufacturing process, or a factory enable the Company's customers to visualize, model, and simulate scenarios, from the research phase to the marketing of products. These scenarios help them make better decisions and predict outcomes, allowing patients to benefit more quickly from safer, higher-quality treatments.

Thanks to Dassault Systèmes' Virtual Twin Experience technology, pharmaceutical and biotechnology companies can model and simulate drug candidates against a target. These models are built using experimental data captured by BIOVIA software solutions. These simulations enable scientists to optimize drug effectiveness and stability, as well as predict potential downstream manufacturing issues, by proposing the best formula, ultimately accelerating the drug's time to market.

The development strategy of the Virtual Twin Experience for Life Sciences & Healthcare is overseen by a Strategic Committee dedicated to the Life Sciences & Healthcare sector. This committee, composed of members of the Executive Committee, representatives of key brands, and internal experts, is responsible for strategic direction, investment, and innovation in this area. It ensures that the Company's technologies meet the needs of patients, practitioners, pharmaceutical companies, and medical device manufacturers.

This strategy is based on the following Company brands: **3D**EXPERIENCE, BIOVIA, ENOVIA, CATIA, MEDIDATA, SIMULIA, DELMIA, and SOLIDWORKS.

"Supporting innovative startups" policy

The Company collaborates with various startups in the healthcare field to develop innovative virtual experiences with the aim of improving the experience of patients and healthcare professionals. This policy is described in detail in section 2.2.2.2.2.A.1 in strategic matter 1.

"Philanthropy" policy

This policy, detailed in section 2.2.3.4.3.A, supports scientific research through La Fondation Dassault Systèmes.

B) Main Actions related to Strategic Matter 10

These policies and strategies will be implemented in 2025 through the active levers and action plans described below.

Policies	Main actions
Lever 1: Improve the patients' and physicians' experience	
"Clinical trial transformation" strategy – Clinical trial decentralization	— Recognition of a strategic partnership: Dassault Systèmes won the 2025 Medtech Breakthrough Award in the "Best Technology Solution Provider for Clinical Trials" category, as well as the 2025 Clinical Trials Excellence Award in the "Innovation Award: Optimization of Central Nervous System (CNS) Clinical Trials" thanks to its partnership with Cogstate — Continuation of the partnership between MEDIDATA and Click Therapeutics to accelerate the development of digital therapies, patient engagement, changes in standards of care, and improved outcomes through the collection of data on patient throughout their lives — Continued activity of expert patient advisory committees focused on improving the patient experience: – during 2025, members of *the Patient Insights Board* participated in internal meetings and external events, including MEDIDATA's annual *NEXT* event and the *MEDIDATA Insights Summit* – this year also saw the creation of a new advisory committee dedicated to the *MEDITWIN* project
"Supporting innovative startups" policy	— Continuation of the *VORTHEx* project: a virtual reality experience, developed in collaboration with the Hartmann Institute in Paris and based on the **3D**EXPERIENCE platform designed to prepare patients for their radiotherapy sessions and reduce their stress: – development of a new version for *Apple Vision Pro* offering a significantly higher level of realism, visual comfort, and immersion – continuation of randomized studies to confirm the benefits of the solution on patient stress and anxiety – adaptation of the experience for the training of medical radiology technicians. It will be available for use by students from 2026 as part of their course at the Institute of Paramedical Trainin
"Developing Virtual Twin Experience" strategy – Virtual twin of the human body	— Leading the *MEDITWIN* consortium, bringing together more than 300 doctors, researchers, engineers, and patients from 7 university hospitals (IHU), Nantes University Hospital, Inria, startups and Dassault Systèmes. The consortium is designing safer, more accurate, and more accessible healthcare services: – the virtual twins created increase the care capacity of healthcare professionals and people living with chronic conditions – personalized virtual twins of organs, metabolism, and cancers enable doctors to share their knowledge, predict and simulate scenarios for each patient, leading to better diagnosis and more accurate treatments – by 2025, virtual twins methods have been evaluated in prototype situations before being scaled up to larger populations

Policies	Main actions
Lever 2: Provide better access to healthcare for everyone, everywhere in the world	
"Clinical trial transformation" strategy – Clinical trial decentralization	Continuation of remote monitoring devices, using wearable sensors and other devices that open up new possibilities for advancing clinical research: — Marketing of a complete blood glucose monitoring solution, including the *Dexcom G7*, the industry leader in continuous blood glucose monitoring, and a blood glucose meter kit — Full integration between the MEDIDATA platform and the MIR spirometer for home-based lung function assessment — Development and patenting of an audio processing solution to assess the quality of evaluations and vocal biomarkers — Strengthening of collaboration with the Digital Medicine Society (DiMe) in the adoption and validation of the Company's digital measurements in the areas of the central nervous system (CNS) and cardiology. These digital measurements are superior to traditional assessment criteria, enabling better symptom monitoring in remote patient monitoring: – presentation and publication of Dassault Systèmes' work on functional capacity in pulmonary hypertension and heart failure at the American Thoracic Society (ATS) conference – presentation and publication of the Company's work on CNS motor disorders at the CNS Summit, demonstrating how digital measurements offer greater specificity in symptom tracking and in remote patient monitoring
"Clinical trial transformation" strategy – Patient profile diversity	— Support for pharmaceutical and medical device companies, as well as clinical research organizations, through MEDIDATA's diversity program. This program, which is based on FDA recommendations on this issue, addresses common systemic and clinical barriers that prevent achieving good patient profile diversity in clinical trials
"Developing Virtual Twin Experience" strategy – Virtual twin of the molecule, process, and factory	— Continued investment by Dassault Systèmes in Generative AI technology. The new Generative AI experience for therapeutic design, enhanced experimental design, and cloud-based laboratory execution fuels new experiences of therapeutic virtual twins — Continued supportfor the pharmaceutical industry in the construction and renovation of drug production plants using virtual twin solutions enhanced with new features. Dassault Systèmes aims to meet the needs of its existing and future customers, thanks to the **3D**EXPERIENCE platform and its DELMIA solutions, in order to ensure greater production efficiency and broader market coverage in the event of a health crisis, as illustrated by the Sanofi group's *MODULUS* project — Continued support for hospitals in managing patient flows: Dassault Systèmes has, in particular, supported the American Hospital of Paris in its architectural transformation, using a Virtual Twin Experience to optimize the flow of patients and medical staff between different care areas. In particular, the Company's *Téléport* technology was used to create an immersive experience based on life-size three-dimensional virtual representations, created using DELMIA and SIMULIA brands, to rethink patient pathways and the care experience
"Supporting innovative startups" policy	Welcoming new startups to the Company's healthcare acceleration program: — Beams, which aims to redefine cancer surgery using precision technology designed to significantly improve clinical outcomes — Orixha, which is developing cutting-edge liquid ventilation technology that offers new possibilities for the care of patients in critical respiratory situations — Diamentis, which offers an innovative and objective approach to mental health diagnosis through retinal signal analysis enhanced by AI — 3k Nano, which designs affordable biosensors based on nanomaterials, capable of providing rapid, stable, and reliable diagnostics in many medical contexts

Policies	Main actions
Lever 3: Accelerate medical research through technology	
"Developing Virtual Twin Experience" strategy – Virtual twin of a medical device or molecule	— Continued development of virtual twins of experience for the design and validation of medical devices. Designed using physical test data and industry standards, combined with AI, they reduce the need for physical testing, thereby lowering the cost and development time of new products — Development, in partnership with Affluent Medical, of ARTUS, an active implant for the treatment of urinary incontinence, currently undergoing clinical trials. In this context, the SOLIDWORKS brand has enabled: 30% faster assembly and integration of subsystems between partners, with no integration errors; a 70% reduction in the cycle time for design changes; early validation of performance and safety without major design changes at the start of clinical trials. This project is continuing thanks to the **3D**EXPERIENCE platform, in order to guarantee the next industrial stages: controlled data, robust change management, continuity of industrialization, and complete traceability of the life cycle — Continued development of Virtual Twin Experience to model and simulate drug candidates. These models, created from experimental data and augmented via AI, optimize drug effectiveness and stability, anticipate manufacturing challenges, and accelerate time to market — Investment in Generative AI technology for therapeutic design, improved experimental design, and cloud-based laboratory execution, fueling new therapeutic virtual twins
"Supporting innovative startups" policy	— Strengthening the internal awareness-raising activities of the **3D**EXPERIENCE Lab by actively participating in a joint event dedicated to Pink October, alongside two startups: Beams and Lattice Medical, a pioneer in natural breast reconstruction. This event aims to encourage breast cancer prevention and early detection
"Philanthropy" policy	Support for several major projects by La Fondation Dassault Systèmes: — In the United States, virtual lung modeling and development of an endoscopic diagnostic device — In India, participation in projects to improve scoliosis treatment and retinal disease detection — In Europe, support for the *VIVID-Spine* research project at the University of Heilbronn (Germany), as well as a project on the interaction between the human body and prostheses

Resources related to Strategic Matter 10

The main actions and policies described above are funded as part of the annual budgets and medium-term strategic plans of certain functions within the brands that support the Life Sciences & Healthcare sector strategies. These include the R&D functions of MEDIDATA and BIOVIA.

C) Processes for engaging with affected Communities about Impacts (Strategic Matter 10)

Integration of the Patient Perspective

Dassault Systèmes demonstrates its deep commitment to patients through several advisory committees composed of patient partners. A notable example is the Patient Insights Board, an advisory committee created by MEDIDATA in 2019. This committee is composed of patients who have participated in clinical trials, who share their journeys and bring diverse experiences. The committee's main target is to understand patient needs in order to guide the design and improvement of MEDIDATA's software solutions.

In 2025, members of *the* Patient Insights Board participated in internal meetings and external engagements, including MEDIDATA's annual *NEXT* event and the *MEDIDATA Insights Summit*. A new advisory committee focused on the *MEDITWIN* project was also created this year.

The Life Sciences & Healthcare Committee oversees this patient-centered engagement. Details are available on the Company's website at [1].

Initiatives to increase Patient Diversity in clinical Trials

As part of its clinical trial activities, Dassault Systèmes, through its MEDIDATA brand, is strongly committed to ensuring the fair representation of groups such as women and ethnic minorities, as shown in the table of actions above.

(1) https://www.medidata.com/en/about-us/MEDIDATA-awards-and-recognition

D) Metrics and Targets related to Strategic Matter 10

Metrics

The effectiveness of Dassault Systèmes' strategy is measured by several key metrics, including the satisfaction of customers and patients who use the Company's solutions during clinical trials, as well as the number of patients who join clinical trials monitored on the MEDIDATA platform each year. The financial impact is assessed by the growth in revenue and the evolution of Dassault Systèmes' market share in the Life Sciences & Healthcare sector.

Targets

Dassault Systèmes does not publish quantitative targets on the impact of its activities in the Life Sciences & Healthcare sector for reasons of confidentiality vis-à-vis the competition. The Company also does not involve patient communities in setting these targets. Related progress and opportunities are shared in quarterly financial publications and at Capital Markets Day.

2.2.3.3.4 Human Rights in relation to affected Communities

Policies

Dassault Systèmes' commitment to human rights is formalized in corporate governance policies and procedures, in particular through the Code of Business Conduct, the Corporate Social Responsibility Principles, and the Sustainable Charter with Suppliers. These policies and procedures are described in detail in sections 2.2.4.1.2. and 2.2.4.1.3.

In this context, Dassault Systèmes is committed to protecting the fundamental rights of everyone, in particular the right to Personal Data Protection. This commitment is essential for the Company's employees, customers, and value chain stakeholders, but also for patients in the healthcare field. The protection of data processed via the *MyMedidata* platform is a major challenge in this regard.

The Company's Code of Business Conduct explicitly refers to compliance with data protection laws, including the GDPR. Data protection policies, including those available on the Company's website, inform all stakeholders about the types of data collected, the purposes and legal basis for data processing of such personal data (e.g., to comply with a legal obligation or with the consent of individuals). Individuals can contact the Company via a dedicated form to exercise their rights. These policies are regularly updated to remain compliant with applicable laws. In the event of a data breach, the Company has procedures in place for the implementation of notification to the relevant authorities, such as the CNIL in France.

The Company's Commitment to human rights is part of a broader recognition of and compliance with applicable local laws and regulations, as well as international standards relating to social rights and environmental protection, such as the International Bill of human rights, the ILO Declaration on Fundamental Principles and Rights in Labour, the OECD Guidelines for Multinational Companies, and the International Convention on the Rights of the Child adopted by the United Nations General Assembly.

Due diligence approach

Dassault Systèmes' Whistleblowing procedure allows all stakeholders to report any violations of human rights and fundamental freedoms. Reports are sent to the Ethics Committee, whose mission is to investigate cases of non-compliance brought to its attention. This procedure is described in detail in section 2.2.4.1.3.A.1.b and is available on the Company's website[1].

As in 2024, no serious incidents related to human rights and no cases of non-compliance with the United Nations Guiding Principles on Business and human rights, the ILO Declaration on Fundamental Principles and Rights of Labour, or the OECD Guidelines were reported to the Company in 2025.

2.2.3.4 S4 – Consumers and End-Users

2.2.3.4.1 List of material Impacts, Risks, and Opportunities and Strategic Matters related to Consumers and End-Users

The consumers and end-users impacted by each of the material IROs are as follows:

- for risk EU1: companies (Dassault Systèmes' customers), upstream and downstream stakeholders (customers, suppliers, partners), as well as employees of Dassault Systèmes;
- for positive impact EU2: individuals/citizens of civil society as a whole, engineering students of all ages, particularly those in secondary and university education, unskilled or unqualified populations, women through education on topics such as awareness of studies and Science, Technology, Engineering, and Mathematics (STEM), and innovative startups.

(1) https://www.3ds.com/fr/about/corporate-responsibility/ethics-compliance

Material IROs	Nature of the IRO	Sub-topic *Sub-sub-topic*	Levers
STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING THE DATA OF DASSAULT SYSTÈMES' CUSTOMERS			
EU1 – Potential financial and reputation risk linked to penetration of Dassault Systèmes' systems or its value chain	Risk	Information-related impacts for consumers and/or end-users *Privacy cybersecurity (Entity-specific)*	**Lever 1**: Ensure the robustness of security systems **Lever 2**: Implement cybersecurity certifications **Lever 3**: Raise awareness and provide training
STRATEGIC MATTER 8: DEVELOPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORTING INNOVATION AND SCIENTIFIC ECOSYSTEMS			
EU2 – Positive impact on engineers' lifelong learning thanks to Dassault Systèmes education offers, and support to innovation ecosystems	Positive impact	Information-related impacts for consumers and/or end-users *Access to (quality) information*	**Lever 1**: Forge partnerships with academies and associations **Lever 2**: Strengthen interactions between academics and industry **Lever 3**: Foster skills development through competitions and contests **Lever 4**: Support and mentor a startup ecosystem

2.2.3.4.2 Management of Strategic Matter 9: guaranteeing personal data protection and securing the Data of Dassault Systèmes' Customers

Strategic matter 9 contains the following material IRO:

- **EU1 – Potential financial and reputation Risk linked to Penetration of Dassault Systèmes' Systems or its Value Chain's**:

  As a scientific and technological company, Dassault Systèmes places at the heart of its concerns key matters such as cybersecurity, data protection, ethical and responsible development and use of artificial intelligence, placing great importance on the trust of its employees, customers, and partners.

With the increasing frequency and sophistication of cyber-attacks and cyberterrorism, and growing and multifaceted security threats (including computer fraud, espionage, vandalism, and social engineering), Dassault Systèmes and its value chain could be subject to computer intrusions that could interfere with the proper functioning of its systems and cause significant delays or damage to the conduct of its business or that of its customers. The growing use of remote access to Dassault Systèmes environments and the necessary data exchange between the Company and its entire ecosystem tend to increase the risks of unauthorized access. Such attacks could significantly reduce Dassault Systèmes' ability to continue its normal business activities and damage its reputation.

In addition, the use of artificial intelligence raises new challenges in terms of data protection, particularly personal data, which Dassault Systèmes is also committed to addressing.

Under strategic matter 9, only the risk related to intrusion into the information systems of Dassault Systèmes or its value chain is addressed in this ESRS S4. The impact and risk associated with ensuring the data protection of personal data, particularly that of the Company's customers, are addressed in ESRS S3 in section 2.2.3.3.2).

A) Policies related to Strategic Matter 9

The management of strategic matter 9 is based on the following policies and charters:

"Cybersecurity" policy

Dassault Systèmes' "Cybersecurity" policy, accessible to all employees, aims to define and implement security requirements to protect the systems and information of the Company and its customers. This policy, which is constantly updated, is aligned with national and international regulations, as well as industry standards such as ISO standards, National Institute of Standards and Technology (NIST) guidelines, national and international risk management methods (ANSSI, EBIOS), and the MITRE ATT&CK Enterprise Framework. These measures help prevent or limit the impacts of security incidents and ensure business continuity.

To protect consumers and users, Dassault Systèmes has implemented robust practices that include structured incident management, regular risk assessment, and technical measures such as encryption and intrusion detection. A training and awareness program is also being rolled out to employees.

Dassault Systèmes also relies on certifications to strengthen its practices and continuously improve the protection of users and data, particularly personal data.

From a governance perspective, regular reviews are held with cybersecurity officers and members of the Executive Committee, who oversee cybersecurity and the use of AI technologies. In addition, the cybersecurity Committee, composed of dedicated cybersecurity officers, assesses and oversees the security of operations across all the Company's organizations, including IT infrastructure, the **3D**EXPERIENCE cloud, and other Life Sciences SaaS offerings. It also monitors the effectiveness of control tools and processes and analyzes emerging cyber risks. This governance will be strengthened in 2026.

The Company takes a proactive, transparent, and responsible approach to reassure its customers by clearly communicating its security and data protection practices and offering users options to manage their confidentiality settings. This approach is based on transparency, user participation through user communities or Dassault Systèmes support services, training, incident communication, and respect of user choices.

"Personal data protection" policy

This policy is described in detail in section 2.2.3.3.2.A).

AI Ethics Charter

In line with its commitment to responsible innovation, Dassault Systèmes adopted an AI Ethics Charter in 2025. This charter defines and promotes the implementation of principles applied to the design and deployment of AI—transparency, explainability, sustainability, security, human oversight, intellectual property protection, and privacy—in order to promote reliable, responsible, and value-creating uses for end users.

The implementation of a strategic AI governance framework occurred in 2025, involving a collaborative and cross-functional approach aimed at identifying and managing the opportunities and challenges associated with AI systems.

This charter is the responsibility of the Company's Executive Committee.

The Company regularly updates its security and data protection policies, notably incorporating the activities of newly acquired companies.

B) Main Actions related to Strategic Matter 9

In 2025, these policies and charters are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Ensure the robustness of security systems	
"Cybersecurity" policy	— Regular updates to cybersecurity policies, as part of a continuous improvement process, to continue to offer the Company's customers a secure, ethical, and sovereign environment — Integration of *the Security in Depth* concept, particularly in the deployment and development of the **3D**EXPERIENCE platform. This concept is based on the combination of several security mechanisms. Thus, if one of these mechanisms fails, another takes over to block any threat and reduce the organization's vulnerability — Deployment of AI solutions aimed at improving the quality, usefulness, security, and sustainability of the experiences offered to end users: – the 3D UNIV+RSES combine virtual twins, generative experiences, and controlled intellectual property management to support more personalized and efficient products and services – these capabilities are complemented by the Company's solutions—including CATIA, DELMIA, SIMULIA, NETVIBES, and BIOVIA—which, by progressively integrating AI, enable more efficient design and optimized operations for users – the partnership with Mistral AI, operated via OUTSCALE's sovereign cloud platform, also contributes to offering end-users secure Generative AI services that comply with applicable data protection, sovereignty, and confidentiality requirements — Continuous adaptation of the Company's security solutions to minimize risks for itself, its customers, and all users of its offerings and services — Complete overhaul of the Trust Center [(1)] to better communicate with stakeholders about the security of its **3D**EXPERIENCE, MEDIDATA, CENTRIC, and OUTSCALE cloud offerings: – presentation of the Company's computer security incident response teams (CSIRTs) and information on the vulnerability tests it performs – publication of security advisories based on vulnerabilities, in accordance with MITRE CNA policies and guidelines – ability to report vulnerabilities and implementation of a vulnerability reporting program *(Private Bug Bounty)*
AI Ethics Charter	— Deployment of the Charter: – launch of a referencing process enabling the mapping of high-risk AI – deployment of a Company software tool for training AI systems while ensuring data origin and intellectual property rights traceability – implementation, in the **3D**EXPERIENCE University, of AI training for employees to supervise and promote its use — Integration into the Trust Center [(1)] to improve communication with stakeholders
Lever 2: Implement cybersecurity certifications	
"Cybersecurity" policy – Certification	— New certifications and revision of cybersecurity certifications as published in the Trust Center [(1)], including TISAX, SOC2, and ISO 27001, 27701, 27017, and 27018 — Internal audits of IT infrastructure and information security management systems

(1) https://www.3ds.com/fr/trust-center

Policies	Main actions
Lever 3: Raise awareness and provide training	
“Personal data protection” policy – Awareness & Training	— Continued strengthening of annual control and awareness measures: – specific training courses tailored to different roles (see section 2.2.3.1.2). Training courses are offered to developers on security by design, covering code, architecture, and secure software lifecycle; Information Systems department employees are trained in the fundamentals of network and system security – maintaining mandatory online cybersecurity training for all employees so that they are trained to recognize and avoid the pitfalls associated with the digitization of communications. This training, renewed every two years, is accompanied by recurring awareness campaigns – inclusion in the annual performance review process of a target relating to compliance with Company policies, monitoring of mandatory training, and implementation of cybersecurity rules — Deployment of a globally recognized voluntary certification program for the Company’s cybersecurity officers — Ability to report any suspicion or threat relating to the security of the Company’s data using internal tools

Resources related to Strategic Matter 9

All of these actions and policies are funded by annual budgets and medium-term plans.

C) Metrics and Targets related to Strategic Matter 9

Metrics

The effectiveness of actions and initiatives to control this risk is measured using the metrics below, among others. The 2025 performance of these metrics is aligned with the Company’s targets.

	2025	2024	Variation 2025-2024	
ENTITY-SPECIFIC DATAPOINTS				
Share of cybersecurity incidents managed according to Dassault Systèmes’ Incident Response plan	100%	100%	0.0 pts	-
Share of employees trained on cybersecurity	99.1%	96.5%	2.6 pts	-

Dassault Systèmes’ cybersecurity metrics cover the entire Company’s scope, with the exception of mandatory training data which excludes CENTRIC entities and covers 94.2% of the workforce as of December 31, 2025.

Targets

To address this strategic matter, the Company remains committed to two major targets in 2025:

- handling 100% of incidents in accordance with its Incident Response plan;
- train at least 95% of its employees in cybersecurity.

These targets were set internally. No consultation with stakeholders, particularly employees, was conducted in setting these targets, because:

- the target of handling incidents in accordance with the Incident Response plan is already at its maximum;
- the training is mandatory.

2.2.3.4.3 Management of Strategic Matter 8: developing Skills of Business Partners and Education Networks, and supporting Innovation and scientific Ecosystems

Strategic matter 8 contains the following material IRO:

- **EU2 – Positive Impact on Engineers' lifelong Learning thanks to Dassault Systèmes Education Offers, and Support to innovation Ecosystems**:

  The Company believes that its impact on the employability of engineers can be materially positive given the quality of the academic offerings it provides. In addition, the Company believes it has a positive impact on its innovation ecosystems through its collaborations with its research and education partners and the startup ecosystem it supports. Finally, its philanthropic activities support research and the dissemination of scientific culture.

Under strategic matter 8, only the positive impact related to academic partners and innovation and research ecosystems is addressed in this ESRS S4. The positive impact and risks related to employees of commercial partner and integrator networks are addressed in ESRS S2 in section 2.2.3.2.2).

A) Policies related to Strategic Matter 8

The management of strategic matter 8 is based on the following strategies and policies:

"Education" strategy

The "Education" strategy aims to provide lifelong learning opportunities for individuals, particularly the younger generations. Its target is to prepare them to build a sustainable future and equip them with the skills essential to the transformation of industry, as detailed on the Company's website[1]. To this end, implementation of partnerships is underway with academic and industrial institutions around the world.

It is supported by the **3D**EXPERIENCE Edu organization at the Company level, and is under the responsibility of the Executive Vice President, Strategy, Industry, Marketing & Transformation.

"Philanthropy" policy

La Fondation Dassault Systèmes is responsible for the Company's "Philanthropy" policy. This policy is based on three major pillars that reflect its DNA, its expertise, and its know-how:

- the first, education, aims to train the next generation of engineers and technicians to enable them to respond to major societal challenges, particularly in terms of sustainability. To this end, STEM (Science, Technology, Engineering, and Mathematics) awareness initiatives are carried out with middle and high school students to help them envision themselves in these careers of the future;
- the second, research, consists of supporting innovative scientific projects, including in the fields of cultural heritage and sustainability;
- the third area strengthens the Company's social commitment through mentoring and financial support for non-profit projects in the fields of health and the environment.

As part of this policy, Dassault Systèmes supports schools, universities, research centers, associations, and, more generally, organizations working on non-profit projects.

This policy is mainly implemented by La Fondation Dassault Systèmes, founded and funded by Dassault Systèmes. It carries out its activities in support of projects of general interest, with its own governance and budget, under the responsibility of the Company's General Secretary. Its reach is global thanks to its three entities established in Europe, the United States, and India.

"Supporting innovative startups" policy

This policy is described in detail in section 2.2.2.2.2.A.1)

(1) https://www.3ds.com/fr/edu/

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B) Main Actions related to Strategic Matter 8

In 2025, these policies and strategies are implemented through the levers and key actions described below.

Policies	Main actions
Lever 1: Forge partnerships with academies and associations	
"Education" strategy	Continuation of partnerships with academia: — Use of Dassault Systèmes solutions by: – more than 40,000 academic institutions – the world's top 100 schools and universities in the field of engineering (*QS World University Ranking* 2025) — Integration of new university and school customers on the cloud, including: *RWTH Aachen* (Germany), University College London (United Kingdom), University of Florida and University of Arizona (United States), Rwanda Polytechnic (Rwanda), University of Science and Technology Hanoi (Vietnam), Korea Productivity Center (South Korea), and Sidi Mohamed Ben Abdellah University (Morocco) — Continued collaboration with more than 36 Edu Centers of Excellence, educational and training institutions recognized for their use of the **3D**EXPERIENCE platform, to train students and professionals in cutting-edge technologies. New partners include: University of Alabama (United States), *Universidad de Mondragón* (Spain), Hong Kong Polytechnic University (China), *ITS Biomedicale* (Italy), *Technische Universiteit Delft* (Netherlands), and *École Nationale Supérieure des Arts et Métiers* (France) — Continued support for scientific associations such as the American Society for Engineering Education (ASEE), the European Society for Engineering Education (SEFI), the International Federation of Engineering Education Societies (IFEES), the Global Engineering Deans Council (GEDC), the International Society for Engineering Pedagogy (IGIP), and UNESCO's Center of Problem Based Learning
"Philanthropy" policy	Support in 2025 by La Fondation Dassault Systèmes for 55 projects, including: — Creation of Science Camps in France with the French Association for Education through Research (AFPER) — Signing of a partnership with the *École nationale des Chartes* (France) aimed at including 3D and virtual worlds in the training of future heritage curators — Development of the *Material Circularity Gen Next Innovation Framework*, an innovative educational project addressing generative economics, with the Georgia Institute of Technology (United States) — Support for a project to design and develop plant-based concrete for housing construction in mountainous regions of India — Advancement of programs that aim to educate young girls and reduce the inequalities they face: – continued support for the *Mass Robotics* project in the United States – continued support for the Women Society of Engineers in the United States – integration of a new focus for the ASPIRA program in India for a diploma course, Sponsoring Girl Students for a Diploma in Basic Rural Technology (DBRT) – rollout of the partnership, approved at the end of 2024 in France, with the *Fondation Agir Contre l'Exclusion* (FACE Yvelines) and support for the *Wi-Filles* project, which aims to raise awareness and support young girls in the digital world – launch of the *Toutes Innovantes ! 3D* training program by the *Toutes à l'École* association, as part of a new partnership aimed at training young girls in 3D technologies in Cambodia The actions of La Fondation Dassault Systèmes are detailed on its dedicated website[1]

(1) https://www.lafondation3ds.org/fr/

Policies	Main actions
Lever 2: Strengthen interactions between academics and industry	
"Education" strategy	Supporting universities in developing the skills essential for industrial transformation. This enables companies to find the talent they need to successfully complete this transition: – Support for teachers through Education Experiences, solutions combining cutting-edge software, ready-to-use teaching resources, and certifications. These solutions enable effective teaching, stimulating student autonomy and engagement throughout their educational journey – Introduction, through Education Experiences, of virtual twins and ready-to-use industrial case studies that can be adapted to teachers' needs
"Philanthropy" policy	Supporting, through La Fondation Dassault Systèmes, several projects, including: – New projects supporting rural development in India, notably with the *Rural Technology Action Group* (RuTAGe) program and in close collaboration with the Smart Village Centers – Organization of meetings between employees of Dassault Systèmes and more than 2,800 students to share experiences in France – Partnership with the *CGénial* Foundation, enabling secondary school teachers to visit Dassault Systèmes sites in France to better guide their students in their career choices. In 2025, 97 teachers were welcomed at 12 sites by 53 employees sharing their experiences – Continued rollout of *ConnectNext* in India, a program to prepare students for careers in industry. In 2025, 365 students were connected with companies, giving them opportunities to work on real-world problems under the supervision of industry experts
Lever 3: foster skills development through competitions and contests	
"Education" strategy	– Encouraging students from around the world through the **3D**EXPERIENCE Edu organization to participate in international science and technology competitions. In 2025, the Company supported more than 134 competitions
"Philanthropy" policy	Continued support by La Fondation Dassault Systèmes for several projects, including: – The Robotique First France association and its *More than a Robot* program, in which European middle and high school students compete against their American and Canadian peers in a robotics construction challenge. This challenge draws on their skills in 3D modeling, coding, and programming – The *Course en Cours* organization, which involves middle and high school students in France designing, building, and racing a mini-vehicle powered by an electric motor – Thanks to the coordination of La Fondation Dassault Systèmes in India, the implementation of a new edition of the *Made in 3D – Seed the Future Entrepreneurs* program has been carried out for 260 schools across the country
Lever 4: Support and mentor a startup ecosystem	
"Supporting innovative startups" policy	– Expansion of the Company's mentor community, which now includes 2,500 employees – Expansion of the **3D**EXPERIENCE Lab incubation ecosystem with the opening of a new physical space in Shanghai, China, to accelerate innovation within the local ecosystem – Redesign of the **3D**EXPERIENCE Lab physical space in India, offering more space and new FabLab-type equipment to support the local innovation ecosystem – Organization of two presentation sessions to welcome ten new startups with disruptive innovations that address the challenges identified by the United Nations, this brings to 100 the number of projects in the **3D**EXPERIENCE Lab portfolio since its creation in 2015

Resources related to Strategic Matter 8

The action plans and policies described above are funded as part of the annual budgets and medium-term plans of the functions in charge.

C) Processes for engaging with Consumers and End-Users about Impacts (Strategic Matter 8)

The academic Ecosystem (Universities, Students, Teachers)

Dassault Systèmes is committed to developing academic knowledge and strengthening research ecosystems. To this end, the Company facilitates exchanges between experts, students, teachers, and its employees through two tools:

- dedicated collaborative platforms, which facilitate exchanges and enable students and professors to interact directly with experts. They offer future engineers access to cutting-edge expertise and enable them to develop essential professional skills. These regular interactions also help Dassault Systèmes to co-create relevant solutions based on the real needs of users;
- communities of excellence for teachers and Company employees, enabling them to collaborate on the development of educational content. The Company incorporates feedback from teachers to adapt this content to academic programs.

Dassault Systèmes also collects customer testimonials to illustrate how the **3D**EXPERIENCE platform is being integrated into educational curricula and how the Company prepares students for future challenges.

The Company maintains regular dialogue with schools and academic bodies to promote the integration of digital modeling into teaching programs.

The Innovation Ecosystem

The **3D**EXPERIENCE Lab promotes innovation by working closely with startups, entrepreneurs, and students. This approach enables the development of projects that address current societal challenges. By leveraging a wide range of expertise, the **3D**EXPERIENCE Lab also enriches the innovation process and acts as a catalyst by connecting the various stakeholders in the ecosystem, using the **3D**EXPERIENCE platform.

In addition, the **3D**EXPERIENCE Lab encourages co-innovation by providing thematic communities dedicated to open exchange and collaboration on the **3D**EXPERIENCE platform. These spaces offer various stakeholders the opportunity to share their knowledge, collaborate, strengthen the innovation ecosystem, accelerate the maturation of ideas, and disseminate best practices.

D) Metrics and Targets related to Strategic Matter 8

Metrics

The effectiveness of Dassault Systèmes' training initiatives is measured by the number of students using its solutions. At the end of 2025, this figure was more than 10 million.

This metric is based on installation data and assumptions about the number of users per license. Its level of reliability remains limited.

Targets

Dassault Systèmes has not set a quantitative target for the positive impact of academic, innovation, and research ecosystems given the diversity of stakeholders involved. Nevertheless, the Company is monitoring the efficiency of its policies and actions through the metric presented above.

2.2.3.4.4 Human Rights in relation to Consumers and End-Users

Policies

Dassault Systèmes' commitment to ethical and sustainable growth is based on respect for human rights and fundamental freedoms within its own operations and those of its value chain. This commitment is formalized by several policies and procedures relating to corporate governance:

- the Code of Business Conduct;
- the Corporate Social Responsibility Principles;
- the Sustainable Charter with Suppliers.

These policies and procedures are described in detail in sections 2.2.4.1.2. and 2.2.4.1.3.

Dassault Systèmes is firmly committed to respecting and promoting human rights in all its interactions with consumers and end-users, as stated in its Code of Business Conduct. In particular, human rights are integrated into its IT security strategy to ensure a secure digital environment that respects privacy, data integrity, and equitable access to products and services.

This commitment is based on recognition and respect of applicable local laws and regulations, as well as international standards relating to social rights and environmental protection, such as the International Bill of human rights, the ILO Declaration on Fundamental Principles and Rights in Labour, the OECD Guidelines for Multinational Companies, and the Convention on the Rights of the Child adopted by the United Nations General Assembly.

It is based on data protection and security, security incident prevention and management, user training, transparency of practices, and compliance with international cybersecurity standards. This includes:

- data protection, particularly personal data, through the application of advanced security protocols to protect user information from unauthorized access, misuse, or cyber-attack. This includes technologies such as data encryption, rigorous access management, and regular security audits;

- respect for privacy and data security through rigorous management of data, particularly personal data;
- compliance with international security standards such as those defined by the NIST *cybersecurity Framework*, to ensure the security and protection of end users' human rights in the context of Dassault Systèmes' online activities;
- the right to fair access to products and services marketed through the Company's various distribution channels;
- the right to information for consumers and users through various user documentation and, in terms of security, via the Trust Center [(1)];
- transparency and communication regarding the IT security measures implemented to protect consumer data and how their rights are respected in the digital environment, in particular via the Dassault Systèmes Trust Center [(1)];
- a commitment to combating harmful practices and constantly taking new security practices into account;
- prevention of security breaches through the implementation of intrusion detection and prevention systems, as well as firewalls and real-time monitoring tools, to quickly identify any threats affecting user and consumer security;
- responding to security incidents affecting consumer data through a clear process for notifying affected users, conducting a thorough analysis of the causes, and implementing corrective measures;
- remedial mechanisms with the implementation of accessible and effective processes for handling consumer complaints and concerns about possible violations of their rights;
- training and awareness-raising, not enforcement, of good IT security practices, such as the use of secure passwords, recognition of threats (phishing, malware), and data risks.

Further details are available in section 2.2.3.4.2.

Due Diligence

The Dassault Systèmes Whistleblowing procedure allows all stakeholders to report any violations of human rights and fundamental freedoms to the Ethics Committee, whose mission is to investigate cases of non-compliance brought to its attention. This procedure is described in detail in section 2.2.4.1.3.A.1.b) and is available on the Company's website at [(2)].

As in 2024, no serious human rights incidents and no cases of non-compliance with the United Nations Guiding Principles on Business and human rights, the ILO Declaration on Fundamental Principles and Rights of Labour, or the OECD Guidelines were reported to the Company in 2025.

2.2.4 Corporate Governance Information

Business ethics is a central pillar of Dassault Systèmes' commitment to integrity, transparency, and societal responsibility. Its mission goes beyond technological innovation by promoting best practices. By integrating these principles into its strategy, the Company aims to positively transform its socio-economic and environmental ecosystem. This commitment, which is part of a continuous improvement process, helps to strengthen the confidence of internal and external stakeholders in the responsible conduct of the Company's activities.

For practices that promote social responsibility

Dassault Systèmes is guided by a conviction that sustainable performance and responsible innovation are inseparable from a strong ethical culture. Aware of the constraints and interdependencies of the world, the Company develops with integrity, combining innovation, performance, and ethical values.

Every interaction—with its employees, partners, or communities—reflects this commitment to understanding and responding to the needs and challenges it faces. Dassault Systèmes ensures that the Corporate Social Responsibility Principles are integrated into its practices and those of its partners, explicitly prohibiting child labor, forced labor, and all forms of discrimination. These principles also guarantee safe and decent working conditions and respect freedom of association and the right to collective bargaining. Additional information on human rights can be found in sections S1, S2, S3, and S4.

A rigorous framework for exemplary practices

Dassault Systèmes formalizes its ethical commitments through clear policies and guiding principles such as its Code of Business Conduct, its Corporate Social Responsibility Principles, and its "Anti-corruption" policy. These documents guide the decisions of its employees worldwide. The Company has also implemented a global compliance program based on innovative tools and rigorous control mechanisms.

(1) https://www.3ds.com/fr/trust-center
(2) https://www.3ds.com/fr/about/corporate-responsibility/ethics-compliance

Dassault Systèmes is also committed to building transparent and responsible business relationships with its key stakeholders. To this end, the Company implements a process for evaluating the performance of its partners based on ethical and environmental criteria, thereby strengthening the credibility of its ecosystem. It invests in tools, training, and governance structures designed to maintain high standards and meet the growing expectations of its stakeholders.

2.2.4.1 Business Conduct (G1)

2.2.4.1.1 List of material Impacts, Risks, and Opportunities and Strategic Matters related to Business Conduct

Material IRO	Nature of the IRO	Sub-topic	Levers
STRATEGIC MATTER 11: PROMOTING SUSTAINABLE PROCUREMENT			
G1 – Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms	Negative impact	Management of relationships with suppliers including payment practices	**Lever 1:** Monitor the efficiency of the procurement process, from supplier account creation to invoice payment, through a controlled and integrated process **Lever 2:** Contractualize mutual expectations with suppliers in terms of environmental, Social and societal responsibility
STRATEGIC MATTER 12: ENSURING ETHICAL AND TRANSPARENT BUSINESS CONDUCT			
G2 – Reputation risk linked to a possible business conduct and corporate culture breach	Risk	Corporate culture Protection of whistle-blowers Political engagement and lobbying activities	**Lever 1:** Prevent **Lever 2:** Detect **Lever 3:** Remedy
G3 – Financial and reputation risk linked to potential fraud and corruption cases	Risk	Corruption and bribery *Prevention and detection including training*	

2.2.4.1.2 Management of Strategic Matter 11: Promoting sustainable Procurement

Dassault Systèmes relies on a large network of suppliers and is committed to maintaining ethical and responsible business relationships. To this end, the Company promotes transparency and trust by complying with payment deadlines and ethical and social responsibility principles, among other things.

Strategic matter 11 contains the following material IRO:

— **G1 – Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms**:

Payment terms play a crucial role in the financial health of companies. Failure to comply with contractual payment terms could have a negative impact on their cash flow.

A) Sustainable Procurement Process

The sustainable procurement process is based on the following principles:

A.1) Policies

Strategic matter 11 is managed in accordance with the "Responsible procurement" policy (see section 2.2.2.2.3.A.1) and the Sustainable Charter with Suppliers.

"Responsible procurement" policy

This policy forms the basis for sustainable and ethical supply chain management. Its guiding principles include:

- ESG criteria: a 20% weighting is assigned to environmental and social criteria in major calls for tenders;
- a decarbonization focus: the Company favors suppliers whose decarbonization trajectory is aligned with the Paris Agreement and science-based;
- best practices in the circular economy and reduction of resource use in the Company's operations.

Sustainable Charter with Suppliers

To ensure consistency in its commitments, Dassault Systèmes relies on the Sustainable Charter with Suppliers, which sets out clear requirements for suppliers in terms of the environment, human rights, and anti-corruption. This charter is based on two principles:

- reciprocal commitments: the charter defines the Company's expectations towards its suppliers in terms of social responsibility, including mutual commitments. It also covers ethics and compliance in business relationships (anti-corruption, respect for competition law) and working conditions (prohibition of child labor, of forced labor, of harassment and abusive behavior, respect for freedom of association, guarantee of a safe working environment). It also addresses the mitigation of environmental impacts, such as GHG emissions;
- availability and acceptance: acceptance of the charter is a prerequisite for supplier registration (excluding suppliers of CENTRIC entities). It is displayed on purchase orders and published on the Company's website, ensuring that suppliers are fully aware of their duties and mutual requirements.

In this charter, Dassault Systèmes commits to respecting contractual payment terms. Payment commitments are adapted to the practices of each country and are a key objective for procurement teams. They are applicable worldwide.

In each country, contractual payment terms are set without distinction between supplier categories by applying the standard terms in force, which vary from 30 to 60 days depending on the country. However, in response to the difficult liquidity situations faced by certain suppliers during financial or health crises (COVID-19), particularly SMEs, the Company has been able to implement, on an exceptional basis, early payment cycles.

RFAR label

The renewal of the RFAR (Responsible Supplier Relations and Purchasing) label in 2025 confirmed that Dassault Systèmes' purchasing practices remain aligned with the ISO 20400 standard. This label, awarded after an independent audit and reviewed annually, provides recognition of the Company's commitment to sustainability.

A.2) Upstream Value Chain decarbonization Program (Scope 3)

Dassault Systèmes is committed to working with suppliers who are transitioning to a more decarbonized economy in the long term. Its target of having 50% of its suppliers adopt a science-based decarbonization pathway by 2027 is proof of this commitment (see details in section 2.2.2.2.3).

A.3) Supplier Risks

Dassault Systèmes has implemented a supplier risk management system that complies with due diligence requirements and aims to secure critical supplies:

- due diligence: the due diligence actions to be carried out are described in the "Responsible procurement" policy (see section 2.2.2.2.3.A.1);
- ethical risks: the Procurement & Travel department monitors risks related to human rights and fundamental freedoms. It uses a compliance platform to check sanctions lists and negative media coverage of its suppliers;
- Sustainable Charter with Suppliers: the charter encourages stakeholders to report any incidents;
- mapping of environmental, social, and ethical risks: currently being updated, this mapping will be enhanced by combining external data provided by EcoVadis (risks by industry and by country) with criteria specific to Dassault Systèmes (e.g., criticality and expenditure amounts). This update will enable the Company to identify priority matters more accurately and adapt its actions accordingly. In line with the commitments specified in the RFAR label, Dassault Systèmes' ambition is to reconcile high standards with support, for a more sustainable and resilient supply chain.

A.4) Other sustainable Procurement Practices

- listening to stakeholders: the Company conducts biennial surveys with its suppliers and internal teams to assess the quality of the relationship, from the call for tenders to the invoice payment;
- training for Procurement & Travel department employees:
  - procurement teams receive ongoing training on environmental matters, including, in 2025, a Digital Fresco on Sustainable Procurement for teams in France,
  - teams in charge of the supplier engagement and invoice payment process are regularly invited to attend training on environmental, social, or governance topics.

- buyers involvement: part of their individual performance targets is linked to the implementation of due diligence and the promotion of sustainability practices, including the rollout of the SBTi program;
- creation of positive externalities: Dassault Systèmes promotes collaboration with the sheltered and adapted work sector. This initiative contributes to the professional integration of people with disabilities, reinforcing the Company's social impact and its commitment to inclusion.

B) Main Actions related to Strategic Matter 11

The responsible procurement approach will be implemented in 2025 through the active levers and action plans described below.

Policies	Key actions
Lever 1: Monitor the efficiency of the procurement process, from supplier CREATION to invoice payment, through a controlled and integrated process	
"Responsible procurement" policy	Implementation of a process to ensure compliance with payment deadlines, incorporating the following actions: – Enhanced communication with suppliers and prescribing employees to remind them of the importance of sending invoices directly to the accounting teams – Weekly, systematic, and comprehensive reminders to prescribing employees to ensure receipt of goods and services, as well as validation of invoices – Specific reminders to suppliers to identify and process invoices that are more than 30 days overdue (services provided without an invoice received) – Increase in the number of monthly payment campaigns to reduce the intervals between payments (in Europe, from three monthly campaigns in 2018 to a maximum of eight in 2025, depending on the country) – Regular reviews with key operational teams to resolve temporary issues that may affect the relationship with a supplier
Lever 2: Contractualize mutual expectations with suppliers in terms of environmental, Social and societal responsibility	
Sustainable Charter with Suppliers	– Remind suppliers that they are required to send their invoices within a few days following their issue date so that they can be paid within the specified payment term, as outlined in the charter – Renewal of the RFAR label

C) Metrics related to Strategic Matter 11

Metrics

	2025	2024	Variation 2025-2024	
ESRS DATAPOINTS				
Average number of days to pay an invoice from invoice date	37	37	0	-
Number of outstanding legal proceedings for late payments	0	0	0	-
ENTITY-SPECIFIC DATAPOINTS				
Percentage of payments done on-time	86.0%	89.0%	(3.0) pts	-

In 2025, Dassault Systèmes maintained stable payment terms, with an average of 37 days, comparable to 2024. The on-time payment rate declined by (3) pts to 86%.

Methodology

The metrics relating to supplier payments are highly reliable. They cover the entire scope of Dassault Systèmes, with the exception of newly acquired companies or those in process of being integrated, which account for 11% of the Company's purchases.

2.2.4.1.3 Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct

Strategic matter 12 encompasses the following material IROs:

- **G2 – Reputation risk linked to a possible business conduct and corporate culture breach**:

  Although Dassault Systèmes has implemented a program to ensure that its employees and partners comply with all applicable rules, including the highest ethical standards, export control regulations, international sanctions, and competition law, any proven or suspected violation of these local or international rules could affect the Company's business or reputation.

- **G3 – Financial and reputation risk linked to potential fraud and corruption cases**:

  Despite a robust compliance program designed to prevent ethical breaches, the occurrence of actual or suspected cases of fraud or corruption could pose a risk to Dassault Systèmes' business or reputation. Such situations could give rise to audits or investigations by the competent authorities, or even fines, penalties, or litigation, and could have a negative impact on the Company's business, revenue, employer brand, or reputation. However, this risk is mitigated by the policies and measures implemented.

A) Policies and main Actions related to Strategic Matter 12

A.1) Business ethics at Dassault Systèmes

Since its creation, Dassault Systèmes has promoted a culture of integrity and trust in order to build lasting relationships with all its stakeholders. The Company is committed to ensuring a professional environment that respects the principles of ethics and compliance, aligning its actions with the highest standards of responsibility.

This culture is supported by regular awareness-raising and training initiatives designed to strengthen understanding and integration of these values into professional practices. Metrics and evaluation processes are used to measure employee buy-in and adjust the Company's actions to identified ethical and compliance issues, with a view to continuous improvement.

Policies

Lever 1: Prevent	**Relevant sections**			
	A.1 Business ethics		**A.2 Responsible public affairs management**	**A.3 "Anti-corruption" policy**
	Ethics and compliance rules (A.1.a)	Whistleblowing procedure (A.1.b)		
Key policies:				
— Code of Business Conduct	X			X
— Corporate Social Responsibility Principles	X			X
— Sustainable Charter with Suppliers	X			X
— "Anti-corruption" policy.	X			X
Additional policies:				
— Recommendations for interactions with Dassault Systèmes intermediaries	X			X
— Recommendations for Gifts and Invitations with Third Parties (and declaration procedure)	X			X
— Recommendations on conflicts of interest	X			
— Charter for Responsible Public Affairs			X	
Lever 2: Detect				
— Dassault Systèmes whistleblowing procedure.		X		X
Lever 3: Remediate				
— Code of Business Conduct.	X			

A.1.a) Ethics and Compliance Rules applicable at Dassault Systèmes

The Dassault Systèmes ethical rules described below apply to all subsidiaries and may apply specifically to business relationships within the value chain. The Code of Business Conduct, the "Anti-corruption" policy, and the Corporate Social Responsibility Principles are proposed by the Director of business ethics and Compliance, under the responsibility of the General Counsel, and approved by the Executive Vice President, Chief Financial Officer.

These documents serve as a reference for employees of the Company to guide their behavior and interactions in their daily activities and to ensure the commitment of the Company's partners and suppliers. They are available on the Dassault Systèmes website and on the internal **3D**EXPERIENCE platform.

Dassault Systèmes' professional ethics and corporate responsibility are also based on fundamental international texts relating to human and social rights and environmental protection, such as the United Nations International Charter of human rights, the International Convention on the Rights of the Child, the OECD Guidelines, and the ILO Conventions. They are also based on the implementation of ethical and compliance rules applicable to all employees and the entire Company ecosystem, through the establishment of dedicated Governance, the management of a Whistleblowing procedure, and ongoing awareness-raising and training initiatives.

The Code of Business Conduct

Implemented in 2004 and last revised in 2024, the Code of Business Conduct applies to all employees of Dassault Systèmes. It describes how the Company intends to conduct its business and addresses, in particular:

- compliance with regulations applicable to its activities;
- interactions with employees and partners in its ecosystem;
- protection of its assets, including its intellectual property and that of its customers and partners.

This Code is supplemented by specific policies relating to the "Anti-corruption" policy, influence peddling, Personal Data Protection, conflicts of interest, public affairs management, and the protection of confidential information—including insider information—and other ethical issues. It also includes references to the Company's applicable policies on social responsibility and business ethics, as well as an overview of the Whistleblowing procedure.

The Corporate Social Responsibility Principles

The Corporate Social Responsibility Principles are based on the fundamental international texts cited above and define several key commitments:

- the prohibition of child labour for children still subject to compulsory schooling (and, in any case, children under the age of 15), forced labour, and any other form of modern slavery;
- the prohibition of all forms of discrimination, both during Recruitment and throughout working life and at the end of the labour relationship;
- guaranteeing a safe and healthy working environment, ensuring the hygiene, safety, and health of employees;
- compliance with applicable legal or regulatory minimum wage requirements;
- respect for freedom of association and the right to collective bargaining;
- zero tolerance for corruption and influence peddling;
- compliance with regulations relating to personal data protection and the environment.

The Sustainable Charter with Suppliers

The Charter is described in section 2.2.4.1.2.A.1.

A.1.b) The Whistleblowing procedure

Any case of non-compliance with applicable laws and regulations, particularly in relation to the "Anti-corruption" policy, duty of care, or Dassault Systèmes' Code of Business Conduct, may be reported via the Company's Whistleblowing procedure. Available in 18 languages, this procedure can be accessed on the internal **3D**EXPERIENCE platform and is also available to all stakeholders on the Company's website at [1].

Dassault Systèmes encourages whistleblowers acting in good faith to report concerns by guaranteeing the confidentiality of their identity, the absence of reprisals, and, where applicable, the protection of their anonymity. The procedure is updated on an *ad hoc* basis, in line with regulatory developments.

Reports can be made through several channels:

- by email to people.ethicscommittee@3ds.com;
- via the online form at [2];
- by leaving a voice message on the dedicated voicemail box, the numbers for each country where Dassault Systèmes operates are available on the website [3];
- or by requesting a meeting with the Company's business ethics and People Ethics officers.

(1) https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-alert-procedure
(2) https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-form/
(3) https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-alert-procedure/how-make-alert-telephone

In order to promote the Whistleblowing procedure, Dassault Systèmes provides dedicated training and regularly develops awareness-raising initiatives. These actions aim to inform employees and partners of the reporting options available, thereby enhancing the accessibility and effectiveness of the system within all entities of the Company and its ecosystem.

The Dassault Systèmes Ethics Committee is responsible for ensuring compliance with the Code of Business Conduct. It systematically investigates any cases of non-compliance brought to its attention, including those reported through the Whistleblowing procedure. It meets once a month and is composed of members of senior management, including the General Secretary, the Executive Vice President, Chief People & Information Officer, General Counsel & Compliance Director, Internal Audit Director, Director of People Ethics, and the Director of business ethics & Compliance.

Reports received are handled, with impartiality, by the business ethics and People Ethics officers, under the authority of the Ethics Committee. They are subject to thorough verification, investigations where necessary, and any measures deemed necessary, in accordance with applicable regulations. In addition, every employee of Dassault Systèmes required to conduct an internal investigation receives specific training dedicated to conducting such investigations. In this regard, a dedicated training session on internal investigations was also delivered to the Compliance Ambassadors.

A.1.c) Employee Awareness and Training

Each year, all employees of Dassault Systèmes undergo mandatory training on the Code of Business Conduct (see also section 2.2.4.1.3.A.3.a). Available in 17 languages, this training includes a theoretical component and practical exercises. Upon completion, employees formally commit to complying with the Code.

Awareness of ethical issues is reinforced through various initiatives, including:

- online and in-person training;
- seminars and webinars on specific topics, intended for employees who are particularly exposed or subject to a legal training obligation in their country;
- awareness-raising articles and videos regularly published on the internal **3D**EXPERIENCE platform.

A.2) Responsible Public Affairs Management

Dassault Systèmes is committed to responsible lobbying, respecting the principles of transparency and the regulations and best practices in force. To govern these activities, the Company has implemented a Charter for Responsible Public Affairs and Rigorous Transparency Practices. This charter is the responsibility of the General Secretary, a member of the Executive Committee, in charge of public affairs.

In line with the ten principles of the United Nations Global Compact, to which it is a signatory, Dassault Systèmes has formalized its commitment in its Charter for Responsible Public Affairs. Among the practices implemented, employees must obtain approval from their superiors before any lobbying activity and report to the General Secretariat for strategic issues.

As a scientific company specializing in the research and development of innovative software, lobbying activities are limited to a few strategic topics such as industrial and digital sovereignty, sustainable innovation, and policies related to Life Sciences & Healthcare. Dassault Systèmes does not make any political contributions or grant any benefits to promote or support any political party or public officials.

Dassault Systèmes records its lobbying activities in accordance with legal requirements:

- European Union: The Company is registered in the EU Transparency Register (number 454608238523-04), where budgets and activities can be viewed online;
- France: The Company is registered with the High Authority for Transparency in Public Life (HATVP). Employees who are likely to be in contact with public officials are identified and declare their activities using a form. An annual activity report is published on the HATVP website[(1)].

Finally, no member of the administrative, department, or supervisory bodies appointed in 2025 has held a comparable position in a public administration during the two years preceding their appointment.

A.3) The anti-corruption Program

Dassault Systèmes has a zero-tolerance policy on corruption and influence peddling. The Company is committed to complying with international laws in this area, including the US Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and the *Sapin II* law in France.

This commitment, supported by the governing body, is implemented through a rigorous corruption prevention program based on three pillars: prevention, detection, and remediation. This program is structured around a specific risk map updated in 2025, dedicated policies and training, risk assessment procedures, and a system of regular controls and audits.

The Business Ethics & Compliance department, which reports to the Legal department and is supported by a network of Compliance Ambassadors made up of legal, financial, and operational experts, is responsible for defining and implementing this program. Its evolutions, progress and key metrics are presented to the Board of Directors each year.

(1) https://www.hatvp.fr/fiche-organisation/?organisation=322306440

A.3.a) Prevent

To prevent corruption, Dassault Systèmes relies on a set of policies, procedures, and recommendations made available to its employees and partners:

- the Code of Business Conduct: this reaffirms the Company's zero-tolerance policy towards corruption and influence peddling, including kickbacks and facilitation payments, regardless of local customs or commercial pressure, and even if this leads to the loss of business opportunities;
- the "Anti-corruption" policy: this describes the behavior to be adopted to prevent and detect any form of corruption, both internally and in relations with third parties;
- the Sustainable Charter with Suppliers: this defines the Company's expectations of its suppliers in terms of compliance with applicable regulations and the prevention of corruption and conflicts of interest;
- the Whistleblowing Procedure: this enables employees and stakeholders to report, confidentially and without fear of reprisals, any breaches of applicable laws and regulations—particularly those relating to the "Anti-corruption" policy—or of the Code of Business Conduct;
- Recommendations for Interactions with Intermediaries: these guidelines help employees manage relationships with agents, distributors, consultants, and other intermediaries working with or for Dassault Systèmes, to ensure that these activities comply with applicable regulations and the "Anti-corruption" policy;
- Recommendations on conflicts of interest: these help employees identify, prevent, and manage situations that could give rise to a conflict of interest;
- Recommendations regarding gifts and invitations (and the corresponding operational procedure): these govern the exchange of gifts and invitations between employees and third parties, in order to ensure compliance with the Company's "Anti-corruption" policy;
- Corporate Social Responsibility Principles: these promote a culture of zero tolerance towards all forms of corruption, including influence peddling.

These documents are available on the internal **3D**EXPERIENCE platform and, in some cases, on the Dassault Systèmes website.

Dassault Systèmes' corruption prevention system also relies on training and awareness-raising activities, organized online or in person by the Business Ethics & Compliance department, with the support of the Compliance Ambassadors community.

In addition, this system relies on due diligence procedures applied to third parties to identify potential risks of non-compliance, human rights violations, or corruption, and to ensure that the Company's business relationships are aligned with its values of integrity and responsibility. In this regard, Dassault Systèmes uses specialized databases and advanced analysis tools to tailor controls to specific activities and geographic areas.

The nature, content, and depth of the training programs developed by Dassault Systèmes to implement the "Anti-corruption" policy are presented in the table below:

Nature of training	Main target	Key content	Target Audience	Status
1 – Basic training: "Code of Business Conduct"	Understanding ethics and compliance rules	Presentation of the different forms of corruption, dedicated internal policies, applicable rules regarding gifts and invitations, and the Whistleblowing procedure	All Company employees	Mandatory Recurring
2 – Intermediate training: "Understanding the principles of anti-corruption"	Deepening understanding of corruption risks	Content from the basic training. Presentation of "anti-corruption" policy legislation, in-depth identification of different forms of corruption, analysis of risks associated with partners, and role-playing through practical case studies	All Company employees	Mandatory
3 – Advanced training: "Advanced training on the "Anti-corruption" policy"	Preventing and managing complex situations of potential corruption	Content from the basic training. Presentation of the Business Ethic & Compliance department, analysis of risk mapping, identification of complex corruption schemes, detection of warning signs, and adoption of the right compliance reflexes	Functions exposed	On an *ad hoc* basis

Dassault Systèmes identifies the functions most exposed to the risk of corruption, in particular business development teams in countries classified as "at risk" by *Transparency International*, those interacting with public entities, and, more broadly, those identified in the mapping exercise dedicated to the risks of corruption and influence peddling, updated in 2025. They represent less than 2% of the workforce:

- in addition to training on the Code of Business Conduct and "Anti-corruption" policy, these employees attend an in-depth session on the corruption risks specific to their area of activity. As a result, 100% of the roles identified as most exposed to corruption risks are covered by these prevention training courses;
- members of the administrative and management bodies also receive training dedicated to the "Anti-corruption" policy, either as part of the mandatory training required of employees or during annual presentations to the Board of Directors. They are also made aware of these issues throughout the year through various initiatives carried out as part of the Company's compliance program.

A.3.b) Detect

The implementation of several mechanisms for detecting corruption has taken place at Dassault Systèmes:

- alerts: the Company relies on reports made under the Whistleblowing procedure;
- internal controls: the prevention program includes several levels of control, including accounting controls, which are essential levers for detection;
- audits: as part of its duties, the Internal Audit department assesses the effectiveness of internal controls and prevents or detects potential cases of fraud or non-compliance with the Company's rules and procedures.

In the event of allegations or suspicions relating to business ethics issues, particular attention is paid to the appointment of independent investigators from outside the management chain concerned, in order to guarantee the impartiality and integrity of the investigations.

In addition, Dassault Systèmes conducts limited lobbying activities, mainly in Europe. The estimated annual cost of these activities, as reported to the European Union, is between €500,000 and €599,999.

A.3.c) Remediate

The Dassault Systèmes Ethics Committee reviews cases of non-compliance with the Code of Business Conduct, including possible acts of corruption. It takes the necessary corrective measures and issues recommendations for appropriate sanctions.

As part of its ongoing efforts to improve its ethics and compliance program, the Company incorporates lessons learned from its key metrics, such as training rates, the results of controls carried out, and the nature of the cases reviewed and, more generally, the decisions of the Ethics Committee. These analyses help to strengthen anti-corruption tools, including policies, procedures, controls, training, and awareness-raising initiatives.

B) Metrics and Targets related to Strategic Matter 12

Metrics

All of the procedures and due diligence described in section 2.2.4.1.2.A lead the Company to monitor the following metrics:

	2025	2024	Variation 2025-2024		Objectif 2025
ESRS DATAPOINTS					
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0	0	0.0%	
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0	0	0.0%	
Amount of financial political contributions made	0	0	0	0.0%	
ENTITY-SPECIFIC DATAPOINTS					
Number of suppliers subject to due diligence	1,700	1,650	50	3.0%	
Number of due diligence of third parties (business partners, resellers…)	430	484	(54)	(11.2%)	
Number of cases examined by the Ethics Committee following suspicions of non-compliance	60	46	14	30.4%	
Percentage of disciplinary sanctions in cases of non-compliance	100.0%	100.0%	0.0 pt	-	
Percentage of employees trained on anti-corruption (1)	99.8%	99.8%	0.0 pt	-	
Percentage of employees trained on Code of Business Conduct (1)	96.9%	94.7%	2.2 pts	-	
Percentage of employees trained on Ethics and compliance (2)	98.0%	96.6%	1.4 pts	-	95%

(1) Mandatory training data excludes CENTRIC entities and covers 94.2% of the workforce as of December 31, 2025.
(2) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, personal data protection and anti-corruption.

Ethics and transparency metrics are monitored by Dassault Systèmes' Business Ethics & Compliance department or Legal department.

Targets

The target percentage of employees trained in ethics and compliance is 95% for 2025.

2.2.5 Appendices

2.2.5.1 Table of incorporation by reference (BP_2)

The table below presents all information incorporated by reference to other sections of the management report in the Sustainability Statement, in accordance with section 9.1 "Incorporation of information by reference" of ESRS 1:

Sections of the Sustainability Statement	Incorporation by reference	Section in the Sustainability Statement	"Reference" section in the Universal registration document
General Information (ESRS 2)	Information on the Company's 3DS Acceptable Use Policy	2.2.1.1.3 "Upstream and downstream value chain"	2.4.3.3.4 "Misuse of Dassault Systèmes solutions"
	Information on the members of the three committees of the Board of Directors	2.2.1.3.1 "The role of the administrative, management, and supervisory bodies (GOV _1)"	5.1.1.2 "Composition of the Board of Directors"
	Information on the general risk management process	2.2.1.3.1 "The role of the administrative, management, and supervisory bodies (GOV _1)"	5.2 "Enterprise Risk Management and internal control"
	Information on the Audit & Risks department	2.2.1.3.2 "Information provided to the Company's administrative, management and supervisory bodies and sustainability issues addressed by these bodies (GOV_2)"	5.2.2 "Organizational Framework"
	Information on the general risk management process	2.2.1.3.5 "Risk management and internal control processes for sustainability information (GOV_5)"	5.2.3.1 "Risk Management Process"
	Information on strategy, markets, and solution portfolio Information on the business model and its value chains	2.2.1.4.1 "Strategy, Business Model, and Value Chain (SBM_1)"	1.4 "Activities"
Environmental information	Consolidated IFRS revenue for calculating carbon intensity	2.2.2.2.3.C.3. "Methodologies and methods for calculating GHG emissions and other E1 metrics"	Chapter 3
	Breakdown of revenue in the context of alignment and eligibility for the EU Taxonomy	2.2.2.1.5 "Eligible and aligned revenue (software and services) as of December 31, 2025" 2.2.2.2.1.A.5 "Results of the implementation of the Transition plan"	4.1.1 "consolidated financial statements and notes"
	Average number of employees over the reporting period	2.2.3.1.1 " List of material Impacts, Risks and Opportunities and strategic matters related to the Company's Own Workforce "	4.1.1 "consolidated financial statements and notes – Note 6: Personnel expenses"

Sections of the Sustainability Statement	Incorporation by reference	Section in the Sustainability Statement	"Reference" section in the Universal registration document
Social and societal information	Long-term incentive plan	2.2.3.1.3.A "Policies related to strategic matter 6"	5.1.5 "Interests of executives and employees in the capital of Dassault Systèmes SE"
	Dialogue with employees' representatives	2.2.3.1.3.A "Main actions related to strategic matter 6"	5.1.1.2 "Composition and functioning of the Board of Directors"
	Compensation of the Chief Executive Officer & Chairman	2.2.3.1.4.C "Metrics and targets related to strategic matter 7"	5.1.3.2 "Compensation Policy Applicable to Mr. Pascal Daloz, Chief Executive Officer then Chief Executive Officer & Chairman since February 21, 2026"
Information on business conduct	Information on responsible tax policy and transparent governance	2.2.4.2.1 "Towards a responsible and transparent tax policy"	3.1.3.5 "Income tax expense"

2.2.5.2 Appendix B – List of datapoints provided for in cross-cutting and topical standards that are required by other European Union legislation

Disclosure requirements	Name and related datapoints	Section
ESRS 2		
ESRS 2 – GOV_1 (05 and 06)	Gender diversity within governance bodies (section 21, point d)	2.2.1.3.1
ESRS 2 – GOV_1 (07)	Percentage of independent directors (section 21, point e)	2.2.1.3.1
ESRS 2 – GOV_4 (01)	Due diligence statement (section 30)	2.2.1.3.4
ESRS 2 – SBM_1 (09 to 14)	Participation in fossil fuel activities (section 40, point d, i)	Not material
ESRS 2 – SBM_1 (15 and 16)	Participation in activities related to the manufacture of chemicals (section 40, point d, ii)	Not significant
ESRS 2 – SBM_1 (17 and 18)	Participation in activities related to the manufacture of chemicals (section 40, point d, ii)	Not significant
ESRS 2 – SBM_1 (19 and 20)	Participation in activities related to tobacco cultivation and production (section 40, point d, iv)	Not significant
E1		
E1_1 (01)	Transition plan to achieve climate neutrality by 2050 (section 14)	2.2.2.2.1.A
E1_1 (12)	Companies excluded from the Paris Agreement benchmarks (section 16, point g)	2.2.2.2.1.A.2
E1_4 (02 to 24)	GHG emission reduction targets (section 34) (02, 04, 07, 10, 13, 18, 20, 21, 22, 23, 24) (03, 05, 06, 08, 09, 11, 12, 14, 15, 16, 17, 19)	2.2.2.2.1.A Not important
E1_5 (10 to 14)	Energy consumption from fossil fuels broken down by energy source (only sectors with significant impacts on the climate) (section 38)	2.2.2.2.3.B.1
E1_5 (01 to 08)	Energy consumption and energy mix (section 37)	2.2.2.2.3.B.2 and 2.2.2.2.3.C.3.b

Disclosure requirements	Name and related datapoints	Section
E1_5 (18 to 23)	Energy intensity of activities in sectors with a high climate impact (sections 40 to 43)	Not significant
E1_6 (01 and 07 to 15)	Gross GHG emissions from scopes 1, 2, or 3 and total GHG emissions (section 44) (01, 07-13, 15) (14)	2.2.2.2.3.C.1 and 2.2.2.2.3.C.3.a Not significant
E1_6 (30 and 31 and 32)	Intensity of gross GHG emissions (sections 53 to 55)	2.2.2.2.3.C.1
E1_7 (01 and 02)	GHG removals and carbon credits (section 56)	2.2.2.2.3.C.1
E1_9 (07 to 13)	Exposure of the benchmark portfolio to climate-related physical risks (section 66, point a)	Not material
E1_9 (05)	Location of significant assets exposed to material physical risk (section 66, point c)	Not material
E1_9 (01 to 04 and 06)	Breakdown of monetary amounts by acute and chronic physical risks (section 66, point a)	Not material
E1_9 (17)	Breakdown of the book value of the Company's real estate assets by energy efficiency class (section 67, point c)	Not material
E1_9 (41 to 44)	Degree of exposure of the portfolio to climate-related opportunities (section 69)	Not material
E2		
E2_4 (01 to 07)	Quantity of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) released into the air, water, and soil (section 28)	Not significant
E3		
E3_1 (13)	Water and Marine Resources (section 9)	Not significant
E3_1 (07 and 08)	Policy in this area (section 13) (07) (08)	2.2.2.3.2.A Not significant
E3_1 (09 to 12)	Sustainable practices with regard to oceans and seas (section 14)	Not significant
E3_4 (03)	Total percentage of water recycled and reused (section 28, point c)	Not significant
E3_4 (08)	Total water consumption in m³ relative to revenue generated by the Company's own activities (section 29)	Not applicable
E4		
ESRS 2 – SBM_3 – E4	(section 16, point a, i)	Not significant
ESRS 2 – SBM_3 – E4	(section 16, point b)	Not important
ESRS 2 – SBM_3 – E4	(section 16, point c)	Not important
E4_2 (18)	Sustainable land/agricultural practices or policies (section 24, point b)	Not significant
E4_2 (19)	Sustainable ocean/sea practices or policies (section 24, point c)	Not important
E4_2 (20)	Policies to combat deforestation (section 24, point d)	Not material
E5		
E5_5 (10 and 11)	Non-recycled waste (section 37, point d)	2.2.2.4.3.C
E5_5 (15 and 16)	Hazardous waste and radioactive waste (section 39)	Not significant
S1		
S1_SBM_3 (07 and 08)	Risk of forced labour (section 14, point f)	2.2.3.1.3.A
S1_SBM_3 (09 and 10)	Risk of child labor exploitation (section 14, point g)	2.2.3.1.3.A

Disclosure requirements	Name and related datapoints	Section
S1_1 (03 to 06)	Commitments to pursue a human rights policy (section 20)	2.2.3.1.3.A
S1_1 (07)	Due diligence policies on issues covered by the International Labor Organisation's fundamental conventions 1 to 8 (section 21)	2.2.3.1.3.A
S1_1 (08)	Processes and measures to prevent human trafficking (section 22)	2.2.3.1.3.A
S1_1 (09)	Workplace accident prevention policy or management system (section 23)	2.2.3.1.3.A
S1_3 (05)	Mechanisms for handling disputes or complaints (section 32, point c)	2.2.3.1.2/3/4
S1_14 (02 to 05)	Number of deaths and number and rate of work-related accidents (section 88, points b and c)	Not important
S1_14 (07)	Number of days lost due to injury, accident, death, or illness (section 88, point e)	Not important
S1_16 (01)	Unadjusted gender pay gap women & men (section 97, point a)	2.2.3.1.4.C
S1_16 (02)	Chief Executive Officer pay ratio (section 97, point b)	2.2.3.1.4.C
S1_17 (01 and 02 and 14)	Cases of discrimination (section 103, point a) (14) (01, 02)	 Not significant 2.2.3.1.4.C
S1_17 (08 to 10)	Non-compliance with the Guiding Principles on Companies and human rights and the OECD Guidelines (section 104, point a)	2.2.3.1.4.C
S2		
S2_SBM_3 (04)	Significant risk of child labour or forced labour in the value chain (section 11, point b)	2.2.3.2.1
S2_1 (01 to 04)	Commitments to pursue a human rights policy (section 17)	2.2.3.2.3
S2_1 (05 to 07)	Policies relating to Workers in the Value Chain (section 18) (05, 06) (07)	 2.2.3.2.2.A Not significant
S2_1 (08)	Non-compliance with the Guiding Principles on Companies and human rights and the OECD Guidelines (section 19)	2.2.3.2.3
S2_1 (09)	Due diligence policies on issues covered by the International Labor Organisation's fundamental conventions 1 to 8 (section 19)	2.2.3.2.3
S2_4 (11)	Human rights issues and incidents related to the upstream or downstream value chain (section 36)	2.2.3.2.3
S3		
S3_1 (02 to 05)	Commitments to pursue a human rights policy (section 16) (02, 04, 05) (03)	 2.2.3.3.4 Not significant
S3_1 (06 and 07)	Non-compliance with the Guiding Principles on Companies and human rights, ILO principles, or OECD Guidelines (section 17)	2.2.3.3.4
S3_4 (11)	Human rights issues and incidents (section 36)	2.2.3.3.4
S4		
S4_1 (02 to 05)	Policies relating to Consumers and End-Users (section 16)	2.2.3.4.2.A and 2.2.3.4.3.A
S4_1 (06 and 07)	Non-compliance with the Guiding Principles on Companies and human rights and the OECD Guidelines (section 17)	2.2.3.4.4

Disclosure requirements	Name and related datapoints	Section
S4_4 (11)	Human rights issues and incidents (section 35)	2.2.3.4.4
G1		
G1_1 (03 and 04)	United Nations Convention against Corruption (section 10, point b)	Not important
G1_1 (06 and 07)	Protection of whistle-blowers (section 10, point d)	Not important
G1_4 (01 and 02)	Fines for violations of legislation on the anti-corruption policy and corrupt practices (section 24, point a)	2.2.4.1.3.B
G1_4 (03)	Standards for the anti-corruption policy and corrupt practices (section 24, point b)	2.2.4.1.2.A.3

2.2.5.3 ESRS Disclosure Requirements

Disclosure requirements number	Name of disclosure requirements	Section
ESRS 2		
BP_1	General basis for preparation of sustainability statements	2.2.1.1
BP_2	Disclosures in relation to specific circumstances	2.2.1.2
GOV_1	The role of administrative, department, and supervisory bodies	2.2.1.3.1
GOV_2	Information provided to the Company's administrative, management, and supervisory bodies and sustainability matters addressed by these bodies	2.2.1.3.2
GOV_3	Integration of sustainability performance into incentive mechanisms	2.2.1.3.3
GOV_4	Due diligence statement	2.2.1.3.4
GOV_5	Risk management and internal controls relating to sustainability information	2.2.1.3.5
SBM_1	Strategy, Business Model, and Value Chain	2.2.1.4.1
SBM_2	Stakeholder interests and perspectives	2.2.1.4.2
SBM_3	Material Impacts, Risks and Opportunities and their link to Strategy and Business Model	2.2.1.4.3
IRO_1	Description of the process for identifying and assessing material impacts, risks, and opportunities	2.2.1.5.1
IRO_2	Disclosure requirements under ESRS covered by the Company's sustainability statement	2.2.1.5.2
E1		
E1_GOV_3	ESRS 2 GOV_3 disclosure requirement: Integration of sustainability performance into incentive mechanisms	2.2.1.3.3
E1_1	Transition plan for climate change mitigation	2.2.2.2.1.A
E1_SBM_3	Disclosure requirements related to ESRS 2 SBM_3 – Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model	2.2.2.2.1.B
E1_ IRO _1	Description of the process for identifying and assessing material impacts, risks, and opportunities	2.2.1.5.1
E1_2	Policies related to climate change mitigation and climate change adaptation	2.2.2.2.2.A.1 and 2.2.2.2.2.B.1 and 2.2.2.2.3.A.1 and 2.2.2.2.3.B.1 and 2.2.2.2.4.A

Disclosure requirements number	Name of disclosure requirements	Section
E1_3	Actions and resources related to Climate Change policies	2.2.2.2.2.A.2 and 2.2.2.2.2.B.2 and 2.2.2.2.3.A.2 and 2.2.2.2.3.B.2 and 2.2.2.2.4.B
E1_4	Targets related to climate change mitigation and climate change adaptation	2.2.2.2.1.A.2 and 2.2.2.2.2.A.3 and 2.2.2.2.2.B.3 and 2.2.2.2.3.C.2 and 2.2.2.2.4.C
E1_5	Energy consumption and energy mix	2.2.2.2.3.B.2 and 2.2.2.2.3.C.3.b
E1_6	Gross GHG emissions from scopes 1, 2, or 3 and total GHG emissions	2.2.2.2.3.C.1 and 2.2.2.2.3.C.3.a
E1_7	GHG absorption and mitigation projects financed by carbon credits	2.2.2.2.3.C.4
E1_8	Internal carbon pricing	2.2.2.2.3.C.5
E2		
E2_IRO_1	ESRS 2 disclosure requirement IRO_1: Description of the process for identifying and assessing material Impacts, Risks and Opportunities	2.2.1.5.1.D.2
E3	**2.2.1.5.1.E.2**	
E3_IRO_1	ESRS 2-related disclosure requirement IRO_1: Description of the process for identifying and assessing material Impacts, Risks and Opportunities	2.2.1.5.1.D.3
E3_1	Water and Marine Resources policies	2.2.2.3.2.A
E3_2	Actions and resources related to Water and Marine Resources	2.2.2.3.2.B
E3_3	Targets relating to Water and Marine Resources	2.2.2.3.2.C
E3_4	Water consumption	2.2.2.5.1
E4		
E4_IRO_1	Disclosure requirements related to ESRS 2 IRO_1: Description of the process for identifying and assessing material Impacts, Risks and Opportunities	2.2.1.5.1.D.4
E5		
E5_IRO_1	Disclosure requirements related to ESRS 2 IRO_1: Description of the process for identifying and assessing material Impacts, Risks and Opportunities	2.2.1.5.1.D.5
E5_1	Policies on resource use and the Circular Economy	2.2.2.4.2.A and 2.2.2.4.3.A
E5_3	Resource use and Circular Economy targets	2.2.2.4.2.C and 2.2.2.4.3.C
E5_4	Incoming resource flows	2.2.2.4.3.B
E5_5	Outgoing resource flows	2.2.2.4.3.A and 2.2.2.4.3.B and 2.2.2.4.3.C

Disclosure requirements number	Name of disclosure requirements	Section
S1		
S1_SBM_2	Disclosure requirements related to ESRS 2 SBM_2: Stakeholder interests and perspectives	2.2.1.4.2
S1_SBM_3	Disclosure requirement related to ESRS 2 SBM_3: Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model	2.2.3.1.1 and 2.2.3.1.2 and 2.2.3.1.3 and 2.2.3.1.3.A and 2.2.3.1.4
S1_1	Policies regarding the Company's Own Workforce	2.2.3.1.1 and 2.2.3.1.1.A and 2.2.3.1.2.A and 2.2.3.1.3.A and 2.2.3.1.4.A and
S1_2	Process for dialogue with the Own Workforce and their representatives regarding impacts	2.2.3.1.1 and 2.2.3.1.2.A and 2.2.3.1.3.A and 2.2.3.1.4.A
S1_3	Process for remedying negative impacts and channels for the Own Workforce to raise concerns	2.2.3.1.2.A and 2.2.3.1.3.A and 2.2.3.1.4.A
S1_4	Actions concerning material impacts on the Own Workforce, approaches to managing material risks and seizing material opportunities concerning the Own Workforce, and the effectiveness of these actions	2.2.3.1.1 and 2.2.3.1.1.B and 2.2.3.1.2.B and 2.2.3.1.3.B and 2.2.3.1.4.B and
S1_5	Targets related to managing material impacts, promoting positive impacts, and managing risks and opportunities	2.2.3.1.1 and 2.2.3.1.1.C and 2.2.3.1.2.C and 2.2.3.1.3.Cet 2.2.3.1.4.C and
S1_6	Characteristics of the Company's employees	2.2.3.1.1 and 2.2.3.1.1.C and 2.2.3.1.2.C and 2.2.3.1.3.C and 2.2.3.1.4.C and
S1_8	Coverage of collective bargaining and Social dialogue	2.2.3.1.3.A
S1_9	Diversity metrics	2.2.3.1.4.C
S1_13	Training and skills development metrics	2.2.3.1.2.C
S1_16	Remuneration metrics (pay gap and total remuneration)	2.2.3.1.4.C
S1_17	Cases, complaints, and serious impacts on human rights	2.2.3.1.4.C
S2		
S2_SBM_2	Disclosure requirements related to ESRS 2 SBM_2: Stakeholder interests and perspectives	2.2.1.4.2
S2_SBM_3	Disclosure requirement related to ESRS 2 SBM_3: Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model	2.2.1.4.3 and 2.2.3.2.1 and 2.2.3.2.2 and 2.2.3.2.3
S2_1	Policies relating to Workers in the Value Chain	2.2.3.2.2.A

Disclosure requirements number	Name of disclosure requirements	Section
S2_2	Process for dialogue with Workers in the Value Chain on impacts	2.2.3.2.2.C and 2.2.3.2.3
S2_4	Actions concerning material impacts on workers in the value chain, approaches to managing material risks and seizing material opportunities concerning workers in the value chain, and effectiveness of these actions	2.2.3.2.2.B and 2.2.3.2.2.D
S2_5	Targets related to managing material negative impacts, promoting material positive impacts, and managing material risks and opportunities	2.2.3.2.2.D
S3		
S3_SBM_2	Disclosure requirements related to ESRS 2 SBM_2: Stakeholder interests and perspectives	2.2.1.4.2
S3_SBM_3	Disclosure requirements related to ESRS 2 SBM_3: Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model	2.2.1.4.3 and 2.2.3.3.1 and 2.2.3.3.2 and 2.2.3.3.3
S3_1	Policies relating to Affected Communities	2.2.3.3.2.A and 2.2.3.3.3.A and 2.2.3.3.4
S3_2	Process for dialogue with Affected Communities on impacts	2.2.3.3.1.and 2.2.3.3.2.C and 2.2.3.3.2.D and 2.2.3.3.3.A and 2.2.3.3.3.C
S3_3	Processes to address negative impacts and channels for Affected Communities to raise concerns	2.2.3.3.2.D
S3_4	Actions addressing material impacts on Affected Communities, approaches to managing material risks and seizing material opportunities for Affected Communities, and effectiveness of these actions	2.2.3.3.2.B and 2.2.3.3.3.B and 2.2.3.3.4
S3_5	Targets related to managing negative material impacts, developing positive impacts, and managing material risks and opportunities	2.2.3.3.2.E and 2.2.3.3.3.D
S4		
S4_SBM_2	Disclosure requirements related to ESRS 2 SBM_2: Stakeholder interests and perspectives	2.2.1.4.2
S4_SBM_3	Disclosure requirement related to ESRS 2 SBM_3: Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model	2.2.1.4.3 and 2.2.3.4.1and 2.2.3.4.2 and 2.2.3.4.3
S4_1	Policies relating to Consumers and End-Users	2.2.3.4.2.A and 2.2.3.4.3.A and 2.2.3.4.3.C and 2.2.3.4.4
S4_2	Process for dialogue with Consumers and End-Users on impacts	2.2.3.4.3.C
S4_4	Actions concerning material impacts on consumers and end-users, approaches to managing material risks and seizing material opportunities concerning consumers and end-users, and the effectiveness of these actions	2.2.3.4.2.B and 2.2.3.4.3.B and 2.2.3.4.3.D and 2.2.3.4.4
S4_5	Targets related to managing material negative impacts, promoting material positive impacts, and managing material risks and opportunities	2.2.3.4.2.C and 2.2.3.4.3.C

Disclosure requirements number	Name of disclosure requirements	Section
G1		
G1_GOV_1	Disclosure requirements related to ESRS 2 GOV_1: The role of administrative, management, and supervisory bodies	2.2.1.3.1
G1_IRO_1	Disclosure requirement related to ESRS 2 IRO_1: Description of the process for identifying and assessing material Impacts, Risks and Opportunities	2.2.1.5.1
G1_1	Business conduct policies and corporate culture	2.2.4.1.3.A
G1_2	Supplier relationship management	2.2.4.1.2.A and 2.2.4.1.2.B
G1_3	Prevention and detection of corruption and bribery	2.2.4.1.3.A.3
G1_4	Cases of corruption or bribery	2.2.4.1.3.A.3
G1_5	Political influence and lobbying activities	2.2.4.1.3.A.2 and 2.2.4.1.3.A.3
G1_6	Payment practices	2.2.4.1.2.A.1

2.2.5.4 Appendix Tables of the EU Taxonomy

In accordance with its obligations, Dassault Systèmes presents the EU Taxonomy metrics, two of which are integrated into the 2027 sustainability targets set out in its sustainability strategy:

- 70% of its revenue must be eligible;
- 45% must be aligned to this regulation.

Financial year 2025

					Breakdown by environmental objectives of Taxonomy aligned activities										
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate change Mitigation	Climate change Adaptation	Water	Cicular Economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in 2024	Proportion of Taxonomy aligned activities in 2024
	M€	%	M€	%	%	%	%	%	%	%	%	%	%	M€	%
Turnover	6,236	69.9%	2,677	42.9%	41.1%	-	-	1.9%	-	-	42.9%	-	-	2,176	35.0%
CapEx	319	66.5%	15	4.7%	4.7%	-	-	-	-	-	-	-	-	0	0.1%
OpEx	1,418	50.4%	395	27.9%	26.4%	-	-	1.5%	-	-	27.9%	-	-	334	24.2%

2.2.5.4.1 Revenue

Reporting KPI Turnover
Financial year 2025

					Environmental objectives of Taxonomy aligned activities								
Economic Activities	Code	Proportion of Taxonomy eligible Turnover	Monetary value of Turnover	Proportion of Taxonomy aligned Turnover	Climate change Mitigation	Climate change Adaptation	Water	Cicular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
		%	M€	%	%	%	%	%	%	%			%
Data-driven solutions for GHG emissions reductions	CCM 8.2/ CE4.1	68.0%	2,560	41.1%	41.1%	-	-	33.9%	-	-	E	-	60.4%
Provision of IT/OT data-driven solutions	CE4.1	1.9%	117	1.9%	-	-	-	1.9%	-	-	E	-	99.1%
SUM OF ALIGNMENT PER OBJECTIVE					**41.1%**	**-**	**-**	**35.7%**	**-**	**-**			
TOTAL KPI TURNOVER		**69.9%**	**2,677**	**42.9%**	**41.1%**	**-**	**-**	**1.9%**	**-**	**-**	**42.9%**	**-**	**61.4%**

2.2.5.4.2 Operating Expenditure

OPEX
Financial year 2025

					Environmental objectives of Taxonomy aligned activities								
Economic Activities	**Code**	**Proportion of Taxonomy eligible OPEX**	**Monetary value of OPEX**	**Proportion of monetary value of Taxonomy aligned OPEX**	**Climate change Mitigation**	**Climate change Adaptation**	**Water**	**Cicular Economy**	**Pollution**	**Biodiversity**	**Enabling activities**	**Transitional activities**	**Proportion of Taxonomy aligned in Taxonomy eligible**
		%	**M€**	**%**	**%**	**%**	**%**	**%**	**%**	**%**			**%**
Data processing, hosting and related activities	CCM 8.1	2.6%	-	-	0.0%	-	-	-	-	-	-	-	-
Data-driven solutions for GHG emissions reductions	CCM 8.2/ CE4.1	44.7%	374	26.4%	26.4%	-	-	19.9%	-	-	E	-	59.1%
Provision of IT/OT data-driven solutions	CE 4.1	3.1%	21	1.5%	-	-	-	1.5%	-	-	E	-	48.4%
SUM OF ALIGNMENT PER OBJECTIVE					**26.4%**	**-**	**-**	**21.3%**	**-**	**-**			
TOTAL KPI OPEX		**50.4%**	**395**	**27.9%**	**26.4%**	**-**	**-**	**1.5%**	**-**	**-**	**27.9%**	**-**	**55.4%**

2.2.5.4.3 Capital Expenditure

Reporting KPI CapEx
Financial year 2025

Economic Activities	Code	Proportion of Taxonomy eligible CapEx	Monetary value of CapEx	Proportion of Taxonomy aligned CapEx	Environmental objectives of Taxonomy aligned activities: Climate change Mitigation	Climate change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activities	Transitional activities	Proportion of Taxonomy aligned in Taxonomy eligible
		%	M€	%	%	%	%	%	%	%			%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	2.4%	-	-	-	-	-	-	-	-	-	-	-
Renovation of existing buildings	CCM 7.2	3.4%	-	-	-	-	-	-	-	-	-	-	-
Acquisition and ownership of buildings	CCM 7.7	42.3%	15	4.7%	4.7%	-	-	-	-	-	-	-	11.1%
Data processing, hosting and related activities	CCM 8.1	18.4%	-	-	-	-	-	-	-	-	-	-	-
SUM OF ALIGNMENT PER OBJECTIVE					4.7%	-	-	-	-	-			
TOTAL KPI CAPEX		**66.5%**	**15**	**4.7%**	**4.7%**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**7.1%**

For more information on capital expenditure, see note 14 to the consolidated financial statements.

2.2.5.5 EU Taxonomy Reporting Methodology

2.2.5.5.1 Revenue

A) Main methodological Steps in identifying eligible Revenue

Eligibility to CCM – Climate Change Mitigation and CE – transition to a Circular Economy objectives
The analysis of eligibility to Climate Change Mitigation and Circular Economy objectives was carried out on all of the Company's brands. Only those that met the technical criteria in sections 8.2 (Data-driven solutions for GHG emissions reductions) and 4.1 (Provision of IT/OT data-driven solutions) were selected. Experts from each brand confirmed their compliance with these criteria.

Summary of eligibility Metrics
Total eligible revenue is the sum of revenue eligible to one of the two environmental objectives (CCM and CE), as well as the portion eligible to both objectives.

B) Main methodological Steps for identifying aligned Revenue

Alignment to CCM – Climate Change Mitigation Objective
Dassault Systèmes has developed a methodology, based on representative use cases, to assess the alignment of its revenue to Climate Change Mitigation (CCM) objective. This approach complies with the technical criteria of Activity 8.2 (Data-driven solutions for GHG emissions reductions).

In 2023, representative use cases were documented in collaboration with external climate strategy experts. GHG emission reductions were verified by an independent third party. In 2024, as there were no major changes to existing projects, they were not subject to re-verification, but new cases were added and validated by the same independent third party. In 2025, the first cases developed in 2023 were reassessed to confirm the relevance of key assumptions. A detailed reassessment protocol was developed and implemented, in particular to:

- verify that there were no significant changes to maintain the relevance of the application for the 2025 fiscal year;

- confirm that the reassessed cases have not undergone any changes to the assumptions and parameters verified by the independent third party in 2023;
- ensure that the cases retained are those for which there have been no significant changes.

Calculation Methodology

In the absence of a generalized reference framework, the Company has developed its own methodology for calculating avoided emissions, in collaboration with external experts and based on standards such as ISO 14067:2018, ISO 14064-2:2019, and the WBCSD guide.

This method relies on informed judgment, assumptions, and key parameters to estimate emissions reductions, including:

- the choice of consistent functional units;
- the definition of reference scenarios without the use of Dassault Systèmes solutions;
- the analysis of specific application scenarios for each case study.

Alignment to CE – transition to a Circular Economy Objective

Dassault Systèmes is publishing, for the second time in a row, a metric of alignment to the objective of transition to a Circular Economy. The methodology, consistent with that used for the CCM objective, is based on the analysis of representative use cases, developed in collaboration with a firm specializing in circularity.

In the absence of a standardized reference framework, the Company has developed its own assessment methodology, drawing inspiration from standards such as ISO 59004 and publications by major players such as the Ellen MacArthur Foundation.

Approach and Assumptions

The analysis of each use case aims to assess the potential of Dassault Systèmes solutions to improve circularity for customers. The cases, which are representative of the business, focus on eco-design of products and optimization of operations.

Specific circularity levers have been created to describe the benefits provided by the solutions, in line with the work carried out for the Climate objective. These levers incorporate technical criteria from section 4.1 and metrics from the CSRD-ESRS E5 and ISO 59020:2024 standards.

The key assumptions for this assessment include:

- the choice of a functional unit consistent with the customer's products;
- the creation of a baseline scenario (without the Dassault Systèmes solution);
- the development of a scenario for applying the solution;
- comparing the two scenarios to quantify the improvements.

The choice of these parameters may influence the final result due to a certain degree of uncertainty.

Harmonization and Extrapolation for calculating alignment to CCM (Climate Change Mitigation) and CE (transition to a Circular Economy) Objectives

Sustainability levers were used to harmonize the calculations and enable their extrapolation. These levers, described in section 2.2.2.1.2, enable the categorization of use cases and provide a framework for the associated calculations. The implementation of an internal collaborative platform was carried out to ensure governance, traceability, and auditing.

The key steps in this methodology are:

- mapping each brand's contribution to GHG reduction and circularity levers;
- identifying and documenting representative customer cases;
- calculating avoided emissions and/or assessing the contribution to the Circular Economy for each case, in particular using ISO standards;
- extrapolating the calculations to estimate the percentage of aligned revenue. The extrapolation is based on the use of a case study as a representative sample for a broader customer typology. These customers are grouped by business segment, serving as the basis for the final alignment estimate.

Summary of Metrics of Alignment to CCM (Climate Change Mitigation) and CE (transition to a Circular Economy) Objectives

Aligned revenue is calculated by identifying the share of revenue aligned to only one of the two environmental objectives and the share of revenue aligned to both objectives.

Assessment of Compliance with DNSH

Dassault Systèmes' compliance assessment with the Do No Significant Harm (DNSH) criteria was carried out at the Company level, rather than by brand or use case, to meet regulatory requirements.

A detailed questionnaire, based on the appendices to the EU Taxonomy, was submitted to various departments within the Company according to their areas of expertise. This questionnaire confirmed that Dassault Systèmes' activities comply with DNSH standards.

In addition, the Company relied on FAQ No. 108 from the European Commission (OJEU C/2025/1373, March 5, 2025) to conclude that it is not required to comply with the DNSH criteria related to pollution and water resources for activity 4.1.

Information on compliance with the DNSH criterion for Climate Change Mitigation is available in section 2.2.1.5.1.D.1 "Climate Change Risks (ESRS E1)".

Assessment of Dassault Systèmes' Compliance with minimum social Standards

Dassault Systèmes has assessed the compliance of its activities with the minimum social standards of the EU Taxonomy. This assessment was based on the analysis of several key documents:

- the 2024 Universal registration document;
- the Corporate Social Responsibility Principles;
- the Code of Business Conduct;
- the Sustainable Charter with Suppliers.

C) Summary of Use Cases 2023, 2024, and 2025 – Objective: Climate Change Mitigation

Use cases 2025 – Climate Change Mitigation

1 – Reducing energy consumption in a High-Tech factory*
2 – Reducing electricity consumption in a steel production line
3 – Reducing the weight of an aluminum gripper for an Industrial Equipment manufacturer
4 – Reducing the weight of a lawnmower component
5 – Improving the aerodynamics of a truck and reducing its fuel consumption during use
6 – Reducing aluminum consumption during electric vehicle prototyping
7 – Optimizing the weight of lifting beams
8 – Reducing the weight of a scooter and its consumption during use
9 – Optimizing the design of a mold and reducing plastic consumption during the production of packaging*

Use cases 2024 – Climate Change Mitigation

10 – Reducing fiberglass waste during wind turbine production
11 – Digitizing physical marketing photoshoots
12 – Reduce packaging weight to reduce plastic consumption
13 – Digitizing the transmission of clinical trial results
14 – Reducing steel waste during building construction
15 – Optimizing port scheduling to reduce waiting times
16 – Optimizing food delivery schedules and routes
17 – Designing lighter wind turbine blades

Use cases 2023 – Climate Change Mitigation

18 – Accelerating the rollout of electric car programs
19 – Designing lighter car models
20 – Improving car aerodynamics
21 – Designing lighter SUV models
22 – Reducing the aerodynamic drag of trucks
23 – Reducing waste from aircraft composites
24 – Improving the aerodynamics of aircraft
25 – Facilitating the integration of recycled materials into packaging and reduce its thickness
26 – Producing lower-carbon steel rolling mills by substituting materials
27 – Reducing steel waste by combining orders
28 – Optimizing logistics and delivery schedules
29 – Facilitating the reuse of components and spare parts*
30 – Accelerating the certification of nuclear equipment
31 – Decentralizing and digitize clinical trials
32 – Reducing raw material waste and optimize energy consumption in train manufacturing

* Use cases not taken into account in the calculation of revenue alignment.

D) Summary of Use Cases for 2023, 2024, and 2025 – Objective: transition to a Circular Economy

Use cases 2025 – transition to a Circular Economy

1 – Reducing energy consumption in a High-Tech factory**
2 – Reducing electricity consumption in a steel production line
3 – Reducing the weight of an aluminum gripper for an Industrial Equipment manufacturer
4 – Reducing the weight of a lawnmower component
5 – Reducing aluminum consumption during electric vehicle prototyping
6 – Optimizing the weight of lifting beams
7 – Eco-designing electric scooters**
8 – Optimizing of glass bottle design***

Use cases 2024 – transition to a Circular Economy

9 – Eco-designing shampoo bottles
10 – Reusing unused component stocks***
11 – Developing more recyclable packaging
12 – Eco-designing plastic bottles
13 – Optimizing steel cutting processes to minimize waste
14 – Constructing buildings while minimizing waste
15 – Optimizing aluminum manufacturing processes to reduce waste
16 – Constructing more modular buildings
17 – Optimizing wind turbine design to reduce resource consumption
18 – Improving material traceability during production*
19 – Eco-designing electric cars**
20 – Optimizing prototyping to reduce waste*
21 – Eco-designing electric utility vehicles*
22 – Eco-designing electric scooters**

* Use case documented qualitatively only, not taken into account in determining the percentage of revenue aligned with the transition to a Circular Economy objective.
** Use case documented qualitatively in 2024 and quantitatively in 2025, not taken into account in determining the percentage of revenue aligned with the transition to a Circular Economy objective.
*** Use case documented qualitatively and quantitatively, not taken into account in determining the percentage of revenue aligned with the transition to a Circular Economy objective.

2.2.5.5.2 Operating Expenditure

A) Main methodological Steps for identifying Operating Expenditure eligible to EU Taxonomy

Nature and Type of eligible Operating Expenditure
According to Delegated Act (EU) 2021/2178, eligible operating expenditure must be direct and non-capitalized costs.

These costs include:

- R&D;
- building renovation;
- short-term leases (less than one year in accordance with IFRS 16);
- maintenance and repair;
- other direct expenses necessary for the proper functioning of the Company's tangible assets;
- training and other HR adaptation needs.

Indirect costs such as overheads, sales, marketing, administration, personnel, and depreciation are excluded from eligible operating expenditure.

In addition, the Delegated Act identifies three types of potentially eligible operating expenditures:

- those related to assets or processes associated with economic activities eligible to EU Taxonomy;
- those that are part of an investment plan to expand economic activities eligible to EU Taxonomy, or to enable eligible economic activities to align with it;
- those related to the purchase of production in connection with economic activities eligible to EU Taxonomy.

Eligible Operating Expenditure related to R&D – CCM (8.2) and CE (4.1) Activities
To identify these operating expenditures, the Company analyzed the direct non-capitalized costs related to the R&D of its software by brand, using its internal financial performance management model.

This analysis showed that all types of R&D costs, mainly direct personnel costs, subcontracting costs, and royalties, are potentially eligible when related to an eligible brand. The operating expenditure concerned is then eligible to the extent that the revenue from the brand in question is eligible.

In addition, maintenance and repair costs, as well as IT and facility rental costs, are also considered eligible when associated with R&D.

Eligible Operating Expenditure related to the purchase of economic Activity Output – CCM Activity (8.1)

Dassault Systèmes has identified a category of eligible operating expenditure within Appendix I (Climate Change Mitigation) of Delegated Regulation (EU) 2021/2139.

This category specifically concerns all costs directly related to data processing, hosting, and related activities, i.e., all costs associated with data centers.

For more details on the methodology, refer to section 2.2.5.5.2.B.

B) Main methodological Steps for identifying Operating Expenditure aligned to EU Taxonomy

Aligned Operating Expenditure related to R&D – CCM (8.2) and CE (4.1) Activities

The methodology for assessing whether operating expenditure is aligned to EU Taxonomy is similar to that used to identify operating expenditure eligible to EU Taxonomy, as detailed in section 2.2.5.5.2.A.

To identify these operating expenditures, the Company analyzed the non-capitalized direct costs related to the R&D of its software by brand, using its internal financial performance management model.

This analysis showed that all R&D costs, mainly direct personnel costs, subcontracting, and royalties, are themselves potentially aligned when they are related to an aligned brand and market segment. The operating expenditure concerned is then aligned to the extent that the revenue of the brand concerned is aligned.

In addition, maintenance and repair costs, as well as IT and facility rental costs, are considered aligned when associated with aligned R&D expenses.

Aligned Operating Expenditure related to the Purchase of economic Activity Output – CCM Activity (8.1)

To assess the alignment of CCM activity 8.1 ("Data processing, hosting, and related activities"), Dassault Systèmes used detailed questionnaires sent to its main colocation data center providers.

These questionnaires focused on key criteria:

- compliance with the European Code of Conduct for data centers and periodic auditing of its implementation;
- assessment of physical risks related to climate change;
- the existence and implementation of water resource management and conservation plans;
- the global warming potential of the refrigerants used.

The responses and associated evidence were verified by the Sustainable Finance & Procurement department and the Information Systems department.

Dassault Systèmes' "Responsible procurement" policy, which covers the purchase of IT equipment, plays a key role in preventing harm to the objective of transition to a Circular Economy. The Company incorporates the requirements of European Directive 2009/125/EC on eco-design into its qualification procedures. In addition, compliance with the directive on hazardous substances and the Company's policy on electronic waste management is systematically taken into account in calls for tenders in order to ensure the proper treatment and recycling of equipment.

Thanks to its ability to associate the operating expenditure of the Information & Technologies (IT) and R&D functions with specific data centers, the Company can determine the share of expenses aligned to EU Taxonomy, provided that all criteria are met.

2.2.5.5.3 Capital Expenditure

A) Main methodological Steps for identifying Capital Expenditures eligible to EU Taxonomy

Nature and Type of eligible Capital Expenditure

Delegated Act C (2021) 4987 defines eligible capital expenditure as additions to tangible and intangible fixed assets during the fiscal year, before depreciation, amortization, and any revaluation recognized in accordance with applicable IAS and IFRS standards (see Chapter 4, Note 2 to the consolidated financial statements, for more information on the Company's accounting policies relating to its fixed assets). This also includes acquisitions of assets resulting from business combinations.

Three types of capital expenditure may be eligible:

- those related to assets or processes associated with economic activities eligible to EU Taxonomy;
- those that are part of a plan to expand activities eligible to EU Taxonomy, or that aim to enable economic activities eligible to EU Taxonomy to align with it within a predefined timeframe;
- those related to the purchase of production in connection with activities eligible to EU Taxonomy, and to decarbonization or GHG emission reduction measures, if they are implemented and operational within 18 months.

Dassault Systèmes has not analyzed capital expenditure by brand due to the nature of its investments. An exception is made for intangible assets arising from business combinations, which are carried by the various solutions in the Company's brand portfolio (see below).

Eligible Capital Expenditure related to Software and Service Development

Dassault Systèmes is expanding its portfolio of solutions for sustainability through regular technological investments. These investments include the acquisition of high-potential companies and the acceleration of in-house developments by the Company. They aim to improve the Company's solutions to help its customers achieve decarbonization and reduce their GHG emissions.

The capital expenditures concerned are directly related to Dassault Systèmes' main brands. The eligibility of technologies acquired during the fiscal year is therefore determined based on the solution with which they are associated.

Eligible Capital Expenditure related to the Purchase of eligible economic Activities

As part of its Climate Change Mitigation (CCM) objective, Dassault Systèmes has identified three categories of relevant and eligible capital expenditure according to the EU Taxonomy:

- CCM 6: capital expenditure for the purchase or lease of Company vehicles;
- CCM 7: investments related to real estate activities (construction and renovation of buildings) or the installation, maintenance, and repair of energy-efficient equipment such as electric vehicle charging stations, energy performance measurement tools, and renewable energy technologies;
- CCM 8: capital expenditure directly associated with data processing, hosting, and related activities, attributable to data centers.

B) Main methodological Steps in identifying Capital Expenditure aligned to Taxonomy

Aligned Capital Expenditure related to Software and Service Development

The methodology for assessing whether these capital expenditures are aligned to EU Taxonomy is similar to that used to identify capital expenditures eligible to EU Taxonomy, as detailed in section 2.2.5.5.3.A.

Capital expenditure related to the development of software and services is aligned with the revenue of the brand to which it is associated, resulting from the alignment criteria of the brand to EU Taxonomy and the relevant delegated regulations (2021/2139 and 2022/1288).

Aligned Capital Expenditure related to the Purchase of aligned economic Activities

The assessment of alignment for building construction and renovation activities (section CCM 7) is carried out by examining the documents attached to all real estate projects for the fiscal year:

- projects are first analyzed according to the criteria for substantial contribution to Climate Change Mitigation in section CCM 7;
- projects showing significant energy improvement potential are then reviewed in detail with local managers. The specifications, purchase orders, and technical specifications for materials are examined. This local control is verified centrally by the Procurement and Real Estate departments.

The methodology for assessing whether capital expenditures related to data processing, hosting, and related activities (section CCM 8) are aligned is the same as that used for operating expenditures. It is detailed in section 2.2.5.5.2.B.

2.2.5.6 Voluntary non-material Disclosures

Certain actions or policies, even if not material in terms of Dassault Systèmes' DMA and the identified strategic matters and material IROs, are important for the Company, particularly with regard to information required by ESG rating agencies or regulatory requirements outside the scope of the CSRD.

These voluntary non-material disclosures are grouped together in this section.

2.2.5.6.1 Environment

A) Voluntary non-material Metrics

	2025	2024	Variation 2025-2024	
ESRS DATAPOINTS				
Total water consumption in own operations *(in m³)*	239,189	279,764	(40,575)	(14.5%)

Comments on Water Consumption in Operations
Dassault Systèmes' activities consume little water, mainly for sanitary purposes and watering certain green spaces. Although this consumption has no major negative impact, the Company is committed to reporting it annually, in particular to meet the requirements of ESG rating agencies such as the Carbon Disclosure Project (CDP).

Consumption is calculated for all operational sites, with the exception of data centers. Data per site is often difficult to obtain because it is included in leases, particularly for sites shared with other companies. The Company has therefore implemented a per-employee estimation method to extrapolate consumption from sites for which data is available to those for which it is not.

B) Other voluntary non-material Disclosures

Dassault Systèmes continues to support initiatives related to water and marine resources through the **3D**EXPERIENCE platform, the **3D**EXPERIENCE Lab, and La Fondation Dassault Systèmes.

3DEXPERIENCE platform: supporting the sustainable Transformation of Companies
In 2025, Dassault Systèmes supported the migration to the **3D**EXPERIENCE platform of Grundfos, a customer of the Company for more than forty years and a world leader in advanced pumping and water management solutions. Thanks to virtual twins, Grundfos has visibility across all its processes, enabling it to strengthen its predictive maintenance capabilities, access real-time performance analytics, and benefit from a continuous digital thread throughout the lifecycle. These advances pave the way for faster development of sustainable, high-quality solutions.

3DEXPERIENCE Lab: supporting environmental Innovation
The **3D**EXPERIENCE Lab partners with incubators and startups to protect water and oceans. Notable projects include:

- a partnership with OceanHub Africa, an incubator for water and ocean protection. The **3D**EXPERIENCE Lab helps entrepreneurs design, test, and improve multiple mechanical engineering systems virtually, reducing costs and accelerating the deployment of innovations;
- support for the startup Clean Sea Solutions (Norway), which has developed an autonomous drone that maps and removes plastic waste in ports and estuaries;
- support for the startup Liftlabs, which aims to protect whales from the risks associated with lobster fishing.

La Fondation Dassault Systèmes: Education and Philanthropy
La Fondation Dassault Systèmes continues to support educational and research projects focused on preserving aquatic ecosystems, including:

- *Water Lab* (BMS College of Engineering, India): La Fondation Dassault Systèmes has supported this laboratory since its inception, providing donations and mobilizing volunteers from Dassault Systèmes. The program, launched in 2023, to develop an intelligent robot fish capable of detecting disease in aquaculture farms, is still running;
- *Mission Océan*: launched in 2019, this project, co-developed with partners such as the French Ministry of Education and IFREMER, aims to integrate ocean issues into science education. Since 2024, the Foundation continued to enrich its educational content and participate in awareness-raising activities, notably during the launch of the 2024-2025 *Vendée Globe* in collaboration with the French Ministry of Ecological Transition. This project also aims to spark young people's interest in future careers related to ocean and environmental protection.

2.2.5.6.2 Social and Societal

Contributing to a collective Effort: taking a Stand at Times of a major Crisis

Since circumstances sometimes call for stepping outside one's field of expertise to contribute to the collective effort and make a difference for future generations, Dassault Systèmes also lends its support, during major crises, to initiatives that it deems relevant.

2.2.5.6.3 Business Conduct

For a responsible and transparent Tax Policy

Dassault Systèmes' commitment to ethical and sustainable growth is underpinned by a responsible and transparent Tax policy in all countries where the Company operates.

Dassault Systèmes' Tax policy complies with current regulations and the principles derived from European Union law and OECD recommendations. Its implementation is in line with the Company's operational targets. By keeping abreast of tax developments and any interpretative discrepancies that may arise, the Company always ensures that it complies with the tax regulations in force in the countries in which it operates. It also complies with its annual country-by-country reporting obligations (CBCR).

Dassault Systèmes' Tax policy is based on three main principles: tax compliance, tax transparency and tax liability.

Tax Compliance

The Company ensures that it prepares and files the required tax returns on time, and pays the taxes due accordingly. It also provides all accurate and adequate information required by tax authorities. Dassault Systèmes applies the arm's length principle by setting its prices in accordance with OECD recommendations and national laws. Taxes are paid in the countries in which they are due. The Company is eligible for certain tax benefits designed to support investment, particularly in research and development, employment and economic development. These advantages are implemented in compliance with the legal, regulatory or administrative framework and are aligned with Dassault Systèmes' operational targets.

Tax Transparency

Dassault Systèmes is transparent with tax authorities and strives, wherever possible, to build relationships of trust based on transparency and cooperation in mutual respect. With this in mind, Dassault Systèmes SE signed a partnership agreement with the French tax authorities in November 2023. This partnership is based on the principle of transparency vis-à-vis the authorities, and aims to establish a long-term working relationship between Dassault Systèmes SE and the dedicated referent within the administration's partnership department.

In the context of tax audits, certain positions taken by the Company may be challenged by a tax authority, particularly in cases where a provision of national or international law gives rise to difficulties of interpretation. When such a situation arises, it may lead to litigation if Dassault Systèmes considers it justified.

In the event of uncertainty as to the applicable tax treatment, the Company can secure its position by initiating a rescrit procedure. Thus, it can use the advance pricing agreement procedure to apply its transfer prices. Dassault Systèmes, as part of a voluntary initiative, joined the ICAP (International Compliance Assurance Program) in 2019, an OECD pilot program in which taxpayers and tax authorities cooperate multilaterally to assess the international tax practices of participating groups in order to determine the associated level of tax risk. Dassault Systèmes was the first French company to join this program. The collaboration was a success, and helped to increase cooperation and transparency with the various tax authorities involved in the program. The majority of participating tax authorities have validated Dassault Systèmes' transfer pricing policies, helping to secure tax positions in the event of tax audits. In addition, the Company participates in several OECD working groups, notably on the subject of "Tax Security" and Pillar 2, and in certain national initiatives within professional organizations.

Tax Liability

Dassault Systèmes is committed to responsible Tax policy. All legal entities of the Company are operated according to commercial and operational considerations, and have economic substance. Dassault Systèmes has no non-operational legal entities in Non-Cooperative States and Territories (tax havens) as defined by French and European tax law, and is committed to maintaining this practice.

In the context of its external growth, the Company carries out tax due diligence and may have to modify certain practices that are not in line with the tax policy set out above. Finally, it is Dassault Systèmes' policy not to encourage or promote tax evasion.

The tax policy applies to all Dassault Systèmes entities. It is proposed by the Company's Tax department under the responsibility of the Executive Vice-President, Chief Financial Officer. It has been approved by the Sustainability Steering Committee and is discussed annually by the Audit Committee. It is made available to stakeholders on the Company's website[(1)].

The Company's total tax charge and effective tax rate for 2025 are disclosed in Chapter 3, section 3.1.

(1) https://www.3ds.com/fr/about/corporate-responsibility/sustainability-commitment/esg-management/governance

2.2.5.7 Appendix – Glossary of abbreviations

ADEME	*Agence de la transition écologique*: French organization in charge of coordinating the implementation of the ecological transition in France
AI	Artificial Intelligence
CBCR	Country-by-country reporting
CCM	One of the six EU Taxonomy objectives: Climate change mitigation
CDP	Carbon Disclosure Project: ESG rating agency
CE	One of the six EU Taxonomy objectives: transition to a Circular Economy
CNA	CVE Numbering Authority (with CVE = Common Vulnerabilities & Exposures)
CNIL	*Commission nationale de l'informatique et des libertés*: French National Commission for Information Technology and Civil Liberties
CSRD	Corporate Sustainability Reporting Directive, European Commission directive to impose and better regulate non-financial reporting by companies in relation to sustainability.
Defra	Defra GHG factors helps companies to estimate their GHG emissions, regarding the GHG Protocol
DMA	Double materiality assessment (within the framework of the CSRD)
DNSH	Do No Significant Harm: In the context of the EU Taxonomy, this means not causing significant harm to any of the six environmental targets established by the European Union
EAC	Energy Attribute Certificates, such as Guarantees of Origins (GoOs) and Renewable Electricity *Certificates* (REC)
EECONE	ECOsystem for greeN Electronics: European-wide project to reduce electronic waste
EEE	European Economic Area
EFRAG	European Financial Reporting Advisory Group
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
FCPA	Foreign Corrupt Practices Act: US law on corrupt practices
GDPR	General data protection Regulation
GHG	Greenhouse gases: this term can be used interchangeably with the terms CO_2, CO_2 eq, and carbon in paragraphs 1.8 "Non-financial performance: key figures" and in Chapter 2 "Environmental responsibility, Social and societal responsibility, and Governance".
GRI	Global Initiative Reporting
HATVP	*Haute Autorité de la Transparence de la Vie Publique*: French body responsible for promoting integrity and exemplary conduct among public officials
IEA	International Energy Agency
IPCC	International Panel on Climate Change
IRO	Impacts, Risks and Opportunities
LCA	Life Cycle Assessment
MSCI	ESG rating agency. Formerly Morgan Stanley Capital International
OECD	Organisation for Economic Co-operation and Development
PLM	Product Lifecycle Management
PUE	Power Usage Effectiveness
RCP	*Representative Concentration Pathway*
RFAR	*Relation Fournisseurs Achats Responsables: French label rewarding companies or public entities that have demonstrated sustainable relationships with their suppliers.*

SASB	Sustainability Accounting Standards Board
SBTi	Science-Based Targets Initiative
SDG	*Sustainable Development Goals, defined by the United Nations*
SDS	Sustainable Development Scenario: climate transition scenario aligned with the Paris Agreement's "*below* 2°C" target
SSP	*Shared Socio-economic pathways*
STEPS	Stated Policies Scenarios (from the IEA): scenarios designed to give an idea of the progression of the energy system based on a detailed examination of the political landscape. This is a sector-by-sector assessment of the policies that have been implemented to achieve energy targets.
TCFD	Task Force on Climate-related Financial Disclosures: a working group on the disclosure of climate-related financial information, which aims to improve corporate financial transparency on climate issues.
tCO_2-eq	Tons of CO_2 equivalent, a unit created by the IPCC to compare the impacts of different GHGs on global warming and to be able to aggregate their emissions.
VCS	Version control system: it gives teams the possibility to track multiple versions of a range of files
WBCSD	World Business Council for Sustainable Development: Coalition of more than 200 international companies united by a commitment to sustainable development
WUE	*Water Usage Effectiveness*

2.3 Auditor's Report and Attestations

2.3.1 Auditor's Report on the Certification of Sustainability Information and Verification of the Disclosure Requirements under Article 8 of Regulation (UE) 2020/852

2

This is a translation into English of the statutory auditor report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "*Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*».

To the Shareholders' General Meeting,

This report is issued in our capacity as statutory auditor of Dassault Systèmes SE. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025 and included in the Group Management Report and presented in section 2.2 of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations and the development of established practices.

Pursuant to Article L233-28-4 of the French Commercial Code, Dassault Systèmes SE is required to include the above-mentioned information in a separate section of the Group management report.

This information enables an understanding the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of the business of the Group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L. 821-54 paragraph II of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by Dassault Systèmes SE to determine the information reported, including, where applicable, the obligation to consult the Works Council provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in section 2.2 of Chapter 2 "Environmental Social, Societal and Governance Responsibility" of the Group management report and presented in the Universal registration document with the provisions of Article L233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the *Haute Autorité de l'Audit* guidelines on "*Limited assurance engagement – Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Dassault Systèmes SE in Group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of Dassault Systèmes SE, in particular it does not provide an assessment, of the relevance of the choices made by Dassault Systèmes SE in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in the Group management report.

Our engagement does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information required under Article 8 of Regulation (EU) No 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the Group management report.

Furthermore, the comparative information relating to fiscal year 2023 was not subject to a certification report on sustainability information within the meaning of Article L. 821-54 of the French Commercial Code.

Compliance with the requirements set out in the ESRS of the process implemented by Dassault Systèmes SE to determine the information reported, including the obligation to consult the Works Council provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Dassault Systèmes SE including the obligation to consult the Works Council provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code has enabled it, in accordance with the ESRS, to identify and assess its Impacts, Risks and Opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in the Group management report, as presented in section 2.2 of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document, and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Dassault Systèmes SE with the ESRS.

Elements that received particular attention

Below, we present the matters to which we paid particular attention regarding the compliance with the ESRS of the process implemented by Dassault Systèmes SE (hereinafter "the Company") to determine the disclosed information.

Information regarding how the Company has updated its double materiality assessment is provided in section 2.2.1.5 "Impacts, Risks and Opportunities (IRO)" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Through interviews with the individuals we considered appropriate and by reviewing the available documentation, we became familiar with:

- the analyses performed by the Company, in particular the assessment of the internal and external factors considered in concluding that no major changes were made to the Company's double materiality assessment. These factors notably include developments in stakeholder interests and viewpoints, as well as changes in the Company's ESG commitments.
- the changes made, compared with the previous financial year, to the wording of the (negative or positive) impacts, risks and opportunities ("IRO"), whether actual or potential, identified by the Company.

Based on our professional judgment, our procedures also consisted, in particular, of:

- applying professional skepticism to the documentation supporting the analyses carried out by the Company, as well as to the approach implemented by the Company to identify the internal and external factors to be considered;
- assessing the appropriateness of the internal and external factors considered by the Company in light of our knowledge of the Company;
- assessing the relevance of the changes made by the Company to the reformulation of the actual and potential Impacts, Risks and Opportunities identified, with regard to:
  - the facts and circumstances specific to the Company;
  - the relevant competitive benchmark available and deemed appropriate;
- assessing the appropriateness of the description provided in this regard in section 2.2.1.4.3 "Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model (SBM_3)" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Compliance of the sustainability information included in the Group management report and presented in section 2.2 "Sustainability Statement" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document with the provisions of Article L-233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Group management report, and presented in section 2.2 "Sustainability Statement" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Dassault Systèmes SE for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in section 2.2 "Sustainability Statement" of the Group management report, with the provisions of Article L-233-28-4 of the French Commercial Code, including the ESRS.

Elements that received particular attention

We present below the matters to which we paid particular attention regarding the compliance of the sustainability information included in the Group management report, and presented in section 2.2 "Sustainability Statement" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document, with the provisions of Article L. 233-28-4 of the French Commercial Code, including with the ESRS requirements.

Information provided in application of environmental standards (ESRS E1 to E5)

Information disclosed regarding climate change (ESRS E1) is addressed in section 2.2.2 "Environmental Information" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Below, we present the elements that received our particular attention regarding the compliance of this information with the ESRS.

Regarding information disclosed for the greenhouse gas emissions inventory:

- we assessed the consistency of the scope considered for the greenhouse gas emissions inventory assessment with the scope of the consolidated financial statements;
- we reviewed the greenhouse gas emissions inventory reporting protocol used by the Company to establish the greenhouse gas emissions inventory and assessed its application, for a selection of emission categories and sites, in both Scope 1 and Scope 2;
- regarding Scope 3 emissions, we assessed:
  - the justification for the inclusions and exclusions of the different categories and the transparency of the information provided in this regard,
  - the information collection process;
- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, given the inherent uncertainty in the state of scientific or economic knowledge and the quality of the external data used;
- for physical data (such as energy consumption), we compared, based on sampling, the underlying data used to prepare the greenhouse gas emissions inventory with the supporting documentation;
- we implemented analytical procedures;
- regarding the estimates that we deemed essential and which the Company used in preparing its greenhouse gas emissions inventory:
  - through interviews with management, we reviewed the methodology used to calculate the estimated data and the information sources on which these estimates are based,
  - we assessed whether the methods were applied consistently, whether there had been any changes since the previous period, and whether these changes were appropriate;
- we verified the arithmetic accuracy of the calculations used to establish this information.

Information provided in application of social standards (ESRS S1 to S4)

Information published under the heading of own workforce (ESRS S1) is detailed in section 2.2.3.1 "S1 – Own Workforce" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Regarding information provided in accordance with social standards, specifically the diversity (S1-9), skills development (S1-13), and compensation (S1-16) indicators,

our principal due diligence consisted of:

- based on interviews conducted with individuals we deemed appropriate:
  - reviewing the collection and compilation process for processing qualitative and quantitative information intended for the publication of material information in the Sustainability Statement of the Company,
  - examining the available underlying documentation,
  - implementing procedures to verify the correct consolidation of this data;
- assessing the appropriateness of the information presented in sections 2.2.3.1.2.C "Metrics and Targets related to Strategic Matter 5", 2.2.3.1.3.C "Metrics and Targets related to Strategic Matter 6", and 2.2.3.1.4.C "Metrics and Targets related to Strategic Matter 7" of section 2.2.3.1 "S1 – Own Workforce" of chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document, and its overall consistency with our understanding of the Company.

Furthermore, we have:

- reviewed the internal control procedures implemented by the Company to ensure the compliance of published information, noting that we have not reviewed the operational effectiveness of these controls;
- examined the legal framework within which the information was prepared;
- assessed whether the methods and assumptions used by the Company to determine the published information are appropriate with regard to ESRS S1 and, if so, assessed the relevance of any changes to methods and assumptions;
- defined and implemented analytical procedures adapted to the information reviewed in relation to changes in the business;
- examined, on a sample basis, the supporting documentation with the corresponding information;
- verified the arithmetic accuracy of the calculations used to prepare this information, where applicable, after applying rounding rules.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Dassault Systèmes SE to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in section 2.2.5.5.1.B. "Main methodological Steps for identifying aligned Revenue" of chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Group management report, relating in particular to the degree of uncertainty inherent in the methodological choices, assumptions and estimates applied by Dassault Systèmes SE to identify aligned revenue.

Elements that received particular attention

We present below the elements which have received particular attention from us with regard to compliance with the information publication requirements provided for in Article 8 of Regulation (EU) 2020/852.

Concerning the eligibility of activities

Information on eligible activities is provided in section 2.2.2.1 "EU Taxonomy" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

We assessed, through interviews and review of the relevant documentation, the conformity of the Company's analysis regarding the eligibility of revenue from economic activities included in the consolidation scope of its capital expenditure or operating expenditure with the criteria defined in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Concerning the alignment of eligible activities

Information regarding the alignment of activities is included in section 2.2.2.1 "EU Taxonomy" of Chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

As part of our audits, we specifically:

- analyzed, on a sample basis, the elements on which management based its judgment when assessing whether eligible economic activities met the cumulative conditions, derived from the Taxonomy Framework, necessary to be considered aligned, including consideration of the European Commission's communications on the interpretation and implementation of certain provisions of the Taxonomy Framework relating to the principle of "not causing significant harm" with respect to the other environmental objectives;
- regarding the second criterion of substantial contribution to climate change mitigation for activity 8.2:
  - reviewed the case studies selected and verified by the independent auditor, and their results,
  - assessed, through an interview with the independent auditor, the consistency of the conclusion with the scope of the work carried out;
- regarding the criteria for substantial contribution to the transition to a circular economy for activity 4.1:
  - reviewed the selected case studies and their results,
  - assessed the consistency of the conclusion with the scope of the work carried out by Dassault Systèmes SE;
- assessed the analysis performed to ensure compliance with minimum safeguards, primarily with regard to the information gathered during the initial assessment of the Company and its environment.

Concerning Key performance indicators and accompanying information

The key performance indicators and their accompanying information are detailed in section 2.2.2.1, "EU Taxonomy," of the chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document.

Regarding the total revenue, capital expenditure, and operating expenditure (the denominators) presented in the regulatory tables, we have verified the reconciliations performed by the Company with the accounting data used to prepare the financial statements.

Regarding the other amounts comprising the various indicators of eligible and/or aligned activities (the numerators), we have:

- implemented analytical procedures;
- assessed these amounts based on a selection of representative case studies and projects that we determined according to the activity to which they are linked and their contribution to the indicators.

Finally, we appreciated the consistency of the information presented in section 2.2.2.1 "EU Taxonomy" of chapter 2 "Environmental, Social, Societal and Governance Responsibility" of the Universal registration document, with the other sustainability information disclosed in this statement.

Neuilly-sur-Seine, March 25, 2026.

The Statutory Auditors

PricewaterhouseCoopers Audit

Richard Béjot **Aurélie Castellino**

2.3.2 Statutory Auditor's Attestation on the information relating to the Dassault Systèmes SE's total amount paid for sponsorship

Statutory Auditor's Attestation on the information communicated under article L. 225-115 5° of the French Commercial Code relating to the Dassault Systèmes SE's total amount paid for sponsorship, pursuant to articles 238bis 1 to 5 of the French General Tax Code

For the year ended December 31, 2025

To the Annual General Meeting of Dassault Systèmes SE,

In our capacity as Statutory Auditors of your Company and in accordance with the requirements Article L. 225-115 5° of the French Commercial Code *(Code de commerce)*, we have prepared this attestation on the information relating to the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code *(Code général des impôts)* for the year ended December 31, 2025, contained in the attached document.

This information was prepared under your Chief Executive Officer & Chairman's responsibility. Our role is to attest this information.

In the context of our role as Statutory Auditors (*Commissaires aux comptes*), we have audited your Company's annual financial statements for the year ended December 31, 2025. Our audit was conducted in accordance with professional standards applicable in France and was planned and performed for the purpose of forming an opinion on the annual financial statements taken as a whole and not on any individual component of the accounts used to determine the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code *(Code général des impôts)*. Accordingly, our audit tests and samples were not carried out with this objective, and we do not express any opinion on any components of the accounts taken individually.

We performed those procedures which we considered necessary to comply with professional guidance issued by the by the French Institute of Statutory Auditors *(Compagnie nationale des commissaires aux comptes)*. These procedures, which constitute neither an audit nor a review, consisted in performing the necessary reconciliations between the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code *(Code général des impôts)* and the accounting records from which it derived, and verifying that it is consistent with the data used to prepare the annual financial statements for the year ended December 31, 2025.

On the basis of our works, we have no matters to report on the reconciliation of the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code *(Code général des impôts)*, contained in the attached document and amounting to €2,507,841 with the accounting records used to prepare the annual financial statements for the year ended December 31, 2025.

This attestation shall constitute certification as accurate of the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code *(Code général des impôts)*, within the meaning of Article L. 225-115 5° of the French Commercial Code *(Code de commerce)*.

This attestation has been prepared solely for your attention within the context described above and may not be used, distributed or referred to for any other purpose.

Paris-La Défense and Neuilly-sur-Seine, March 26, 2026

The Statutory Auditors
French original signed by

KPMG SA		PricewaterhouseCoopers Audit
Jacques Pierre *Partner*	Xavier Niffle *Partner*	Richard Béjot *Partner*

Vélizy-Villacoublay, March 25, 2026

Certification related to the global amount of sums paid for sponsorship on 2025

The global amount of sums paid for sponsorship, which are referred to at article 238 bis of the General Tax Code is €2,507,841 for 2025.

The global amount giving rise to fiscal deductions in 2025, is €2,368,868.

Pascal DALOZ
Chief Executive Officer & Chairman

2.4 Maintain a vigilance plan

Dassault Systèmes conducts its business in compliance with national laws and international standards. In accordance with the French law of March 27, 2017, on the duty of vigilance, the Company has implemented a vigilance plan (the "vigilance plan") aimed at identifying risks and preventing serious violations of human rights and fundamental freedoms, the health and safety of individuals, and the environment resulting from its activities and those of subcontractors or suppliers with whom it has an established business relationship.

Dassault Systèmes' vigilance plan meets the five legal requirements:

- risk mapping;
- procedures for regularly assessing the situation of subsidiaries, subcontractors, or suppliers;
- risk prevention and mitigation measures;
- an alert procedure;
- a system for monitoring measures and assessing their effectiveness.

The vigilance measures are tailored and proportionate to Dassault Systèmes' risk profile and are implemented in the short and medium term. They are part of an ongoing process, through:

- raising employee awareness through online training on ethics, compliance, health and safety, crisis management, sustainability, and publications on the **3D**EXPERIENCE platform;
- the Company's Whistleblowing procedure;
- the use of specialized due diligence databases, a risk assessment method dedicated to human rights issues, and monitoring to detect risky situations;
- the implementation of control points by the Internal Audit department.

2.4.1 Governance

Dassault Systèmes' vigilance plan is implemented by various stakeholders, including several departments: business ethics & Compliance, Human Resources, Procurement & Travel, Sustainability, and Internal Audit. These functions are also represented on the Risk Management Steering Committee (the "Risk Management Steering Committee").

This Steering Committee ensures regular evaluation and monitoring of the system. Composed of representatives from these various key departments as well as the General Counsel who chairs it, it is responsible for reviewing and validating the processes for developing and updating the risk map, and for supervising action plans.

In line with its work, the Steering Committee met in December 2025 to evaluate the implementation of the system and the monitoring of the associated action plans. At the same time, the Business Ethics & Compliance department organized a dozen workshops on the monitoring of specific actions.

The Company's vigilance approach is part of a process of continuous improvement, incorporating contributions and feedback from its main stakeholders. With this in mind, the 2025 vigilance plan has been updated based on discussions with:

- suppliers, particularly in the context of enhanced dialogue on value chain sustainability matters;
- employees' representatives in relevant countries, in the form of information or consultation, as described in the Sustainability Statement;
- professional associations, rating agencies, and academic institutions, particularly through ESG questionnaires and assessments to which the Company responds each year;
- as well as lessons learned from interactions with Governance bodies.

All of these contributions enabled the Company to adjust and strengthen its vigilance plan in light of the identified expectations and the evolution of risks within its value chain.

2.4.2 Risk Mapping

The Company has developed a risk mapping system that complies with the requirements of French law on the duty of vigilance.

Risks are assessed according to two criteria: potential impact and likelihood. This analysis provides a "raw" rating for each risk and establishes a hierarchy. Risks considered to be priorities are thus identified, which facilitates the definition and implementation of appropriate measures, developed in consultation with the relevant stakeholders. A complementary assessment, based on an analysis of the maturity of control mechanisms, is then used to obtain a "net" rating for each risk.

The vigilance risk assessment, conducted at the global level and reviewed in 2025 by the Steering Committee, identified the main risks that could result from the Company's activities, its business model, and those of its suppliers and subcontractors.

The table below presents these gross risks and their description:

Nature of the risk	Risk title	Description of the gross risk
Environment	Uncontrolled increase in greenhouse gas (GHG) emissions(*)	Dassault Systèmes identifies an environmental risk linked to the increase in its carbon footprint, a direct consequence of the growing energy needs of the digital sector. This risk is included in the analysis of the impacts associated with its business. To address this risk, the Company is implementing measures to optimize the energy efficiency of its infrastructure and promote controlled digital practices.
	Pressure on natural resources, from the production of electronic equipment to waste management(*)	Dassault Systèmes identifies an environmental risk related to the pressure exerted on natural resources by the use of IT equipment. This risk stems from the extraction of non-renewable raw materials and the challenges posed by electronic waste management, in a context of regular equipment renewal. To mitigate this impact, the Company is implementing initiatives aimed at extending the life of its assets and promoting their recycling.
	Degradation and overconsumption of fresh water	The digital industry contributes to increased pressure on freshwater resources, particularly due to the needs associated with the production of IT equipment and the operation of data centers. Although its internal activities, which are focused on software, have a limited water footprint, Dassault Systèmes remains exposed to this risk through its value chain, particularly through its cloud and hosting service providers. In order to reduce this indirect impact, the Company is working more closely with its hosting service providers to optimize their water impact.
Health and Safety	Harm to the physical integrity and health of individuals	Dassault Systèmes identifies a risk related to the health and safety of its employees, contractors, partners, and visitors, particularly marked by issues specific to digital professions: the need for constant responsiveness, or prolonged exposure to screens. This risk also extends to potential physical harm or accidents, whether they occur in the workplace (offices, customer sites), during frequent business travel, or at external events. The Company is therefore exposed to health and safety impacts in an ecosystem where innovation and collaborative working methods can amplify these vulnerabilities.

Nature of the risk	Risk title	Description of the gross risk
Human rights and fundamental freedoms	Violation of privacy and personal data protection(*)	Violations or leaks of personal data represent a major risk to the rights and freedoms of individuals in a sector such as digital technology, where the collection, processing, and transfer of sensitive data are central. This risk concerns employees, candidates, business partners, and users of Dassault Systèmes solutions, particularly when confidential or critical information is involved. In response to this challenge, the Company has established dedicated Governance, deployed a GDPR compliance program, and implemented a reinforced action plan to prevent privacy breaches and secure personal data.
	Discrimination and harassment	In a multicultural professional environment such as that of Dassault Systèmes, the risks of discrimination and harassment, whether related to origin, gender, sexual orientation, disability, age, or any other prohibited criterion, can undermine people’s dignity and degrade their working conditions. These situations affect all stakeholders, whether employees or external partners interacting with the Company. As a global digital player, Dassault Systèmes is exposed to the risk of violations of equal treatment and respect for individuals, in a context where the diversity of backgrounds, perspectives and modes of collaboration reinforces the need for vigilance.
	Violation of Social dialogue	This risk encompasses potential violations of freedom of association, employee rights to representation and collective bargaining, and Social dialogue mechanisms. It can manifest itself in situations of discrimination, reprisals, or obstacles against employees or their representatives, particularly in a context where Dassault Systèmes operates in more than 45 countries with varying legislation and social cultures. The Company is therefore exposed to risks of infringements on collective rights and Social dialogue, amplified by the diversity of regulatory frameworks and local practices.
	Misuse of Dassault Systèmes solutions	This risk covers the possibility that Dassault Systèmes’ software solutions may be misused, reused, or exploited by third parties in a manner that contributes to actual or potential human rights violations, in contravention of applicable laws or international standards. It also includes risks related to the potentially dual-use nature of certain products, which are amplified in the event of software piracy or unauthorized use of licenses, which may lead to non-compliant or illegal uses under international export control regulations. To address this, the Company has implemented a control and compliance system designed to prevent misuse and ensure compliance with applicable regulations.
	Risks related to the activities of suppliers and subcontractors	This risk concerns situations in which the practices of suppliers or subcontractors are not aligned with Dassault Systèmes’ requirements in terms of ethics, working conditions, or environmental impact. It also includes risks related to partners subject to compliance alerts, such as sanctions or unfavorable public information. Dassault Systèmes is therefore exposed to the risk of non-compliance in its supply chain. To mitigate these risks, the Company deploys risk identification and enhanced vigilance processes with its suppliers.

* These risks have been considered a priority.

As a software publisher, Dassault Systèmes has low exposure to serious risks related to its duty of care. Unlike certain industries, the intangible nature of its activities significantly reduces the social, environmental, and health and safety risks that could be generated by complex supply chains.

However, the Company is aware that risks may arise through its third parties, particularly in the supply of IT equipment or technological infrastructure. It therefore maintains a strict vigilance framework to prevent and manage these risks.

Following the mapping exercise, three risks were identified as priorities:

- uncontrolled increase in GHG emissions;
- pressure on natural resources, from the production of electronic equipment to waste management;
- breaches of privacy and Personal Data Protection.

These risks remain central to maintaining stakeholder confidence and ensuring the Company's regulatory compliance.

2.4.3 Risk Assessment and Prevention of Risks

2.4.3.1 Environmental Risks

Dassault Systèmes' *raison d'être* is to provide companies and individuals virtual worlds that enable them to imagine sustainable innovations capable of harmonizing products, nature, and life. As such, and as a responsible company, Dassault Systèmes is committed to minimizing the impacts of its activities on the environment and encouraging its partners and suppliers to follow suit.

2.4.3.1.1 Uncontrolled Increase in GHG Emissions

Dassault Systèmes is taking a two-pronged approach to combating GHG emissions:

- developing solutions for its customers to accelerate their transition to a low-carbon economy (Handprint);
- reducing its own carbon footprint with targets aligned with the Science-Based Targets Initiative (SBTi) to achieve carbon neutrality by 2040 (Footprint).

This plan has been approved by senior management and the Sustainability Steering Committee, and is presented annually to the Board of Directors.

The Company has set itself:

- ambitious carbon footprint targets:
  - Scopes 1 and 2: 35% reduction by 2027 (vs. 2019),
  - Scope 3: 20% reduction in travel emissions by 2027 (vs. 2019),
  - suppliers: 50% of suppliers (in terms of emissions) committed to a science-based trajectory by 2027;
- and clear levers for decarbonization:
  - energy efficiency: reduction in data center and office consumption,
  - responsible mobility: limiting business travel and electrifying the vehicle fleet.

Dassault Systèmes also supports the decarbonization of its customers by developing innovative solutions:

- virtual twins: they enable customers to optimize their energy efficiency and reduce their emissions;
- EU Taxonomy: the Company aims to align 45% of its revenue by 2027;
- support for cloud migration: the OUTSCALE cloud also enables customers to significantly reduce their GHG emissions.

The Company's efforts are yielding tangible results:

- 78.3% reduction in Scope 1 and 2 emissions since 2019;
- 35.7% reduction in business travel emissions since 2019;
- an increase in revenue aligned to the EU Taxonomy, from 35% in 2024 to 42.9% in 2025.

These results demonstrate Dassault Systèmes' proactive approach, which integrates climate change mitigation strategies into its business model for a sustainable future.

Policies and actions related to GHG emissions control are described in the Sustainability Statement in section 2.2.2.2.3.

2.4.3.1.2 Pressure on natural Resources, from electronic Equipment Production to Waste management

Dassault Systèmes takes a systemic approach to reducing pressure on natural resources by promoting the circular economy in industry and optimizing the management of its own electronic equipment.

Key targets

- Developing software solutions to promote eco-design and product circularity.
- Optimizing the life cycle management of IT equipment, from purchase to recycling.
- Integrating environmental criteria into procurement.
- Extending the lifespan of IT equipment.
- Reducing and recovering electronic waste, with targets for increasing recycling and reuse rates.

Key actions

Dassault Systèmes has implemented several actions to moderate its impact on natural resources:

- responsible digital technology: the Company encourages responsible procurement, server virtualization, and better management of electronic waste. It has also developed a tool to manage its equipment;
- responsible procurement: the "Responsible procurement" policy promotes reconditioned equipment, the integration of ESG criteria into calls for tenders, and encouraging suppliers to join science-based emissions reduction initiatives;
- strategic partnerships: Dassault Systèmes actively participates in European projects on battery and electronic waste recycling, such as the *REINFORCE* project;
- training and awareness: Learning modules on the circular economy and training on environmental criteria are offered to employees and buyers.

Results and outlook

- Optimization of the recycling and reuse rate of IT equipment.
- Improved traceability of resources and waste.
- Sustaining the circular approach in the industrial strategy with gradual alignment to the EU Taxonomy.

Thanks to these initiatives, Dassault Systèmes is controlling its environmental footprint while helping its customers integrate sustainable practices.

Policies and actions concerning risks related to pressure on natural resources, from the production of electronic equipment to waste management, are described in section 2.2.2.4.3.

2.4.3.1.3 Degradation and Overconsumption of fresh Water

Dassault Systèmes seeks to moderate the pressure on natural resources, particularly Water, generated by its suppliers (notably for the production of microprocessors and the cooling of its data centers).

This approach is part of a more responsible water management strategy. Since 2024, the Company has been working more closely with its hosting service providers to optimize their water impact.

As for the Company's direct water consumption, it is limited to sanitary use and the maintenance of green spaces.

The key policies and measures implemented are:

- "Responsible data centers" policy: The Company incorporates environmental criteria into its choice of hosting providers, focusing on cooling technologies and water management. In 2025, additional requirements were included in the RFP (Request for Proposal) questionnaire sent to hosting providers in order to assess climate risks, particularly those related to water use and management. During business reviews with data center providers, topics related to environmental risk management (flooding, precipitation, drought, seismic risks, etc.) may be raised and additional information requested;
- "Responsible procurement" policy: sustainability criteria account for 20% of the selection criteria for IT equipment. This assessment takes into account water consumption, energy consumption, and resource consumption.

For more information on Dassault Systèmes' policies and actions regarding risks related to water degradation and overconsumption, see sections 2.2.2.3.2.

2.4.3.2 Risks to Human Health and Safety

Included in the Code of Business Conduct and the Corporate Social Responsibility Principles, Dassault Systèmes' commitments aim to provide all employees with working conditions that ensure their health and safety in compliance with applicable laws and regulations. Dassault Systèmes' approach to health and safety is part of a process of continuous improvement of the policies and procedures implemented. Four major policies formalize the scope of application, systems and procedures, and the responsibilities of all contributors. These policies cover employees in the course of their professional activities, as well as customers, partners, and service providers when they are present on Company sites or at events organized on behalf of Dassault Systèmes:

- safety standards are defined and their implementation is assessed through a Health, Safety & Security questionnaire that includes a risk and site compliance analysis, completed in collaboration with site managers. These assessments are carried out at least every two years and on a case-by-case basis for new sites. They enable action plans to be drawn up where necessary;
- the safety policy and guidelines applicable when organizing internal or external events are shared with all employees and define, in particular, the roles and responsibilities of internal and external stakeholders. They are accompanied by awareness-raising initiatives on a case-by-case basis, depending on the nature of the events in which Dassault Systèmes participates, such as the Paris Air Show, the Farnborough Air Show, and the World Nuclear Exhibition;
- the applicable business travel policy provides all necessary recommendations depending on the destination, as well as a list of countries with significant risks requiring prior authorization. Employees also benefit from an international medical and security assistance system before, during, and until their return from travel, depending on the situation. Online training courses on health and safety issues during business travel are also available to employees;

- in addition, a crisis management protocol defines the procedures for triggering, organizing, and communicating under the responsibility of a specific committee. It is supplemented, if necessary, by the use of a mass communication tool for transmitting emergency information to employees. This system is tested annually, with the help of a specialized service provider, involving the Company's stakeholders. This exercise enables the continuous improvement of the overall crisis management system.

Site maintenance procedures are defined to ensure compliance with current safety standards. Inspections or drills are carried out regularly for this purpose, covering in particular fire risks and health-related equipment such as defibrillators and first aid kits. Reported incidents involving one or more employees are investigated in order to understand the reasons behind them, identify and implement remedial actions, and prevent any recurrence.

In 2025, the Company continued its efforts to raise awareness of first aid procedures through online training, which has already been completed by more than 6,100 employees. In France, an e-learning course on fire evacuation is also available to employees. In addition, a practical guide for site managers, providing recommendations and information on health, safety, and security, including what to do in the event of an incident, was rolled out in every country in 2025.

Launched in 2021, the *We Care for Your Health* initiative aims to raise awareness of cancer and chronic diseases in the workplace. As a signatory to the *Cancer@Work* charter in France, Dassault Systèmes has been awarded the highest level of this label. The initiative is based on four pillars:

- support: providing listening platforms, guides for patients and caregivers, and organizing support events;
- prevention: awareness campaigns, organization of conferences (in 2025: a conference on endometriosis) and vaccination campaigns;
- promotion of physical activity: participation in charity races such as Odysséa, La Course du Cœur, and Les Bacchantes;
- contributing Dassault Systèmes solutions: using virtual twins to improve drug discovery, patient care, and the fight against pandemics.

Dassault Systèmes is also a member of the *Working With Cancer* initiative.

As part of the *We Care for Your Health* initiative, Dassault Systèmes has also been committed, since 2025, to combating domestic violence. It has been a signatory to the *One In Three Women* charter of the Agir Contre l'Exclusion Foundation since the end of 2024 and has already implemented a number of actions in France, including a conference open to all employees on the prevention of domestic violence.

In 2024, the Company began rolling out *We Care for Your Health* initiatives internationally, particularly in the United Kingdom. In addition, also since 2024, global communication and awareness campaigns on health issues have been regularly conducted among the Company's employees.

The effectiveness of these initiatives is assessed annually through absenteeism rates, particularly those related to illness and workplace accidents, with quarterly monitoring to adjust prevention measures.

2.4.3.3 Risks related to human rights and fundamental Freedoms

Dassault Systèmes' commitment to ethical and sustainable growth is based on respect for human rights and fundamental freedoms. These commitments are formalized in several key documents, all of which refer to international standards:

- the Code of Business Conduct;
- the Corporate Social Responsibility Principles;
- the Sustainable Charter with Suppliers;
- the Statement on Actions Taken to Combat Modern Slavery and Human Trafficking (in accordance with the Modern Slavery Acts applicable in the United Kingdom and Australia, among other countries).

All these documents are available on the Company's website. In addition, Dassault Systèmes is a member of the United Nations Global Compact.

2.4.3.3.1 Violation of Privacy and Personal Data Protection

Data protection, particularly personal data, is a priority for Dassault Systèmes, which is committed to ensuring the security of information and the trust of its stakeholders. The Company faces two major challenges:

- maintaining rigorous Governance to ensure data protection in accordance with applicable laws;
- securing sensitive data, with particular attention to the principle of "Security in Depth".

The risk of personal data leaks is considered a priority issue, particularly for financial and health information. This risk, which is inherent in the Company's technological activities and related to cybersecurity, may affect employees of Dassault Systèmes, partners, and end users (including MEDIDATA patients and citizens). This risk affects the entire Dassault Systèmes value chain, from upstream activities to downstream operations.

In order to manage these risks, the Company has implemented the following measures:

- risk identification through internal and external audits;
- mitigation actions through risk treatment plans;
- partnerships to strengthen cooperation;
- monitoring and continuous improvement of the risk prevention program.

In addition, to ensure that the use of personal data complies with the principles of legality, transparency, and security, Dassault Systèmes has implemented the following actions:

- dedicated governance: a Group Data Protection Officer and her team ensure internal compliance and continuous improvement of the Company's offerings to comply with the GDPR and other national and international legislation;
- certifications and policies: the Company's processes are certified (available on the Trust Center), and clear policies such as the Code of Business Conduct, the "cybersecurity" policy, the "Personal data protection" policy, and the Sustainable Charter with Suppliers have been created and are regularly updated;
- points of contact in the event of an incident: users can report a breach via an online form, communities, the support service, or the Company's Whistleblowing procedure;
- an incident management procedure: the Company informs the authorities and persons concerned, in accordance with applicable regulations, and implements corrective measures to mitigate or resolve negative impacts and maintain the trust of its users and customers. Operational measures are also deployed to ensure an appropriate response to judicial and administrative requests.

2.4.3.3.2 Discrimination and Harassment

Mutual respect is an integral part of the Company's social commitments. Failure to comply with associated ethical practices may lead to a risk of exposure of employees to discrimination in the workplace, as well as potential negative impacts related to moral or sexual harassment.

Dassault Systèmes promotes an inclusive culture for the benefit of all its employees and aims to offer professional opportunities based on each individual's qualifications and achievements.

In accordance with local and national regulations, as well as legal guidance as determined by the Company, taking into consideration stakeholders' expectations, Dassault Systèmes implements the following measures to prevent and mitigate risks and impacts:

- a formal prohibition of all forms of harassment and discrimination in working relationships, during Recruitment and throughout the duration of the contract. The Code of Business Conduct provides definitions and examples, particularly with regard to sexual harassment;
- the inclusion, in the annual performance review, of a management target that includes professional fairness, which must govern decisions relating to employee Recognition;
- the provision of a guide to raise managers' awareness of unconscious biases that may influence decisions relating to employees' professional development;
- the completion of two mandatory training courses aimed at raising employee awareness of the importance of creating a respectful work environment, free from all forms of discrimination and harassment, with an emphasis on identifying, responding to, and reporting any situations of non-compliance.

The Company's commitment to inclusion is based on four areas, which can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States:

- achieve a representation of women in the composition of management bodies. As of December, 31st 2025, women account for 50% of the Board of Directors (excluding directors representing employees), and 41.7% of the Executive team;
- supporting talents in their professional development initiatives, particularly those aspiring to become manager, with a focus on project develop by women, excluding the United States workforce;
- promote pay equity at the time of hiring and during the annual salary review campaign;
- contribute to universal access to education and knowledge, particularly in the field of science, technology, engineering, and mathematics (STEM). Dassault is therefore committed to working with various stakeholders to promote these fields and careers and to attract a broad pool of applicants within the recruitment process.

Dassault Systèmes defines the principles to be adopted to ensure that:

- employees are engaged in fulfilling professional projects and are recognized for their contributions throughout their professional careers;
- intergenerational collaboration promotes the mutual enrichment of knowledge and skills.

Dassault Systèmes values and supports individuals with disabilities and neurodiversity. The Company is then committed to recruitment, onboarding and integration, career management, and job retention of these people. Finally, the Company contributes to the training and professional development of students with disabilities, enabling them to acquire knowledge and skills in new digital professions.

Any case of non-compliance with the principles of discrimination and harassment can be reported via the Whistleblowing procedure. The Company assesses each case on an individual basis, based on specific facts and circumstances, according to their legal classification. The number of reports and cases selected is monitored by the Dassault Systèmes Ethics Committee, enabling the effectiveness of the actions implemented to be measured and any situations that may lead the Company to take additional remedial or preventive measures to be identified, where necessary. All reports selected will result in disciplinary action commensurate with the seriousness of the facts.

2.4.3.3.3 Social dialogue

Dassault Systèmes is committed to a process of continuous improvement based on open communication, which is an integral part of the culture of imagining, inspiring, and creating new experiences for employees. Given the disparities in the laws and regulations applicable in the 45 countries in which the Company operates, employees could be negatively affected by the absence or insufficient level of Social dialogue. Dassault Systèmes therefore has formal and informal channels in place.

In accordance with its Corporate Social Responsibility Principles, Dassault Systèmes is committed to respecting the right of employees to freely organize themselves into unions and to be represented by the organizations of their choice, as well as to bargain collectively in accordance with applicable regulations. The Company also ensures that employees' representatives or union members are not subject to discrimination.

Dassault Systèmes has employees' representatives:

- at the local level, in the form of representatives elected by employees or union delegates;
- at the supranational level, through the European Works Council covering all countries in the European Economic Area (EEA) and the United Kingdom. The European Works Council can engage in dialogue with the Executive team, particularly on the Company's strategy, its human capital development policies, and its approach to sustainability;
- at the level of the Dassault Systèmes Board of Directors, through the presence of two directors representing employees appointed in accordance with the law and the Company's bylaws.

Employees are covered by independent employees' representatives in 19 countries, including a non-EEA member, and benefit from collective bargaining agreements in 11 countries, including a non-EEA member. These locally applicable agreements cover various topics depending on the country, such as compensation policy, measures to promote professional equality, compliance with labour regulations, occupational health and safety, and the right to disconnect.

Employee health and safety are also among the topics addressed, in particular:

- within the Health, Safety and Working Conditions Commission, which is a body of the Works Council in France, and within the Committee for Prevention and Protection at Work in Belgium;
- within a joint working group in Germany regarding prevention and mitigation of stress-related risks;
- with employees' representatives in the Netherlands during four meetings, focusing in particular on risk assessment and absenteeism in relation to the national average;
- with the prevention officer, a member of the works committee in Spain, regarding risk prevention (in 2025, visit of each site of the Company in this country).

Dassault Systèmes offers employees' representatives various means of communication with employees. Depending on the country, these may include flyers, which can be shared in a secure online space, emails, discussion forums on the **3D**EXPERIENCE platform, or meetings with employees.

In addition to these channels, Dassault Systèmes communicates with all employees through:

- quarterly meetings to present the Company's strategy, projects, and results, combined with a discussion forum;
- an annual satisfaction survey that identifies strengths and areas for improvement in relation to their expectations.

The effectiveness of the actions taken by the Company is assessed annually by measuring the percentage of employees covered by employees' representatives in the member countries of the European Economic Area and the percentage of employees covered by the annual satisfaction survey, enabling action plans to be drawn up in various areas, which are then presented and shared with employees.

2.4.3.3.4 Misuse of Dassault Systèmes Solutions

Dassault Systèmes has strengthened its vigilance plan to prevent the potential misuse of its software solutions, particularly when they could be used for purposes that violate human rights, fundamental freedoms, or international regulations. This system, structured around four complementary pillars, aims to regulate the lawful, ethical, and responsible use of the Company's solutions:

- export control and sanctions programs: Dassault Systèmes ensures that its export activities—sales, product deliveries, transfers of controlled data, and provision of services—are strictly regulated to ensure compliance with applicable international regulations on export control and sanctions. The Company prohibits the sale or distribution of its solutions to unauthorized users or users who are likely to make prohibited use of them. A dedicated global team oversees these requirements using internal control tools, sanctions lists, and specialized third-party systems;
- 3DS Acceptable Use Policy: As part of its commitment to sustainable and responsible innovation, Dassault Systèmes has implemented a policy stating that the Company will not engage with new customers meeting certain criteria in four market segments and/or will not develop dedicated products or services for them. These market segments are: coal (for energy purposes), tobacco (including the production of electronic cigarettes), "universally prohibited" weapons, and oil and gas (where no public commitment to reduce carbon emissions has been made). This policy is an essential lever for preventing any use that could contradict the Company's values and its sustainability commitments;
- enhanced due diligence and risk monitoring: Dassault Systèmes conducts enhanced risk assessments of its partners, including in-depth research into any allegations of human rights abuses or practices that violate fundamental freedoms. When necessary, detailed analyses are conducted using specialized databases and risk analysis methods that incorporate human rights factors. Continuous monitoring of weak signals, particularly through media coverage or documented alerts, enables the early detection of situations presenting a risk of misuse. In 2025, several targeted assessments were carried out as part of this system;
- combating piracy: Dassault Systèmes protects its technologies through a combination of intellectual property rights—copyrights, patents, trademarks, domain names, and trade secrets—as well as through user agreements that grant rights of use without transfer of ownership. However, it is not possible to completely eliminate the risk of unauthorized use, especially in countries where intellectual property rights protection is limited. The Company implements an active anti-piracy and compliance program aimed at systematically detecting and preventing the illegal use of its software, regularizing identified situations and, where necessary, taking legal action.

2.4.3.3.5 Risks related to the Activities of Suppliers and Subcontractors

In addition to the Company's risk mapping, Dassault Systèmes relies on a risk map developed specifically for its suppliers. This analysis, carried out with a consulting firm, identified limited but real exposures. This map is currently being updated, as described in section 2.2.4.1.1.

To manage these risks, the Company has implemented the Sustainable Charter with Suppliers, to which all suppliers must adhere. This document sets out the Company's expectations in terms of ethics and compliance, covering:

- business relations: anti-corruption policy, conflicts of interest, compliance with competition law, and data protection;
- working conditions: prohibition of child labor and forced labor, respect for freedom of association, non-discrimination, guarantee of a safe working environment, and combating illegal labour;
- environmental impact: limiting GHG emissions.

Dassault Systèmes may terminate a contract immediately in the event of a breach of this Charter or the Corporate Social Responsibility Principles.

The Procurement Department takes reasonable steps to identify risks related to human rights and fundamental freedoms. It uses specialized databases to check whether suppliers are on sanctions lists or check whether they have been the subject of negative media coverage.

2.4.4 Whistleblowing Procedure

After consulting with employees' representatives, Dassault Systèmes has implemented a Whistleblowing procedure for reporting any cases of non-compliance with applicable laws and regulations, particularly those related to the duty of care. Accessible to all stakeholders, this Procedure guarantees the Protection of whistle-blowers by ensuring their confidentiality, anonymity, and freedom from reprisals.

There are several options for making a report:

- by email, by writing to the Ethics Committee at people.ethicscommittee@3ds.com;
- via the online form available on the Company's website [1];
- by voicemail, leaving a message on a dedicated line. The numbers to call for each country where the Company operates are published on its website [2];
- by requesting a meeting with the Company's business ethics and People Ethics officers.

The Procedure was updated in 2023 and 2024 to incorporate the new provisions relating to the Protection of whistle-blowers resulting from European Directive 2019/1937 of October 23, 2019, and its transposition by the Member States of the European Union. Its rollout was accompanied by awareness-raising initiatives among employees. Suppliers are also informed of this system via the Sustainable Charter with Suppliers, which they are required to adhere to.

Finally, the metrics and lessons learned from the use of the Whistleblowing procedure for 2025 were presented to the Board of Directors and employees' representatives.

(1) https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-form/
(2) https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-alert-procedure/how-make-alert-telephone

2.4.5 Measurement Follow-Up

The implementation of the various vigilance measures is monitored by the Steering Committee, which may meet several times a year. As part of this monitoring system, performance metrics have been selected to evaluate the results of the measures implemented. These include:

Type of risk	Main metrics	2025	2024
Environment	Gross Scope 1 GHG emissions *(in tCO_2-eq)*	3,110	3,104
	Gross "Market-based" Scope 2 GHG emissions *(in tCO_2-eq)*	2,339	2,518
	Gross Scope 3 indirect GHG emissions *(in tCO_2-eq)*	309,750	319,189
	Percentage of suppliers *(by weight of CO_2 emissions)* with Science-Based emissions reduction target (SBTi target)	50.4%	47.9%
	Share of renewable electricity	93.9%	91.0%
	Electrical and electronic waste *(in tCO_2-eq)*	151	194
Health & Safety	Percentage absenteeism – Illness [1]	2.5%	2.4%
	Percentage absenteeism – Occupational accidents [1]	0.0%	0.0%
	Percentage absenteeism – Maternity and paternity leave [1]	0.6%	0.7%
Human rights and fundamental freedoms	Percentage of employees trained on Code of Business Conduct [2]	96.9%	94.7%
	Percentage of employees trained on Personal Data Protection [2]	97.3%	95.4%
	Percentage of employees trained on cybersecurity [2]	99.1%	96.5%
	Number of suppliers subject to due diligence	1,700	1,650
	Percentage of employees covered by employees' representatives in countries member of the European Economic Area	100.0%	100.0%
	Percentage of employees covered by annual satisfaction survey	94.1%	92.5%
	Percentage of employees trained on a Fair work environment – Discrimination [2]	97.0%	-
	Percentage of employees trained on a Safe work environment – Harassment [2]	96.8%	-
	Number of complaints of discrimination, harassment and inappropriate behaviors raised through Company's channels	31	20
	Percentage of disciplinary sanctions in cases of non-compliance	100.0%	100.0%

(1) Due to the absence of available absenteeism data for CENTRIC entities, Dassault Systèmes applied an estimation method based on peer comparison by country of employment.
(2) Mandatory training data excludes CENTRIC entities and covers 94.2% of the workforce as of December 31, 2025.

FINANCIAL REVIEW AND PROSPECTS

3

3.1 Operating and Financial Review

The executive overview in paragraph 3.1.1 "Executive Overview for 2025" highlights selected aspects of the Group's business during 2025. Financial information and definitions should be read together with its consolidated financial statements and the related notes included in paragraph 4.1.1 "Consolidated financial statements" prepared in accordance with IFRS accounting rules. The various definitions and methods of which can be found in Note 2 to the consolidated financial statements.

The supplemental non-IFRS financial information are subject to inherent limitations. They are not based on any comprehensive set of accounting rules or principles and should not be considered in isolation from or as a substitute for IFRS measurements. In addition, Dassault Systèmes' non-IFRS supplementary financial data may not be comparable to other data also called "non-IFRS" and used by other companies. A number of specific limitations relating to these measures are detailed below.

Unless otherwise indicated, variations in the following tables are related to current exchange rate.

Non-IFRS financial information definitions can be found in paragraph 3.1.2.3 "Non-IFRS financial information definitions". The reconciliation between this financial information and the IFRS framework can be found in paragraph 3.1.4 "IFRS non-IFRS reconciliation".

Between the end of the 2025 fiscal year and the filing date of this Universal registration document, there was no material change in the financial position or financial performance of Dassault Systèmes.

3.1.1 Executive Overview for 2025

	IFRS				Non-IFRS			
(in millions of euros, except per share data and percentages)	**2025**	**2024**	**Change**	**Change in cc***	**2025**	**2024**	**Change**	**Change in cc***
Total Revenue	€6,235.8	€6,213.6	0%	4%	€6,239.6	€6,213.6	0%	4%
Software Revenue	*5,641.0*	*5,613.3*	*0%*	*4%*	*5,644.9*	*5,613.3*	*1%*	*4%*
Services Revenue	*594.7*	*600.3*	*(1%)*	*2%*	*594.7*	*600.3*	*(1%)*	*2%*
Operating Margin	21.7%	21.9%	(0.2) pt		32.0%	31.9%	+0.0 pt	
Diluted net earnings per share ("EPS")	€0.90	€0.90	0%		€1.31	€1.28	2%	7%

* In constant currencies.

	IFRS				Non-IFRS			
Software revenue *(in millions of euros, except percentages)*	**2025**	**2024**	**Change**	**Change in cc***	**2025**	**2024**	**Change**	**Change in cc***
Americas	2,224.6	2,214.7	0%	5%	2,224.7	2,214.7	0%	5%
Europe	2,165.5	2,150.4	1%	2%	2,169.0	2,150.4	1%	2%
Asia	1,250.9	1,248.1	0%	5%	1,251.2	1,248.1	0%	5%

* In constant currencies.

3.1.2 Financial information definitions

3.1.2.1 Definitions of Key Metrics Used

Information in Constant Currencies

Dassault Systèmes has followed a long-standing policy of measuring its revenue performance and setting its revenue objectives exclusive of currency in order to measure in a transparent manner the underlying level of improvement in its total revenue and software revenue by activity, industry, geography and product lines. The Group believes it is helpful to evaluate its growth exclusive of currency impacts, particularly to help understand revenue trends in its business. Therefore, the Group provides percentage increases or decreases in its revenue and expenses (in both IFRS and non-IFRS) to eliminate the effect of changes in currency values, particularly the U.S. dollar and the Japanese yen, relative to the euro. When trend information is expressed "in constant currencies", the results of the "prior" period have first been recalculated using the average exchange rates of the comparable period in the current year, and then compared with the results of the comparable period in the current year.

While constant currency calculations are not considered to be an IFRS measure, the Group believes these measures are critical to understanding its global revenue results and to compare with many of its competitors who report their financial results in U.S. dollars. Therefore, Dassault Systèmes includes this calculation to compare IFRS and non-IFRS revenue figures for comparable periods. All information at constant currencies is expressed as a rounded percentage and therefore may not precisely reflect the absolute figures.

Information on Growth excluding acquisitions ("organic growth")

In addition to financial indicators relating to the Group's entire scope, Dassault Systèmes also provides growth information excluding acquisitions' effects, and named organic growth. To do so, the Group's data is restated to exclude acquisitions, from the date of the transaction, over a period of 12 months.

Information on Industrial Sectors

Dassault Systèmes provides end-to-end software solutions and services: its 3D UNIV+RSES - made of multiple Virtual Twin Experiences that are powered by artificial intelligence and developed on the **3D**EXPERIENCE platform - combine modeling, simulation, data science, and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise twelve industries:

- *Manufacturing Industries:* Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- *Life Sciences & Healthcare:* Life Sciences & Healthcare. In this sector, the Group aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem from research to commercial, the Group's solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, medical practices, and Medtech;
- *Infrastructure & Cities:* Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In this sector, the Group supports the virtualization of infrastructure and cities in making its industries more efficient and sustainable, and creating desirable living environments.

Information on Product Lines

The Group's financial reporting on product lines includes the following information:

- Industrial Innovation software revenue, which includes CATIA, ENOVIA, SIMULIA, DELMIA, GEOVIA, NETVIBES, and 3DEXCITE brands;
- Life Sciences software revenue, which includes MEDIDATA and BIOVIA brands;
- Mainstream Innovation software revenue which includes its CENTRIC and 3DVIA brands, as well as the SOLIDWORKS brand and its expanded offerings in design, simulation, PLM, and manufacturing.

OUTSCALE has been a Dassault Systèmes brand since 2022, extending the portfolio of software applications. As the first sovereign and sustainable operator on the cloud, OUTSCALE enables governments and corporations from all sectors to achieve digital autonomy through a Cloud experience and with a world-class cyber governance.

GEOs

Eleven GEOs are responsible for driving the development of the Company's business and implementing its customer-centric engagement model. Teams leverage strong networks of local customers, users, partners, and influencers.

These GEOs are structured into three groups:

- the "Americas" group, made of two GEOs;
- the "Europe" group, comprising Europe, Middle East and Africa (EMEA) and made of four GEOs;
- the "Asia" group, comprising Asia and Oceania and made of five GEOs.

3DEXPERIENCE Software Contribution

To measure the relative share of **3D**EXPERIENCE software in its revenue, Dassault Systèmes calculates the percentage contribution by comparing total **3D**EXPERIENCE software revenue to software revenue for all product lines except SOLIDWORKS, MEDIDATA, CENTRIC and other acquisitions (defined as "**3D**EXPERIENCE Eligible software revenue").

Cloud revenue

Cloud revenue is generated from contracts that provide access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. These offerings are delivered by Dassault Systèmes through its own cloud infrastructure or by third-party cloud providers. They are available through different deployment methods: dedicated cloud, sovereign cloud and international cloud. Cloud solutions are generally offered through subscription-based models or perpetual licenses with support and hosting services.

Annual Run Rate (ARR)

ARR is the annual value of all active subscription software, SaaS, hosting & support contracts as of the end of the reporting period.

- The value of active contracts is annualized by dividing the total active contract value by the contract duration in days (end date minus start date), then multiplying the result by 360 days.
- The value of an active contract refers to contract value for which orders have been submitted.
- For contracts that include annual values that change over time, we include in ARR only the annual value of components of the contract that are considered active as of the date of the ARR calculation.
- A contract or a component of the contract is considered active only between the contractual start and end dates.
- For ramp contracts, only the portion where the customer has already submitted an order is included. Future ramped amounts are excluded until they are activated.
- For MEDIDATA "Study by Study" contracts that are not contractually renewable, only the contractually committed portion is counted in the Group ARR.
- No assumptions are taken regarding future customer renewals or future committed increases.

ARR is composed of 2 elements: subscription annual run rate (SARR) and maintenance annual run rate (MARR).

We believe ARR is a valuable operating measure to assess the health of our recurring business because it is aligned with the amount that we invoice the customer on an annual basis. We generally invoice customers annually for the current year of the active contract.

ARR increases by the annual value of active contracts that commence in a reporting period and decreases by the annual value of contracts that expire in the reporting period.

ARR is not annual recurring revenue, and is therefore not affected by revenue recognition standards, including point in time revenue recognition of on-premise license subscriptions.

3.1.2.2 Composition of the main items in the income statement

Software license revenue represents fees earned from granting customers licenses to use the Group's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the client.

Subscription contracts generally have a term of between one and five years, and include on premise software license and support.

Subscription revenue also is derived from cloud contracts (see paragraph 3.1.2.1 "Definitions of Key Metrics Used"). Revenue from cloud subscription is generally recognized linearly over the contractual term.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term.

Recurring fees for subscription and support are reported within "Software Revenue".

Services revenue consist primarily of fees from professional services in process optimization and in methodology for design, implementation and post-implementation support, and training services.

The cost of software revenue includes mostly software personnel costs, licensing fees paid for third-party components integrated into the Company's own products, hosting and other cloud-related costs and other expenses.

The cost of services revenue includes principally personnel and other costs related to organizing and providing services revenue.

Expenses for R&D include primarily personnel costs as well as the rental, depreciation and maintenance expenses for computer hardware used in R&D including cloud infrastructure, development tools, computer networking and communication expenses. Costs for R&D of software are expensed in the period in which they are incurred. The Group does not capitalize any R&D costs. A minor fraction of R&D personnel provides clients with software maintenance, and their cost is thus included under cost of software revenue. Expenses for R&D are recorded net of grants received from certain public authorities to fund R&D projects as well as R&D tax credits received mostly in France.

Marketing and Sales expenses consist primarily of:

- personnel costs, which include sales commissions and personnel expenses for processing sales transactions;
- marketing and communications expenses, including advertising;
- associated travel expenses;
- and marketing infrastructure costs, such as information technology resources used for marketing.

General and administrative expenses consist primarily of:

- personnel costs of the finance, human resources, legal and general management;
- associated third-party professional fees (excluding acquisition-related fees) and other expenses;
- associated travel expenses;
- infrastructure costs, including information technology resources.

Amortization of acquired intangibles includes mainly amortization of acquired technology and acquired customer relationships.

Other operating income and (expense), net, includes the impact of events that are unusual, infrequent or generally non-recurring in nature.

Financial income, net includes:

- interest income and interest expense related to financing operations and lease liabilities;
- the impact of remeasuring financial instruments at fair value;
- exchange gains or losses on monetary items and change in fair value of derivative financial instruments not qualified for hedge accounting;
- one-time financial items.

3.1.2.3 Non-IFRS supplemental financial data definitions

The Group's management uses the supplemental non-IFRS financial information, together with the IFRS financial information, for financial planning and analysis, evaluation of operating performance, mergers and acquisition analysis and valuation, operational decision-making and for setting financial objectives for future periods. Compensation of senior management is based in part on the performance of its business measured with the supplemental non-IFRS information. The Group believes that the supplemental non-IFRS data also provides meaningful information to investors and financial analysts who use the information for comparing the Group's operating performance to its historical trends and to other companies in the software industry, as well as for valuation purposes.

As explained in more detail below, non-IFRS data excludes the effect of:

- adjusting the carrying value of acquired companies' contract liabilities (deferred revenue);
- the amortization of acquired intangibles assets and of tangible assets revaluation;
- lease incentives of acquired companies;
- share-based compensation expense and related social charges;
- other operating income and expense, net;
- certain one-time financial income and expense, net;
- certain one-time tax effects and the income tax effects of the above adjustments.

Thus, the following are excluded from the non-IFRS financial data:

- **contract liabilities write-downs**: under IFRS, deferred revenue of an acquired company must be adjusted by writing it down to account for the fair value of obligations assumed under contracts acquired through the acquisition of the Company. As a result, in the case of a typical one-year contract, the Company's IFRS revenues for the one- year period subsequent to an acquisition do not reflect the full amount of revenue on assumed contracts that would have otherwise been recorded by the acquired entity in the absence of the acquisition.

  In its supplemental non-IFRS financial information, the Group has excluded this write-down to the carrying value of the contract liabilities, and reflect instead the full amount of such revenue. Dassault Systèmes believes that this non-IFRS measure of revenue is useful to investors and management because it reflects a level of revenue and operational results that corresponds to the combined business activities of Dassault Systèmes and the acquired company.

  However, by excluding the deferred revenue adjustment, the supplemental non-IFRS financial information reflects the total revenue that would have been recorded by the acquired entity but may not reflect the total cost associated with generating the non-IFRS revenue;
- **amortization of acquired intangibles assets, including amortization of acquired technology, and amortization of acquired tangible assets revaluation arising from a business combination**: under IFRS, the cost of acquired intangible and tangible assets, whether acquired through acquisitions of companies or of technology or certain other intangible assets, must be recognized according to the assets' fair value and amortized over their useful life.

In its supplemental non-IFRS financial information, the Company has excluded the amortization related to acquired intangibles assets and of acquired tangible assets revaluation arising from a business combination in order to provide a consistent basis for comparing its historical results. Costs related to internally developed technology are typically expensed as incurred. For example, because it typically incurs most of its R&D costs prior to reaching technical feasibility, its R&D costs are expensed in the period in which they are incurred. By excluding the amortization expenses related to acquired intangibles, the supplemental non-IFRS financial information provides a uniform approach for evaluating the development cost of all the Company's technology, whether developed internally or acquired externally. As a result, the Company believes that the supplemental non-IFRS financial information offers investors a useful basis for comparing its historical results.

However, the acquired intangible assets and tangible assets revaluation arising from a business combination, which amortization costs are excluded contributed to revenue earned during the period, and it may not have been possible to earn such revenue without such assets. In addition, the annual amortization of acquired intangibles assets and tangible assets revaluation arising from a business combination is a recurring expense for the Group until they are fully amortized;

- **share-based compensation expense and related social charges**: under IFRS, the Company is required to recognize in its income statement all share-based compensation to employees, including grants of employee stock options and performance shares, based on their fair values over the period that an employee provides service in exchange for the award.

  The Group excludes remuneration-related charges based on shares and associated social charges from its complementary non-IFRS because investors and financial analysts use valuation models that do not take such a burden into account. The exclusion of share-based compensation expense in the Company's supplemental non-IFRS financial information therefore helps them ensure the consistency of their valuation metrics. The Company's management considers the supplemental non-IFRS information that excludes share-based compensation expense when reviewing the Company's operating performance, since share-based compensation expenses can fluctuate due to factors other than the level of its business activity or operating performance.

  However, share-based compensation is one component of employee compensation. By excluding it, the supplemental non-IFRS financial information does not reflect the Company's full cost of attracting, motivating and retaining its personnel. Share- based compensation expense is a recurring expense;

- **lease incentives of acquired companies**: under IFRS, the right-of-use on the company acquired leased assets has to be adjusted by the buyer when the business combination is accounted for, in order to recognize the fair value of their future lease payments. Lease incentives received, such as rent-free periods, are not included in the right-of-use evaluation. Therefore, under IFRS, amortization of right-of-use assets during the lease period does not take into account the amortization savings related to these incentives, which would have been recognized by the company acquired if it continued to operate on a standalone basis.

  In its supplemental non-IFRS financial information, the Company excludes lease incentives of acquired companies such as rent-free periods. As a result, the Company believes that its supplemental non-IFRS financial information is useful for investors and the Company's management because amortization expense and operating income presented as such reflect the combined activities of both the Company and the acquired company;

- **other operating income and expense, net**: under IFRS, the Group distinguishes income and expense that are unusual, infrequent or generally non-recurring in nature in the consolidated statement of income. Such income and expense include the impact of restructuring activity and other generally non-recurring events, such as gain or loss on sale of subsidiaries, impairment of goodwill or acquired intangible assets, expenses directly related to acquisitions and acquisitions projects, and expenses related to relocation activities and reorganizations of the Group's premises.

  In its supplemental non-IFRS financial information, the Company excludes other operating income and expense, net effects because of their unusual, infrequent or generally non-recurring nature.

  However, other operating income and expense, net are components of the Company's income and expense and by excluding them the supplemental non-IFRS financial information excludes their impact to its net income;

- **certain one-time financial income and expense, net**:

  In its supplemental non-IFRS financial information, the Company excludes certain one-time items included in financial income and expense, net because of their unusual, infrequent or generally non-recurring nature, such as changes in fair value of securities held in investment funds accounted for at fair value through profit or loss.

However, these one-time items included in financial income, net are components of the Company's income and expense and by excluding them the supplemental non-IFRS financial information excludes their impact to its net income;

— **certain one-time tax effects**: The Company's IFRS financial statements reflect the impact of one-time tax effects, such as those related to restructurings of activities or tax remeasurement effects, which may result in immediate adjustment of the income tax provision.

In its supplemental non-IFRS financial information, the Company has excluded these one-time tax effects because of their unusual nature in qualitative terms. The Company does not expect such tax effects to occur as part of its normal business on a regular basis. The Company also believes that the exclusion of certain one-time tax effects facilitates a comparison of its effective tax rate between different periods.

However, these one-time tax effects are a component of the Company's income tax expense. By excluding these effects, the supplemental non-IFRS financial information understates or overstates the Company's income tax expense.

3.1.3 Consolidated Information: Financial Review of 2025 Compared to 2024

3.1.3.1 Revenue

	IFRS				Non-IFRS			
	Year ended December 31,				Year ended December 31,			
(in millions of euros except percentages)	2025	2024	Change	Change in cc*	2025	2024	Change	Change in cc*
Total Revenue	**€6,235.8**	**€6,213.6**	**0%**	**4%**	**€6,239.6**	**€6,213.6**	**0%**	**4%**
Revenue breakdown by activity								
Software revenue	5,641.0	5,613.3	0%	4%	5,644.9	5,613.3	1%	4%
of which licenses and other software revenue	*1,020.7*	*1,125.2*	*(9%)*	*(6%)*	*1,020.7*	*1,125.2*	*(9%)*	*(6%)*
of which subscription and support revenue	*4,620.3*	*4,488.1*	*3%*	*6%*	*4,624.1*	*4,488.1*	*3%*	*6%*
Services revenue	594.7	600.3	(1%)	2%	594.7	600.3	(1%)	2%
Software revenue breakdown by product line								
Industrial Innovation	3,134.5	3,019.6	4%	6%	3,134.5	3,019.6	4%	6%
Life Sciences	1,081.1	1,144.2	(6%)	(2%)	1,081.1	1,144.2	(6%)	(2%)
Mainstream Innovation	1,425.5	1,449.4	(2%)	2%	1,429.3	1,449.4	(1%)	2%
Software revenue breakdown by geography								
Americas	2,224.6	2,214.7	0%	5%	2,224.7	2,214.7	0%	5%
Europe	2,165.5	2,150.4	1%	2%	2,169.0	2,150.4	1%	2%
Asia	1,250.9	1,248.1	0%	5%	1,251.2	1,248.1	0%	5%

* In constant currencies.

In the paragraphs below, unless otherwise indicated, financial information is in IFRS and non-IFRS and all revenue growth rates are in constant currencies.

Total Revenue (IFRS and non-IFRS)

Total revenue grew by 4% to €6.24 billion with a 4% software revenue increase to €5.64 billion. Currency had a negative impact on software and total revenue of approximately 3 percentage point.

2025 acquisitions did not significantly affect the revenue evolution.

Software revenue represented 90% and services 10% of total revenue. Services revenue increased 2%.

Software revenue by activity (IFRS and non-IFRS)

Recurring software revenue represented 82% of software revenue compared to 80% in 2024. Recurring software increased 6% to €4.62 billion, driven by subscription revenue up 11%.

Licenses and other software revenue decreased 6% to €1.02 billion.

Software Revenue by Industry (IFRS and non-IFRS)

Transport & Mobility, High Tech and Industrial Equipment displayed some of the strongest performance.

Product Line Revenue (IFRS and non-IFRS)

- **Industrial Innovation** software revenue was up 6% to €3.13 billion and represented 56% of software revenue. CATIA, SIMULIA and ENOVIA exhibited the strongest performance.
- **Life Sciences** software revenue decreased by 2% to €1.08 billion, representing 19% of software revenue. MEDIDATA was impacted by lower study volume.
- **Mainstream Innovation** software revenue increased by 2% to €1.43 billion and represented 25% of software revenue. SOLIDWORKS achieved good-growth, while CENTRIC was impacted by tough year-over-year comparisons.

Software Revenue by Geography (IFRS and non-IFRS)

The Americas grew 5%, Europe increased 2%, impacted by a tough comparison baseline in 2024, and Asia was up 5%, representing respectively 39%, 38% and 22% of software revenue.

Key Strategic Drivers

The **3D**EXPERIENCE platform is at the core of Dassault Systèmes' growth strategy and the foundation to reveal the power of AI for industry. **3D**EXPERIENCE software revenue increased 10%, representing 41% of **3D**EXPERIENCE Eligible software revenue. This performance demonstrates the value of the platform for clients, where transformation is critical, as well as the need to leverage artificial intelligence. Cloud software revenue grew by 7% in IFRS and 8% in non-IFRS. In 2025, it represented 25% of software revenue. **3D**EXPERIENCE Cloud software revenue increased 32%.

3.1.3.2 Operating Expenses

(in millions of euros, except percentages)	IFRS Year ended December 31, 2025	IFRS Year ended December 31, 2024	IFRS Change	Non-IFRS Year ended December 31, 2025	Non-IFRS Year ended December 31, 2024	Non-IFRS Change
Cost of software revenue (excluding amortization of acquired intangibles and of tangible assets revaluation)	**€(499.4)**	**€(498.5)**	**0%**	**€(495.3)**	**€(495.0)**	**0%**
(as % of total revenue)	(8%)	(8%)		(8%)	(8%)	
Cost of services revenue	**€(515.2)**	**€(517.8)**	**(0%)**	**€(500.5)**	**€(504.5)**	**(1%)**
(as % of total revenue)	(8%)	(8%)		(8%)	(8%)	
Research and development expenses	**€(1,323.3)**	**€(1,286.2)**	**3%**	**€(1,233.8)**	**€(1,208.4)**	**2%**
(as % of total revenue)	(21%)	(21%)		(20%)	(19%)	
Marketing and sales expenses	**€(1,697.9)**	**€(1,704.3)**	**(0%)**	**€(1,624.7)**	**€(1,623.3)**	**0%**
(as % of total revenue)	(27%)	(27%)		(26%)	(26%)	
General and administrative expenses	**€(461.3)**	**€(470.5)**	**(2%)**	**€(391.7)**	**€(398.7)**	**(2%)**
(as % of total revenue)	(7%)	(8%)		(6%)	(6%)	
Amortization of acquired intangible assets and of tangible assets revaluation	**€(337.6)**	**€(361.6)**	**(7%)**	-	-	
Other operating income and (expense), net	**€(46.7)**	**€(15.0)**	**210%**	-	-	
TOTAL OPERATING EXPENSES	**€(4,881.4)**	**€(4,854.0)**	**1%**	**€(4,245.9)**	**€(4,229.8)**	**0%**

IFRS and non-IFRS operating expenses increased by 3% at constant exchange rate and by 1% and 0% at current exchange rate.

Currency lowered operating expenses by 3 percentage point in both IFRS and non-IFRS. 2025 acquisitions did not significantly affect the operating expenses evolution.

In both IFRS and non-IFRS, the increase in operating expenses at constant exchange rate reflected disciplined cost management as well as investments to continue supporting growth in software revenue, in particular in **3D**EXPERIENCE and cloud software revenue. These investments included notably higher expenditure on cloud infrastructure and additional storage capacity and higher personnel expenses and related costs with targeted recruitment (mostly in sales teams).

In a competitive environment, the Group remains focused on innovation. Research, development and innovation remain a priority for Dassault Systèmes and continue to represent its main cost item. In 2025, research and development expenses grew 5% at constant exchange rate in both IFRS and non-IFRS.

In IFRS, other operating income and (expense), net amounted €(46.7) million compared to €(15.0) million in 2024 as a result of increased costs associated with relocation activities and reorganizations of the Group's premises (refer to Note 8 to the consolidated financial statements).

3.1.3.3 Operating income

	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
(in millions of euros, except percentages)	2025	2024	Change	2025	2024	Change
Operating Income	€1,354.3	€1,359.6	(0%)	€1,993.6	€1,983.7	0%
Operating margin *(as % of total revenue)*	21.7%	21.9%		32.0%	31.9%	

2025 both IFRS and non-IFRS operating income increased 5% at constant currencies. This increase was driven by gains in operational efficiency and rigorous cost discipline, contributing 40 basis points.

Non-IFRS operating margin stood at 32.0% compared to 31.9% in 2024. Currency lowered operating margin by 30 basis points.

IFRS operating income and operating margin were also affected by negative change in other operating income and (expense), net.

3.1.3.4 Financial income, net

	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
(in millions of euros, except percentages)	2025	2024	Change	2025	2024	Change
Financial income, net	€104.1	€118.4	(12%)	€106.1	€121.6	(13%)

The decrease in IFRS and non-IFRS Financial income was mainly due to lower interest rates on cash and cash equivalents, partially offset by an increase in investments (refer to Note 9 to the consolidated financial statements).

3.1.3.5 Income tax expense

	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
(in millions of euros, except percentages)	2025	2024	Change	2025	2024	Change
Income tax expense	**€(270.8)**	**€(279.9)**	**(3%)**	**€(364.9)**	**€(396.8)**	**(8%)**
Effective consolidated tax rate	18.6%	18.9%		17.4%	18.8%	

In non-IFRS, the effective tax rate decrease mainly reflected a revision of tax assumption due to some clarifications on law interpretations. In IFRS, this decrease of effective tax rate was partially offset by the exceptional contribution for large companies in France, which amounted €20.8 million for the 2025 fiscal year.

Pillar Two directive

In December 2021, the Organization for Economic Cooperation and Development (OECD) published the Global Anti-Base Erosion Model Rules ("GloBE rules") as part of the second pillar of the solution based on two pillars to resolve the tax challenges raised by globalization and digitalization of the economy ("Pillar 2").

In this context, the European Union Council adopted, on December 14, 2022, the directive aimed at ensuring a global minimum level of taxation (15%) for multinational enterprise groups and large-scale domestic groups in the Union. The Group is carefully monitoring the dates of transposition of this directive in the member states of the European Union as well as the adoption of the GloBE rules in jurisdictions outside the Union. Following the transposition of the European directive into French law on December 29, 2023, the GloBE rules are applicable in France since 2024 financial year.

With regard to GloBE rules, the calculations of effective tax rates are carried out on a broader scope of entities than Dassault Systèmes. For the 2025 financial year, GloBE rules do not have a significant impact on the Group effective tax rate.

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3.1.3.6 Net income and net income per diluted share

	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
(in millions of euros, except per share data and percentages)	2025	2024	Change	2025	2024	Change
Net Income attributable to Equity holders of the Group	**€1,196.0**	**€1,200.2**	**(0%)**	**€1,737.2**	**€1,705.1**	**2%**
Diluted earnings per share	**€0.90**	**€0.90**	**0%**	**€1.31**	**€1.28**	**2%**
Diluted weighted average number of shares outstanding *(in millions)*	1,328.5	1,333.4		1,328.5	1,333.4	

Despite a volatile market environment, non-FRS net income increased 2% and remained stable in IFRS, notably thanks to productivity gains and effective resource allocation which offset the impact of currency fluctuations over the period.

Non-IFRS diluted EPS increased 2% at current exchange rate and 7% at constant currencies.

3.1.4 IFRS non-IFRS reconciliation

The following table sets forth the Company's supplemental non-IFRS financial information, together with the comparable IFRS financial measure and a reconciliation of the IFRS and non-IFRS information.

The main items in the income statement are defined in paragraph 3.1.2 "Financial information definitions".

	Year ended December 31,						Variation	
(in millions of euros, except per share data and percentages)	2025 IFRS	Adjust-ment (1)	2025 non-IFRS	2024 IFRS	Adjust-ment (1)	2024 non-IFRS	IFRS	Non-IFRS (2)
Total Revenue	**€6,235.8**	**€3.8**	**€6,239.6**	**€6,213.6**	**-**	**€6,213.6**	**0%**	**0%**
Revenue breakdown by activity								
Software revenue	5,641.0	3.8	5,644.9	5,613.3	-	5,613.3	0%	1%
Licenses and other software revenue	1,020.7	-	1,020.7	1,125.2	-	1,125.2	(9%)	(9%)
Subscription and Support revenue	4,620.3	3.8	4,624.1	4,488.1	-	4,488.1	3%	3%
Recurring portion of software revenue	*82%*		*82%*	*80%*		*80%*		
Services revenue	594.7	-	594.7	600.3	-	600.3	(1%)	(1%)
Software revenue breakdown by product line								
Industrial Innovation	3,134.5	-	3,134.5	3,019.6	-	3,019.6	4%	4%
Life Sciences	1,081.1	-	1,081.1	1,144.2	-	1,144.2	(6%)	(6%)
Mainstream Innovation	1,425.5	3.8	1,429.3	1,449.4	-	1,449.4	(2%)	(1%)
Software revenue breakdown by geography								
Americas	2,224.6	0.2	2,224.7	2,214.7	-	2,214.7	0%	0%
Europe	2,165.5	3.4	2,169.0	2,150.4	-	2,150.4	1%	1%
Asia	1,250.9	0.2	1,251.2	1,248.1	-	1,248.1	0%	0%
Total Operating Expenses	**(4,881.4)**	**635.5**	**(4,245.9)**	**(4,854.0)**	**624.2**	**(4,229.8)**	**1%**	**0%**
Share-based compensation expense and related social charges	(249.7)	249.7	-	(245.6)	245.6	-		
Amortization of acquired intangible assets and of tangible assets revaluation	(337.6)	337.6	-	(361.6)	361.6	-		
Lease incentives of acquired companies	(1.4)	1.4	-	(1.9)	1.9	-		
Other operating income and expense, net	(46.7)	46.7	-	(15.0)	15.0	-		
Operating Income	**1,354.3**	**639.3**	**1,993.6**	**1,359.6**	**624.2**	**1,983.7**	**(0%)**	**0%**
Operating Margin	**21.7%**		**32.0%**	**21.9%**		**31.9%**		
Financial income, net	104.1	2.0	106.1	118.4	3.2	121.6	(12%)	(13%)
Income before Income Taxes	**1,458.4**	**641.3**	**2,099.7**	**1,478.0**	**627.4**	**2,105.3**	**(1%)**	**(0%)**
Income tax expense	(270.8)	(94.1)	(364.9)	(279.9)	(117.0)	(396.8)	(3%)	(8%)
Non-controlling interest	8.3	(6.0)	2.3	2.1	(5.5)	(3.4)	303%	(169%)
Net Income attributable to shareholders	**€1,196.0**	**€541.2**	**€1,737.2**	**€1,200.2**	**€504.9**	**€1,705.1**	**(0%)**	**2%**
Diluted net income per share (3)	**€0.90**	**€0.41**	**€1.31**	**€0.90**	**€0.38**	**€1.28**	**0%**	**2%**

(1) In the reconciliation schedule above, (i) all adjustments to IFRS revenue data reflect the exclusion of the deferred revenue adjustment of acquired companies; (ii) adjustments to IFRS operating expense data reflect the exclusion of the amortization of acquired intangibles assets and of tangible assets revaluation, share-based compensation expense and related social charges, the effect of adjusting the lease incentives of acquired companies, as detailed below, and other operating income and expense, net including acquisition, integration and restructuring expenses, and impairment of goodwill and acquired intangible assets (iii) adjustments to IFRS financial income, net reflect the exclusion of certain one-time items, net and (iv) all adjustments to IFRS net income data reflect the combined effect of these adjustments, and with respect to net income and diluted net income per share, to certain one-time tax effects and to the income tax effect of the non-IFRS adjustments.

(2) The non-IFRS percentage change compares non-IFRS measures for the two different periods. In the event there is an adjustment to the relevant measure for only one of the periods under comparison, the non-IFRS change compares the non-IFRS measure to the relevant IFRS measure.

(3) Based on a weighted average of 1,328.5 million diluted shares for 2025 and 1,333.4 million diluted shares for 2024.

(in millions of euros)	2025 IFRS	Share-based compensation expense and relates social charges	Lease incentives of acquired companies	2025 non-IFRS	2024 IFRS	Share-based compensation expense and relates social charges	Lease incentives of acquired companies	2024 non-IFRS
	Year ended December 31,							
Cost of revenue	€(1,014.6)	€18.3	€0.5	€(995.8)	€(1,016.3)	€16.2	€0.5	€(999.5)
Research and development expenses	(1,323.3)	89.0	0.5	(1,233.8)	(1,286.2)	76.9	0.9	(1,208.4)
Marketing and sales expenses	(1,697.9)	72.9	0.4	(1,624.7)	(1,704.3)	80.8	0.3	(1,623.3)
General and administrative expenses	(461.3)	69.5	0.1	(391.7)	(470.5)	71.7	0.2	(398.7)
TOTAL		**€249.7**	**€1.4**			**€245.6**	**€1.9**	

3.1.5 Variability in Quarterly Financial Results

Dassault Systèmes' quarterly licenses revenue growth may have varied significantly in the past and may vary significantly in the future. Quarterly licenses revenue growth reflects business seasonality, clients' decision processes, licenses and subscription licensing mix. Services revenue also varies significantly by quarter reflecting clients' decision processes as well as decisions regarding service engagements to be performed by the Group itself or by partner system integrators.

Total software revenue growth has generally been less sensitive to quarterly variation due to the significant level of recurring software revenue, which comprises subscription revenue and support revenue. IFRS and non-IFRS recurring software revenue represented 82% of software revenue in 2025 and 80% in 2024, but could be subject to renewal delays. Sequential comparisons of recurring software revenue growth need, however, to take into account the fact that a high proportion of on-premise, subscription software contracts renew for an annual period as of January 1st. Therefore, under IFRS 15, Dassault Systèmes records a higher percentage of the annual amount of on-premise subscription in the first quarter. In addition, year-over-year growth comparisons may be impacted by changes in the timing of on-premise subscription renewals.

	IFRS					**Non-IFRS**				
	For the Year Ended December 31,					**For the Year Ended December 31,**				
	1Q	**2Q**	**3Q**	**4Q**	**FY**	**1Q**	**2Q**	**3Q**	**4Q**	**FY**
(in millions of euros, except percentages)	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**	**2025**
Licenses and Other Software	198.1	275.6	188.8	358.2	1,020.7	198.1	275.6	188.8	358.2	1,020.7
Seasonality %	**19.4%**	**27.0%**	**18.5%**	**35.1%**	**100.0%**	**19.4%**	**27.0%**	**18.5%**	**35.1%**	**100.0%**
Subscription & Support	1,234.6	1,097.1	1,125.0	1,163.6	4,620.3	1,234.6	1,098.6	1,126.3	1,164.6	4,624.1
Seasonality %	**26.7%**	**23.7%**	**24.3%**	**25.2%**	**100.0%**	**26.7%**	**23.8%**	**24.4%**	**25.2%**	**100.0%**
Software Revenue	**€1,432.7**	**€1,372.7**	**€1,313.7**	**€1,521.9**	**€5,641.0**	**€1,432.7**	**€1,374.2**	**€1,315.1**	**€1,522.8**	**€5,644.9**
Seasonality %	**25.4%**	**24.3%**	**23.3%**	**27.0%**	**100.0%**	**25.4%**	**24.3%**	**23.3%**	**27.0%**	**100.0%**

Dassault Systèmes normally experiences its highest licenses sales for the fourth calendar quarter. Therefore, software revenue, total revenue, operating income, operating margin and net income have generally been higher in the fourth quarter of each year.

Acquisitions and divestitures can also cause the different elements of revenue to vary from quarter to quarter. Rapid changes in currency exchange rates can also cause reported revenue, operating income and diluted net income per share and their respective reported growth rates to vary from quarter to quarter.

Therefore, it is possible that its quarterly total revenue could vary significantly and that its net income could vary significantly, reflecting the change in revenues, together with the effects of its investment plans. Refer to paragraphs 1.9.1.1 "An uncertain Global Environment" and 1.9.1.12 "Variability in Dassault Systèmes' Quarterly Operating Income" in Risk Factors.

3.1.6 Annual Run Rate (ARR)

As previewed at Dassault Systèmes' Capital Markets Day in June 2025, the Company is introducing ARR as a key metric to reflect its continued transition towards a subscription and cloud-based business model. Dassault Systèmes defines ARR as the annual value of all recurring customer commitments at the end of the reporting period – it includes all active software subscriptions, cloud or SaaS, hosting & support contracts at the end of the reporting period. ARR is a snapshot of twelve months of recurring value derived from all active contracts, providing a clearer view of Dassault Systèmes subscription trajectory and the momentum of its recurring business.

ARR is designed to reflect business performance in a SaaS-like model eliminating volatility due to revenue recognition. In the fourth quarter, ARR grew 6% to reach €4.50 billion on a constant currency basis using our FY25 Plan foreign exchange rates for all periods ($1.10 per euro and JPY 155.0 per euro).

3.1.7 Capital Resources

Dassault Systèmes has a solid financial flexibility thanks to its available cash and short-term investments position and strong level of cash flow generation. The main uses of cash are for acquisitions, repayment of debt, cash dividends and for the repurchase of treasury stocks, to be delivered as part of share-based compensation plans and employee shareholding plan.

The Group had a net cash position of €1.53 billion as of December 31, 2025, compared to €1.46 billion on December 31, 2024, with an increase in cash and cash equivalents and short-term investments which stood at €4.13 billion on December 31, 2025, compared to €3.95 billion on December 31, 2024, partially offset by a €101.7 million increase in borrowings.

Dassault Systèmes SE and its long-term debt are currently rated "A" with a stable outlook by Standard & Poor's Global Ratings.

Group's 2025 main sources of liquidity came from the cash generated by the business, amounting to €1.63 billion (€1.66 billion in 2024), a capital increase related to the employee shareholding plan "TOGETHER 2025" for €111.3 million (none in 2024), from the issuance of commercial papers for a net amount not yet repaid of €99.6 million (€200.2 million in 2024), and from €44.4 million proceeds from exercise of stock options (2024: €48.4 million).

During 2025, cash obtained from operations was used principally for:

- cash dividends of €342.6 million (2024: €302.7 million);
- repurchase of treasury shares for €340.3 million (2024: €374.0 million) mainly to neutralize the dilutive effect of the share-based compensation plans and employee shareholding plan "TOGETHER 2025";
- acquisition of non-controlling interests for €253.8 million (2024: €3.3 million) mainly related to a supplementary acquisition of Centric Software shares. Refer to Note 23 to the consolidated financial statements;
- payment for acquisition of businesses, net of cash acquired for €203.5 million (2024: €22.5 million). Refer to Note 16 to the consolidated financial statements;
- capital expenditures of €160.5 million (2024: €193.4 million);
- payments for lease obligations of €89.7 million (2024: €79.7 million).

In 2024, repayments of short-term loans were completed in the amount of €700.9 million (2025: €18.3 million), corresponding mainly to the repayment of the second tranche of bonds issued in 2019.

Exchange rate fluctuations, in particular the US dollar, had an unrealized negative conversion effect on cash and cash equivalent balances of €263.2 million in 2025, compared to an unrealized positive conversion effect of €128.2 million as of December 31, 2024.

The Group follows a conservative policy for investing its cash resources, mostly relying on investment-grade short-term maturity investments from major banks and financial institutions.

Refer also to the Consolidated Statements of Cash Flows presented in paragraph 4.1.1 "Consolidated financial statements".

3.2 Financial Objectives

Financial objectives for 2026

Dassault Systèmes financial objective for 2026 presented below are on a non-IFRS basis and reflect the key 2026 exchange rate assumptions for the US dollar and Japanese yen as well as the potential impact of additional non-European currencies:

	2026 year
Total Revenue (billion)	€6.29 to €6.41
Growth at current exchange rates	1-3%
Growth at constant exchange rates*	3-5%
Software revenue growth at constant exchange rates*	3-5%
*Of which licenses and other software revenue growth**	*(1%)-2%*
*Of which recurring revenue growth**	*5-6%*
Services revenue growth*	2-6%
Operating margin	32.2% – 32.6%
Diluted EPS	€1.30-€1.34
Growth at current exchange rates	(1%)-2%
Growth at constant exchange rates*	3-6%
US dollar	*$1.18 per euro*
Japanese yen (before hedging)	*JPY 170.0 per euro*

* Growth at constant exchange rates: refer to paragraph 3.1.2.1 "Definitions of Key Metrics Used" – Information in Constant Currencies.

These objectives are prepared and communicated only on a non-IFRS basis and are subject to the cautionary statement set forth below.

The 2026 non-IFRS financial objectives set forth above do not take into account the following accounting elements below and are estimated based upon the 2026 principal currency exchange rates above: no significant contract liabilities write-downs; share-based compensation expenses, including related social charges, estimated at approximately €116 million (these estimates do not include any new stock option or share grants issued after December 31, 2025); amortization of acquired intangibles and of tangibles reevaluation, estimated at approximately €313 million, largely impacted by the acquisition of MEDIDATA; and lease incentives of acquired companies at approximately €1 million.

The above objectives also do not include any impact from other operating income and expenses, net principally comprised of acquisition, integration and restructuring expenses, and impairment of goodwill and acquired intangible assets; from one-time items included in financial revenue; from one-time tax effects; and from the income tax effects of these non-IFRS adjustments. Finally, these estimates do not include any new acquisitions or restructuring completed after December 31, 2025.

The data presented above includes statements on the Group's operational framework and future financial performance targets. These forward-looking statements are based on the views and assumptions of the Group's management at the date of this Universal registration document and involve known and unknown risks and uncertainties. The Group's results and performance may be negatively and significantly affected, and may differ from those mentioned in these statements, due to a set of factors described in this Universal registration document. For more information on the risks incurred by Dassault Systèmes, refer to paragraph 1.9 "Risk factors".

3.3 Interim and Other Financial Information

Dassault Systèmes has not published any quarterly or half-year financial information since the date of its last audited financial statements.

FINANCIAL STATEMENTS

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The consolidated and annual financial statements presented below will be submitted for the approval of the annual Shareholders' General Meeting of Dassault Systèmes SE to be held on May 20, 2026.

4.1 Consolidated financial statements

4.1.1 Consolidated Financial Statements

Consolidated Statements of Income

		Year ended December 31,	
(in millions of euros, except per share data)	Note	2025	2024
Licenses and other software revenue		1,020.7	1,125.2
Subscription and support revenue		4,620.3	4,488.1
Software revenue	4	**5,641.0**	**5,613.3**
Services revenue		594.7	600.3
TOTAL REVENUE		**6,235.8**	**6,213.6**
Cost of software revenue		(499.4)	(498.5)
Cost of services revenue		(515.2)	(517.8)
Research and development expenses		(1,323.3)	(1,286.2)
Marketing and sales expenses		(1,697.9)	(1,704.3)
General and administrative expenses		(461.3)	(470.5)
Amortization of acquired intangible assets and of tangible assets revaluation		(337.6)	(361.6)
Other operating income and expense, net	8	(46.7)	(15.0)
OPERATING INCOME		**1,354.3**	**1,359.6**
Financial income, net	9	104.1	118.4
PROFIT BEFORE TAX		**1,458.4**	**1,478.0**
Income tax expense	10	(270.8)	(279.9)
NET INCOME		**€1,187.6**	**€1,198.1**
Attributable to:			
Equity holders of the Group		€1,196.0	€1,200.2
Non-controlling interests		€(8.3)	€(2.1)
Earnings per share			
Basic earnings per share	11	€0.91	€0.91
Diluted earnings per share	11	€0.90	€0.90

Consolidated Statements of Comprehensive Income

(in millions of euros)	Note	Year ended December 31, 2025	2024
NET INCOME		**€1,187.6**	**€1,198.1**
Unrealized gains on hedging reserves, net	23	14.3	8.8
Income tax related to unrealized gains on hedging reserves, net		(3.7)	(2.2)
Foreign currency translation adjustment		(1,058.6)	522.9
Other comprehensive income that are or may be reclassified to profit or loss in subsequent periods		**(1,048.0)**	**529.4**
Remeasurement of defined benefit pension plans	22	12.5	(3.4)
Remeasurement of non-consolidated equity investments	15	(7.5)	(2.2)
Income tax related to items above		(4.4)	0.9
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods		**0.6**	**(4.7)**
OTHER COMPREHENSIVE INCOME, NET OF TAX		**(1,047.3)**	**524.8**
TOTAL COMPREHENSIVE INCOME		**€140.3**	**€1,722.9**
Attributable to:			
Equity holders of the Group		€150.9	€1,724.8
Non-controlling interests		€(10.6)	€(1.9)

Consolidated Balance Sheets

(in millions of euros)	Note	Year ended December 31, 2025	2024
Assets			
Cash and cash equivalents	12	€4,125.4	€3,952.6
Trade accounts receivable, net	13	2,168.4	2,120.9
Contract assets	13	37.3	30.1
Income tax receivable		147.3	165.4
Other current assets	13	307.1	298.6
TOTAL CURRENT ASSETS		**6,785.5**	**6,567.6**
Property and equipment, net	14	944.8	945.8
Other non-current assets	15	271.7	205.9
Deferred tax assets	10	188.7	139.5
Intangible assets, net	17	2,154.9	2,641.0
Goodwill	18	4,713.9	5,046.1
TOTAL NON-CURRENT ASSETS		**8,274.0**	**8,978.3**
TOTAL ASSETS		**€15,059.4**	**€15,545.9**

(in millions of euros)	Note	2025	2024
Liabilities			
Trade accounts payable		€253.0	€259.9
Accrued compensation and other personnel costs		568.3	617.2
Contract liabilities	13	1,536.0	1,663.4
Borrowings, current	20	1,449.5	450.8
Income tax payable		20.0	25.0
Other current liabilities	19	402.6	505.1
TOTAL CURRENT LIABILITIES		**4,229.3**	**3,521.5**
Deferred tax liabilities	10	35.3	29.2
Borrowings, non-current	20	1,145.8	2,042.8
Other non-current liabilities	19	851.1	871.7
TOTAL NON-CURRENT LIABILITIES		**2,032.2**	**2,943.7**
Common stock		134.2	134.0
Share premium		1,235.5	1,216.0
Treasury stock		(647.7)	(935.6)
Retained earnings and other reserves		8,477.3	8,013.8
Other comprehensive income, net of tax		(406.7)	638.4
Total parent shareholders' equity		**8,792.5**	**9,066.6**
Non-controlling interests		5.4	14.1
TOTAL EQUITY	**23**	**8,797.9**	**9,080.7**
TOTAL LIABILITIES		**€15,059.4**	**€15,545.9**

Consolidated Statements of Cash Flows

(in millions of euros)	Note	Year ended December 31, 2025	2024
NET INCOME		**€1,187.6**	**€1,198.1**
Adjustments for non-cash items	24	564.7	598.6
Changes in operating assets and liabilities	24	(122.6)	(137.0)
NET CASH FROM OPERATING ACTIVITIES		**1,629.8**	**1,659.8**
Additions to property, equipment and intangible assets	14, 17	(160.5)	(193.4)
Payment for acquisition of businesses, net of cash acquired	24	(203.5)	(22.5)
Other		(40.3)	24.1
NET CASH USED IN INVESTING ACTIVITIES		**(404.3)**	**(191.7)**
Proceeds from exercise of stock options		44.4	48.4
Cash dividends paid	23	(342.6)	(302.7)
Repurchase and sale of treasury stock	23	(340.3)	(374.0)
Capital increase	22	111.3	-
Acquisition of non-controlling interests	24	(253.8)	(3.3)
Proceeds from borrowings	20	99.6	200.2
Repayment of borrowings	20	(18.3)	(700.9)
Repayment of lease liabilities		(89.7)	(79.7)
NET CASH USED IN FINANCING ACTIVITIES		**(789.4)**	**(1,211.9)**
Effect of exchange rate changes on cash and cash equivalents		(263.2)	128.2
INCREASE IN CASH AND CASH EQUIVALENTS		**172.9**	**384.3**
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD		**3,952.6**	**3,568.3**
CASH AND CASH EQUIVALENTS AT END OF PERIOD		**€4,125.4**	**€3,952.6**
Supplemental disclosure			
Income taxes paid		€(255.3)	€(269.2)
Cash paid for interest		€(39.6)	€(45.3)
Total cash outflow for leases		€(119.0)	€(111.6)

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Consolidated Statements of Shareholders' Equity

(in millions of euros)	Note	Common stock	Share premium	Treasury stock	Retained earnings and other reserves	Other comprehensive income, net of tax	Total parent shareholders' equity	Non-controlling interests	Total equity
DECEMBER 31, 2023		**€133.8**	**€1,173.2**	**€(756.8)**	**€7,170.1**	**€113.8**	**€7,834.1**	**€11.9**	**€7,846.1**
Net income		-	-	-	1,200.2	-	1,200.2	(2.1)	1,198.1
Other comprehensive income, net of tax		-	-	-	-	524.6	524.6	0.1	524.8
TOTAL COMPREHENSIVE INCOME		**-**	**-**	**-**	**1,200.2**	**524.6**	**1,724.8**	**(1.9)**	**1,722.9**
Dividends	23	-	-	-	(302.7)	-	(302.7)	-	(302.7)
Exercise of stock options		0.2	42.7	-	-	-	42.9	1.4	44.3
Treasury stock transactions		-	-	(178.8)	(196.1)	-	(374.9)	-	(374.9)
Share-based compensation	6, 7	-	-	-	189.1	-	189.1	1.3	190.4
Transactions with non-controlling interests		-	-	-	(50.6)	-	(50.6)	0.2	(50.5)
Other changes		-	-	-	3.8	-	3.8	1.2	5.0
DECEMBER 31, 2024		**€134.0**	**€1,216.0**	**€(935.6)**	**€8,013.8**	**€638.4**	**€9,066.6**	**€14.1**	**€9,080.7**
Net income		-	-	-	1,196.0	-	1,196.0	(8.3)	1,187.6
Other comprehensive income, net of tax		-	-	-	-	(1,045.1)	(1,045.1)	(2.2)	(1,047.3)
TOTAL COMPREHENSIVE INCOME		**-**	**-**	**-**	**1,196.0**	**(1,045.1)**	**150.9**	**(10.6)**	**140.3**
Dividends	23	-	-	-	(342.6)	-	(342.6)	-	(342.6)
Capital increase	23	0.4	110.9	-	-	-	111.3	-	111.3
Capital decrease	23	(0.4)	(130.5)	130.9	-	-	-	-	-
Exercise of stock options		0.2	39.1	-	-	-	39.3	-	39.3
Other treasury stock transactions		-	-	156.9	(575.3)	-	(418.3)	-	(418.3)
Share-based compensation	6, 7	-	-	-	174.0	-	174.0	0.9	174.8
Transactions with non-controlling interests		-	-	-	(23.6)	-	(23.6)	0.5	(23.1)
Other changes		-	-	-	34.9	-	34.9	0.5	35.5
DECEMBER 31, 2025		**€134.2**	**€1,235.5**	**€(647.7)**	**€8,477.3**	**€(406.7)**	**€8,792.5**	**€5.4**	**€8,797.9**

Analysis of changes in shareholders' equity related to components of the other comprehensive income

(in millions of euros)	Non-consolidated equity investments	Hedging reserves	Foreign currency translation adjustment	Actuarial gains and losses	Total attributable to parent shareholders	Non-controlling interests	Other comprehensive income, net of tax
DECEMBER 31, 2023	**€(28.6)**	**€13.1**	**€181.5**	**€(52.2)**	**€113.8**	**€0.2**	**€113.9**
Variations	(2.2)	6.5	522.8	(2.5)	524.6	0.1	524.8
DECEMBER 31, 2024	**€(30.8)**	**€19.6**	**€704.3**	**€(54.7)**	**€638.4**	**€0.3**	**€638.7**
Variations	(7.5)	10.6	(1,056.4)	8.1	(1,045.1)	(2.2)	(1,047.3)
DECEMBER 31, 2025	**€(38.2)**	**€30.2**	**€(352.1)**	**€(46.6)**	**€(406.7)**	**€(1.9)**	**€(408.7)**

Notes to the Consolidated Financial Statements

The accompanying notes are an integral part of these consolidated financial statements.

4

Note 1 Description of Business

Dassault Systèmes provides end-to-end software solutions and services: its 3D UNIV+RSES – made of multiple virtual twin experiences that are powered by artificial intelligence and developed on the **3D**EXPERIENCE platform – combine modeling, simulation, data science, and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise twelve industries:

- *Manufacturing Industries:* Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- *Life Sciences & Healthcare:* Life Sciences & Healthcare. In this sector, the Group aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem from research to commercial, the Group's solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, medical practices, and Medtech;
- *Infrastructure & Cities:* Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In this sector, the Group supports the virtualization of infrastructure and cities in making its industries more efficient and sustainable, and creating desirable living environments.

Dassault Systèmes SE (LEI code: 96950065LBWY0APQIM86) is a European company *(Societas Europaea)*, incorporated under the laws of France on June 9, 1981 for a 99-year term starting on the date of its registration, until August 4, 2080. The Company's registered office is located in France, 10 rue Marcel Dassault, 78140 Vélizy-Villacoublay.

Dassault Systèmes shares are listed on Euronext Paris. Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family, is the main shareholder.

Note 2 Material accounting policy information

Basis of preparation and consolidation

The accompanying consolidated financial statements were prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted by the European Union (EU) as of December 31, 2025. These consolidated financial statements were established by the Board of Directors on March 24, 2026.

The consolidated financial statements are presented in millions of euros except where otherwise indicated. Some total rounding difference may occur.

The consolidated financial statements include the accounts of Dassault Systèmes SE and its subsidiaries. Companies over which the Group has control are fully consolidated. The Group controls an entity when (i) it has power over this entity, (ii) is exposed to or has rights to variable returns from its involvement with that entity, and (iii) has the ability to use its power over that entity to affect the amount of those returns. Companies over which the Group exercises significant influence are accounted for under the equity method. Intercompany transactions and balances are eliminated.

Impact of significant recently issued accounting standards

New standards, interpretations or amendments effective beginning on January 1, 2025 had no significant impact on the Group's consolidated financial statements.

The Group undertakes no early application of any standard or interpretation or associated amendments which were already published in the Official Journal of the EU at December 31, 2025.

Standards, interpretations or amendments published by the International Accounting Standards Board ("IASB"), approved by the EU but not yet effective, would not have a significant impact on the consolidated financial statements at December 31, 2025.

Standards, interpretations or amendments published by the IASB, not yet approved by the EU at December 31, 2025, would not have a significant impact on the consolidated financial statements at December 31, 2025 except for IFRS 18 "Presentation and Disclosure in Financial Statements".

IFRS 18 will replace the previous standard IAS 1 "Presentation of Financial Statements" and:

- introduces a standardized structure for the income statement, organized around three new categories (operating, investing and financing) and requires the presentation of two new defined subtotals in the statement of profit or loss – operating profit and profit before financing and income taxes;
- requires disclosures about management-defined performance measures to be included in the notes to the financial statements;
- precises the requirements for aggregation and for disaggregation of items in the financial statements.

The Company will adopt IFRS 18 for the financial year beginning on January 1, 2027 with comparative amounts for the preceding year, in accordance with the transition requirements of the standard.

The Company is currently finalizing a thorough analysis of the impacts of IFRS 18 on the structure and presentation of its consolidated financial statements, and is updating its information systems and data-collection procedures accordingly.

Summary of significant accounting policies

Use of estimates

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, revenue and expenses and disclosure of contingent assets and liabilities at the date of the financial statements.

Areas involving the use of significant estimates and assumptions mainly include: assessing product lifecycles; identifying the different elements comprising a software solution arrangement, including the distinction between upgrades/enhancements, new products and services, contract price allocation to the different elements based on their stand-alone selling price and determining the revenue recognition date of those elements; estimating the recoverable amount of goodwill; determining the nature, fair value and useful life of acquired intangible assets in a business combination; determining assumptions to estimate the fair value of share-based compensation; assessing the recognition of deferred tax assets; and making reasonable estimates about the ultimate resolution of the Group's tax uncertainties based on current tax laws and the Group's interpretation thereof. Actual results and outcomes could differ from management's estimates and assumptions.

Foreign currency adjustments

The functional currency of the Group's foreign subsidiaries is generally the applicable local currency. Assets and liabilities with functional currencies other than the euro are translated into euro equivalents at the rate of exchange in effect on the balance sheet date. Revenues, expenses and cash flows are translated at the average exchange rates for the year unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case revenues, expenses and cash flows are translated at the rate on the dates of the transactions. Translation gains or losses are recorded in Other items in shareholders' equity.

Exchange differences on the settlement or retranslation of monetary items in a currency other than the Group's and its subsidiaries' functional currency are recorded in the statement of income.

Revenue recognition

The Group derives revenue from two primary sources: (i) licenses, other software revenue, subscription and support (which includes software license updates and technical support); (ii) professional and training services.

Revenues are disclosed net of taxes collected from customers and remitted to governmental authorities.

The Group accounts for a contract with a customer when there is a written agreement that creates legally enforceable rights and obligations, including payment terms, when this contract has commercial substance and when collection of consideration is probable. A performance obligation is a promise to transfer products or services that are distinct from the other promises in a contract with a customer.

Revenue is recognized when, or as, control of a performance obligation is transferred to a customer, in an amount that reflects the consideration to which the Group expects to be entitled in exchange for this performance obligation.

Group's products are also sold by value-added resellers that are most often assessed as principal in the transaction because they generally have the primary responsibility for fulfillment to the end-customer. As a result, most of the time the Group recognizes revenue in the amount of the fee it expects to be entitled to, i.e., the consideration paid by the distributor, assuming all other revenue recognition criteria are met.

Licenses, subscription, support and other software revenue

Software license revenue represents fees earned from granting customers licenses to use the Group's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the customer.

Subscription contracts generally have a term of between one-year and five-year, and contain two separate performance obligations pertaining to on premise software license and support. The revenue from such arrangements is recognized in line with revenue from arrangements with multiple performance obligations.

Subscription revenue also is derived from access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. Revenue from cloud subscription is generally recognized linearly over the contractual term.

To facilitate the transition from on-premise to cloud-based solutions the Group introduced a new subscription contracting model "Flexible Hybrid model" that provides customers with the right to access all licenses either on the cloud or on premises. This offer is comprised of three types of performance obligations: term license, maintenance and support, and cloud-based solution. A key characteristic of this model is the ability to change the deployment mix of cloud and on-premise throughout the term of the contract. Revenue from the Flexible Hybrid model is recognized fully as Subscription revenue since 2024.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term. Revenue from support is recognized on a straight- line basis over the term of the support agreement as the Group has a stand ready obligation to provide services.

Recurring fees, for subscription and support, are reported within "Software Revenue".

Revenue under arrangements with multiple performance obligations, which typically include software licenses, support and/or services agreements sold together, is allocated to each distinct performance obligation based on their stand-alone selling price.

The stand-alone selling price is the price at which the Group would sell a promised product or service separately to a customer. The Group generally establishes stand-alone selling price based on the observable prices of products or services sold separately in comparable circumstances to similar customers. Estimating stand-alone selling price is a formal process that includes review and approval by the Group's management.

In certain instances, e.g. for perpetual software licenses only sold bundled with one year of support, the Group is not able to establish a stand-alone selling price range based on observable prices. The stand-alone selling price is then determined by applying the residual approach.

When a sale of a license goes along with a service essential to the software functionality, the two performance obligations (software and service) are not distinct. Therefore, the license revenue is recognized in accordance with the pattern of recognition of the service obligation.

Services Revenue

Services revenue consist primarily of fees from professional services in process optimization and in methodology for design, implementation and post-implementation support, and training services. Services generally do not require significant modification or customization of software products, and are accounted for separately to the extent they are not essential to the functionality of software products.

Performance obligations from fixed price contracts are usually satisfied over time. The revenue is recognized using percentage of completion based on the labor costs incurred to date as a percentage of the total estimated labor costs to fulfill the contract.

Service revenues derived from time and material contracts are recognized over time on an output basis, as labor hours are delivered or direct project expenses are incurred.

Incremental Costs of Obtaining a Contract

The Group generally does not capitalize the incremental costs incurred to obtain a contract (e.g. variable remuneration of the sales force), and expenses them as incurred, for contracts with customers that have a period of 12 months or less.

For long term contracts with customers, the Group generally capitalizes the expenses associated with variable compensation paid to internal sales personnel that is incremental to obtaining and renewing these contracts.

Contract Assets/Liabilities and Accounts Receivable

The Group classifies the right to consideration in exchange for products or services transferred to a client as either a receivable or a contract asset. A receivable is a right to consideration that is unconditional as compared to a contract asset, which is a right to consideration that is conditional upon factors other than the passage of time.

The majority of the Group's contract assets represents unbilled amounts related to fixed price services contracts when revenue recognized exceeds the amount billed to the client, and the right to consideration is subject to milestone completion or client acceptance.

The amount of billing in excess of revenue recognized is classified as contract liabilities.

Share-based compensation

The Group recognizes compensation expense for share-based compensation awards expected to vest on a straight-line basis over the requisite service period of the entire award. Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures differ from initial estimate.

Stock options are measured at fair value on the date of the grant using an option-pricing model based on assumptions made by management on expected volatility, expected option life and distributed dividends.

Performance shares are measured at fair value based on the quoted price of the Group's common stock on the date of grant. The fair value also includes the impact of certain conditions based on an option-pricing model.

Vesting conditions excluded from the fair value measurement are taken into account to estimate the number of shares that will eventually vest. At the end of each reporting period, the Group reviews this estimate and records the impact of changes to original estimate, if any, in the statement of income.

For performance shares plan that allows the beneficiaries to acquire shares either upon satisfaction of a market condition or a non-market vesting condition, the Group estimates the fair value of the equity instrument at grant date for each possible outcome, and accounts for the share-based compensations based on the most likely outcome at the end of each reporting period.

Cost of software revenue

Cost of software revenue primarily includes software license expense for software products included in the Group's software, maintenance costs and delivery expense.

Research and development

Research costs are expensed as incurred.

Costs incurred to develop computer software products include mainly payroll and other headcount-related costs associated with development of the Group's products. They also include amortization expense, lease and maintenance costs of computer equipment used for product development, software expenditures and costs of information technology and communication.

Due to specificities in the software industry, the Group has determined that technological feasibility is the key criteria to capitalize development expenditure as it is generally the last criteria to be met. Currently the risks and uncertainties inherent in the software development process make it difficult to demonstrate technological feasibility before a working prototype has been completed, which generally occurs shortly before the commercial release of its software products. As a consequence, costs incurred after technological feasibility is established that could potentially be capitalized are not material.

Government grants

The Group receives grants from certain governmental authorities to finance certain research and development activities, including research and development tax credits in France that are treated as government grants. Government grants are recognized as a reduction of research and development costs or cost of services and other revenue when the qualifying research and development activities have been performed and there is reasonable assurance that the grants will be received.

Other operating income and expense, net

The Group distinguishes income and expense that are unusual, infrequent or generally non-recurring in nature in the consolidated statement of income. Such income and expense include the impact of restructuring activity and other generally non-recurring events, such as gain or loss on sale of subsidiaries, impairment of goodwill or acquired intangible assets, expenses directly related to acquisitions and acquisitions projects, and expenses related to relocation activities and reorganizations of the Group's premises.

Financial income (loss), net

Other financial income and expense primarily include the interest expenses related to financing operations and lease liabilities. Are also included the impact of remeasuring financial instruments at fair value, exchange gains and losses on monetary items and change in fair value of derivative financial instruments not qualified for hedge accounting.

Income taxes

Deferred income tax is recognized using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates and laws that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Allowance for doubtful accounts and loans receivable

The allowance for doubtful accounts and loans receivable reflects the Group's best estimate of probable losses inherent in the receivable balance. The Group applies the simplified approach as permitted by IFRS 9 to account for the expected losses on trade accounts receivables and establishes a statistical model based on historical experience and prospective information including financial difficulties and other currently available evidence.

Financial instruments

Fair Value – The carrying amount of cash and cash equivalents, short-term investments, accounts receivable, accounts payable and accrued expenses approximate fair value, due to the short-term maturities of such instruments. Foreign exchange options and forward contracts, which are designated and serve as hedges, are recorded at their fair market value. Fair value is measured based on the following fair value hierarchy: level 1: quoted price in active markets; level 2: inputs observable directly or indirectly, other than quoted price included in level 1; level 3: inputs not based on observable market data. Cash, cash equivalents and short-term investments are measured using the level 1 fair value. Derivative instruments are measured using the level 2 fair value. Other investments that are not equity method investments are measured using the level 3 fair value.

Cash and Cash Equivalents and Short-Term Investments – The Group considers deposits with banks, investments in money market mutual funds and marketable debt securities with short-term maturities to be cash equivalents since they are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. Other marketable debt securities and mutual funds that do not qualify as cash equivalents are considered to be short-term investments and are generally classified as trading securities with changes in fair value recorded in Interest income and expense, net.

Non-Current Financial Assets – The Group elected the classification at fair value through Other comprehensive income for all its investments in non-consolidated equities. As such, net gains and losses related to equity securities are recognized in Other comprehensive income and are never reclassified to profit or loss.

Derivative Instruments – The Group uses derivative instruments in particular to manage exposures to foreign currency and interest rates. Derivative instruments are measured at their fair value and changes in the fair value affect the consolidated statements of income unless specific hedge accounting criteria are met. Changes in the fair value of derivatives designated as cash-flow hedges are reported as a component of shareholders' equity until the hedged item is recognized in earnings. Hedging a net investment allows the Group to hedge the exposure to adverse changes in the fair value of an investment made abroad in a currency other than the Group's operating currency (i.e. IFRS 9). For this type of hedge, the effective portion of the gain or loss on the hedging instrument is recognized in Other comprehensive income, and the ineffective portion is recognized in the consolidated income statement. These gains and losses offset the translation differences recorded at the consolidation of the foreign subsidiary.

Property and equipment

Property and equipment are recorded at cost and depreciated using the straight-line method over their estimated useful lives: computer equipment, two to eight years; office furniture and equipment, five to ten years; buildings, forty to fifty years; leasehold improvements are depreciated over the shorter of the life of the assets or the remaining lease term. Repair and maintenance costs are expensed as incurred.

Leases are recorded under property, plant and equipment as a right-of-use asset. The asset is recognized at the commencement date of the contract against a lease liability, adjusted for direct costs, prepaid rents, lease incentives received and estimated costs of dismantling and restoration. These assets are amortized on a straight-line basis over the lease term, which corresponds to the non-cancellable period, together with the reasonably certain extension and termination options, taking into account the penalties that would be incurred upon termination. Under this model, the depreciation expense of assets is accounted for in operating expense, and the cost of the debt towards the lessor is accounted for under financial expense.

Intangible assets

Intangible assets primarily include acquired technology, contractual customer relationships and computer software. Costs related to intangible assets are capitalized and amortized using the straight-line method over their estimated useful lives, which range from seven to nineteen years. No significant intangible assets have been identified with an indefinite useful life.

Business combinations and goodwill

Business combinations are accounted for using the purchase method. The consideration transferred is measured as the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed on the acquisition date. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at fair value at the date of acquisition, irrespective of the extent of any non-controlling interest.

Goodwill is initially measured at cost being the excess of the consideration transferred of the business combination over the Group's share in the net fair value of the acquiree's net identifiable assets.

When a business combination with permanent non-controlling interest includes a put option related to these same non- controlling interests, a liability is recognized in the consolidated balance sheet along with a decrease in the consolidated reserves. Subsequent fluctuations of this put option related to potential changes in estimates or unwinding of discounts are also booked in consolidated reserves. Any further acquisition of minority interests is considered as a transaction between shareholders and is therefore not subject to re-evaluation.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash generating units or group of cash generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Goodwill is tested whenever events or changes in circumstances indicate that the carrying amount may not be recoverable, and at a minimum annually. For the purpose of the impairment test, the Group relies upon projections of future cash flows and takes into account assumptions regarding the evolution of the market and its ability to successfully develop and commercialize its products. Changes in market conditions could have a major impact on the valuation of assets and liabilities and could result in additional impairment losses.

Provisions

Provisions are recognized as liabilities to cover probable outflows of resources that can be estimated and that result from present obligations (legal, contractual or constructive) relating to past events. In cases where a potential obligation resulting from past events exists, but where occurrence of the outflow of resources is not probable or where the amount cannot be reliably estimated, a contingent liability is disclosed among the Group's commitments.

The amount of the provision provided is the best estimate of the outflow of resources required to extinguish this present obligation.

Treasury shares

Own equity instruments which are reacquired (treasury shares) are recognized at cost and deducted from equity. Gains and losses on the purchase, sale, issue or cancellation of the Group's own equity instruments are credited or charged to shareholders' equity and are not recognized in the statement of income.

Lease liabilities

Lease liabilities are recognized at the commencement date of the contracts. The lease term is determined as the non-cancellable period, together with the reasonably certain extension and termination options, taking into account the penalties that would be incurred upon termination. The amount of lease liability represents the present value of lease payments over the lease term less any lease incentives receivable, adjusted by the expected penalties payable under a termination option which is reasonably certain to be exercised.

Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Any difference between the recorded amount and the redemption value is amortized into income over the period of the borrowing using the effective interest rate method.

Post-employment benefits

The Group's payments for defined contribution plans are recorded as expenses for the relevant period.

For defined benefit plans concerning post-employment benefits, the Group uses the projected unit credit method to determine the present value of its obligations. Under this method, benefits are attributed to periods of service according to the plan's benefit formula. However, if an employee's service in later years will earn a materially higher level of benefit than in earlier years, benefits are attributed to periods of service on a straight-line basis. The measured period of service is the vesting period for obtaining the capped rights.

Actuarial gains and losses are charged or credited to equity in Other comprehensive income in the period in which they arise.

The future payments for employee benefits are measured on the basis of future salary increases, retirement age, mortality and length of employment with the Group, and are discounted at a rate determined by reference to yields on long-term high quality corporate bonds of a duration corresponding to the estimated duration of the benefit plan concerned.

The net expense for the year, corresponding to the sum of the current service costs, past service costs and net interest expense or income, is charged in full to operating income.

Addressing climate change risks

The Group estimated the consequences of climate change on its business and its objectives of reducing its carbon footprint and has taken into account the results of this evaluation for the preparation of its financial statements. The analyses conducted on the various climate scenarios reveal that in the short and medium term, the overall level of risk is low for Dassault Systèmes given the typology of its activities and its markets. The same analyses show the absence of element that could question the useful lives of its property and equipment and used for the preparation of its financial statements.

Risks and opportunities, which are known today, of the transition of Dassault Systèmes activities have been reviewed for the preparation of the Group's strategic forecasts on the basis of which the impairment tests of goodwill are carried out (described in Note 18 Goodwill). At this stage, no significant impact on the judgments and estimates have been retained to develop these tests in the absence of significant downward or upward effects expected on Group's revenue growth or operating income in the short and medium term.

In addition, the Group has set itself the objective of achieving carbon neutrality by 2040. This commitment does not meet the definition of a provision under IFRS.

Note 3 Segment and Geographic Information

Operating segments are components of a group for which discrete financial information is available and whose operating results are regularly reviewed by management to assess performance and allocate resources. Dassault Systèmes operates in a single operating segment, the sale of software solutions and services, which aim is to offer customers an integrated innovation process, from the development of a new concept to the realistic experience of the resultant product, through all stages of detailed design, scientific simulation and manufacturing, thanks to the **3D**EXPERIENCE platform.

The assessment of the operating segment's performance is based on the Group's supplemental non-IFRS financial information. The accounting policies used differ from those described in Note 2 Material accounting policy information as follows:

- the measures of operating segment revenue and income include all revenue that would have been recognized by acquired companies had they remained stand-alone entities but which is partially excluded from Group revenue to reflect the fair value of obligations assumed;
- the measure of operating segment income excludes:
  - amortization of acquired intangible assets and of the revaluation of tangible assets,
  - share-based compensation expense and associated payroll taxes (refer to Note 6 Personnel Costs and Note 7 Share-based compensation),
  - and other operating income and expense, net (refer to Note 8 Other Operating Income and Expense, Net);
- the measure of operating segment income takes into account the impact of lease incentives, including rent-free periods, which are not recognized in the right-of-use asset under a business combination.

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
TOTAL REVENUE FOR OPERATING SEGMENT	**€6,239.6**	**€6,213.6**
Adjustment for unearned revenue of acquired companies	(3.8)	-
REPORTED TOTAL REVENUE	**€6,235.8**	**€6,213.6**

(in millions of euros)	Year ended December 31, 2025	2024
INCOME FOR OPERATING SEGMENT	**€1,993.6**	**€1,983.7**
Adjustment for unearned revenue of acquired companies	(3.8)	-
Amortization of acquired intangible assets and of revaluation of tangible assets	(337.6)	(361.6)
Share-based compensation expense and related payroll taxes	(249.7)	(245.6)
Other operating income and expense, net	(46.7)	(15.0)
Lease incentives of acquired companies	(1.4)	(1.9)
REPORTED OPERATING INCOME	**€1,354.3**	**€1,359.6**

The geographic breakdown of the Group's financial data is established based on the geographic location of the consolidated companies and is as follows:

(in millions of euros)	Total revenue	Total assets	Additions to property, equipment and intangibles
2025			
Europe	€2,043.6	€6,464.5	€111.8
of which France	*1,001.6*	*3,279.4*	*86.5*
of which Germany	*307.9*	*545.4*	*7.6*
Americas	3,017.4	7,611.9	105.6
of which the United States	*2,936.8*	*7,482.0*	*102.0*
Asia	1,174.7	983.0	56.0
of which Japan	*410.7*	*169.6*	*10.0*
TOTAL	**€6,235.8**	**€15,059.4**	**€273.3**
2024			
Europe	€1,961.8	€6,299.2	€134.0
of which France	*987.5*	*2,898.7*	*104.0*
of which Germany	*304.9*	*545.5*	*15.2*
Americas	3,111.6	8,337.3	97.2
of which the United States	*3,040.0*	*8,189.4*	*96.4*
Asia	1,140.2	909.5	67.9
of which Japan	*397.6*	*120.4*	*5.2*
TOTAL	**€6,213.6**	**€15,545.9**	**€299.1**

The Group also has data that identifies the location of the Group's end-user customers. Using such information, revenue by geographic area would be as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Europe	€2,441.3	€2,407.2
of which France	*691.2*	*684.0*
of which Germany	*515.7*	*509.2*
Americas	2,469.2	2,469.9
of which the United States	*2,303.5*	*2,311.0*
Asia	1,325.2	1,336.5
of which Japan	*476.1*	*489.1*
TOTAL REVENUE	**€6,235.8**	**€6,213.6**

Note 4 Software Revenue

Software revenue is comprised of the following:

(in millions of euros)	Year ended December 31, 2025	2024
Licenses and other software revenue	€1,020.7	€1,125.2
Subscription and support revenue*	4,620.3	4,488.1
SOFTWARE REVENUE	**€5,641.0**	**€5,613.3**

* In 2025, corresponds to €570.5 million at a point in time and €4,049.8 million over time, to be compared to €546.2 million and €3,941.9 million respectively in 2024.

The breakdown of software revenue by main product line is as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Industrial Innovation	€3,134.5	€3,019.6
Life Sciences	1,081.1	1,144.2
Mainstream Innovation	1,425.5	1,449.4
SOFTWARE REVENUE	**€5,641.0**	**€5,613.3**

The breakdown of the Group's main product lines by brand is as follows:

- Industrial Innovation includes CATIA, ENOVIA, SIMULIA, DELMIA, GEOVIA, NETVIBES, and 3DEXCITE brands;
- Life Sciences includes MEDIDATA and BIOVIA brands;
- Mainstream Innovation includes SOLIDWORKS, CENTRIC and 3DVIA brands.

Note 5 Government Grants

Government grants are recorded in the consolidated statements of income as a deduction from research and development expenses and to other expenses, as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Research and development	€41.8	€50.0
Other expenses	5.4	9.0
TOTAL GOVERNMENT GRANTS	**€47.3**	**€59.1**

Note 6 Personnel Costs

Personnel costs, excluding share-based compensation (€208.2 million in 2025 and €234.3 million in 2024, refer to Note 7 Share-based compensation) and associated payroll taxes (€41.5 million in 2025 and €11.3 million in 2024), are presented in the following table:

	Year ended December 31,	
(in millions of euros)	2025	2024
Personnel costs	€(2,403.3)	€(2,427.5)
Payroll taxes	€(581.6)	(557.7)
TOTAL	**€(2,984.9)**	**€(2,985.2)**

Average number of employees was 24,375 and 24,094 in 2025 and 2024 respectively.

Note 7 Share-based compensation

The expense related to compensation based on performance shares and stock options, including associated payroll taxes, breaks down as follows:

	Year ended December 31,	
(in millions of euros)	2025	2024
Research and development	€(89.0)	€(76.9)
Marketing and sales	(72.9)	(80.8)
General and administrative	(69.5)	(71.7)
Cost of revenue	(18.3)	(16.2)
TOTAL EXPENSE RELATED TO SHARE-BASED COMPENSATION	**€(249.7)**	**€(245.6)**

Changes during 2025 and 2024 of unvested numbers of awards were as follows:

	Number of awards		
	Performance shares	Stock options	Total
UNVESTED AT JANUARY 1, 2024	**19,942,297**	**5,834,681**	**25,776,978**
Granted	5,291,152	-	5,291,152
Vested	(6,040,409)	(3,279,872)	(9,320,281)
Forfeited	(256,993)	(102,862)	(359,855)
UNVESTED AT DECEMBER 31, 2024	**18,936,047**	**2,451,947**	**21,387,994**
Granted	5,087,471	-	5,087,471
Vested	(8,329,551)	(1,762,027)	(10,091,578)
Forfeited	(521,337)	(27,446)	(548,783)
UNVESTED AT DECEMBER 31, 2025	**15,172,630**	**662,474**	**15,835,104**

Dassault Systèmes Performance shares

New plans granted in 2025

Plan 2025-A

Pursuant to an authorization granted by the Shareholders' General Meeting held on May 22, 2025, the Board of Directors decided, the same day, to grant 4,159,881 performance shares (Plan 2025-A) to some employees and executives of the Group.

At grant date, the weighted average fair value of 2025-A performance shares was €24.54. It was estimated based on the quoted price of Dassault Systèmes common stock on the date of grant, assuming an expected dividend yield of 0.52%, and adjusted to include the non-vesting conditions. The condition related to the non-IFRS diluted earnings per share was estimated using a Monte Carlo model. This model simulates the performance of the non-IFRS diluted earnings per share of the Group excluding foreign currency effects, assuming an expected volatility of 5.87%. The condition related to the environmental, social and governance criteria was estimated using the Management estimates of future achievements.

The shares of this 2025-A plan shall be acquired subject to the end of a period of three years. They shall vest, in full or in part, if some performance criteria are achieved, and the beneficiary is still an employee, an executive or a corporate officer of the Group at the end of a service period ending on November 22, 2027.

Plans 2025-M1 and 2025-M2

The Boards of Directors also decided respectively on May 22, 2025 and on September 18, 2025 to grant 922,746 performance shares (Plan 2025-M1) and 4,844 shares (Plan 2025-M2) to some employees and executives of the Group.

At grant date, the weighted average fair value of performance shares was respectively €33.13 (Plan 2025-M1) and €27.47 (Plan 2025-M2).

Such shares shall be acquired at the end of a period of one year (tranche 1), two years and two days (tranche 2) and three years (tranche 3) from the grant date. They shall vest, in full or in part, if the beneficiary is still an employee or an executive of the Group at the end of these periods and provided certain performance conditions are achieved.

A summary of the Group's performance shares plans is as follows:

Plans	**2021-A**	**2021-B**	**2021-M1**	**2021-M2**	**2022-A1**
Date of Shareholders' General Meeting	05/26/2021	05/26/2021	N/A	N/A	05/26/2021
Date of grant by Board of Directors	06/29/2021	06/29/2021	06/29/2021	09/22/2021	05/19/2022
Total number of shares granted	741,569	300,000	175,371	16,982	3,690,907
Restated total number of shares granted (1)	3,707,845	1,500,000	876,855	16,982	3,690,907
Acquisition period *(in years)* (2)	Two or Four (3)	Two or Four (3)	One, Two, Three or Four (3)	One, Two, Three or Four (3)	Three
Performance conditions	See note (4)	See note (4)	See note (5)	See note (5)	See note (6)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	See note (13)	See note (13)

Plans	**2022-B**	**2022-M1**	**2022-A2**	**2022-M2**	**2023-A**
Date of Shareholders' General Meeting	05/26/2021	N/A	05/26/2021	N/A	05/24/2023
Date of grant by Board of Directors	05/19/2022	05/19/2022	09/21/2022	09/21/2022	05/24/2023
Total number of shares granted	1,500,000	817,809	28,523	24,264	3,707,133
Restated total number of shares granted (1)	1,500,000	817,809	28,523	24,264	3,707,133
Acquisition period *(in years)* (2)	Three	One, Two, or Three (3)	Three	One, Two, or Three (3)	Three
Performance conditions	See note (6)	See note (5)	See note (6)	See note (5)	See note (7)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	See note (13)	See note (13)

Plans	**2023-B**	**2023-M1**	**2023-M2**	**2024-A**	**2024-M1**
Date of Shareholders' General Meeting	05/24/2023	N/A	N/A	05/24/2023	N/A
Date of grant by Board of Directors	05/24/2023	05/24/2023	09/20/2023	05/22/2024	05/22/2024
Total number of shares granted	1,500,000	926,310	28,003	4,377,215	878,771
Restated total number of shares granted (1)	1,500,000	926,310	28,003	4,377,215	878,771
Acquisition period *(in years)* (2)	Three	One, Two, or Three (3)	One, Two, or Three (3)	Three	One, Two, or Three (3)
Performance conditions	See note (7)	See note (8)	See note (8)	See note (9)	See note (10)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	N/A	See note (13)

Plans	2024-M2	2025-A	2025-M1	2025-M2
Date of Shareholders' General Meeting	N/A	05/22/2025	N/A	N/A
Date of grant by Board of Directors	09/18/2024	05/22/2025	05/22/2025	09/18/2025
Total number of shares granted	35,166	4,159,881	922,746	4,844
Restated total number of shares granted (1)	35,166	4,159,881	922,746	4,844
Acquisition period *(in years)* (2)	One, Two, or Three (5)	Three	One, Two, or Three (5)	One, Two, or Three (5)
Performance conditions	See note (10)	See note (11)	See note (12)	See note (12)
Performance conditions is reached at December 31, 2025	See note (13)	N/A	See note (13)	See note (13)

(1) Presented in order to reflect the five-for-one share split effected on July 7, 2021.

(2) For the 2021-M1, 2021-M2, 2022-M1, 2022-M2, 2023-M1, 2023-M2, 2024-M1, 2024-M2, 2025-M1 and 2025-M2 plans, subject to the condition that the beneficiary be an employee or a Director of the Group at the acquisition date. The presence period is one year and a half and three years for the 2021-A and 2021-B plans (respectively for tranches 1 and 2), and two years and a half for the 2022-A1, 2022-B, 2022-A2, 2023-A, 2023-B, 2024-A and 2025-A plans.

(3) Share acquisition divided into two tranches for 2021-A and 2021-B plans, the first having vested on June 29, 2023 and the second vesting on June 30, 2025. Share acquisition divided into four tranches for 2021-M1 (respectively vesting on June 29, 2022, June 29, 2023, July 1, 2024 and June 30, 2025) and 2021-M2 (respectively vesting on September 22, 2022, September 22, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2022-M1 (respectively vesting on May 19, 2023, May 20, 2024 and May 19, 2025) and 2022-M2 (respectively vesting on September 21, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2023-M1 (respectively vesting on May 24, 2024, May 26, 2025 and May 26, 2026) and 2023-M2 (respectively vesting on September 20, 2024, September 22, 2025 and September 21, 2026). Share acquisition divided into three tranches for 2024-M1 (respectively vesting on May 22, 2025, May 22, 2026 and May 24, 2027) and 2024-M2 (respectively vesting on September 18, 2025, September 18, 2026 and September 20, 2027). Share acquisition divided into three tranches for 2025-M1 (respectively vesting on May 22, 2026, May 24, 2027 and May 22, 2028) and 2025-M2 (respectively vesting on September 18, 2026, September 20, 2027 and September 18, 2028).

(4) For the 2021-A and 2021-B plans, the performance condition will be measured based on the growth of the non-IFRS diluted EPS for the year 2022 (tranche 1) and the year 2024 (tranche 2), neutralized from currency effects, compared to that of the year 2020 (non-vesting condition).

(5) For the 2021-M1 and 2021-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2021, 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2022-M1 and 2022-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition).

(6) For the 2022 plans (2022-M1, 2022-A2, 2022-M2 excluded): performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024, and the one achieved in the year 2021 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares. For the 2022-A2 plan, performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024 and the one achieved in 2021 (vesting condition).

(7) For the 2023-A and 2023-B plans, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2025, neutralized from currency effects, and the one achieved in 2022 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(8) For 2023-M1 and 2023-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 40% on the growth of the non-IFRS diluted EPS for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), neutralized from currency effects, compared to that of the year 2022 (non-market vesting condition); for a weight of 40% on the growth neutralized from currency effects of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(9) For the 2024-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2026, neutralized from currency effects, compared to that of the year 2023 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of this plan (see below).

(10) For 2024-M1 and 2024-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 30% on the growth of the non-IFRS diluted EPS for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the year 2023 (non-market vesting condition); for a weight of 50% on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(11) For the 2025-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth of the non-IFRS diluted EPS of the Group for the year 2027, neutralized from currency effects, compared to that of the year 2024 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible and the one deemed aligned within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). These various ESG criteria are applicable to all beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. Given the applicable U.S. regulations, the Board of Directors decided to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by a Dassault Systèmes U.S. group company.

(12) For 2025-M1 and 2025-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 50% on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2025 (tranche 1), 2026 (tranche 2) and 2027 (tranche 3), neutralized from currency effects, compared to that of the reference year (non-market vesting condition); for a weight of 30% on the growth of the non-IFRS diluted EPS of the Group for the years 2025 (tranche 1), 2026 (tranche 2) and 2027 (tranche 3), neutralized from currency effects, compared to that of the year 2024 (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible and the one deemed aligned within the meaning of EU Taxonomy ("Handprint"), and ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). These various ESG criteria are applicable to all beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. Given the applicable U.S. regulations, the Board of Directors decided to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by Medidata Solutions, Inc. or its subsidiaries.

(13) Performance conditions related to the following plans have been fulfilled at 100%: 2021-A (tranche 2), 2021-B (tranche 2), 2022-A1, 2022-B and 2022-A2. Performance conditions related to the following plans have been fulfilled at 80%: 2023-M1 (tranche 2) and 2023-M2 (tranche 2). Performance conditions related to the following plans have been fulfilled at 75%: 2021-M1 (tranche 4), 2021-M2 (tranche 4), 2022-M1 (tranche 3), 2022-M2 (tranche 3), 2024-M1 (tranche 1) and 2024-M2 (tranche 1). Performance conditions related to the following plans will be measured by the March 24, 2026 Board of Directors: 2023-A, 2023-B, 2023-M1 (tranche 3), 2023-M2 (tranche 3), 2024-M1 (tranche 2), 2024-M2 (tranche 2), 2025-M1 (tranche 1) and 2025-M2 (tranche 1).

Changes to performance shares and stock options plans granted in 2024 and 2023

On May 22, 2025, the Board of Directors amended the rules of the 2024-A, 2024-M1, 2024-M2, 2023-A, 2023-M1, 2023-M2 performance shares plans and the 2023-01 stock options plan. Given the evolution of the U.S. regulations, the Board of Directors has resolved to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by a Dassault Systèmes U.S. group company at any time during the acquisition period (2024-A, 2023-A and 2023-01 plans) and for the beneficiaries employed by Medidata Solutions, Inc. or its subsidiaries (2024-M1, 2024-M2, 2023-M1, 2023-M2) with option of reinstatement in the event of future changes in applicable regulations.

Dassault Systèmes stock options

The main features of the Group stock option plans are as follows:

- stock options vest over various periods ranging from one to three years and a half, subject to continued employment;
- stock options expire ten years from grant date, or after termination of employment or term of office, whichever is earlier;
- stock options have generally been granted at an exercise price equal to or greater than the grant date market value (or the market value the day before the grant) of Dassault Systèmes share.

Other information related to the Group stock options

A summary of the Group's stock option activity is as follows:

	2025		2024	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
OUTSTANDING AS OF JANUARY 1,	**22,776,003**	**€27.76**	**24,763,785**	**€27.60**
Exercised	(2,131,517)	18.46	(1,758,318)	24.41
Forfeited	(262,958)	36.68	(229,464)	36.80
OUTSTANDING AS OF DECEMBER 31,	**20,381,528**	**€28.61**	**22,776,003**	**€27.76**
Exercisable	19,719,054	€28.25	20,324,056	€26.37

The remaining contractual lives and exercise prices of options outstanding as of December 31, 2025 are presented below:

Stock option plan	Number of options	Remaining life *(years)*	Exercise price
2016-01	1,014,521	0.40	€13.80
2017-01	2,004,759	1.39	€16.40
2018-01	2,966,676	2.39	€22.00
2019-01	3,576,810	3.50	€28.00
2020-01	4,504,982	4.40	€29.09
2020-M-02	728,905	4.40	€29.09
2020-M-03	130,095	4.73	€31.57
2021-01	1,779,495	5.49	€41.32
2022-01	1,696,862	6.38	€37.17
2023-01	1,978,423	7.40	€39.40
OUTSTANDING AS OF DECEMBER 31, 2025	**20,381,528**	**4.01**	**€28.61**

Centric Software, Inc. ("Centric Software") performance shares and stock options

Main stock options plan granted by Centric Software in 2024

The Board of Directors of Centric Software decided to grant, on May 22, 2024, 8,885,000 stock options to subscribe to Centric Software shares to the officers and key employees of Centric Software and its subsidiaries. These stock options are subject to a weighted average vesting period of around two years and include put options in favor of the officers and employees, and call options exercisable by the Group, to the extent that the stock options are vested. In the event of exercise of these put and call options, the Group can settle the acquisition price resulting from the exercise of these put and call options either in cash or in shares of Dassault Systèmes.

At grant date, the weighted average fair value of these stock options was between $4.06 and $5.46. It was estimated on the date of grant using a Black-Scholes option pricing model, with the following assumptions: a weighted-average expected life between 4 and 6 years, an expected volatility rate of 45.0% and an average risk-free interest rate of 4.50%.

Summary of Centric Software performance shares and stock options

During the years 2025 and 2024, 604,000 and 11,341,000 stock options on Centric Software shares were respectively granted. The total number of Centric Software stock options exercised and Centric Software performance shares vested in 2025 and 2024 respectively amounts to 13,107,741 and 588,084, and the total number of Centric Software stock options forfeited respectively amounts to 280,897 and 72,328.

4,256,979 Dassault Systèmes shares have been delivered in September 2025 to some beneficiaries who have exercised their put option (refer to Note 19 Other liabilities, for the portion paid in cash).

The withholding taxes on these shares delivery paid to tax authorities amounts to €71.8 million.

As at December 31, 2025 and 2024:

- the total number of outstanding Centric Software stock options amounts respectively to 14,230,320 (of which 6,037,457 exercisable) and 27,190,392 (of which 15,307,290 exercisable);
- the total number of unvested and not delivered Centric Software performance shares is respectively 175,000 and 350,000.

Employee shareholding

In the first semester 2025, the Group offered an employee shareholding plan "TOGETHER 2025".

This new plan allows employees to subscribe to a leveraged shareholding plan (equity settled transactions) with a discounted preferential rate of 15% compared to the arithmetic average of the price of the Dassault Systèmes share weighted by the volumes traded on the Euronext market during the 20 sessions preceding the date on which the subscription price is set. The subscription price was thus set to €28.20 on May 15, 2025.

In countries where a leveraged vehicle is not possible, a share appreciation right mechanism is proposed (cash-settled transactions), associated with a subscription of shares without leverage (equity-settled transactions).

Once subscriptions are made, no period of service is required. The shares must be kept for a period of three years (five years in France), except for cases of early release covered by plan rule.

3,007,873 equity-settled instruments have been granted. Their unitary weighted average fair value was estimated at €5.80.

156,463 cash-settled instruments have been granted. Their unitary weighted average fair value was estimated at €20.05. The Group has hedged against changes in the fair value of the share appreciation rights.

The plan was implemented on June 27, 2025, with the related capital increase of Dassault Systèmes SE (refer to Note 23 Shareholders' Equity). In order to neutralize the dilutive effect of this plan, the Group concluded with Crédit Agricole Corporate and Investment Bank a forward share purchase agreement covering the period from April 15 to May 15, 2025. These treasury shares were delivered on June 27, 2025, and almost all of which have been cancelled on September 18, 2025 (refer to Note 23 Shareholders' Equity).

Note 8 Other Operating Income and Expense, Net

Other operating income and expense, net are comprised of the following:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Expenses incurred in connection with relocation activities and reorganizations of the Group's premises [(1)]	€(26.1)	€(4.1)
Restructuring expenses [(2)]	(14.2)	(12.2)
Other	(6.4)	1.2
OTHER OPERATING INCOME AND EXPENSE, NET	**€(46.7)**	**€(15.0)**

(1) In 2025 and 2024, primarily composed of (i) the impact related to the management of the various Group premises in the United States, and (ii) amortization of right-of-use of a vacant office building on the Vélizy-Villacoublay campus.
(2) In 2025 and 2024, primarily composed of restructuring expenses of MEDIDATA.

Note 9 Financial Income, Net

Financial income, net for the years ended December 31, 2025 and 2024 are as follows:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Interest income [(1)]	€150.0	€178.9
Interest expense [(2)]	(42.1)	(48.9)
INTEREST INCOME AND EXPENSE, NET	***€107.8***	***€129.9***
Foreign exchange losses, net	(1.3)	(9.7)
Other, net	(2.5)	(1.9)
OTHER FINANCIAL INCOME AND EXPENSE, NET	***€(3.7)***	***€(11.5)***
FINANCIAL INCOME, NET	**€104.1**	**€118.4**

(1) Interest income is primarily composed of interests on cash and cash equivalents.
(2) Mainly includes:
(i) interest expense related to lease liabilities for €21.6 million in 2025 (€25.1 million in 2024);
(ii) interest expense of €11.4 million in 2025 related to the commercial papers (€14.3 million in 2024) and €7.7 million in 2025 related to bonds (€8.1 million in 2024) (refer to Note 20 Borrowings).

Note 10 Income Taxes

The components of income before income taxes are as follows:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
France	€704.9	€650.1
United States	604.1	713.5
Others	149.5	114.4
INCOME BEFORE INCOME TAXES	**€1,458.4**	**€1,478.0**

The components of income tax expense are as follows:

(in millions of euros)	Year ended December 31, 2025	2024
France	€(140.0)	€(136.1)
United States	(204.5)	(223.8)
Others	(57.8)	(66.0)
CURRENT TAXES	**(402.4)**	**(425.9)**
France	(12.7)	(11.1)
United States	133.6	135.8
Others	10.6	21.4
DEFERRED TAXES	**131.6**	**146.0**
INCOME TAX EXPENSE, NET	**€(270.8)**	**€(279.9)**

Differences between the income tax provision and the provision computed using the statutory French income tax rate are as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Taxes computed at the statutory rate of 25.83% in 2025 (1) and 2024	€(376.7)	€(381.8)
Foreign tax rate differentials (2)	24.8	22.5
R&D tax credit and other tax credits (3)	28.7	32.6
Income taxable at reduced rate (4)	89.0	94.9
Additional income tax (5)	(21.2)	-
Other tax effects, net (6)	(15.3)	(48.1)
INCOME TAX EXPENSE, NET	**€(270.8)**	**€(279.9)**
EFFECTIVE TAX RATE	**18.6%**	**18.9%**

(1) Legal rate excluding the exceptional contribution for large companies in France.
(2) In 2025 and 2024, mainly includes tax rate differential with the United States tax rate of 21%.
(3) R&D tax credit and other tax credits derived mainly from research tax credits in France and in the United States.
(4) In 2025 and 2024, includes the favorable effect of current French (Art. 238) and United States (FDII) legislative provisions granting a lower tax rate on income derived from ownership of certain intangibles.
(5) In 2025, mainly includes the exceptional contribution for large companies in France.
(6) In 2025 and 2024, includes favorable impact on the revision of tax risks assessment including the conclusion of tax audits.

Deferred tax assets and liabilities are as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Amortization of acquired intangibles	€518.5	€501.7
Provisions and other expenses	161.1	205.8
Profit-sharing and pension accruals	41.8	44.7
Tax loss and tax credit carryforward assets, net of valuation allowance	20.7	39.1
Amortization and basis difference	(489.9)	(600.6)
Other	(98.7)	(80.4)
NET DEFERRED TAX ASSET	**€153.4**	**€110.3**
Deferred tax assets	188.7	139.5
Deferred tax liabilities	(35.3)	(29.2)
NET DEFERRED TAX ASSET	**€153.4**	**€110.3**

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Change in deferred taxes can be summarized as follows:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
NET DEFERRED TAX ASSET (LIABILITY) AS OF JANUARY 1,	**€110.3**	**€(19.9)**
Changes included in the income statement	131.6	146.0
Business combinations	(38.5)	(2.1)
Other changes included in shareholders' equity	(35.6)	(13.7)
Currency translation adjustments	(14.3)	0.0
NET DEFERRED TAX ASSET AS OF DECEMBER 31,	**€153.4**	**€110.3**

On December 31, 2025, there were unrecognized tax losses and tax credit carried forward of €322.4 million, which are scheduled to expire at a date later than 2031.

Note 11 Earnings per Share

Basic net income per share is determined by dividing net income attributable to equity holders of the Group by the weighted average number of common shares outstanding during the period. Diluted net income per share is determined by dividing net income attributable to equity holders of the Group by the combination of the weighted average number of common shares outstanding during the period and the dilutive effect of mainly stock options and performance shares.

The following table presents the calculation for both basic and diluted net income per share:

	Year ended December 31,	
(in millions of euros, except shares and per share data)	**2025**	**2024**
Net income attributable to equity holders of the Group	€1,196.0	€1,200.2
Weighted average number of shares outstanding	1,317,197,563	1,313,306,086
Dilutive effect of share-based compensations	11,252,960	20,081,377
Diluted weighted average number of shares outstanding	1,328,450,523	1,333,387,463
Basic earnings per share *(in euros)*	**€0.91**	**€0.91**
Diluted earnings per share *(in euros)*	**€0.90**	**€0.90**

Note 12 Cash and Cash Equivalents and Short-term Investments

Cash and cash equivalents are comprised of the following:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Bank accounts	€125.5	€64.7
Cash equivalents	3,999.9	3,887.8
CASH AND CASH EQUIVALENTS	**€4,125.4**	**€3,952.6**

At December 31, 2025 and 2024, approximately 49% and 57% of cash and cash equivalents were denominated in U.S. dollars respectively.

The investment rules are determined and controlled centrally by the Group's management. Cash, cash equivalents and short-term investments are on deposit with high credit-quality financial institutions, principally in Europe. The Group follows a conservative policy in investing its cash resources, mostly relying on short-term maturity investments.

The Group has adopted policies regarding financial ratings and spread of maturity dates in order to ensure the security and liquidity of its financial instruments. The Group's management oversees closely the quality of its investments and the credit-worthiness of its counterparts and believes that it has a minimal exposure to the risk of bankruptcy of anyone of them. The Group also closely oversees the liquidity of its financial assets held with these same counterparts. In this regard, the Group follows in particular the financial rating of each of its counterparties and, up to the present time, all of its counterparties are rated within the *Investment Grade* category by the rating agencies. As a result, the Group believes that it has a very low exposure to credit or counterparty risk.

Note 13 Trade Accounts Receivable, Net, Contract Balances and Other Current Assets

Trade accounts receivable and other current assets are measured at amortized cost.

Trade accounts receivable

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Trade accounts receivable	€2,220.9	€2,180.0
Allowance for trade accounts receivable	(52.5)	(59.1)
TOTAL TRADE ACCOUNTS RECEIVABLE, NET	**€2,168.4**	**€2,120.9**

The maturities of trade accounts receivable, net, were as follows:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Trade accounts receivable past due at closing date:		
Less than 3 months past due	€117.8	€122.2
3 to 6 months past due	28.6	30.0
More than 6 months past due	53.3	31.2
TRADE ACCOUNTS RECEIVABLE PAST DUE	**199.7**	**183.4**
Trade accounts receivable not yet due	1,968.7	1,937.6
TOTAL TRADE ACCOUNTS RECEIVABLE, NET	**€2,168.4**	**€2,120.9**

The Group is not dependent on any of its principal clients. No single customer or selling partner represented more than 5% of the Group's total revenue in 2025 and 2024.

Contract balances

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Contract assets	€37.3	€30.1
Contract liabilities	€(1,536.0)	€(1,663.4)

The amount of the revenue recognized during 2025 which had been deferred in the contract liabilities as at January 1st, 2025 is €1,237.7 million. The amount of the revenue recognized during 2024 which had been deferred in the contract liabilities as at January 1st, 2024 is €1,143.5 million.

All contract assets recorded in the balance as of December 31, 2024 have been reclassified to receivables during 2025 since the right to consideration became unconditional.

Remaining unsatisfied performance obligations

The amount of the remaining unsatisfied performance obligations, as defined by IFRS 15, is the portion of the transaction price from contracts with customers allocated to performance obligations unsatisfied or partially satisfied as of the closing date.

When applying the practical expedients permitted by IFRS 15 allowing to exclude contracts with duration less than one year and time and materials contracts, the amount of the remaining unsatisfied performance obligations is

€3,305.1 million as of December 31, 2025. Due to the profile of contract terms, approximately 46% of this amount is expected to be recognized as revenue over the next year, approximately 54% thereafter. As of December 31, 2024, the amount of the remaining unsatisfied performance obligations was €3,387.4 million, of which approximately 46% was expected to be recognized as revenue over the following year and approximately 54% thereafter.

Other current assets

Other current assets are composed of the following:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Prepaid expenses	€162.0	€168.1
Deferred sales compensation, current [(1)]	51.9	51.3
Value added tax	47.7	33.1
Derivatives, current [(2)]	28.2	19.8
Other	17.3	26.3
TOTAL OTHER CURRENT ASSETS	**€307.1**	**€298.6**

(1) Asset relating to the incremental costs of obtaining sales contracts with customers. Refer to Note 2 Material accounting policy information.
(2) Refer to Note 21 Derivatives and Currency and Interest Rate Risk Management.

Note 14 Property and Equipment, Net

Property and equipment consist of the following:

	Year ended December 31, 2025			Year ended December 31, 2024		
(in millions of euros)	**Gross**	**Accumulated depreciation and Impairment**	**Net**	**Gross**	**Accumulated depreciation and Impairment**	**Net**
Right-of-use assets	€983.5	€(506.0)	€477.5	€937.5	€(467.6)	€469.9
Computer equipment	670.9	(398.4)	272.5	611.6	(350.8)	260.8
Office furniture and equipment	90.3	(61.7)	28.6	93.9	(63.6)	30.3
Leasehold improvements	222.1	(140.7)	81.4	235.3	(133.6)	101.7
Buildings	101.1	(16.3)	84.8	97.8	(14.8)	83.0
TOTAL	**€2,067.9**	**€(1,123.1)**	**€944.8**	**€1,976.1**	**€(1,030.3)**	**€945.8**

The changes in the carrying amount of property and equipment as of December 31, 2025 are as follows:

(in millions of euros)	**Right-of-use assets [(1)]**	**Computer equipment**	**Office furniture and equipment**	**Leasehold improvements**	**Buildings**	**Total**
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2024	**€469.9**	**€260.8**	**€30.3**	**€101.7**	**€83.0**	**€945.8**
Additions	122.9	103.8	8.3	10.7	19.7	265.3
Business combinations	-	2.1	-	-	-	2.1
Other changes	(1.5)	(2.9)	(0.3)	(0.5)	-	(5.2)
Depreciation and impairment for the period [(2)]	(94.4)	(78.0)	(7.5)	(24.2)	(4.1)	(208.2)
Exchange differences	(19.4)	(13.2)	(2.3)	(6.3)	(13.8)	(55.0)
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2025	**€477.5**	**€272.5**	**€28.6**	**€81.4**	**€84.8**	**€944.8**

(1) In 2025, the depreciation charge of right-of-use assets is €(79.5) and €(6.0) million for offices and vehicles respectively; as of December 31, 2025, the net book value of right-of-use assets is €461.1 and €11.6 million for offices and vehicles respectively.
(2) Including €(9.0) million of right-of-use assets impairments related to vacant leasehold properties.

The changes in the carrying amount of property and equipment as of December 31, 2024 is as follows:

(in millions of euros)	Right-of-use assets [1]	Computer equipment	Office furniture and equipment	Leasehold improvements	Buildings	Total
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2023	**€521.4**	**€185.0**	**€25.1**	**€91.6**	**€59.7**	**€882.8**
Additions	88.7	138.1	13.8	30.4	24.1	295.1
Business combinations	-	0.2	-	0.5	-	0.8
Other changes	(43.5)	(0.2)	(0.1)	(0.5)	-	(44.2)
Depreciation and impairment for the period [2]	(103.7)	(66.9)	(9.3)	(22.9)	(3.3)	(206.1)
Exchange differences	7.0	4.5	0.8	2.6	2.6	17.6
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2024	**€469.9**	**€260.8**	**€30.3**	**€101.7**	**€83.0**	**€945.8**

(1) In 2024, the depreciation charge of right-of-use assets is €(86.1) and €(5.2) million for offices and vehicles respectively; as of December 31, 2024, the net book value of right-of-use assets is €454.2 and €9.9 million for offices and vehicles respectively.
(2) Including €(12.4) million of right-of-use assets impairments related to vacant leasehold properties.

Note 15 Other Non-Current Assets

Other non-current assets consist of the following:

	Year ended December 31,	
(in millions of euros)	2025	2024
Investments in non-consolidated subsidiaries	€97.9	€24.3
Deferred sales compensation, non-current [1]	60.8	56.2
Other [2]	113.0	125.4
OTHER NON-CURRENT ASSETS	**€271.7**	**€205.9**

(1) Asset relating to the incremental costs of obtaining sales contracts with customers. Refer to Note 2 Material accounting policy information.
(2) Including mainly prepaid expenses non-current, equity method investments and deposits in 2025 and 2024.

Note 16 Business Combinations

2025 acquisitions

Main acquisition of the year: Contentserv

On March 28, 2025, the Group completed the acquisition of 100% of the capital of CS Holding GmbH ("Contentserv"), a leading provider of product information management and product experience management solutions.

This platform enables fast-moving consumer goods and other companies to create and manage product content intuitively and effectively by means of Artificial Intelligence to optimize consumer experiences across all digital sales channels. With Contentserv solutions, retailers, brands and manufacturers are able to execute strategies such as more or simply better product offers, regions and sales channels for increased product sell-through.

Purchase price allocation of the acquisitions of the year

The estimated fair values of assets acquired and liabilities assumed in connection with the acquisitions of the year presented below are provisional. The Company is waiting for additional information necessary to finalize these fair values and the provisional measurements of fair value presented are subject to change. The Company expects to finalize the valuation and complete the purchase prices allocation as soon as practical and no later than one year from the acquisition date.

The purchase price of the year has been allocated to identifiable assets acquired and liabilities assumed based on estimated fair values at the date of the acquisitions, as follows:

(in millions of euros)	**Total**
Cash and cash equivalents	€13.0
Trade accounts receivable	€4.1
Other assets	€5.3
Intangible assets acquired [(1)]	€128.1
Contract liabilities [(2)]	€(7.1)
Borrowings	€(18.1)
Other liabilities	€(35.5)
Deferred taxes, net	€(38.5)
TOTAL IDENTIFIABLE NET ASSETS	**€51.3**
Goodwill	161.2
TOTAL PURCHASE PRICE	**€212.4**

(1) Intangible assets acquired are subject to amortization and include the following:

(in millions of euros)	**Total**
Software	€43.7
Customer relationships	76.7
Other intangible assets	7.8
INTANGIBLE ASSETS ACQUIRED	**€128.1**

(2) The carrying values of contract liabilities were reduced to reflect the fair value of obligations assumed. As a result, approximately €4.1 million of revenues that would have otherwise been recorded by these entities, had they not been acquired by the Company, will not be recognized in the Company's consolidated statements of income.

The financial information presented in the table below summarizes the combined results of operations for the year ended December 31, 2025 as if the acquisitions had occurred at the beginning of the period. This information is presented for information purposes and does not purport to be indicative of the results that will be achieved in the future.

This financial information reflects the adjustment to reduce unearned revenue related to the acquisitions to the fair value of the associated obligation, and the additional amortization expense, assuming the fair value adjustments to deferred revenue and intangible assets had been applied from the beginning of the period, with the related tax effects.

(in millions of euros)	**Year ended December 31, 2025**
Revenue	€6,243.0
Net income	€1,183.5

In addition, the contribution of acquired company's revenue and net income generated since the acquisition date and included in the Company's consolidated financial statements as of December 31, 2025 is as follows:

(in millions of euros)	**Year ended December 31, 2025**
Revenue	€24.9
Net income	€(9.2)

Note 17 Intangible Assets, Net

Intangible assets consist of the following:

(in millions of euros)	Year ended December 31, 2025 Gross	Year ended December 31, 2025 Accumulated amortization and Impairment	Year ended December 31, 2025 Net	Year ended December 31, 2024 Gross	Year ended December 31, 2024 Accumulated amortization and Impairment	Year ended December 31, 2024 Net
Software	€3,447.5	€(2,325.9)	€1,121.7	€3,726.7	€(2,293.7)	€1,433.0
Customer relationships	2,340.0	(1,406.5)	933.5	2,522.1	(1,432.4)	1,089.7
Other intangible assets	180.4	(80.7)	99.7	193.8	(75.5)	118.3
TOTAL	**€5,968.0**	**€(3,813.0)**	**€2,154.9**	**€6,442.6**	**€(3,801.6)**	**€2,641.0**

The changes in the carrying amount of intangible assets in 2025 are as follows:

(in millions of euros)	Software	Customer relationships	Other intangible assets	Total intangible assets
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2024	**€1,433.0**	**€1,089.7**	**€118.3**	**€2,641.0**
Business combinations	43.7	76.7	7.8	128.1
Other additions	7.2	-	0.7	8.0
Amortization and impairment for the period	(219.1)	(112.1)	(13.3)	(344.5)
Exchange differences and other changes	(143.2)	(120.8)	(13.7)	(277.6)
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2025	**€1,121.7**	**€933.5**	**€99.7**	**€2,154.9**

The changes in the carrying amount of intangible assets in 2024 are as follows:

(in millions of euros)	Software	Customer relationships	Other intangible assets	Total intangible assets
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2023	**€1,581.5**	**€1,137.8**	**€122.8**	**€2,842.1**
Business combinations	9.8	-	-	9.8
Other additions	4.0	0.1	-	4.1
Amortization for the period	(244.5)	(113.5)	(11.1)	(369.1)
Exchange differences and other changes	82.2	65.4	6.6	154.2
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2024	**€1,433.0**	**€1,089.7**	**€118.3**	**€2,641.0**

Note 18 Goodwill

The changes in the carrying amount of goodwill in 2024 and 2025 are as follows:

(in millions of euros)	Year ended December 31, 2025	Year ended December 31, 2024
GOODWILL AS OF JANUARY 1,	**€5,046.1**	**€4,805.0**
Business combinations(*)	160.3	(6.2)
Exchange differences	(492.5)	247.3
GOODWILL AS OF DECEMBER 31,	**€4,713.9**	**€5,046.1**

(*) In 2025, corresponds mainly to the acquisition of Contentserv (refer to Note 16 Business Combinations). In 2024, corresponds to the price adjustment of aifora GmbH during the measurement period and to the acquisitions of the period.

The Group performed annual impairment tests in the third quarter of 2025 and 2024.

For the purpose of the impairment test as of December 31, 2025 and 2024, the Group identified 12 cash-generating units ("CGUs") or groups of CGUs, generally corresponding to the Group's main software product brands. Each CGU represented the lowest level within the Group at which goodwill is monitored for internal management purposes. Goodwill tested for impairment purposes was allocated to each CGU, or groups of CGUs that were expected to benefit from the synergies of the combination.

Goodwill allocated to each CGU or groups of CGUs is as follows:

(in millions of euros)	December 31, 2024	Business combinations	Exchange differences	December 31, 2025
MEDIDATA	€2,478.8	€-	€(287.1)	€2,191.7
SIMULIA	624.9	(0.9)	(51.8)	572.3
DELMIA (1)	514.6	3.4	(41.6)	476.3
CATIA (2)	412.3	-	(16.3)	396.0
BIOVIA	438.3	-	(50.2)	388.1
CENTRIC	159.6	157.8	(17.1)	300.4
ENOVIA (3)	251.5	-	(17.9)	233.6
GEOVIA	84.6	-	(5.8)	78.8
SOLIDWORKS	36.6	-	(4.3)	32.3
Other	44.7	-	(0.4)	44.4
TOTAL	**€5,046.1**	**€160.3**	**€(492.5)**	**€4,713.9**

(1) Including QUINTIQ.
(2) Including OUTSCALE.
(3) Including NETVIBES and EXALEAD.

The recoverable amount of each CGU or groups of CGUs has been determined based on a value in use calculation. This calculation uses cash flow projections based on financial budgets covering a five- to ten-year period. The ten-year period projections are used for activities that have longer development cycles, representing approximately 64% of the Group's total goodwill as of December 31, 2025. Key assumptions used to determine the value in use of assets are derived from management objectives for non-IFRS revenue growth and for non-IFRS operating margin (ratio between non-IFRS operating income and non-IFRS revenue) of each CGU. The pre-tax discount rates are between 11.0% and 12.0% in 2025 and were between 10.1% and 11.2% in 2024. The post-tax discount rate applied to these projections is 9.9% in 2025 and 9.0% in 2024. In 2025, like in 2024, cash flows beyond that five or ten-year period have been extrapolated using a steady growth rate comprised between 2% and 3%.

At December 31, 2025 and 2024, based on management estimates, the Group concluded that the recoverable amount of each CGU or groups of CGUs exceeded its carrying value.

The Group performed a sensitivity analysis of its impairment tests based on each of the following key assumptions:

- increase of 150 basis points in the pre-tax discount rates; or
- decrease of 100 basis points in the long-term growth rates; or
- decrease of 100 basis points in the non-IFRS operating margin for 2025 and the following years.

Following this analysis, management believes that any reasonable possible change in key assumptions described above would not cause any CGU or groups of CGUs' carrying amount to significantly exceed its recoverable amount at December 31, 2025.

Note 19 Other Liabilities

Other liabilities are comprised of the following:

(in millions of euros)	Year ended December 31, 2025	2024
Value added tax and other taxes	€168.4	€144.6
Lease liabilities, current	81.0	88.3
Other [(2)]	153.2	272.2
TOTAL OTHER CURRENT LIABILITIES	**€402.6**	**€505.1**
Lease liabilities, non-current	€493.0	€480.3
Uncertainty over Income tax treatments	171.6	194.0
Post-employment benefits [(1)]	147.6	152.0
Other [(2)]	38.8	45.3
TOTAL OTHER NON-CURRENT LIABILITIES	**€851.1**	**€871.7**

(1) Refer to Note 22 Post-employment Benefits.
(2) Includes the put option liability on Centric Software shares and Centric Software's cash-settled share-based payment liability related to Centric Software stock options and performance shares granted to the employees, directors and officers of Centric Software and its subsidiaries, see below.

The maturity analysis of undiscounted lease liabilities payments as of December 31, 2025 is as follows:

	Payments due by period				
(in millions of euros)	Total	Less than 1 year	1 - 3 years	3 - 5 years	More than 5 years
Lease liabilities – undiscounted cash flows	663.0	100.8	203.9	165.2	193.1

The Group has elected to apply two exemptions provided by IFRS 16 and to recognize as operating rent expense for leases with a lease term no more than 12 months and for leases with underlying asset of low value. The related rents recognized in the consolidated income statement are summarized below:

(in millions of euros)	Year ended December 31, 2025	2024
Expenses relating to short-term leases	(6.9)	(6.2)
Expenses relating to leases of low-value assets	(0.9)	(0.7)
TOTAL	**(7.8)**	**€(6.8)**

Put & call mechanisms relating to Centric Software shares, stock options and performance shares granted to the employees, directors and officers of Centric Software and its subsidiaries

In 2020 and 2024, the Group entered into with agreements with certain directors, officers and employees of Centric Software and its subsidiaries on the shares that they own or that they may own in the future in Centric Software, including as the result of the Centric Software exercise of stock options or vesting of performance shares. These agreements provide for put options exercisable each year in the second and third quarters from 2025 to 2028 (or 2030 for the shares issued following the exercise of stock options granted from May 2024) and call options exercisable each year in the third quarter of 2029 (or 2030 for the shares issued following the exercise of stock options granted from May 2024).

Stock options granted to certain directors, officers and employees of Centric Software and its subsidiaries are also subject to put option rights in favor of these beneficiaries, and call options exercisable by the Group, to the extent that these stock options are vested. The put options are exercisable each year in the second and third quarters from 2025 to 2028, or 2026 to 2030 for stock options granted from May 2024 and the call options are exercisable each year in the third quarter of 2029 (or 2030 for plans granted from May 2024).

In the event of exercise of the puts or calls, the Group can settle the acquisition price resulting from the exercise of these put and call options either in cash or in shares of Dassault Systèmes. Settlement of the puts shall occur not later than sixty days following August 15 of each relevant year. Settlement of the calls shall occur not later than sixty days following the expiry of the window of exercise of each call option or delivery of the call notice, as applicable.

The put options' liability relating to the puts applicable to the shares and stock options of Centric Software whose settlement is considered in cash amounts respectively to €50m and to €208m respectively in 2025 and 2024, mainly classified in Other Current Liabilities. The decrease of the put options' liability is mainly due to the payment following the exercise of the put options on September 3, 2025 (refer to Note 7 Share-based compensation and Note 23 Shareholders' Equity).

Note 20 Borrowings

Borrowings are comprised of the following:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Bond, current*	€899.2	€-
Term loans, current	-	0.2
Commercial papers	548.5	448.9
Accrued interest	1.7	1.7
TOTAL BORROWINGS, CURRENT	**€1,449.5**	**€450.8**
Bonds, non-current*	1,145.8	2,042.8
TOTAL BORROWINGS, NON-CURRENT	**€1,145.8**	**€2,042.8**

* As of December 31, 2025 and 2024, the fair value is €1,936.1 and €1,887.7 million respectively (level 1 of fair value hierarchy).

The changes in borrowings as of December 31, 2024 and 2025 are as follows:

(in millions of euros)	**Bonds**	**Term loans**	**Commercial papers***	**Accrued interest**	**Total**
BORROWINGS AS OF DECEMBER 31, 2023	**€2,740.1**	**€0.2**	**€248.7**	**€1.6**	**€2,990.7**
Issuance	-	-	200.0	-	200.0
Business combination	-	0.9	-	-	0.9
Reimbursement	(700.0)	(0.9)	-	-	(700.8)
Other changes	2.7	-	0.2	-	2.9
BORROWINGS AS OF DECEMBER 31, 2024	**€2,042.8**	**€0.2**	**€448.9**	**€1.7**	**€2,493.6**
Issuance	-	-	100.0	-	100.0
Business combination	-	18.1	-	-	18.1
Reimbursement	-	(18.3)	-	-	(18.3)
Other changes	2.2	-	(0.4)	-	1.8
BORROWINGS AS OF DECEMBER 31, 2025	**€2,045.0**	**€-**	**€548.5**	**€1.7**	**€2,595.2**

* The issuance of commercial papers issued with a maximum maturity of three months is presented net of reimbursement.

The analysis of the borrowings as of December 31, 2025 by currency and nature of rate is as follows:

(in millions of euros)	Total	Currency analysis and rate nature: Euros	Fixed rate
Bonds	€2,045.0	€2,045.0	€2,045.0
Commercial papers	548.5	548.5	548.5
Accrued interest	1.7	1.7	1.7
TOTAL	**€2,595.2**	**€2,595.2**	**€2,595.2**

The table below provides a breakdown of total borrowings by contractual maturity date as of December 31, 2025:

		Payments due by period	
(in millions of euros)	Total	Less than 1 year	1-5 years
Bonds	€2,045.0	€899.2	€1,145.8
Commercial papers	548.5	548.5	-
Accrued interest	1.7	1.7	-
TOTAL	**€2,595.2**	**€1,449.4**	**€1,145.8**

Bonds

Dassault Systèmes SE and its long term debt are currently rated "A" with a stable outlook by Standard & Poor's Global Ratings.

On September 16, 2019, the Group issued four tranches of fixed rate bonds for a total of €3,650.0 million. This issuance was part of the financing of the acquisition of Medidata Solutions, Inc. completed in October 2019. On September 16, 2022 and 2024, the Group reimbursed the first two tranches of bonds for €900.0 and €700.0 million, respectively.

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The conditions of the remaining tranches of bonds are as follows:

	Nominal amount *(in millions of euros)*	Carrying amount *(in millions of euros)*	Maturity date	Coupon
2026	€900.0	€899.2	Sep 16, 2026	0.125%
2029	€1,150.0	€1,145.8	Sep 16, 2029	0.375%

The terms and conditions of these bonds are detailed in the transaction note having obtained the French Financial Markets Authority (AMF) visa n° 19-434 dated September 12, 2019.

Commercial papers

In July 2022, the Group launched a program of commercial papers (Negotiable EUropean Commercial Paper – NEU CP) with a maximum outstanding amount, authorized by the Board of Directors, of €750.0 million. During 2025, the Group issued €2,424.5 million with a maximum maturity of three months and reimbursed €2,324.5 million under this program. As of December 31, 2025 and 2024, the outstanding amount of commercial papers amounted to €548.5 and €448.9 million respectively.

Line of credit

The Group received a financing commitment in the form of a revolving line of credit of €750 million for a period of 5 years from October 28, 2019. In May 2020 and May 2021, the Group exercised its options to extend its term for one year respectively, bringing the new termination date to October 2026. As of December 31, 2025, the line of credit was not drawn down.

The Group's financing contracts do not have commitments such as "covenant ratios" linked to the change in the Group's rating. A lower credit rating would result in an increase (capped) in the margins applicable to the line of credit; symmetrically, a higher rating would lead to a decrease in the applicable margins (with a floor).

Note 21 Derivatives and Currency and Interest Rate Risk Management

The fair market values of derivative instruments are determined by financial institutions using option pricing models.

All financial instruments were subscribed as part of the Group's overall hedging strategy and most foreign currency hedging instruments have a maturity of less than 2 years. Management believes that counter-party risk on financial instruments is minimal since the Group deals with major banks and financial institutions.

A description of market risks to which the Group is exposed to is provided in paragraph 1.9.2 "Financial and Market Risks" of the Universal registration document.

Foreign currency risk

The Group operates internationally and transacts in various foreign currencies, primarily U.S. dollar and Japanese yen.

In 2025, revenue denominated in U.S. dollars represented 47.4% of the Group's total revenue (48.9% in 2024). Operating expenses denominated in U.S. dollars represented 49.4% of the Group's total operating expenses in 2025, compared with 50.1% in 2024. The Group's net operating exposure to U.S. dollar amounted to €543.5 million in 2025, or 8.7% of the Group's total revenue. The average value of the U.S. dollar against the euro decreased by approximately 4% in 2025 and remained stable in 2024. Group's revenue and operating income were negatively impacted with the fluctuation of the U.S. dollar in 2025 and marginally impacted in 2024.

In 2025, revenue denominated in Japanese yens represented 6.7% of the Group's total revenue, compared to 6.6% in 2024. Operating expenses denominated in Japanese yens represented 2.3% of the Group's total operating expenses in 2025 and 2.3% in 2024. The Group's net operating exposure to Japanese yen amounted to €303.1 million in 2025, or 4.9% of the Group's total revenue, and this exposure was partly hedged through market instruments at a level of €231.3 million, as further described below. The average value of the Japanese yen against the euro decreased by approximately 3% in 2025, and decreased by approximately 7% in 2024, resulting in a negative impact on the Group's revenue and operating income in 2025 and in 2024.

With the weights of U.S. dollars and Japanese yens in 2025 as described above, the Group estimates that the sensitivity on the operating income to a variation of +10% and -10% in the exchange rate of the euro against the U.S. dollar would have had an impact of €(49.4) and €60.4 million respectively. In addition, the Group estimates that the sensitivity on the operating income to a variation of +10% and -10% in the exchange rate of euro against the Japanese yen would have had an impact of €(27.6) and €33.7 million respectively.

The table below sets forth, for the year ended December 31, 2025, the values in euros of the Group's revenue, operating expenses and net position, before and after hedging, denominated in U.S. dollars, Japanese yens and other currencies (principally the euro):

	Year ended December 31, 2025					
(in millions of euros)	**U.S. dollar**	**Japanese yen**	**Other foreign currencies**	**Total foreign currencies**	**Euro**	**Total**
Revenue	€2,957.0	€416.7	€1,195.7	€4,569.5	€1,666.2	€6,235.8
Operating expenses	(2,413.5)	(113.6)	(716.9)	(3,244.0)	(1,637.4)	(4,881.4)
NET POSITION	**€543.5**	**€303.1**	**€478.9**	**€1,325.5**	**€28.8**	**€1,354.3**
Hedge	(58.2)	231.3	123.0	296.2		
NET POSITION AFTER HEDGE	**€601.7**	**€71.8**	**€355.8**	**€1,029.3**		

The Group usually hedges exchange rate risk related to its revenues and expenses coming from usual and predictable economic activity arising in the normal course of operations. It may also cover occasional exchange rate risk arising from specific transactions, such as acquisitions paid for in foreign currencies. Hedging activities are generally carried out by Dassault Systèmes SE for its own account and on behalf of its subsidiaries.

To manage currency exposure, the Group generally uses foreign exchange forward contracts. Except those indicated in the table below, the derivative instruments held by the Group are designated as cash flow hedges, with high correlation with the underlying exposure and highly effective in offsetting underlying price movements.

The effectiveness of forward contracts and currency options is measured using forward rates and the forward value of the underlying hedged transaction. During 2025 and 2024, the ineffective portion of gains or losses from hedging instruments was nil as per the effectiveness test.

At December 31, 2025 and 2024, the fair value of instruments used to manage the currency exposure was as follows:

	Year ended December 31,			
	2025		2024	
(in millions of euros)	Nominal amount	Fair value	Nominal amount	Fair value
Forward exchange contract CNH/EUR – sale[1]	€155.8	€2.3	€164.5	€(2.0)
Forward exchange contract JPY/USD – sale[1]	150.6	13.9	148.6	12.2
Forward exchange contract JPY/EUR – sale[1]	136.2	14.1	131.4	2.8
Forward exchange contract GBP/EUR – sale[1]	34.2	0.5	115.5	(2.9)
Forward exchange contract EUR/INR – sale[1]	80.5	(5.8)	79.1	1.9
Forward exchange contract USD/INR – sale[1]	65.3	(1.6)	77.3	(1.2)
Forward exchange contract KRW/EUR – sale[1]	61.5	2.7	38.8	1.1
Forward exchange contract SEK/EUR – sale[1]	18.0	(0.5)	-	-
Forward exchange contract INR/EUR – sale[1]	7.1	-	-	-
Other instruments[2]	37.0	0.1	0.8	-

(1) Instruments entered into by the Company to hedge the foreign currency exchange risk of royalty flows and mainly qualified as hedging instruments.
(2) Mainly derivatives not documented as hedging instruments. Changes in the derivatives' fair value were recorded in other financial income and expense, net in the consolidated income statement.

Interest rate risk

The Group believes that its business and operating income have not been significantly affected by changes in interest rates in 2025. Despite the increase in the Group's outstanding investments, the decline in interest rates generates a decrease in interest income on cash, cash equivalents, short-term investments and, consequently, a decrease in the financial income, given the Group's current financing structure relying on fixed rates borrowings.

As of December 31, 2025, cash and cash equivalents and short-term investments totaled €4,125.4 million, including €3,111.5 million sensitive to fluctuations in interest rates. With all other variables held constant, an increase or a decrease in interest rates of 100 basis points would have had respectively a positive or a negative impact of €31.1 million on the financial income in 2025.

Note 22 Post-employment Benefits

Contributions made to defined contribution plans amount to €59.6 and €61.2 million in 2025 and 2024 respectively.

The Group provides defined benefit retirement indemnities to the employees of its French operations. The Group also has certain defined benefit plans in other countries, mainly in Germany and in Japan.

In France, defined employee benefits include certain gratifications paid upon anniversary of employment and retirement indemnities that are based upon an individual's years of credited service and annualized salary at retirement. Retirement indemnity benefits vest and are settled as a lump sum paid to the employee upon the employee's retirement.

The projected benefit obligation was determined using the prospective method, based on the following assumptions:

Assumptions

Assumptions used to determine the benefit obligation are as follows:

	Year ended December 31, 2025		Year ended December 31, 2024	
	Europe	Asia	Europe	Asia
Discount rate	1,20% – 4,05%	3,15% – 3,80%	0,95% – 3,40%	2,05% – 3,70%
Average rate of compensation increase	1,25% – 3,00%	2,50% – 5,00%	1,50% – 3,05%	2,50% – 5,00%

Components of net periodic benefit cost

The components of net periodic benefit cost were as follows:

	Year ended December 31,	
(in millions of euros)	2025	2024
Service cost	€(13.6)	€(11.7)
Interest cost on benefit obligations	(5.9)	(5.4)
Other	1.4	1.2
NET PERIODIC BENEFIT COST	**€(18.1)**	**€(16.0)**

Obligations and funded status

Changes in benefit obligations and plan assets are as follows:

	Year ended December 31,	
(in millions of euros)	2025	2024
Benefit obligations at beginning of year	€197.3	€191.7
Service cost	13.6	11.7
Interest cost on benefit obligations	5.9	5.4
Remeasurement (1)	(12.4)	3.6
Benefits paid	(11.1)	(12.4)
Exchange rate differences and other changes	(3.3)	(2.8)
BENEFIT OBLIGATIONS AT END OF YEAR	**€189.9**	**€197.3**
Fair value of plan assets at beginning of year	43.0	45.7
Employer contribution and benefits paid	(5.1)	(4.6)
Remeasurement	0.5	0.3
Exchange rate differences and other changes	1.9	1.7
FAIR VALUE OF PLAN ASSETS AT END OF YEAR	**€40.3**	**€43.0**
NET DEFINED BENEFIT LIABILITY	**€(149.6)**	**€(154.2)**

(1) Remeasurement gains and losses mainly arise from changes in financial assumptions. A decrease of 150 basis points in the discount rates would increase the obligation by €33.7 million.

The benefit obligation by geographical location is as follows:

	Year ended December 31,	
	2025	**2024**
Europe	84%	84%
Asia	16%	16%
TOTAL BENEFIT OBLIGATIONS	**100%**	**100%**

The fair value of plan assets is fully allocated in Europe.

Plan assets

The weighted average asset allocations are as follows:

	Year ended December 31,	
	2025	**2024**
Debt instruments	86%	85%
Equity instruments	8%	9%
Other	7%	7%
TOTAL	**100%**	**100%**

Average duration

The average duration of the main entities in each country is as follows:

(in years)	France	South Korea	Japan	Germany	Switzerland
2025	11.8	6.2	10.8	10.4	15.4
2024	12.4	6.7	8.9	12.4	17.6

Cash flows

The Group does not expect to make any additional contributions to the hedge funds related to its pension plans in 2026.

The planned payments to the beneficiaries for future periods are presented in the following table:

(in millions of euros)	Total
2026	€10.3
2027	9.9
2028	10.7
2029	13.2
2030	16.0
2031-2035	80.5

Note 23 Shareholders' Equity

Shareholders' equity activity

As of December 31, 2025, Dassault Systèmes had 1,341,806,268 common shares issued with a nominal value of €0.10 per share.

As part of the employee shareholding plan "TOGETHER 2025", Dassault Systèmes SE carried out a capital increase of 3.9 million shares on June 27, 2025 for a total of €111.3 million, including share premium. In order to neutralize the dilutive effect for shareholders, the Board of Directors decided on September 18, 2025 to reduce the capital by the same number of shares by treasury shares cancellation.

Changes in shares outstanding are as follows:

	Year ended December 31,	
(in number of shares)	**2025**	**2024**
SHARES ISSUED AS OF JANUARY 1,	**1,339,674,751**	**1,337,916,433**
Capital increase related to TOGETHER	3,946,651	-
Capital decrease	(3,946,651)	-
Exercise of stock options	2,131,517	1,758,318
SHARES ISSUED AS OF DECEMBER 31,	**1,341,806,268**	**1,339,674,751**
Treasury stock as of December 31,	(21,121,172)	(26,865,573)
SHARES OUTSTANDING AS OF DECEMBER 31,	**1,320,685,096**	**1,312,809,178**

The primary objective of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its capital market access and for the purpose of increasing the profitability of shareholders' equity and earnings per share. The Company manages its capital structure and adjusts it in light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during 2025 and 2024.

Dividend rights

Dassault Systèmes SE is required to maintain a legal reserve equal to 10% of the aggregate nominal value of its issued share capital. The legal reserve balance was €13.4 million as of December 31, 2025 and 2024, and represents a component of retained earnings in the consolidated balance sheet. The legal reserve is distributable only upon the liquidation of Dassault Systèmes SE.

Distributable profit, consisting of net income of the year increased by retained earnings from prior years and after deduction for legal reserve when required, is available for distribution to shareholders of the Group as dividends. Allocation of this profit is subject to approval by the Shareholders' General Meeting following recommendations by the Board of Directors.

The May 2025 and May 2024 Shareholders' Meetings have decided to distribute dividends, fully in cash, for €342.6 million and €302.7 million in 2025 and in 2024, respectively. Dividends per share were €0.26 and €0.23 for 2024 and 2023, respectively.

No dividend was paid to non-controlling interest in 2025 or 2024.

Stock repurchase programs

Shareholders' General Meetings of May 22, 2024 and May 22, 2025 authorized the Board of Directors to implement a share repurchase program limited to 25 million Dassault Systèmes shares. Under this authorization, the Company may not buy shares above a maximum annual aggregate amount of €1 billion.

As part of the employee shareholding plan "TOGETHER 2025" (see Note 7 Share-based compensation), the Group signed with Crédit Agricole Corporate and Investment Bank a forward share purchase agreement covering a period from April 15, 2025 to May 15, 2025. 4,154,012 shares were acquired for a total amount of €137.4 million. These shares were delivered to Dassault Systèmes on June 27, 2025, the day of realization of capital increase related to the "TOGETHER 2025" plan (see paragraph Shareholders' equity above).

During the year 2025, as part of employee shareholding plans other than "TOGETHER 2025" plan, 2,058,245 shares were acquired by the Group at an average price of €39.99 for a total amount of €82.3 million.

Furthermore, the Group also signed with Société Générale a share repurchase agreement, covering from September 2 to September 10, 2025. 4,322,341 shares were acquired under this agreement at an average price of €26.58 for a total amount of €114.9 million.

Finally, since 2015, the Group has been engaged in a liquidity agreement with broker Oddo BHF SCA. 8,506,970 shares were acquired during the year 2025 at an average price of €29.96, and 8,252,788 shares were sold at an average price of €30.19, i.e a total net cash amount of €(5.8) million.

Components of other comprehensive income

(in millions of euros)	Year ended December 31, 2025	2024
HEDGING RESERVES:		
Gains arising during the year	€33.1	€29.7
Less: Gains reclassified to the income statement	18.8	21.0
	€14.3	**€8.8**

Supplementary acquisition of shares in Centric Software

In the context of the exercise of the put options by the minority shareholders (refer to Note 19 Other Liabilities), the Group performed a supplementary acquisition of Centric Software shares on September 3, 2025, increasing its shareholding in this company from 93.0% to 99.5%.

Since its take-over in 2018, Centric Software has been fully consolidated in the Group's consolidated financial statements. As a consequence, the supplementary acquisition of Centric Software shares was treated as an equity transaction.

Note 24 Consolidated Statements of Cash Flows

Adjustments for non-cash items consist of the following:

(in millions of euros)	Note	Year ended December 31, 2025	2024
Depreciation and impairment of property and equipment	14	€208.2	€206.1
Amortization and impairment of intangible assets	17	344.5	369.1
Non-cash share-based compensation expense	6, 7	174.8	190.4
Deferred taxes	10	(131.6)	(146.0)
Other		(31.3)	(20.9)
ADJUSTMENTS FOR NON-CASH ITEMS		**€564.7**	**€598.6**

Changes in operating assets and liabilities consist of the following:

(in millions of euros)	Year ended December 31, 2025	2024
(Increase) in trade accounts receivable and contract assets	€(196.7)	€(347.7)
Increase in accounts payable	7.8	1.4
(Decrease) increase in accrued compensation	(23.4)	1.0
Increase in income tax payable	75.2	42.9
(Decrease) increase in contract liabilities	(12.5)	141.1
Changes in other assets and liabilities	27.0	24.3
CHANGES IN OPERATING ASSETS AND LIABILITIES	**€(122.6)**	**€(137.0)**

Other information

Payment for acquisition of businesses, net of cash acquired, is mainly related to Contentserv in 2025 (refer to note 16 Business Combinations).

The acquisition of non-controlling interests is mainly related to the settlements in cash as part of the increase in the stake in Centric Software in 2025 (refer to note 23 Shareholders' Equity).

Note 25 Commitments and Contingencies

Litigation and other proceedings

The Group is involved in litigation and other proceedings, such as civil, commercial, administrative and tax proceedings, incidental to normal operations. It is not possible to determine with certainty the outcome of the dispute and notably the resulting expense for the Group, if any. However, in the opinion of management, after consultation with its lawyers and advisers, the resolution of such litigation and proceedings should not have a material effect on the consolidated financial statements of the Group.

Bank guarantees

The Group has a central cash management operated through a banking institution. In this context, the Group offered a guarantee to the bank in an amount of $500 million. All commitments of the bank are guaranteed by its parent company.

Other commitments granted

Other commitments granted, mainly to the main Group's suppliers, amount to EUR 303 million as of December 31, 2025.

Note 26 Related-Party Transactions

Compensation of key management personnel

The table below summarizes compensation granted to the members of the Executive Committee and to the Chairman of the Board of Directors in 2025 and 2024:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Short-term benefits (1)	€10.0	€11.4
Share-based compensation (2)	57.1	74.7
COMPENSATION OF KEY MANAGEMENT PERSONNEL	**€67.0**	**€86.2**

(1) Including gross salaries, bonus, incentives, profit-sharing, directors' fees and fringe benefits paid.
(2) Expense recorded in the income statement for share-based compensation (refer to Note 7 Share-based compensation).

In certain circumstances, the Group Chief Executive Officer is entitled to an indemnity payment upon the termination of his functions as Chief Executive Officer. The amount of the indemnity due would be equivalent to a maximum of two years of compensation as Chief Executive Officer and would depend on satisfying the performance conditions established for calculating his variable compensation.

Other transactions with related parties

Dassault Systèmes licenses its products for internal use to Dassault Aviation SA, a sister company to Dassault Systèmes SE. Dassault Aviation SA, its subsidiaries and associates ("Dassault Aviation") are granted licenses on Dassault Systèmes' products under commercial terms consistent with those granted to other customers of similar size. These licenses generated €48.9 million and €44.9 million of software revenue for the years ended December 31, 2025 and 2024, respectively.

Such activity generated service revenues of €7.5 million and €10.5 million for the years ended December 31, 2025 and 2024, respectively. The balances of trade accounts receivable with Dassault Aviation were €20.4 million, and €23.1 million as at December 31, 2025 and 2024, respectively.

Note 27 Principal Statutory Auditors' Fees and Services

The following table presents the amount of fees of the Statutory Auditors in 2025 and 2024:

	PricewaterhouseCoopers Audit				KPMG			
	Amount		%		Amount		%	
(in millions of euros, excluding VAT)	2025	2024	2025	2024	2025	2024	2025	2024
Certification of accounts								
Audit opinion, review of statutory and consolidated financial statements [(1)]:								
– issuer	€0.6	€0.6	19%	14%	€0.7	€0.7	26%	35%
– other consolidated subsidiaries	1.6	2.1	50%	51%	1.5	0.9	58%	51%
SUBTOTAL	**2.3**	**2.7**	**69%**	**65%**	**2.1**	**1.6**	**84%**	**85%**
Certification of sustainability information								
– issuer	€0.3	€0.4	10%	10%	-	-	-	-
– other consolidated subsidiaries	-	-	-	-	-	-	-	-
SUBTOTAL	**0.3**	**0.4**	**10%**	**10%**	**-**	**-**	**-**	**-**
Other services								
Other audit-related services [(2)]:								
– issuer	-	€0.1	1%	3%	-	-	-	-
– other consolidated subsidiaries	0.1	-	2%	-	-	-	-	-
Other services (legal, tax, social and other) [(3)]:								
– issuer	-	-	-	-	-	-	-	-
– other consolidated subsidiaries	0.6	0.9	18%	22%	0.4	0.3	16%	15%
SUBTOTAL	**0.7**	**1.1**	**21%**	**25%**	**0.4**	**0.3**	**16%**	**15%**
TOTAL	**€3.3**	**€4.2**	**100%**	**100%**	**€2.5**	**€1.9**	**100%**	**100%**

(1) Audit opinion, review of statutory and consolidated financial statements for the years ended December 31, 2025 and 2024 include the Group audit, statutory audits, consents, attest services of Dassault Systèmes SE's and its subsidiaries' financial statements, and services provided in connection with documents filed with the AMF.
(2) Audit-related fees generally consist of fees billed for assurance and related services that are reasonably related to the performance of the audit or review of the Group's financial statements including acquisitions, consultations concerning financial accounting and reporting standards, and attestation services not required by statute or regulation.
(3) Fees billed by members of the Statutory Auditors' respective networks to consolidated subsidiaries are mainly related to the review of internal control and to local and international tax compliance services, including the review of tax returns and tax services regarding statutory, regulatory or administrative developments and expatriate tax assistance and compliance.

Note 28 Principal Dassault Systèmes Companies

Dassault Systèmes SE's principal subsidiaries included in the scope of consolidation as of December 31, 2025 are as follows:

Country	Consolidated companies	% of Interest
Australia	Dassault Systemes Australia Pty Ltd	100%
Canada	Dassault Systèmes Canada Inc.	100%
China	Dassault Systemes (Shanghai) Information Technology Co., Ltd.	100%
China	Medidata Information Technology (Shanghai) Co., Ltd.	100%
France	Outscale SAS	100%
Germany	Dassault Systemes Deutschland GmbH	100%
India	Dassault Systemes India Private Limited	100%
India	Dassault Systemes Solutions Lab Private Limited	100%
Italy	Dassault Systemes Italia Srl	100%
Japan	Dassault Systemes K.K.	100%
Malaysia	Dassault Systemes Innovation Technologies Malaysia Sdn.Bhd	100%
Netherlands	Dassault Systèmes B.V.	100%
Poland	Dassault Systemes sp. z o.o.	100%
Singapore	Dassault Systemes Singapore Pte. Ltd.	100%
South Korea	Dassault Systemes Korea Corporation	100%
Spain	Dassault Systemes España S.L.U	100%
Sweden	Dassault Systemes AB	100%
Switzerland	Dassault Systèmes (Suisse) SA	100%
Taiwan	Dassault Systemes Taiwan Co., Ltd.	100%
United Kingdom	Dassault Systemes UK Limited	100%
United Kingdom	MDSOL Europe Limited	100%
United States	Centric Software, Inc.	99.5%
United States	Dassault Systemes Americas Corp.	100%
United States	Dassault Systemes Corp.	100%
United States	Dassault Systemes Solidworks Corporation	100%
United States	DS Government Solutions Corp.	100%
United States	Medidata Solutions, Inc.	100%
United States	No Magic, Inc.	100%
United States	Spatial Corp.	100%

4.1.2 Statutory Auditors' Report on the consolidated financial statements

This is a translation into English of the Statutory Auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users.

This Statutory Auditors' report includes information required by European regulation and French law, such as information about the appointment of the Statutory Auditors or verification of the information concerning the Group presented in the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' General Meeting,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' General Meetings, we have audited the accompanying consolidated financial statements of Dassault Systèmes SE for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2025, and of the results of its operations for the year then ended in accordance with IFRS as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' responsibilities for the audit of the consolidated financial statements* section of this report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code *(Code de commerce)* and the French Code of Ethics *(Code de déontologie)* for Statutory Auditors, for the period from January 1, 2025, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5 (1) of Regulation (EU) No 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code *(Code de commerce)* relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Recognition of revenue from contracts with multiple performance obligations

Description of risk

The Group's revenue is derived from multiple sources, chief among them licenses, subscriptions, support and services, and is recognized in accordance with the methods described in the section entitled "Revenue recognition" of Note 2 "Material accounting policy information" to the consolidated financial statements.

Where contractual arrangements include multiple goods or services sold as a single package, determining the separate performance obligations as well as the allocation of the transaction price and how revenue should be allocated between the various performance obligations can be difficult and can require a significant degree of judgment from management.

- the revenue for each element of these contractual arrangements including multiple performance obligations is allocated to each distinct performance obligation based on their stand-alone selling price. Allocating revenue between the various performance obligations of a contract requires analysis by management and, potentially, adjustments, both of which can be complex;
- in addition, when a software license sale is combined with a service deemed essential to the functionality of the software, the two performance obligations (software and service) are not distinct. Therefore, the license revenue is recognized as and when the service obligation is recognized. Determining whether or not a service is essential to the functionality of a product requires significant judgment from management, as does analyzing the potential future profits to be gained from the corresponding long-term contract;
- moreover, recognizing revenue from these contracts typically requires an in-depth analysis of contractual terms with a view to ascertaining the full scope and nature of the goods or services the Company has committed to providing to clients.

For the above reasons, we deemed the recognition of revenue from contractual arrangements with multiple performance obligations to be a key audit matter.

Audit response

As part of our audit, we gained an understanding of internal control systems relating to the recognition of revenue that were implemented by the Group and tested the design and implementation of controls relating to these systems that we considered to be the most relevant.

Our approach also took into account the information systems used in recognizing revenue, by testing, with the assistance of our IT specialists, the effectiveness of the automatic controls for systems impacting revenue recognition.

In addition, we reviewed the contractual arrangements with multiple performance obligations that were considered significant and other randomly selected contracts to assess whether management's judgments regarding the determination of the various performance obligations, the allocation of the transaction price to the individual performance obligations, and the method of revenue recognition for each distinct performance obligation were consistent with the accounting policies applied by the Group. Our work consisted primarily in reviewing the contractual terms and conditions, analyzing the essentiality criteria for services associated with software sales, re-calculating the stand-alone selling price of each element tested, and verifying the consistency of revenue recognition with the Group's accounting policies and IFRS as adopted by the European Union.

We also analyzed the consistency of all significant manual accounting entries affecting revenue from these contracts with the Group's accounting policies.

Lastly, we analyzed the appropriateness of the related disclosures provided in Note 2 "Material accounting policy information" and Note 4 "Software Revenue" to the consolidated financial statements.

Annual impairment testing of goodwill and non-current intangible assets

Description of risk

As of December 31, 2025, the Group's non-current assets included goodwill for €4,713.9 million, software for €1,121.7 million and customer relationships for €933.5 million. These amounts mainly derive from business combinations.

As described in the section entitled "Business combinations and goodwill" of Note 2 "Material accounting policy information" and Note 18 "Goodwill" to the consolidated financial statements, the Group performs an impairment test whenever an indication of impairment is identified and at least once a year. These tests are performed at the level of each cash-generating unit (CGU) or group of CGUs, generally corresponding to a software product brand. The recoverable amount is determined on the basis of value in use, using cash flow forecasts based on financial budgets over a period of five to ten years.

Given (i) the materiality of the amounts in question in the Group's financial statements and (ii) the measurement methods used in acquisitions and in annual impairment tests, which rely in particular on projected future cash flows, we deemed the measurement of non-current assets to be a key audit matter. In order to implement the aforementioned measurement methods, management must rely on assumptions and make estimates. Regarding the specific matter of recently acquired companies, the degree of judgment required by management in projecting future cash flows is even more significant as projections cannot necessarily be compared with historical data from these companies.

Audit response

Our procedures consisted in assessing the appropriate identification of CGUs or groups of CGUs, reconciling the net book value of the net assets allocated to the CGUs or groups of CGUs tested with the Group's accounting data, gaining an understanding of the measurement methods applied by the Group as well as assessing the reasonableness of the main assumptions and estimates used, particularly in terms of future cash flows, long-term growth rates and discount rates.

In addition, with the assistance of our valuation experts, we carried out our own sensitivity analyses to supplement our assessment of the key assumptions and inputs used.

Lastly, we analyzed the appropriateness of the disclosures presented in Note 2 "Material accounting policy information", Note 17 "Intangible Assets, Net" and Note 18 "Goodwill" to the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the Board of Directors' management report.

We have no matters to report as to their fair presentation and their consistency with the consolidated financial statements.

Report on Other legal and regulatory requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code *(Code monétaire et financier)*, prepared under the Chief Executive Officer's responsibility, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Dassault Systèmes SE by the Shareholders' General Meetings held on June 8, 2005, for PricewaterhouseCoopers Audit and on May 19, 2022, for KPMG.

As of December 31, 2025, PricewaterhouseCoopers Audit and KPMG SA were in the twenty-first and fourth consecutive year of their respective engagements.

Responsibilities of management and those in charge of governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process, the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' responsibilities for the audit of the consolidated financial statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code *(Code de commerce)*, our statutory audit does not include assurance on the viability of the Company or the quality of management of the Company's affairs.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of this audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code *(Code de commerce)* and in the French Code of Ethics *(Code de déontologie)* for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Paris La Défense, March 25, 2026

The Statutory Auditors

KPMG SA

Jacques Pierre
Partner

Xavier Niffle
Partner

PricewaterhouseCoopers Audit

Richard Béjot
Partner

4.2 Parent company financial statements

The annual financial statements of the entity Dassault Systèmes SE present the financial situation and performance of the parent company as it stands alone.

The annual financial statements for the year ended December 31, 2025 are prepared in accordance with the current French accounting rules, using the same principles as those used last year, with the exception of the first application of the Financial Statements Modernization Act. This new rule applies prospectively from January 1, 2025, without restatement of the accounts for the 2024 financial year. Note 2 Significant Accounting Policies explains the significant changes in this law compared to the financial year 2024. The following explanations are based on 2024 accounts as published last year.

The operating revenue amounted to €2,543.9 million in 2025 compared to €2,488.2 million in 2024. They increased 2.2% principally driven by the growth in third-party software revenue while the Group revenues remain stable. More precisely, software revenue amounted to €1,853.8 million in 2025 against €1,815.1 million in 2024, reflecting 2.1% growth. The export revenue amounted to €1,972.4 million and represented 78.4% of revenue against €1,957.3 million in 2024.

Operating expenses increased 2.1% to €1,995.3 million in 2025, from €1,955.1 million in 2024. The main drivers were as follows:

- the increase of other purchases and external expenses explained by increases in IT-expenses, particularly in relation to the progression of cloud hosting as well as subcontracting;
- the reclassification of certain exceptional expenses as operating income (refer to Note 2 Significant Accounting Policies).

The operating income therefore increased 2.9% from €533.1 million in 2024 to €548.6 million in 2025.

The 2025 financial income, amounted to €23.9 million, compared with €513.2 million in 2024 in relation with a lower distribution of dividends received from the subsidiaries and the losses on treasury shares.

Exceptional income and loss amounted to a loss of €4.5 million in 2025 compared to one of €66.1 million in 2024 primarily reflecting the reclassification of the expenses relating to the performance share plans granted to Bernard Charlès, when he was Chief Executive Officer, recognized from 2025 in operating income (refer to Note 2 Significant Accounting Policies).

The net income decreased to €436.0 million in 2025 compared to €853.3 million in 2024.

4.2.1 Parent company financial statements and notes

Statement of income

(in millions of euros)	Note	Year ended December 31, 2025*	2024
OPERATING REVENUE		**2,543.9**	**2,488.2**
Revenue	3	2,517.5	2,462.9
Of which exports		*1,972.4*	*1,957.3*
Own work capitalized		1.8	5.0
Grants		2.7	0.7
Reversal of depreciation, amortization and provisions		9.4	10.1
Other revenue		12.5	9.5
OPERATING EXPENSE		**(1,995.3)**	**(1,955.1)**
Other purchases and external expenses		(843.7)	(774.0)
Taxes, duties and similar payments		(33.5)	(33.1)
Salaries	4	(477.1)	(511.5)
Social contributions	4	(244.0)	(215.8)
Depreciation, amortization and provisions	11, 12	(75.5)	(77.2)
Depreciation on fixed assets		*(64.4)*	*(64.0)*
Impairment depreciation on current assets		*(3.1)*	*(2.2)*
Impairment provisions		*(8.0)*	*(11.0)*
Other operating expense		(321.4)	(343.5)
OPERATING INCOME		**548.6**	**533.1**
Financial income		236.6	562.4
Financial income from investments		*56.6*	*417.0*
Other interest income		*3.7*	*3.6*
Reversal of provisions for impairment of investments	*11, 12*	*103.7*	*15.5*
Foreign exchange income		*12.5*	*11.2*
Income from disposals of marketable securities		*47.0*	*65.8*
Other financial income		*13.1*	*49.4*
Financial expense		(212.7)	(49.2)
Additions of provisions for impairment of investments	*11, 12*	*(26.4)*	*(1.4)*
Other interest expense		*(28.0)*	*(36.9)*
Foreign exchange expense		*(13.9)*	*(10.9)*
Expense from disposals of marketable securities		*(23.2)*	-
Other financial expense		*(121.1)*	-
FINANCIAL INCOME	**5**	**23.9**	**513.2**
CURRENT INCOME BEFORE TAX		**572.5**	**1,046.4**
Exceptional income		0.5	146.4
Exceptional loss		(5.0)	(212.6)
EXCEPTIONAL INCOME/(LOSS)	**6**	**(4.5)**	**(66.1)**
EMPLOYEE PROFIT-SHARING		**(75.1)**	**(77.5)**
INCOME TAX EXPENSE	**7**	**(57.0)**	**(49.4)**
NET INCOME		**436.0**	**853.3**

* The statement of income as of December 31, 2025 has been prepared in accordance with the new prospective rule ANC 2022-06, without any changes to the accounts as of December 31, 2024 (refer to Note 2 Significant Accounting Policies).

Balance sheet

Assets *(in millions of euros)*	Note	2025* Brut	2025* Amort./Depre.	2025* Net	2024 Net
		Year ended December 31,			
NON-CURRENT ASSETS NET		**8,376.1**	**(756.6)**	**7,619.6**	**7,468.0**
Intangible assets	10, 11, 12	765.0	(542.4)	222.6	255.0
Concessions, patents, licenses		*249.7*	*(189.9)*	*59.9*	*62.7*
Goodwill		*112.2*	*(26.9)*	*85.3*	*85.3*
Other intangible assets		*397.8*	*(325.6)*	*72.2*	*104.4*
Intangible assets in progress		*5.3*		*5.3*	*2.6*
Property and equipment	10, 11, 12	252.3	(160.1)	92.3	94.1
Machinery and equipment		*176.9*	*(131.2)*	*45.7*	*44.6*
Other property and equipment		*72.3*	*(28.8)*	*43.5*	*45.0*
Property and equipment in progress		*3.1*		*3.1*	*4.5*
Non-current financial assets	10, 11, 12	7,358.8	(54.1)	7,304.7	7,118.8
Investments in subsidiaries		*7,295.9*	*(48.2)*	*7,247.7*	*7,072.1*
Loans and advances to subsidiaries					*13.0*
Other long-term investment securities	*14*	*57.3*	*(5.7)*	*51.5*	*22.4*
Other financial assets		*5.6*	*(0.2)*	*5.4*	*11.4*
CURRENT ASSETS NET		**3,357.3**	**(9.7)**	**3,347.6**	**3,330.2**
Advance payments on account on orders		2.4		2.4	2.8
Receivables	13	1,054.7	(4.9)	1,049.8	1,001.2
Accounts receivable		*682.5*	*(4.9)*	*677.6*	*691.0*
Other receivables		*130.1*		*130.1*	*137.5*
Prepaid expenses		*241.7*		*241.7*	*168.4*
Subscribed capital – called-up, unpaid		*0.4*		*0.4*	*4.3*
Marketable securities	14	2,297.7	(4.8)	2,292.9	2,326.3
Treasury shares		*574.9*	*(4.7)*	*570.1*	*926.7*
Marketable securities		*1,722.8*	*(0.1)*	*1,722.8*	*1,389.6*
Cash and cash equivalents	14	2.5		2.5	9.9
DEBT ISSUANCE COSTS	**17**	**2.2**		**2.2**	**3.4**
BOND REDEMPTION PREMIUMS	**17**	**3.1**		**3.1**	**4.4**
FOREIGN CURRENCY TRANSLATION ADJUSTMENT ASSETS		**0.7**		**0.7**	**3.3**
TOTAL ASSETS		**11,739.4**	**(766.3)**	**10,973.2**	**10,809.3**

* The balance sheet as of December 31, 2025 has been prepared in accordance with the new prospective rule ANC 2022-06, without any changes to the accounts as of December 31, 2024 (refer to Note 2 Significant Accounting Policies).

Liabilities *(in millions of euros)*	Note	Year ended December 31, 2025*	2024
SHAREHOLDERS' EQUITY	**15**	**6,626.4**	**6,504.6**
Capital		134.2	134.0
Share and contribution premiums		1,508.4	1,488.9
Legal reserve		13.6	13.5
Retained earnings		4,520.4	4,009.7
Income for the fiscal year		436.0	853.3
Investment grants		4.3	-
Regulated provisions		9.5	5.2
PROVISIONS FOR CONTINGENCIES AND LOSSES	**16**	**437.5**	**706.7**
Provisions for contingencies		4.8	10.1
Provisions for losses		432.8	696.6
LIABILITIES		**3,908.8**	**3,594.2**
Other bonds	17	2,051.6	2,051.6
Borrowings and other financial liabilities	17	559.3	466.3
Advance payments on account received on orders in progress		6.4	6.0
Trade payables	18	166.5	149.6
Tax and social liabilities	18	258.2	264.9
Trade payables for fixed assets	18	7.0	1.9
Other liabilities	18	598.3	423.4
Unearned revenue	18	261.5	230.5
FOREIGN CURRENCY TRANSLATION ADJUSTMENT LIABILITIES		**0.4**	**3.7**
TOTAL LIABILITIES		**10,973.2**	**10,809.3**

* The balance sheet as of December 31, 2025 has been prepared in accordance with the new prospective rule ANC 2022-06, without any changes to the accounts as of December 31, 2024 (refer to Note 2 Significant Accounting Policies).

Notes to the annual financial statements

Note 1 Description of Business and Key Events of the Year

Description of business

Dassault Systèmes SE ("the Company") provides broad end-to-end software solutions and services: its 3D UNIV+RSES - made of multiple virtual twin experiences that are powered by artificial intelligence and developed on the 3DEXPERIENCE platform - combine modeling, simulation, data science, and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise twelve industries:

- *Manufacturing Industries:* Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- *Life Sciences & Healthcare:* Life Sciences & Healthcare. In this sector, the Company aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem from research to commercial, the Company's solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, medical practices, and Medtech;
- *Infrastructure & Cities:* Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In this sector, the Company supports the virtualization of infrastructure and cities in making its industries more efficient and sustainable, and creating desirable living environments.

Dassault Systèmes SE (LEI code: 96950065LBWY0APQIM86) is a European company *(Societas Europaea)* incorporated under the laws of France on June 9, 1981 for a 99-year term starting on the date of its registration, until August 4, 2080. The Company's registered office is located in France, 10 rue Marcel Dassault, 78140 Vélizy- Villacoublay.

Dassault Systèmes shares are listed in France on Euronext Paris. Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family, is the main shareholder (refer to Note 15 Shareholders' Equity).

These annual financial statements were established under the responsibility of the Board of Directors on March 24, 2026.

Key Events of the Year

Employee shareholding

In 2025, the Company offered an employee shareholding plan "TOGETHER 2025".

This plan allows employees, in most countries, to subscribe to a leveraged shareholding plan with a discounted preferential rate of 15% compared to the arithmetic average of the price of the Dassault Systèmes share weighted by the volumes traded on the Euronext market during the 20 sessions preceding the date on which the subscription price is set. The subscription price has thus been set to €28.20 on May 15, 2025.

Once subscriptions are made, no period of service is required. The shares must be kept for a period of five years, except for cases of early release covered by plan rule.

The plan was implemented on June 27, 2025, with the related capital increase of the Company for a total of €111.3 million. In order to neutralize the dilutive effect of this plan, the Company repurchased, from April to May 2025, some treasury shares, then cancelled them on September 18, 2025 for a total of €130.5 million (refer to Note 15 Shareholders' Equity).

Share transfer agreement

In 2020 and 2024, the Group entered into agreements with the employees and executives of Centric Software, Inc. ("Centric Software") and its subsidiaries regarding the shares they hold or may come to hold in Centric Software, including following the exercise of stock options or the granting of performance shares. In connection with the exercise of put options by minority shareholders, in September 2025, the Company exchanged treasury shares for Centric Software securities (refer to Note 5 Financial Income, Net and Note 20 Other Commitments and Contingencies). The Centric Software securities were then resold to Dassault Systemes Americas Corp., Centric Software's parent company.

Exceptional and temporary corporate income tax

The 2025 Finance Act introduced a temporary special contribution on corporate income tax, payable by companies at a rate of 20.6% of the income tax if their turnover, or that of their tax group, is greater than or equal to €1 billion, and at a rate of 41.2% if this turnover is greater than or equal to €3 billion.

This contribution is based on the average corporate income tax due for the fiscal year in which the contribution is payable and for the previous fiscal year, calculated on the total taxable income of the tax group.

The Company's contribution amounts to €18.7 million by application of a rate of 20.6%. As no other French subsidiaries are included in the tax consolidation and exceed the eligibility thresholds, the entire contribution is payable by the Company.

Mergers

As part of its program to simplify the organization of its legal entities throughout the world, Dassault Systèmes SE carried out the merger operation through *Universal Transmission of Assets (TUP)* of Amcad Engineering SAS on April 4, 2025. This TUP results in a merger loss valued at €1.9 million, recorded in intangible assets.

Post-closing events

None.

Note 2 Significant Accounting Policies

The financial year lasts for 12 months from January 1 to December 31.

The annual financial statements for the fiscal year ended December 31, 2025 are prepared and presented using the same principles as those used last year, with the exception of the first application of the rule ANC n° 2022-06 relating to the modernization of financial statements amending the rule ANC 2014-03 related to the French General Chart of Accounts (PCG).

In particular, the annual financial statements are prepared in accordance with the principle of prudence, the principle of continuity of accounting methods from one year to the next, the independence of financial years, and under the going concern assumption. Assets and liabilities are initially recorded at historical cost.

Change in accounting policy

The application of this new rule has changed the definition of extraordinary income as follow:

- income and expenses "directly related to a major and unusual event";
- changes in accounting policy that the entity is required to recognize in income rather than equity due to the application of tax rules;
- corrections of errors (unless the entry was directly charged to equity);
- and purely tax-related accounting entries, such as the creation or reversal of regulated provisions (including tax derogation depreciation).

The application of this new rule on January 1, 2025, had a significant impact on the recognition of expenses and income related to performance share plans granted to employees of the Company's subsidiaries, as well as plans granted to Mr. Bernard Charlès when he was Chief Executive Officer. The reclassifications are presented below:

(in millions of euros)	2025 ANC 2014-03	Performance share plans	2025 ANC 2022-06
Salaries	(458.0)	(19.1)	(477.1)
Social contributions	(233.1)	(11.0)	(244.0)
OPERATING INCOME	**(691.1)**	**(30.0)**	**(721.1)**
Financial Income	149.4	87.2	236.6
Financial Expense	(125.5)	(87.2)	(212.7)
FINANCIAL INCOME	**23.9**	**0.0**	**23.9**
Exceptional Income	87.7	(87.2)	0.5
Exceptional Loss	(122.2)	117.2	(5.0)
EXCEPTIONAL INCOME/(LOSS)	**(34.5)**	**30.0**	**(4.5)**

The new rule ANC 2022-06 also introduces a new presentation of the balance sheet and income statement, requiring, in particular, a greater breakdown of certain categories of accounts. The 2024 balance sheet and income statement have been restated in comparison with the 2025 balance sheet and income statement in accordance with the requirements of the new regulation. The impact of the changes in presentation, and the 2024 balance sheet and income statement as approved by the Board of Directors and published, are presented in Note 22 Additional information.

Significant accounting policies are applied as follows:

Revenue

The Company derives revenue from three primary sources: (i) licenses, other software revenue, subscription and support (which includes software license updates and technical support); (ii) consulting and training services; and (iii) royalties from distribution agreements signed with the Company's subsidiaries.

Revenues are disclosed net of taxes collected from customers and remitted to governmental authorities.

The Company accounts for a contract with a customer when there is a written agreement that creates legally enforceable rights and obligations, including payment terms, when this contract has commercial substance and when collection consideration is probable. A performance obligation is a promise to transfer products or services that are distinct from the other promises in a contract with a customer.

Revenue is recognized when, or as, control of a promised product or service is transferred to a customer, in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those products or services.

The Company's products are also sold by value-added resellers that are most often assessed as principal in the transaction because they generally have the primary responsibility for fulfillment to the end-customer. As a result, most of the time the Group recognizes revenue in the amount of the fee it expects to be entitled to, i.e., the consideration paid by the distributor, assuming all other revenue recognition criteria are met.

Licenses, subscription, support and other software revenue

Software license revenue represents fees earned from granting customers licenses to use the Company's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the customer.

Subscription contracts generally have a term of between one-year and five-year, and include an on-premise software license and software support. Revenue from on premise license is generally recognized linearly over the contractual term.

Subscription revenue also is derived from access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. Revenue from cloud subscription is generally recognized linearly over the contractual term.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term. Revenue from support is recognized on a straight-line basis over the term of the support agreement as the Company has a stand ready obligation to provide services.

Recurring fees for subscription and support are reported within "Software Revenue".

Services Revenue

Services revenue consist primarily of fees from consulting services in process optimization and in methodology for design, deployment and support, and training services. Services generally do not require significant modification or customization of software products, and are accounted for separately to the extent they are not essential to the functionality of software products.

Performance obligations from fixed price contracts are usually satisfied over time. The revenue is recognized using percentage of completion based on the labor costs incurred to date as a percentage of the total estimated labor costs to fulfill the contract.

Service revenues derived from time and material contracts are recognized over time on an output basis as labor hours are delivered or direct project expenses are incurred.

Royalties from distribution agreements between the Company and its subsidiaries

Agreements between the Company and its subsidiaries grant distribution rights of the Company's softwares in their respective markets. In consideration for the use of these rights, the Company invoices royalties to its subsidiaries, determined in such a way as to guarantee the distribution subsidiaries an operating margin in line with the arm's length principle. Royalties are accounted for when sales are made by resellers.

All transactions with related parties are conducted under normal market conditions.

Research and development

Research costs are expensed as incurred.

Costs incurred to develop computer software products include mainly payroll and other headcount-related costs. They also include amortization expense, lease and maintenance costs of computer equipment used for product development, software expenditures and costs of information technology and communication.

Due to specificities in the software industry, the Company has determined that technological feasibility is the key criteria to capitalize development expenditure as it is generally the last criteria to be met. Currently, the risks and uncertainties inherent in the software development process make it difficult to demonstrate technological feasibility before a working prototype has been completed, which generally occurs shortly before the commercial release of its software products. As a consequence, costs incurred after technological feasibility is established that could potentially be capitalized are not material.

Research and development tax credits are recognized as a deduction to the income tax expense.

Intangible assets, property and equipment

Intangible assets, property and equipment are recognized at cost, including ancillary expenses, when they are purchased, at their production cost when they are produced internally, and at their integration value.

Under the rule ANC n° 2015-06 dated November 23, 2015, technical deficits from mergers and goodwill have been allocated to their underlying assets (principally technology and customer relationship) and amortized if necessary since January 1, 2016 except for residual goodwill considered as permanent and not amortized. All these assets are subject to impairment tests every year, generally by estimating future cash flows to determine their economic value.

The Company has assessed the risks and opportunities related to climate change and has not identified at this stage any significant impact that could change the estimated useful lives of property and equipment.

The useful life of intangible assets, property and equipment is presented in the Note 11 Depreciation and Amortization.

Non-current Financial Assets

Investments in subsidiaries are recognized at cost without revaluation of the transaction currencies. Expenses directly related to the acquisition of equity securities are included in the acquisition cost of these securities. Loans and advances to subsidiaries are valued at their net realizable value.

At least once a year, the Company reviews the net realizable value of its investments and loans to subsidiaries. The net realizable value of securities takes into account the amount of shareholders' equity, long-term profitability of the different activities and strategic factors based on assumptions and estimates which may have a significant impact. The Company use valuation models according to the activities including principally, for distribution and service, a comparable method based on stock market ratios and, for software operations, a method based on projected cash flows. An impairment loss is recognized if the net realizable value is less than the carrying value for a long period of time.

The Company has assessed the risks and opportunities related to the climate change and has not identified at this stage any significant risk requiring a provision for risk.

Treasury Shares

The Company implements a share repurchase program under the authorization granted to the Board of Directors by the Shareholders' General Meeting.

At year-end, these shares are recorded and values according to their allocation:

- treasury shares acquired under a liquidity contract are recorded under "Other long-term investment securities". These shares are written down where the average share price over the last month of the fiscal year is below their purchased price;
- treasury shares acquired under the Centric Software share exchanges are recorded under "Other long-term investment securities". These shares are written down where the average share price over the last month of the fiscal year is below their purchased price;
- treasury shares acquired for the express purpose of being used in a future capital reduction are also classified under "Other long-term investment securities". These shares are not written down to reflect their market price if lower;
- treasury shares acquired for the purpose of performance share plans but non allocated to a specific plan are recorded under "Marketable securities". These shares are written down where the average share price over the last month of the fiscal year is below their purchased price;
- treasury shares acquired for the purpose of performance share plans and allocated to a specific performance share plans or to Employee shareholding plan are recorded under "Marketable securities", either at their acquisition cost if the shares were allocated from the beginning of the plan, or at their net book value at the reclassification date if they were allocated after their acquisition. These shares are not subject to a provision for impairment because they are set aside to be granted.

Treasury shares are valued using the first-in, first-out (FIFO) method.

For further information about provisions in respect of Group performance share plans, see the below Provisions for Contingencies and losses section.

Marketable Securities

Marketable securities are initially recorded at cost and are depreciated, when applicable, by referring to their quoted price in an active market at year-end.

Operating receivables and payables

Trade receivables are reported at their net receivable value and trade payables are reported at their nominal value. For trade receivables, an allowance is recorded when the net realizable value is lower than the carrying value taking into account, in particular, aging and risk of non-collectability.

Foreign currency transactions

Transactions in foreign currencies are recorded in euros in the income statement at the exchange rate of the last day of the previous month, except for significant transactions, which are booked at the exchange rate of the transaction date. Receivables, payables and cash in foreign currencies are converted to euros in the balance sheet at the closing exchange rate or at the hedged rate when they are subject to exchange rate hedging. The conversion differences are recorded on the balance sheet in "Unrealized Exchange Losses/Gains". In the event of unrealized losses, a provision for contingencies (exchange loss) is recorded.

Provisions for Contingencies and losses

Provisions for contingencies and losses are recognized when liabilities to cover are probable to generate outflows of resources resulting from a present obligation. These provisions are estimated to take into account the most probable hypothesis at the closing date.

A provision for charges related to the attribution of performance share plans is based as follows:

- the acquisition period over which the expense is recognized;
- the estimate that beneficiaries stay until the vesting date, determined on the basis of rates observed in past plans;
- the probability to reach the performance conditions, based on their progress and their probability of occurrence;
- the acquisition share price, corresponding to the weighted average of the costs on the dates the shares were allocated and the stock market price on the closing date if the plan is not fully hedged;
- the market share price of the end of the month for the related social contribution.

The expense related to beneficiaries who are employees and executives of the Company is recognized in personnel costs in the income statement for the total foreseeable costs relating to the rights to receive Dassault Systèmes SE shares.

The expense related to beneficiaries who are employees of the Company's subsidiaries is recognized in "Provisions" in the financial income without taking into account the vesting period, offset by an accrued income in "Other financial income" for the same amount, representing the recharge to subsidiaries due on maturity dates of the plans.

Derivatives

The Company may choose to manage exposure to foreign currency and interest rates with regards to revenue and cost generated by its ongoing and predictable activity. The Company may also mitigate a given foreign currency exposure linked to specific operations.

In order to hedge foreign currency exposure, the Company uses, as needed, foreign exchange contracts or financial instruments for which total maximum losses are known from the outset.

Hedging activities are generally carried out and managed by the Company for its own account and on behalf of its subsidiaries. In certain cases, however, the Company may authorize selected subsidiaries to enter into hedging instruments directly.

The fair market values of derivative instruments were determined by financial institutions using market prices and option pricing models.

Interest rate derivatives

Financial income and expense resulting from the use of derivatives are recorded in the income statement in the same manner as income and expense from the covered transactions when the derivatives are considered to be hedging transactions from an accounting perspective.

Exchange rate derivatives

Exchange rate derivatives contribute to the Company currency position. Unrealized losses on these derivatives are taken into account in determining the provision for unrealized exchange losses.

Isolated open position

Any transaction that does not qualify as a hedge is classified in a category called "isolated open position". The accounting treatment is as follows:

- derivatives are recorded in the balance sheet against transitional accounts at their fair value;
- a provision for unrealized losses derivatives is booked impacting the profit and loss account.

Information about the entity that prepares the consolidated financial statements

Entity preparing the consolidated financial statements of the largest group of entities of which the entity is a part as a subsidiary	Groupe Industriel Marcel Dassault SAS 9, Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris 400 628 079 Copies of the consolidated financial statements are available at the Company's headquarters
Entity preparing the consolidated financial statements of the smallest group of entities included in the group of entities referred to above, of which the entity is a part as a subsidiary	Dassault Systèmes SE 10, rue Marcel Dassault – 78140 Vélizy-Villacoublay 322 306 440 Copies of the consolidated financial statements are available at the Company's headquarters

Note 3 Operating Revenue

Revenue Breakdown

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Licenses revenue	104.5	111.2
Subscription and Support revenue	731.3	693.8
Royalties	1,017.9	1,010.2
TOTAL SOFTWARE REVENUE	**1,853.8**	**1,815.1**
Services revenue	87.4	93.4
Other revenue	576.3	554.3
TOTAL REVENUE	**2,517.5**	**2,462.9**

The breakdown of software revenue by geographic area is as follows:

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Europe	1,060.4	1,025.4
Asia	473.8	463.5
Americas	319.5	326.2
TOTAL SOFTWARE REVENUE	**1,853.8**	**1,815.1**

Other Revenue

Other revenue consists mainly in recharges of shared costs and central services, which are performed for the benefit of the Company's subsidiaries and in revenue from R&D activities subcontracted to affiliates.

Note 4 Personnel Costs

Personnel costs are broken down as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Salaries	477.1	511.5
of which performance share plans granted to employees and executives	*85.3*	*126.9*
Social contributions	244.0	215.8
of which performance share plans granted to employees and executives	*37.0*	*7.9*
TOTAL PERSONNEL COSTS	**721.1**	**727.3**

The decrease of salaries is mainly due to lower expenses related to performance share plans granted to employees and executives of the Company. This decrease is partially offset by the reclassification to operating income of the expense related to certain of these plans (refer to Note 2 Significant Accounting Policies).

The increase of social contributions is mainly due to the social contribution rate from 20% to 30% applied to performance share plans (refer to Note 8 Performance Shares).

Average Headcount by Category

Salaried employees by category	Year ended December 31, 2025	2024
Non fixed time employees (“cadres”)	4,954	4,814
Fixed time employees (“non cadres”)	18	19
TOTAL AVERAGE HEADCOUNT *(in full time equivalents)**	**4,972**	**4,833**

* Apprentices and professional training contractors excluded.

The Company average headcount increased notably as a result of recruitment carried out mainly at the end of 2024 to serve the growth of the Group and the investments in research and development.

Compensation of Executives

The compensation of the Company’s executive officers was entirely paid by Dassault Systèmes SE. The amounts below relate to Mr. Bernard Charlès, and Mr. Pascal Daloz:

(in thousands of euros)	Year ended December 31, 2025	2024
Salaries	3,950	5,180
Benefits in kind	20	20
Directors’ fees*	114	114
TOTAL COMPENSATION OF EXECUTIVES	**4,084**	**5,313**

* The Directors’ fees presented here corresponded to payments made in 2025 for 2024. The Directors’ fees earned for 2025 totaled €136.8 thousand paid in 2026.

Note 5 Financial Income, Net

Net financial income is as follows:

(in millions of euros)	Year ended December 31, 2025	2024
Dividends received	56.6	417.0
Revenue from disposals of investment securities	47.0	65.8
Interest income	3.7	3.6
Financial income from investments	**107.3**	**486.3**
Reversals of provisions for impairment of investments	103.7	15.5
Additions of provisions for impairment of investments	(26.4)	(1.4)
Other interest expense	(28.0)	(36.9)
Foreign exchange income	12.5	11.2
Foreign exchange expense	(13.9)	(10.9)
Expense from disposals of marketable securities	(23.2)	-
Other financial income	13.1	49.4
Other financial expense	(121.1)	-
FINANCIAL INCOME, NET	**23.9**	**513.2**

Reversals of provisions for impairment of investments are mainly due to the vesting of the performance share plans related to employees of the Company's subsidiaries and the reversal of impairment losses on financial investments (refer to Note 12 Provision for impairment of assets).

Expense from disposals of marketable securities corresponds to the recognition of losses on treasury shares between the dates of acquisition and allocation to performance share plans.

Other financial expense corresponds to the vesting of the performance share plans related to employees of the Company's subsidiaries and the recognition of losses on treasury share in relation to the exchanged treasury shares for Centric Software securities (refer to Note 1 Description of Business and Key Events of the Year).

Note 6 Exceptional Income/Loss

Exceptional loss for the year ended December 31, 2025 is €4.5 million compared to a loss of €66.1 million for the year ended December 31, 2024 and corresponds mainly in tax derogation depreciation.

The decrease in exceptional income reflects mainly the rule ANC 2022-06 (refer to Note 2 Significant Accounting Policies).

Note 7 Income Tax

The Company is the head of a French tax group, including 5 entities at the end of December 2025.

The tax integration agreement states that the income tax burden is born by each entity member of the tax group as if it were taxed separately: each bears the income tax burden that would have been its own in the absence of integration. However, the parent company of the tax group retains the benefit of or bears the cost of the difference resulting from the application of the tax consolidation regime (with the exception of certain events). As a stand-alone entity, the Company income tax would have amounted to €51.2 million in 2025.

The breakdown of income tax between current income and exceptional loss for the year ended December 31, 2025, is as follows:

(in millions of euros)	**Income before tax**	**Tax (expense) credit**	**Income after income tax**
Current income	572.5	(83.7)	488.8
Exceptional loss*	(79.6)	26.8	(52.8)
TOTAL	**493.0**	**(57.0)**	**436.0**

* Exceptional loss includes exceptional items and employee profit-sharing.

Details of tax credits, recorded in statement of income, for the year ended December 31, 2025, is as follows:

(in millions of euros)	**2025**
Research tax credit	27.9
Other tax credits	1.7
TOTAL	**29.6**

The effective income tax rate for the year ended December 31, 2025 was 11.6% and increased against the 5.5% in 2024. This increase is mainly due to the exceptional contribution of 20,6% (refer to Note 1 Description of Business and Key Events of the Year).

Increases and Reductions in Future Income Tax Payable

Increases and reductions in future income tax payable are evaluated on the basis of the standard corporate tax rate, plus social security contribution on profits. The 2025 tax rate for long-term temporary differences does not take into account the temporary special contribution on corporate income tax.

	Year ended December 31,	
(in millions of euros)	**2025**	**2024**
Nature of temporary differences		
SHORT TERM (30.98% TAX RATE FOR 2025 AND 25.83% FOR 2024)	**48.3**	**51.6**
Provision for employee profit-sharing	38.3	39.3
Depreciation of receivables	4.8	4.3
Other	5.2	7.9
LONG TERM (25.83% TAX RATE FOR 2025 AND 2024)	**57.9**	**53.2**
Provision for post-employment benefits	57.7	51.0
Other	0.2	2.2
TOTAL TEMPORARY DIFFERENCES	**106.2**	**104.7**
Net reduction of the future corporate tax debt		
30.98% short term tax rate for 2025 and 25.83% for 2024	15.0	13.3
25.83% long term tax rate for 2025 and 2024	15.0	13.7

Note 8 Performance Shares

New plans granted in 2025

Plan 2025-A

Pursuant to an authorization granted by the Shareholders' General Meeting held on May 22, 2025, the Board of Directors decided, the same day, to grant 4,159,881 performance shares (Plan 2025-A) to some employees and executives of the Group.

The shares of this 2025-A plan shall be acquired subject to the end of a period of three years. They shall vest, in full or in part, if some performance criteria are achieved, and the beneficiary is still an employee, an executive or a corporate officer of the Group at the end of a service period ending on November 22, 2027.

Plans 2025-M1 and 2025-M2

The Boards of Directors also decided respectively on May 22, 2025 and on September 18, 2025 to grant 922,746 performance shares (Plan 2025-M1) and 4,844 shares (Plan 2025-M2) to some employees and executives of the Group.

Such shares shall be acquired at the end of a period of one year (tranche 1), two years and two days (tranche 2) and three years (tranche 3) from the grant date. They shall vest, in full or in part, if the beneficiary is still an employee or an executive of the Group at the end of these periods and provided certain performance conditions are achieved.

A summary of the Group's performance share plans is as follows:

Plans	2021-A	2021-B	2021-M1	2021-M2	2022-A1
Date of Shareholders' General Meeting	05/26/2021	05/26/2021	N/A	N/A	05/26/2021
Date of grant by Board of Directors	06/29/2021	06/29/2021	06/29/2021	09/22/2021	05/19/2022
Total number of shares granted	741,569	300,000	175,371	16,982	3,690,907
Restated total number of shares granted (1)	3,707,845	1,500,000	876,855	16,982	3,690,907
Acquisition period *(in years)* (2)	Two or Four (3)	Two or Four (3)	One, Two, Three or Four (3)	One, Two, Three or Four (3)	Three
Performance conditions	See note (4)	See note (4)	See note (5)	See note (5)	See note (6)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	See note (13)	See note (13)

Plans	2022-B	2022-M1	2022-A2	2022-M2	2023-A
Date of Shareholders' General Meeting	05/26/2021	N/A	05/26/2021	N/A	05/24/2023
Date of grant by Board of Directors	05/19/2022	05/19/2022	09/21/2022	09/21/2022	05/24/2023
Total number of shares granted	1,500,000	817,809	28,523	24,264	3,707,133
Restated total number of shares granted (1)	1,500,000	817,809	28,523	24,264	3,707,133
Acquisition period *(in years)* (2)	Three	One, Two, or Three (3)	Three	One, Two, or Three (3)	Three
Performance conditions	See note (6)	See note (5)	See note (6)	See note (5)	See note (7)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	See note (13)	See note (13)

Plans	2023-B	2023-M1	2023-M2	2024-A	2024-M1
Date of Shareholders' General Meeting	05/24/2023	N/A	N/A	05/24/2023	N/A
Date of grant by Board of Directors	05/24/2023	05/24/2023	09/20/2023	05/22/2024	05/22/2024
Total number of shares granted	1,500,000	926,310	28,003	4,377,215	878,771
Restated total number of shares granted (1)	1,500,000	926,310	28,003	4,377,215	878,771
Acquisition period *(in years)* (2)	Three	One, Two, or Three (3)	One, Two, or Three (3)	Three	One, Two, or Three (3)
Performance conditions	See note (7)	See note (8)	See note (8)	See note (9)	See note (10)
Performance conditions is reached at December 31, 2025	See note (13)	See note (13)	See note (13)	N/A	See note (13)

Plans	2024-M2	2025-A	2025-M1	2025-M2
Date of Shareholders' General Meeting	N/A	05/22/2025	N/A	N/A
Date of grant by Board of Directors	09/18/2024	05/22/2025	05/22/2025	09/18/2025
Total number of shares granted	35,166	4,159,881	922,746	4,844
Restated total number of shares granted (1)	35,166	4,159,881	922,746	4,844
Acquisition period *(in years)* (2)	One, Two, or Three (5)	Three	One, Two, or Three (5)	One, Two, or Three (5)
Performance conditions	See note (10)	See note (11)	See note (12)	See note (12)
Performance conditions is reached at December 31, 2025	See note (13)	N/A	See note (13)	See note (13)

(1) Presented in order to reflect the five-for-one share split effected on July 7, 2021.

(2) For the 2021-M1, 2021-M2, 2022-M1, 2022-M2, 2023-M1, 2023-M2, 2024-M1, 2024-M2, 2025-M1 and 2025-M2 plans, subject to the condition that the beneficiary be an employee or a Director of the Group at the acquisition date. The presence period is one year and a half and three years for the 2021-A and 2021-B plans (respectively for tranches 1 and 2), and two years and a half for the 2022-A1, 2022-B, 2022-A2, 2023-A, 2023-B, 2024-A and 2025-A plans.

(3) Share acquisition divided into two tranches for 2021-A and 2021-B plans, the first having vested on June 29, 2023 and the second vesting on June 30, 2025. Share acquisition divided into four tranches for 2021-M1 (respectively vesting on June 29, 2022, June 29, 2023, July 1, 2024 and June 30, 2025) and 2021-M2 (respectively vesting on September 22, 2022, September 22, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2022-M1 (respectively vesting on May 19, 2023, May 20, 2024 and May 19, 2025) and 2022-M2 (respectively vesting on September 21, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2023-M1 (respectively vesting on May 24, 2024, May 26, 2025 and May 26, 2026) and 2023-M2 (respectively vesting on September 20, 2024, September 22, 2025 and September 21, 2026). Share acquisition divided into three tranches for 2024-M1 (respectively vesting on May 22, 2025, May 22, 2026 and May 24, 2027) and 2024-M2 (respectively vesting on September 18, 2025, September 18, 2026 and September 20, 2027). Share acquisition divided into three tranches for 2025-M1 (respectively vesting on May 22, 2026, May 24, 2027 and May 22, 2028) and 2025-M2 (respectively vesting on September 18, 2026, September 20, 2027 and September 18, 2028).

(4) For the 2021-A and 2021-B plans, performance condition measured based on the growth of the non-IFRS diluted EPS for the year 2022 (tranche 1) and the year 2024 (tranche 2), neutralized from currency effects, compared to that of the year 2020 (non-vesting condition).

(5) For the 2021-M1 and 2021-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2021, 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2022-M1 and 2022-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition).

(6) For the 2022 plans (2022-M1, 2022-A2, 2022-M2 excluded): performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024, and the one achieved in the year 2021 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares. For the 2022-A2 plan, performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024 and the one achieved in 2021 (vesting condition).

(7) For the 2023-A and 2023-B plans, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2025, neutralized from currency effects, and the one achieved in 2022 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(8) For 2023-M1 and 2023-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 40% on the growth of the non-IFRS diluted EPS for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), neutralized from currency effects, compared to that of the year 2022 (non-market vesting condition); for a weight of 40% on the growth neutralized from currency effects of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(9) For the 2024-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2026, neutralized from currency effects, compared to that of the year 2023 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of this plan (see below).

(10) For 2024-M1 and 2024-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 30% on the growth of the non-IFRS diluted EPS for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the year 2023 (non-market vesting condition); for a weight of 50% on the growth of the non-IFRS revenue and of the non IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). On May 22, 2025, the Board of Directors modified the rules of these plans (see below).

(11) For the 2025-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth of the non-IFRS diluted EPS of the Group for the year 2027, neutralized from currency effects, compared to that of the year 2024 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible and the one deemed aligned within the meaning of EU Taxonomy ("Handprint"), ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). These various ESG criteria are applicable to all beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. Given the applicable U.S. regulations, the Board of Directors decided to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by a Dassault Systèmes U.S. group company.

(12) For 2025-M1 and 2025-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 50% on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2025 (tranche 1), 2026 (tranche 2) and 2027 (tranche 3), neutralized from currency effects, compared to that of the reference year (non-market vesting condition); for a weight of 30% on the growth of the non-IFRS diluted EPS of the Group for the years 2025 (tranche 1), 2026 (tranche 2) and 2027 (tranche 3), neutralized from currency effects, compared to that of the year 2024 (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible and the one deemed aligned within the meaning of EU Taxonomy ("Handprint"), and ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria). These various ESG criteria are applicable to all beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. Given the applicable U.S. regulations, the Board of Directors decided to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by Medidata Solutions, Inc or its subsidiaries.

(13) Performance conditions related to the following plans have been fulfilled at 100%: 2021-A (tranche 2), 2021-B (tranche 2), 2022-A1, 2022-B and 2022-A2. Performance conditions related to the following plans have been fulfilled at 80%: 2023-M1 (tranche 2) and 2023-M2 (tranche 2). Performance conditions related to the following plans have been fulfilled at 75%: 2021-M1 (tranche 4), 2021-M2 (tranche 4), 2022-M1 (tranche 3), 2022-M2 (tranche 3), 2024-M1 (tranche 1) and 2024-M2 (tranche 1). Performance conditions related to the following plans will be measured by the March 24, 2026 Board of Directors: 2023-A, 2023-B, 2023-M1 (tranche 3), 2023-M2 (tranche 3), 2024-M1 (tranche 2), 2024-M2 (tranche 2), 2025-M1 (tranche 1) and 2025-M2 (tranche 1).

Changes to performance shares and stock options plans granted in 2024 and 2023

On May 22, 2025, the Board of Directors amended the rules of the 2024-A, 2024-M1, 2024-M2, 2023-A, 2023-M1, 2023-M2 performance share plans and the 2023-01 stock options plan. Given the evolution of the U.S. regulations, the Board of Directors has resolved to apply exclusively the criterion i) ("Handprint") and the criterion ii) (Science-Based Targets objectives) for the beneficiaries employed by a Dassault Systèmes U.S. group company at any time during the acquisition period (2024-A, 2023-A and 2023-01 plans) and for the beneficiaries employed by Medidata Solutions, Inc or its subsidiaries (2024-M1, 2024-M2, 2023-M1, 2023-M2) with option of reinstatement in the event of future changes in applicable regulations.

Note 9 Research and Development Expense

In 2025, the Company recorded a total of €417.8 million of research and development expenses, representing 22.5% of software revenue. This amount reflects a full-cost basis including IT and facility costs, as well as employee profit sharing for research and development teams, net of intercompany recharges and grants.

Note 10 Fixed Assets

	Year ended December 31,							
		Addition			Disposal			
(in millions of euros)	2024	Reclassification	Acquisitions	Mergers/ Assets transfers	Reclassification	Sales/TUP	Scrap of assets	2025
Concessions, patents, licenses	243.6	3.5	2.8	0.1	-	-	(0.3)	249.7
Goodwill	112.2	-	-	-	-	-	-	112.2
Other intangible assets	396.7	0.1	-	1.9	(0.9)	-	-	397.8
Intangible assets in progress	2.6	-	6.2	-	(3.5)	-	-	5.3
INTANGIBLE ASSETS	**755.1**	**3.6**	**9.0**	**2.0**	**(4.4)**	**-**	**(0.3)**	**765.0**
Machinery and equipment	158.3	3.4	13.2	2.0	-	-	-	176.9
Other property and equipment	68.2	2.6	2.0	0.1	-	-	(0.6)	72.3
Property and equipment in progress	4.5	-	4.6	-	(6.0)	-	-	3.1
PROPERTY & EQUIPMENT	**231.0**	**6.0**	**19.8**	**2.1**	**(6.0)**	**-**	**(0.6)**	**252.3**
Investments in subsidiaries	7,149.8	-	155.6	-	-	(9.6)	-	7,295.9
Loans and advances to subsidiaries	13.0	-	-	-	-	(13.0)	-	0.0
Other long-term investment securities*	22.4	189.3	392.3	-	(6.9)	(539.8)	-	57.3
Other financial assets	11.4	-	249.1	-	-	(254.9)	-	5.6
NON CURRENT FINANCIAL ASSETS	**7,196.6**	**189.3**	**797.0**	**-**	**(6.9)**	**(817.3)**	**-**	**7,358.8**
TOTAL	**8,182.8**	**198.9**	**825.8**	**4.1**	**(17.2)**	**(817.3)**	**(0.8)**	**8,376.1**

* Reclassifications of other long-term investment securities correspond to transfers of marketable securities (refer to Note 14 Treasury).

Residual goodwill considered as non-depreciable asset, amounted to €85.3 million net of provisions.

The amount of other intangible assets mainly corresponds to technical merger costs allocated to technologies and customer assets.

The property and equipment acquisitions were mainly related to renovations of the facilities and layouts of the 3DS Paris Campus and computer equipment.

The increase in subsidiaries corresponded to the capital increase of Dassault Systèmes International SAS.

The decrease in investments in subsidiaries was primarily driven by merger impact of Amcad Engineering SAS (refer to Note 1 Description of Business and Key Events of the Year).

The movements in other long-term investment securities were primarily due to the repurchase of treasury shares, on June 2025, for €137.4 million and their subsequent cancellation, on September 2025 in order to neutralize the dilutive effect of the employee shareholding plan "TOGETHER 2025" (refer to Note 1 Description of Business and Key Events of the Year), acquisitions and disposals of treasury shares under the liquidity contract (treasury shares movements), and acquisitions and disposals of treasury shares as part of the exchanged treasury shares for Centric Software securities (refer to Note 1 Description of Business and Key Events of the Year and to Note 20 Other Commitments and Contingencies).

Movements in other financial assets mainly correspond to acquisitions and disposals of treasury shares under the liquidity contract (cash movements).

Note 11 Assets Depreciation and Amortization

(in millions of euros)	Amortization period	Amortization method	Year ended December 31, 2024	Addition	Disposal	2025
Concessions, patents, licenses	3 to 5 years	Straight-Line	180.9	9.2	(0.3)	189.9
Other intangible assets	5 to 10 years	Straight-Line	292.2	33.4	-	325.6
INTANGIBLE ASSETS			**473.2**	**42.6**	**(0.3)**	**515.5**
Machinery and equipment	3 to 6 years	Straight-Line/ Degressive	113.7	17.5	-	131.2
Other property and equipment	10 years Over the term of the lease	Straight-Line	23.2	6.0	(0.4)	28.8
PROPERTY & EQUIPMENT			**136.9**	**23.5**	**(0.4)**	**160.1**
TOTAL			**610.0**	**66.1**	**(0.6)**	**675.5**

The increase in depreciation and amortization is mainly due to provisions for fixed assets depreciated on a straight-line basis. Only computer equipment is depreciated on a declining balance basis.

Note 12 Provision for impairment of assets

(in millions of euros)	Year ended December 31, 2024	Addition	Disposal	2025
Goodwill	26.9	-	-	26.9
INTANGIBLE ASSET	**26.9**	**-**	**-**	**26.9**
Investments in subsidiaries	77.8	-	(29.6)	48.2
Treasury shares	-	5.9	-	5.9
Other financial assets	-	-	-	-
NON CURRENT FINANCIAL ASSETS	**77.8**	**5.9**	**(29.6)**	**54.1**
Doubtful receivables	4.4	3.1	(2.7)	4.9
RECEIVABLES	**4.4**	**3.1**	**(2.7)**	**4.9**
Treasury shares	-	4.7	-	4.7
Marketable Securities	-	0.1	-	0.1
MARKETABLE SECURITIES	**-**	**4.8**	**-**	**4.8**
TOTAL	**109.1**	**13.9**	**(32.3)**	**90.8**

The impairment tests realized in 2025 on financial investments (refer to Note 2 Significant Accounting Policies) led to a reversal provision of €29.6 million.

The valorization of the treasury shares acquired for the exchanged treasury shares for Centric Software securities (refer to Note 1 Description of Business and Key Events of the Year and to Note 20 Other Commitments and Contingencies), recorded under non-current financial assets, and the treasury shares non allocated, recorded under marketable securities, led to a provision of €10.7 million (refer to Note 2 Significant Accounting Policies).

Note 13 Receivables

Gross receivables are as follows:

(in millions of euros)	Less than 1 year	More than 1 year	Year ended December 31, 2025	2024
Non-current receivables	-	**0.0**	**0.0**	**13.0**
Current receivables	**732.3**	**80.2**	**812.6**	**832.8**
Accounts receivable	602.2	80.2	682.5	695.3
Current accounts with debit balances	2.6	-	2.6	3.8
Tax and social receivables	110.8	-	110.8	108.8
Other receivables	16.7	-	16.7	25.0
Prepaid expenses	**146.3**	**95.4**	**241.7**	**168.4**
Subscribed capital – called-up, unpaid	**0.4**	-	**0.4**	**4.3**
TOTAL RECEIVABLES	**879.0**	**175.7**	**1,054.7**	**1,018.5**
Of which accrued income*			**321.9**	**365.8**

* Accounts receivable are mainly related to invoices issued to group and non-group customers.

The decrease of accounts receivable, including related companies, is mainly due a decrease in the recharge of performance share plans related to employees of the Company's subsidiaries, offset by billing in the last quarter of 2025 higher than the last quarter of 2024.

Tax receivables mainly comprise of corporate tax receivables and customer withholding taxes.

Prepaid expenses are mainly composed of IT services paid in advance amortized over a maximum 5-year period.

Note 14 Treasury

Marketable Securities and cash

Marketable securities primarily consist of investments in money market mutual funds and marketable debt securities with short-term maturities invested in euros and their risk of loss on value is low in case of interest rate changes.

Cash and marketable securities increased from €1,399.6 million at December 31, 2024 to €1,725.2 million at December 31, 2025 mainly due to cash flow generated by current operations and by the increase of its holding activities as well as centralized cash management of some of its subsidiaries.

Treasury Shares

Share repurchases are analyzed below as at December 31, 2025:

	Year ended December 31,				
(in millions of euros)	2024	Addition	Disposal	Reclassment	2025
	Non-Current Financial Assets (1)				
Number of treasury shares	671,015	12,660,982	(16,456,418)	5,292,639	2,168,218
Gross value	22.4	392.3	(539.8)	182.4	57.3
Provision for impairment	-	(0.2)	-	(5.7)	(5.9)
NET VALUE TREASURY SHARES	**22.4**	**392.1**	**(539.8)**	**176.7**	**51.3**
	Marketable Securities (2)				
	Treasury shares allocated to specific plans				
Number of treasury shares	18,936,047	2,262,165	(8,329,551)	1,999,644	14,868,305
Gross value	754.9	60.1	(343.4)	61.6	533.2
Provision for impairment	-	-	-	-	-
NET VALUE TREASURY SHARES	**754.9**	**60.1**	**(343.4)**	**61.6**	**533.2**
	Treasury shares available				
Number of treasury shares	4,740,441	4,118,421	-	(7,292,283)	1,566,579
Gross value	171.8	137.1	-	(267.2)	41.7
Provision for impairment	-	(4.7)	-	-	(4.7)
NET VALUE TREASURY SHARES	**171.8**	**132.3**	**-**	**(267.2)**	**36.9**

(1) The non-current financial assets are related to three separate items: a liquidity contract, repurchases of treasury shares canceled as part of the employee shareholding plan "TOGETHER 2025" (see Note 1 Business and significant events during the financial year), and treasury shares held to serve future share exchange transactions (see Note 1 Business and significant events during the financial year). These changes are detailed in Note 10 Fixed assets.

(2) The Shareholders' General Meeting of May 22, 2024 authorized the Board of Directors to implement a share repurchase program limited to 25.0 million of shares to cover, in particular, performance share plans. Under this authorization, the Company may not spend more than an annual aggregate amount of €1 billion.

Note 15 Shareholders' Equity

Share capital

Changes in share capital during the year ended December 31, 2025 are as follows:

	Number of shares authorized and issued	Par value *(in euro)*	Capital *(in euros)*
SHARES AS OF JANUARY 1	**1,339,674,751**	**0.10**	**133,967,475**
Capital increase	3,946,651	0.10	394,665
Capital decrease	(3,946,651)	0.10	(394,665)
Shares issued pursuant to exercise of share subscription options	2,131,517	0.10	213,152
SHARES AS OF DECEMBER 31	**1,341,806,268**	**0.10**	**134,180,627**

The increase and decrease of share capital are related to employee shareholding plan "TOGETHER 2025" (refer to Note 1 Description of business and Key Events of the year).

Shareholder base

On December 31, 2025, the share capital of the Company is held by:

(%)	**2025**	**2024**
Public	49.38	49.11
Groupe Industriel Marcel Dassault	39.91	39.97
Charles Edelstenne (1)	6.01	5.99
Bernard Charlès (2)	2.81	2.65
Treasury shares (3) and indirect treasury shares (4)	1.58	2.01
Pascal Daloz	0.31	0.27
TOTAL	**100.00**	**100.00**

On December 31, 2025, the voting rights in the Company are held by:

(in % of exercisable voting rights)	**2025**	**2024**
Groupe Industriel Marcel Dassault SAS	53.75	53.91
Public	34.23	34.25
Charles Edelstenne (1)	8.05	8.05
Bernard Charlès (2)	3.60	3.46
Pascal Daloz	0.37	0.33
TOTAL	**100.00**	**100.00**

(1) Including shares held in two family companies managed by Mr. Edelstenne.
At December 31, 2025, Mr. Edelstenne held 22,928,565 shares with all ownership rights and 16,910 shares through two family companies which he manages, representing a total of 1.71% of the capital and 2.27% of the exercisable voting rights, as well as 57,636,000 shares with "beneficial" rights *(usufruit)*. For the beneficial rights with respect to these 57,636,000 shares, representing 5.79% of the exercisable voting rights, Mr. Edelstenne can only exercise the right to vote on decisions of the General Meeting concerning the allocation of profits; the holders of the bare ownership rights *(nue-propriété)* exercise the voting rights for other resolutions in compliance with Article 11 of the by-laws.
For details related to the Company shares held by Mr. Edelstenne on December 31, 2024 and December 31, 2023, see paragraph 6.3.1. of Universal registration documents ("URD") for 2024 and 2023, respectively.

(2) Including shares and voting rights held by Mr. Charlès' wife and children. As their proxy, Mr. Charlès exercises the voting rights for all resolutions submitted to the Shareholders' General Meeting. Personally, Mr. Charlès held (i) at December 31, 2025, 25,352,205 shares representing 1.89% of the share capital, and 46,954,410 exercisable voting rights, i.e. 2.36% of the exercisable voting rights, (ii) at December 31, 2024, 23,102,205 shares representing 1.72% of the share capital, and 43,954,410 exercisable voting rights, i.e. 2.21% of exercisable voting rights, and (iii) at December 31, 2023, 25,202,205 shares representing 1.88% of the share capital and 48,154,410 exercisable voting rights, i.e. 2.43% of exercisable voting rights.

(3) Including 925,197 shares through the liquidity agreement as of December 31, 2025. As of December 31, 2024, such number was 671,015 shares.

(4) Shares held by SW Securities LLC. This company is a subsidiary of the Company; the Dassault Systèmes' shares held by it do not have voting rights.

Stock Options

The main features of the Company stock option plans are as follows:

- stock options vest over various periods ranging from one to three years and a half, subject to continued employment;
- stock options expire ten years from grant date, or after termination of employment or term of office, whichever is earlier;
- stock options have generally been granted at an exercise price equal to or greater than the grant date market value (or the market value the day before the grant) of Dassault Systèmes share.

The Company issues new shares when stock options are granted. The Company does not record any Stock Option Plan expense.

Other information related to the stock options

A summary of the Group's stock option activity is as follows:

	2025		2024	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
OUTSTANDING AS OF JANUARY 1,	**22,776,003**	**€27.76**	**24,763,785**	**€27.60**
Exercised	(2,131,517)	18.46	(1,758,318)	24.41
Forfeited	(262,958)	36.68	(229,464)	36.80
OUTSTANDING AS OF DECEMBER 31,	**20,381,528**	**€28.61**	**22,776,003**	**€27.76**
Exercisable	19,719,054	€28.25	20,324,056	€26.37

The remaining contractual lives and exercise prices of options outstanding as of December 31, 2025 are presented below:

Stock option plan	Number of options	Remaining life *(years)*	Exercise price
2016-01	1,014,521	0.40	€13.80
2017-01	2,004,759	1.39	€16.40
2018-01	2,966,676	2.39	€22.00
2019-01	3,576,810	3.50	€28.00
2020-01	4,504,982	4.40	€29.09
2020-M-02	728,905	4.40	€29.09
2020-M-03	130,095	4.73	€31.57
2021-01	1,779,495	5.49	€41.32
2022-01	1,696,862	6.38	€37.17
2023-01	1,978,423	7.40	€39.40
OUTSTANDING AS OF DECEMBER 31, 2025	**20,381,528**	**4.01**	**€28.61**

Movements in Shareholders' Equity

Changes in shareholders' equity for the year ended December 31, 2025 are as follows:

(in millions of euros)	2024	Appropriation of 2024 earnings	Other movment in shareholders' equity Increase	Other movment in shareholders' equity Decrease	Net income for 2025 fiscal year	2025
Share capital	134.0	-	0.6	(0.4)	-	134.2
Share and contribution premiums	1,488.9	-	150.0	(130.5)	-	1,508.4
Statutory reserve	13.4	-	0.1	-	-	13.4
Others reserves	0.2	-	-	-	-	0.2
Retained earnings	4,009.7	510.8	-	(0.0)	-	4,520.4
Income for the fiscal year	853.3	(853.3)	-	-	436.0	436.0
Capital grants	-	-	8.4	(4.1)	-	4.3
Regulated provisions	5.2	-	-	-	4.3	9.5
SHAREHOLDERS' EQUITY	**6,504.6**	**(342.6)**	**159.1**	**(135.1)**	**440.3**	**6,626.4**

Other movements in shareholder's equity result mainly from the issuances of new shares from stock option plans for €38 million, from the share capital increase then decrease related to employee shareholding plan "TOGETHER 2025" (refer to Note 1 Description of business and Key Events of the Year), as well as the additional of tax derogation relating to property, plant and equipment.

Dividend rights

The May 2025 and May 2024 Shareholders' Meetings have decided to distribute dividends, fully in cash, for €342.6 million and €302.7 million, respectively.

Note 16 Provisions for Contingencies and Losses

Movements of provisions for contingencies and losses are as follows:

(in millions of euros)	Year ended December 31, 2024	Addition	Utilization	Reversal of unutilized amounts	2025
Reserve for litigation	2.5	0.0	(0.3)	(0.7)	1.6
Provisions for exchange losses	3.3	0.7	(3.3)	-	0.7
Provisions for loss on completion	0.5	-	-	(0.3)	0.2
Other provisions for contingencies	3.8	0.2	-	(1.7)	2.3
PROVISIONS FOR CONTINGENCIES	**10.1**	**1.0**	**(3.7)**	**(2.7)**	**4.8**
Provisions for post-employment benefits	52.8	7.0	(0.1)	(0.4)	59.4
Provisions for restructuring	0.4	-	(0.4)	-	-
Provisions for performance shares*	643.3	135.4	(405.4)	-	373.3
PROVISIONS FOR LOSSES	**696.6**	**142.4**	**(405.8)**	**(0.4)**	**432.8**
TOTAL PROVISIONS	**706.7**	**143.4**	**(409.5)**	**(3.0)**	**437.5**

* Refer to Note 8 Performance Shares.

Changes in provisions for contingencies and losses impact captions of the income statement as follows:

(in millions of euros)	Addition	Utilization	Reversal of unutilized amounts
Operating income*	130.1	(335.0)	(3.0)
Financial income, net*	13.1	(74.1)	-
Exceptional income/(loss)	0.2	(0.4)	-
TOTAL	**143.4**	**(409.5)**	**(3.0)**

* Refer to Note 8 Performance Shares.

Provisions for Post-employment Benefits

The Company commitment related to post- employment benefits is evaluated and recognized using the prospective actuarial method based on right pro rata acquisition with the use of a corridor. This method takes into account rights acquired by employees on the date of their retirement, computed on the basis of the employees' seniority and annual salary at the time of retirement, recognized on a straight-line basis, on period before the retirement age, and given maximum rights. These rights are acquired and paid as a lump sum to employees when they retire.

The projected benefit obligation at December 31, 2025 is determined based on the following assumptions: retirement between 60 and 66 years of age, discount rate of 4.05%, average increase in salaries of 3.00% and a 4.05% expected return on funds. The Company has an insurance policy with a life insurance company that covers the retirement payment commitments. In respect of this policy, the funds amount to a total of €13.3 million as of December 31, 2025. Actuarial impacts on the cost of past services are spread in operating income using the corridor method. They amount to a net expense of €-5.2 million, to be recorded in the income statement of the 21.6 future years representing the estimated length of residual employee service.

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Note 17 Financial Liabilities

Financial liabilities are as follows:

(in millions of euros)	Less than 1 year	1 to 5 years	More than 5 years	Year ended December 31, 2025	2024
Bond	901.6	1,150.0	-	2,051.6	2,051.6
Bank loans and borrowings	0.1	-	-	0.1	0.1
Commercial papers	550.0	-	-	550.0	450.0
Employee profit-sharing scheme	-	-	-	0.0	3.7
Other financial liabilities	0.3	8.2	0.7	9.2	12.6
TOTAL FINANCIAL LIABILITIES	**1,452.0**	**1,158.2**	**0.7**	**2,610.9**	**2,517.9**
Of which accrued expenses*				**1.6**	**1.7**

* Accrued expenses mainly relate to interest accrued on the bond issue.

Bonds

Dassault Systèmes SE and its long-term debt are currently rated "A" with a stable outlook by Standard & Poor's Global Ratings.

On September 16, 2019, the Company issued a four tranches of fixed rate bond for a total of €3,650.0 million. This issuance was part of the financing of the acquisition of Medidata Solutions, Inc. completed in October 2019.

On September 16, 2022 and 2024, the Company reimbursed the first two tranches of bonds for €900.0 and €700.0 million, respectively.

The conditions of the remaining tranches of bonds are as follows:

Bond	Nominal amount *(in millions of euros)*	Maturity date	Coupon
2026	900.0	September 16, 2026	0.125%
2029	1,150.0	September 16, 2029	0.375%

The terms and conditions of these bonds are detailed in the transaction note having obtained the AMF visa n° 19-434 dated September 12, 2019. As of December 31, 2025, €3.1 million bond redemption premiums were booked as an asset.

Commercial papers

In July 2022, the Company launched a program of commercial papers (Negotiable EUropean Commercial Paper – NEU CP) with a maximum outstanding amount, authorized by the Board of Directors, of €750.0 million. During 2025, the Company issued €2,424.5 million with a maximum maturity of three months, and reimbursed €2,324.5 million under this program.

Line of credit

The Company received a financing commitment in the form of a revolving line of credit of €750.0 million for a period of 5 years from October 28, 2019. In May 2020 and May 2021, the Company exercised its option to extend its term for one year respectively, bringing the new termination date to October 2026. As of December 31, 2025, the line of credit was not drawn down.

Note 18 Trade Payables

Trade payables are as follows:

			Year ended December 31,	
(in millions of euros)	Less than 1 year	1 to 5 years	2025	2024
Trade payables	**1,026.9**	**3.1**	**1,030.0**	**839.8**
Accounts payable	166.5	-	166.5	149.6
Tax and social liabilities	258.2	-	258.2	264.9
Trade payables for fixed assets	5.2	1.9	7.0	1.9
Current accounts with credit balances	578.5	-	578.5	391.8
Other liabilities	18.5	1.2	19.7	31.6
Unearned revenue	**190.5**	**71.1**	**261.5**	**230.5**
TOTAL OPERATING LIABILITIES	**1,217.4**	**74.2**	**1,291.5**	**1,070.3**

Tax and social security liabilities correspond mainly to provisions for holiday pay and profit-sharing.

Unearned revenue is composed primarily of deferred software, subscription and support revenues, which will be recognized in the income statement in periods subsequent to 2025.

Accrued expenses are as follows:

(in millions of euros)	**2025**	**2024**
Trade payables	123.3	122.4
Tax and social liabilities	185.1	198.4
Trade payables for fixed assets	3.6	-
Other liabilities	15.3	17.9
TOTAL ACCRUED EXPENSES	**323.7**	**338.7**

Note 19 Financial Commitments

Financial Instruments

The fair value of instruments used to manage currency and interest rate exposure is as follows:

	Year ended December 31,			
	2025		**2024**	
(in millions of euros)	**Nominal amount**	**Fair value**	**Nominal amount**	**Fair value**
Forward exchange contract CNH/EUR – sale [1]	148.9	2.3	164.5	(2.0)
Forward exchange contract JPY/EUR – sale [1]	136.2	14.1	131.4	2.8
Forward exchange contract KRW/EUR – sale [1]	61.5	2.7	38.8	1.1
Forward exchange contract GBP/EUR – sale [1]	34.2	0.5	115.5	(2.9)
Forward exchange contract SEK/EUR – sale [1]	18.0	(0.5)	-	-
Forward exchange contract USD/EUR – sale [1]	10.2	0.1	-	-
Forward exchange contract INR/EUR – sale [1]	7.1	0.0	-	-

(1) Instruments entered into by the Company to hedge the foreign currency exchange risk of royalty flows, and mainly qualified as hedging instruments.

At the end of 2025, foreign exchange contracts mentioned above have maturity dates of less than two years.

The Company usually hedges exchange rate risk related to its revenues and expenses coming from usual and predictable economic activity arising in the normal course of operations. It may also cover occasional exchange rate risk arising from specific transactions, such as acquisitions paid for in foreign currencies. Hedging activities are generally carried out by the Company for its own account and on behalf of its subsidiaries.

To manage currency exposure, the Company generally uses foreign exchange forward contracts. Except those indicated in the table below, the derivative instruments held by the Company are designated as cash flow hedges, with high correlation with the underlying exposure and highly effective in offsetting underlying price movements.

The effectiveness of forward contracts and currency options is measured using forward rates and the forward value of the underlying hedged transaction. During 2025 and 2024, the ineffective portion of gains or losses from hedging instruments was nil as per the effectiveness test.

Note 20 Other Commitments and Contingencies

Leases

Leases commitments mainly relate to building locations with area exceeding 2,500 square meters and break down are as follows:

	Year ended December 31, 2025			
(in millions of euros)	Less than 1 year	1 to 5 years	More than 5 years	Total
Total leases commitments	31.4	157.5	103.8	292.7

Litigation and other proceedings

The Company is involved in litigation and other proceedings, such as civil, commercial, administrative and tax proceedings, incidental to normal operations.

It is not possible to determine with certainty the outcome of the dispute and notably the resulting expense for the Company, if any.

However, in the opinion of management, after consultation with its lawyers and advisers, the resolution of such litigation and proceedings should not have a material effect on the financial statements of the Company.

Guarantee pledged

	Year ended December 31,	
(in millions of euros)	2025	2024
Bank guarantee pledged for an entity of the Group in its use of central cash management	425.5	481.3
Guarantees pledged for entities of the Group in letters of intent	262.8	251.4
Other guarantee pledged	17.8	17.8
GARANTEE PLEDGED	**706.2**	**750.5**

Put & call mechanisms relating to Centric Software shares, stock-options and performance shares granted to the employees, directors and officers of Centric Software and its subsidiaries

In 2020 and 2024, Dassault Systemes Americas Corp. entered into with agreements with certain employees, directors and officers of Centric Software and its subsidiaries on the shares that they own or that they may own in the future in Centric Software, including as the result of the Centric Software exercise of stock-options or vesting of performance shares. These agreements provide for put options exercisable each year in the second and third quarters from 2025 to 2028 (or 2030 for the shares issued following the exercise of stock-options granted from May 2024) and call options exercisable each year in the third quarter of 2029 (or 2030 for the shares issued following the exercise of stock-options granted from May 2024).

Stock-options granted to certain employees, directors and officers of Centric Software and its subsidiaries are also subject to put option rights in favor of these beneficiaries, and call options exercisable by Dassault Systemes Americas Corp., to the extent that the stock-options are vested. The put options are exercisable each year in the second and third quarters from 2025 to 2028, or 2026 to 2030 for stock-options granted from May 2024 and the call options are exercisable each year in the third quarter of 2029 (or 2030 for plans granted from May 2024).

In the event of exercise of the puts or calls, Dassault Systemes Americas Corp. can settle the acquisition price resulting from the exercise of these put and call options either in cash or in shares of Dassault Systèmes. Settlement of the puts shall occur not later than sixty days following August 15 of each relevant year. Settlement of the calls shall occur not later than sixty days following the expiry of the window of exercise of each call option or delivery of the call notice, as applicable.

The Company has assumed the obligations of Dassault Systemes Americas Corp. with respect to the repurchase of Centric Software shares in exchange for Dassault Systèmes shares. Once acquired, these shares are immediately resold to Dassault Systemes Americas Corp. at market price.

As at December 31, 2025 and 2024:

- the total number of outstanding Centric Software stock-options amounts respectively to 14,230,320 (of which 6,037,457 exercisable) and 27,190,392 (of which 15,307,290 exercisable);
- the total number of unvested and not delivered Centric Software performance shares is respectively 175,000 and 350,000.

As at December 31, 2025, the number of Centric Software shares held by minority shareholders who may exercise the Put mechanisms is 537,716.

Other commitments granted

Other commitments granted, mainly to the main Company's suppliers, amount to €275.6 million as of December 31, 2025.

Note 21 Information Relating to Subsidiaries and Shareholdings

				Carrying amount [2]							
	Currency	Capital and reserves [1]	% of capital held	Gross value	Net value	Loans and advances granted [2]	Guarantees provided [2]	Previous financial year sales, excluding tax [2]	Previous financial year earnings [2]	Dividend received on the financial year [2]	Comments
Detailed information on subsidiaries and affiliates (+50% of the capital held by the Company)											
Dassault Systèmes Canada Inc.	CAD	263.8	100%	105.6	105.6	-	-	77.7	7.8	6.1	
Dassault Systemes (Switzerland) Ltd	CHF	10.5	100%	9.7	9.7	-	0.5	45.1	3.5	4.3	
Dassault Systèmes Belgium SA	EUR	2.1	100%	0.8	0.8	-	-	20.5	(1.0)	-	
Dassault Systemes Deutschland GmbH	EUR	58.2	100%	399.4	399.4	-	85.4	475.3	(6.9)	-	
Dassault Systemes España S.L.U	EUR	15.9	100%	9.0	9.0	-	-	67.8	2.1	8.0	Statutory data for the fiscal year ended December 31, 2024
Dassault Systèmes International SAS	EUR	334.9	100%	924.4	924.4	-	-	0.1	(27.1)	-	
Dassault Systemes Italia Srl	EUR	20.7	99%	1.9	1.9	-	2.4	139.4	6.3	9.9	
Dassault Systèmes Provence SAS	EUR	230.9	100%	32.2	32.2	-	-	65.6	38.3	-	
Trust Management Advisors-stratorg SAS	EUR	2.0	100%	9.2	9.2	-	-	-	0.0	-	
Dassault Systemes UK Limited	GBP	92.9	100%	93.4	93.4	-	171.9	253.8	12.9	15.0	
Dassault Systemes Israel Ltd.	ILS	54.0	100%	64.9	16.7	-	-	7.8	1.3	1.5	
Dassault Systemes India Private Limited	INR	3,435.8	100%	8.8	8.8	-	-	105.9	2.0	-	
Dassault Systemes Solutions Lab Private Limited	INR	17,805.0	67%	69.7	69.7	-	-	105.1	13.6	-	
Dassault Systemes K.K.	JPY	7,376.9	100%	43.7	43.7	-	-	317.7	14.6	8.2	
Dassault Systemes AB	SEK	60.4	100%	16.9	16.9	-	-	89.3	3.2	3.6	
Dassault Systemes Corp.	USD	10,699.8	100%	5,506.1	5,506.1	-	-	-	350.1	-	
TOTAL OF SUBSIDIARIES AND AFFILIATES				**7,295.9**	**7,247.7**	**-**	**260.2**			**56.6**	

(1) In million currency.
(2) In million euros.

Note 22 Additional Information

As indicated in Note 2 Significant Accounting Policies, the new ANC 2022-06 rule introduces a new presentation of the balance sheet and income statement. The following tables present the income statement and balance sheet according to the new model as a comparative 2024 of the 2025 financial statements and according to the model 2024 as approved and published.

Statement of income

(in millions of euros)

Comparative exercise December 31, 2024 in the financial statements December 31, 2025	**Transfer table**	**2024**	**Financial statements as of December 31, 2024, as approved and published**	**Transfer table**	**2024**
OPERATING REVENUE		**2,488.2**	**OPERATING REVENUE**		**2,488.2**
Revenue		2,462.9	Revenue		2,462.9
Of which exports		*1,957.3*	*Of which exports*		*1,957.3*
Own work capitalized	A	5.0			
Grants	A	0.7			
Reversal of depreciation, amortization and provisions	A	10.1			
Other revenue	A	9.5	Other revenue	A	25.3
OPERATING EXPENSE		**(1,955.1)**	**OPERATING EXPENSE**		**(1,955.1)**
Other purchases and external expenses		(774.0)	Other purchases and external expenses		(774.0)
Taxes, duties and similar payments		(33.1)	Taxes, duties and similar payments		(33.1)
Salaries	B	(511.5)			
Social contributions	B	(215.8)	Personnel costs	B	(727.3)
Depreciation, amortization and provisions		(77.2)	Depreciation, amortization and provisions		(77.2)
On fixed assets: depreciation		*(64.0)*			
On current assets: impairment provisions		*(2.2)*			
Impairment provisions		*(11.0)*			
Other operating expense		(343.5)	Other operating expense		(343.5)
OPERATING INCOME		**533.1**	**OPERATING INCOME**		**533.1**
Financial income		562.4	Financial income		562.4
Financial income from investments	C	*417.0*			
Other interest income	C	*3.6*	*Financial income from investments*	C	*535.7*
Reversal of provisions for impairment of investments		*15.5*	*Reversal of provisions for impairment of investments*		*15.5*
Foreign exchange income		*11.2*	*Foreign exchange income*		*11.2*
Income from disposals of marketable securities	C	*65.8*			
Other financial income	C	*49.4*			
Financial expense		(49.2)	Financial expense		(49.2)
Additions of provisions for impairment of investments		*(1.4)*	*Additions of provisions for impairment of investments*		*(1.4)*
Other interest expense		*(36.9)*	*Other interest expense*		*(36.9)*
Foreign exchange expense		*(10.9)*	*Foreign exchange expense*		*(10.9)*
Expense from disposals of marketable securities		-			
Other financial expense		-			
FINANCIAL INCOME		**513.2**	**FINANCIAL INCOME**		**513.2**
CURRENT INCOME BEFORE TAX		**1,046.4**	**CURRENT INCOME**		**1,046.4**
Exceptional income		146.4	Exceptional income		146.4
Exceptional loss		(212.6)	Exceptional loss		(212.6)
EXCEPTIONAL INCOME/(LOSS)		**(66.1)**	**EXCEPTIONAL INCOME/(LOSS)**		**(66.1)**
EMPLOYEE PROFIT-SHARING		**(77.5)**	**EMPLOYEE PROFIT-SHARING**		**(77.5)**
INCOME TAX EXPENSE		**(49.4)**	**INCOME TAX EXPENSE**		**(49.4)**
NET INCOME		**853.3**	**NET INCOME**		**853.3**

Balance sheet

(in millions of euros)

Comparative exercise December 31, 2024 in the financial statements December 31, 2025	Transfer table	2024
Assets		**Net**
NON-CURRENT ASSETS		**7,468.0**
Intangible assets		255.0
Concessions, patents, licenses		*62.7*
Goodwill		*85.3*
Other intangible assets		*104.4*
Intangible assets in progress		*2.6*
Property and equipment		94.1
Machinery and equipment		*44.6*
Other property and equipment		*45.0*
Property and equipment in progress		*4.5*
Non-current financial assets		7,118.8
Investments in subsidiaries		*7,072.1*
Loans and advances to subsidiaries		*13.0*
Other long-term investment securities		*22.4*
Other financial assets		*11.4*
CURRENT ASSETS NET		**3,330.2**
Advance payments on account on orders	A	2.8
Receivables		1,001.2
Accounts receivable	A	*691.0*
Other receivables	A	*137.5*
Prepaid expenses	D	*168.4*
Subscribed capital – called-up, unpaid	A	*4.3*
Marketable securities		2,326.3
Treasury shares	C	*926.7*
Marketable securities	B	*1 389.6*
Cash and cash equivalents		9.9
DEBT ISSUANCE COSTS		**3.4**
BOND REDEMPTION PREMIUMS		**4.4**
FOREIGN CURRENCY TRANSLATION ADJUSTMENT ASSETS		**3.3**
TOTAL ASSETS		**10,809.3**

Financial statements as of December 31, 2024, as approved and published	Transfer table	2024		
		Brut	**Amort/ Depr**	**Net**
NON-CURRENT ASSETS		**8,182.8**	**(714.8)**	**7,468.0**
Intangible assets		755.1	(500.1)	255.0
Property and equipment		231.0	(136.9)	94.1
Non-current financial Assets		7,196.6	(77.8)	7,118.8
CURRENT ASSETS NET		**3,334.6**	**(4.4)**	**3,330.2**
Receivables	A	839.9	(4.4)	835.5
Marketable securities	B	1,389.6	-	1,389.6
Treasury shares	C	926.7	-	926.7
Cash and cash equivalents		9.9	-	9.9
Prepaid expenses	D	168.4	-	168.4
DEFERRED EXPENSES. BOND ISSUE AND REDEMPTION PREMIUMS		**7.8**	**-**	**7.8**
FOREIGN CURRENCY TRANSLATION ADJUSTMENT		**3.3**	**-**	**3.3**
TOTAL ASSETS		**11,528.5**	**(719.2)**	**10,809.3**

(in millions of euros)

Comparative exercise December 31, 2024 in the financial statements December 31, 2025	Transfer table	2024	Financial statements as of December 31, 2024, as approved and published	Transfer table	2024
Liabilities					
SHAREHOLDERS' EQUITY		**6,504.6**	**SHAREHOLDERS' EQUITY**		**6,504.6**
Capital		134.0	Capital		134.0
Share, merger and contribution premiums		1,488.9	Share and contribution premiums		1,488.9
Legal reserve		13.5	Reserves		13.5
Retained earnings		4,009.7	Retained earnings		4,009.7
Income for the fiscal year		853.3	Income for the fiscal year		853.3
Investment grants		-			
Regulated provisions		5.2	Regulated provisions		5.2
PROVISIONS FOR CONTINGENCIES AND LOSSES		**706.7**	**PROVISIONS FOR CONTINGENCIES AND LOSSES**		**706.7**
Provisions for contingencies		10.1	Provisions for contingencies		10.1
Provisions for losses		696.6	Provisions for losses		696.6
LIABILITIES		**3,594.2**	**LIABILITIES**		**3,594.2**
Other bonds	E	2,051.6			
Borrowings and other financial liabilities	E	466.3	Financial liabilities	E	2,517.9
Advance payments on account received on orders in progress	F	6.0			
Trade payables	F	149.6			
Tax and social liabilities	F	264.9			
Trade payables for fixed assets	F	1.9			
Other liabilities	F	423.4	Trade payables	F	845.8
Unearned revenue		230.5	Unearned revenue		230.5
FOREIGN CURRENCY TRANSLATION ADJUSTMENT LIABILITIES		**3.7**	**FOREIGN CURRENCY TRANSLATION ADJUSTMENT**		**3.7**
TOTAL LIABILITIES		**10,809.3**	**TOTAL LIABILITIES AND EQUITY**		**10,809.3**

4.2.2 Selected financial and other information for Dassault Systèmes SE

4.2.2.1 Financial results of the last five years

	2021	2022	2023	2024	2025
Share capital					
Share capital *(in millions of euros)*	133.3	133.5	133.8	134.0	134.2
Number of shares authorized and issued	1,332,716,653	1,335,039,708	1,337,916,433	1,339,674,751	1,341,806,268
Statement of income data *(in millions of euros)*					
Revenue	1,839.8	2,135.9	2,301.2	2,462.9	2,517.5
Result before income tax, profit sharing, amortization and provisions	790.8	1,198.0	1,214.6	1,186.9	674.4
Result before income tax, profit sharing, amortization and provisions and reversals of provisions	612.2	1,050.5	1,104.7	1,079.8	560.7
Income tax	33.6	132.9	51.7	49.4	57.0
Regulated employee profit-sharing	33.1	56.8	37.9	38.9	37.6
Optional employee profit-sharing	32.9	22.6	37.1	38.6	37.5
Net income	431.3	781.9	861.2	853.3	436.0
Data per share(1) *(in euros)*					
Result after income tax and profit sharing and before amortization and provisions	0.38	0.63	0.73	0.71	0.32
Basic net income per share	0.32	0.59	0.64	0.64	0.32
Dividend per share	0.17	0.21	0.23	0.26	0.27(1)
Personnel					
Average headcount(2)	3,811	4,026	4,340	4,833	4,972
Personnel costs *(in millions of euros)*	377.6	439.9	449.2	511.5	477.1
Social security contributions *(in millions of euros)*	194.2	166.5	218.6	215.8	244.0

(1) To be proposed for approval at the General Meeting scheduled for May 20, 2026.
(2) Apprentices and professional training contractors are excluded.

4.2.2.2 Maturity of trade receivables and trade payables

Pursuant to Article D. 441-6 of the French Commercial Code, information relating to payment terms for suppliers and customers is as follows:

	Article D. 441 I.- 1°: Invoices received not settled at the year end and past due						Article D. 441 I.- 2°: Invoices issued not settled at the year end and past due					
	0 day *(indicative)*	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days and over**	**Total (1 day and over)**	**0 day *(indicative)***	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days and over**	**Total (1 day and over)**
(A) TRANCHES DE RETARD DE PAIEMENT												
Number of invoices concerned	1,585					77	12,855					7,486
Total amount of external invoices (VAT excluded) *(in millions of euros)*	38.6	0.6	0.2	0.0	0.0	0.9	280.8	6.2	3.2	1.3	9.2	19.8
Percentage of total external purchases (VAT excluded)	10.4%	0.2%	0.1%	0.0%	0.0%	0.2%						
Percentage of total external revenue (VAT excluded)							30.4%	0.7%	0.3%	0.1%	1.0%	2.1%
(B) INVOICES NOT INCLUDED IN (A) RELATING TO RECEIVABLES AND PAYABLE IN DISPUTE OR NOT RECOGNIZED IN THE ACCOUNTS												
Number of invoices excluded	n.a.						n.a.					
Total invoice amount excluded (included VAT) *(in millions of euros)*	40.8						31.0					
(C) REFERENCE SETTLEMENT PERIODS APPLIED (CONTRACTUAL OR STATUTORY PERIOD – ARTICLE L. 441-6 OR ARTICLE L. 443-1 OF THE FRENCH COMMERCIAL CODE)												
Reference settlement periods applied to determine late payment	Reference payment terms applied by the Company with third parties are generally end of the month 60 days net. More favorable terms for small vendors of the domestic market are in place. Overdue invoices are mostly related to compliance issues and are monitored very closely for prompt and fair resolution.						General payment terms applied by the Company to third parties are set out from 30 days end of the month to 60 days net.					

4.2.3 Statutory Auditors’ Report on the parent company financial statements

This is a translation into English of the Statutory Auditors’ report issued in French and is provided solely for the convenience of English speaking users. This Statutory Auditors’ report includes information required by European regulations or French law, such as information about the appointment of Statutory Auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders’ General Meeting,

Opinion

In compliance with the engagement entrusted to us by your Shareholders’ General Meetings, we have audited the accompanying financial statements of Dassault Systèmes SE for the year ended December 31, 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2025, and of the results of its operations for the year then ended, in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors’ Responsibilities for the Audit of the financial statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code *(Code de commerce)* and the French Code of Ethics *(Code de déontologie)* for Statutory Auditors, for the period from January 1, 2025, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5 (1) of Regulation (EU) No 537/2014.

Emphasis of matter

Without qualifying the above opinion, we draw your attention to section 2 “Change in accounting policy” of Note 2 “Significant Accounting Policies” to the annual financial statements relating to the implementation of new ANC n° 2022-06 regulation.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code *(Code de commerce)* relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of investments in subsidiaries

Description of risk

Investments in subsidiaries amounted to €7,295.9 million gross value and € €7,247.7 million net at December 31, 2025, therefore representing some of the largest assets on the balance sheet. Investments in subsidiaries are carried at cost and may be impaired, as applicable, based on their net realizable value.

As indicated in the section entitled "Non-current Financial Assets" of Note 2 "Significant Accounting Policies" to the financial statements, the calculation of the net realizable value takes into account the amount of shareholders' equity in the relevant subsidiaries at the reporting date, together with their long-term profitability and strategic factors. Estimating the net realizable value therefore requires management to exercise judgment, relying on stock market ratios' comparables and projected cash flows to define the profitability outlook.

Accordingly, due to the inherent uncertainty of certain components of the valuation, in particular the likelihood of achieving projections, we deemed the valuation of investments in subsidiaries to be a key audit matter.

Audit response

In order to assess the estimated net realizable values of investments in subsidiaries, based on the information provided to us, our audit work consisted primarily in analyzing the estimated net realizable values determined by management in relation to the valuation method and underlying data:

- for valuations based on historical data, we ensured that the equity amounts used were consistent with the financial statements of the entities concerned;
- for valuations based on forecast data, we obtained management's analyses on the profitability outlook and the strategic nature of these entities;
- for valuations based on stock market ratio's comparables, we ensured that the comparable ratios used were consistent with the market information of the related groups and that the comparable used by management were relevant.

With the assistance of our valuation experts, we assessed the consistency of the assumptions used with the economic environment at the reporting date and at the date on which the financial statements were prepared.

We analyzed the appropriateness of the accounting treatment of the value-in-use determined by management, in relation to the impairment of investments in subsidiaries and, where applicable, of intercompany current accounts balances or recognition of provisions for contingencies and losses.

Lastly, we analyzed the appropriateness of the disclosures provided in Note 2 "Significant Accounting Policies", Note 10 "Fixed Assets", Note 12 "Provision for impairment of assets" and Note 21 "Information Relating to Subsidiaries and Shareholdings" to the financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code *(Code de commerce)*.

Information related to corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L. 225-37-4 and L. 22-10-10 and L. 22-10-9 of the French Commercial Code *(Code de commerce)*.

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code *(Code de commerce)* relating to remunerations and benefits received by or allocated to the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from controlled companies which are included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code *(Code de commerce)*, we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observation to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on other legal and regulatory requirements

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code *(Code monétaire et financier)*, prepared under the Chief Executive Officer's responsibility, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Dassault Systèmes SE by the Shareholders' General Meetings held on June 8, 2005, for PricewaterhouseCoopers Audit and on May 19, 2022, for KPMG.

As of December 31, 2025, PricewaterhouseCoopers Audit and KPMG SA were in the twenty-first and fourth consecutive year of their engagement, respectively.

Responsibilities of management and those in charge of governance in relation to the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines necessary to the prepare financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, with regard to the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' responsibilities for the audit of the financial statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code *(Code de commerce)*, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of this audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee, which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code *(Code de commerce)* and in the French Code of Ethics *(Code de déontologie)* for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Paris La Défense, March 12, 2025

The Statutory Auditors

KPMG SA

Jacques Pierre
Partner

Xavier Niffle
Partner

PricewaterhouseCoopers Audit

Richard Béjot
Partner

4.2.4 Statutory Auditors' Special Report on Related Party Agreements

This is a free translation into English of the Statutory Auditors' special report on related-party agreements issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' General Meeting,

In our capacity as Statutory Auditors of Dassault Systèmes SE, we hereby report to you on related-party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R. 225-31 of the French Commercial Code *(Code de commerce),* it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R. 225-31 of the French Commercial Code in relation to the implementation, during the year, of agreements already approved by the Annual General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

Agreements submitted for the approval of the annual general meeting

Agreements authorized and entered into during the year

We were not informed of any agreements authorized and entered into during the year to be submitted for the approval of the Annual General Meeting pursuant to the provisions of Article L. 225-38 of the French Commercial Code.

4

Agreements already approved by the annual general meeting

Agreements approved in previous years that were not implemented during the year

We were informed of the following agreements approved by the Annual General Meeting in previous years, which remained in force but were not implemented during the year.

With the Company's Board members, in connection with the insurance policy "Civil liability of Directors and Corporate Officers"

Advance payment to Board members of any legal fees incurred in proceedings instituted against them in the exercise of their corporate office

At its meeting on June 28, 1996, the Board of Directors authorized the advance payment by the Company of any legal fees and financial consequences that the Board members could incur if their personal liability is sought, in the event that the insurance policy signed with the insurance company does not cover these advances and financial consequences.

Payment of legal fees of Board members for any proceedings instituted in the United States

At its meeting on September 23, 2003, the Board of Directors authorized the payment by the Company of any fees and travel expenses that the Board members of the Company and its subsidiaries have to pay to prepare their personal defense before a civil, criminal or administrative Court in the United States within the scope of an inquiry or investigations carried out against the Company.

Paris La Défense and Neuilly-sur-Seine, March 25, 2026

The Statutory Auditors

KPMG SA

Jacques Pierre
Partner

Xavier Niffle
Partner

PricewaterhouseCoopers Audit

Richard Béjot
Partner

4.3 Legal and arbitration proceedings

In the context of its ordinary course of business, Dassault Systèmes is occasionally involved in disputes or tax audits and occasionally receives requests from regulatory authorities. In particular, Dassault Systèmes may be subject to tax audits and reassessments by the tax authorities of the countries in which it exercises or has exercised a business activity. To Dassault Systèmes' knowledge, there are no governmental, legal or arbitration proceedings (including any proceedings of which Dassault Systèmes is aware, whether pending or threatened), that are liable to have, or have had over the twelve months immediately prior to the publication of this Universal registration document, any material impact on the Company's financial position or profitability.

CORPORATE GOVERNANCE

5

5.1 Report of the Board of directors on corporate governance

Report of the Board of directors to the Combined General Meeting of May 20, 2026

To the Shareholders of Dassault Systèmes,

The purpose of this report is to report to you on, *inter alia*, the composition and practices of the Board of Directors of Dassault Systèmes, application of the principle of a balanced representation of men and women on the Board of Directors, and the compensation policy for corporate officers *(mandataires sociaux)* and details of their compensation.

This report has been drawn up in accordance with the French Commercial Code *(Code de commerce)* and the regulations of the French Financial Markets Authority (AMF), based on work carried out by the Finance, Legal and Internal Audit teams of Dassault Systèmes. It was reviewed by the Audit Committee and approved by the Board of Directors on March 24, 2026.

Since its IPO in 1996, Dassault Systèmes has complied with the best international standards of corporate governance and now refers to the recommendations of the AFEP-MEDEF Code (available on the MEDEF website: www.medef.com), setting out in a table the reasons why some of these recommendations are not applied (see paragraph 5.1.6 "Application of the AFEP-MEDEF Code").

Shareholder dialogue

Dassault Systèmes is committed to meeting the expectations and concerns of its shareholders. In 2025, meetings were held between management team representatives and investors and proxy advisors so that they could discuss their points of concern such as certain General Meeting resolutions, the compensation policy for corporate officers or ESG (Environmental, Social and Governance) matters. Mr. Bernard Charlès, Executive Chairman of the Board of Directors until February 21,2026, also met with some of the main investors of Dassault Systèmes in 2025 as part of a "governance roadshow".

Dassault Systèmes takes into account the feedback it receives by making changes to some of its corporate governance practices. Dassault Systèmes thus adapted the resolutions proposed to the Shareholder's General Meeting relating to the award of performance shares, by further restricting the decisions of the Board of Directors (performance criteria set out in the resolution and introduction of ESG criteria). The level of transparency has been increased regarding the achievement of the criteria governing variable compensation and vesting of shares granted to the Chief Executive Officer. In line with international practices, in 2025 Dassault Systèmes also introduced a "clawback" mechanism applicable to the compensation paid to the Chief Executive Officer, described in paragraph 5.1.3.2 "Compensation Policy Applicable to Mr. Pascal Daloz, Chief Executive Officer then Chief Executive Officer & Chairman since February 21, 2026".

These discussions with investors and proxy advisors also provide an opportunity to explain certain practices put in place to take into account specific characteristics of Dassault Systèmes, such as (i) the gradual process, completed in 2023, of associating Mr. Bernard Charlès within the Company's capital with the aim of recognizing his entrepreneurial role during over 35 years with Dassault Systèmes and providing him with an equity interest comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world, or (ii) the alignment of Mr. Pascal Daloz's level of compensation, as Chief Executive Officer in 2025, with the practices observed in comparable international technology companies comparable to the Company, which are mostly American.

5.1.1 Composition and Practices of the Board of Directors

The policies, programs, actions and targets described in this section are applicable only to the extent permissible under local and national legal and regulatory frameworks, as determined by the Company. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal and regulatory frameworks around the world, for example in the United States.

5.1.1.1 Change of governance

At its meeting on February 21, 2026, the Board of Directors acknowledged Mr. Bernard Charlès' decision, for personal reasons, to step down from his roles as Chairman of the Board and Director effective immediately, and, on the recommendation of the Compensation and Nomination Committee, appointed Mr. Pascal Daloz as Chief Executive Officer & Chairman of the Company as of February 21, 2026.

5.1.1.2 Composition of the Board of Directors

As of the date of this Universal registration document, the Board of Directors of Dassault Systèmes comprises 13 members, with a four-year term of office which may be renewed:

- Pascal Daloz (Chief Executive Officer & Chairman);
- Charles Edelstenne (Honorary Chairman);
- Geneviève Berger (Lead Independent Director for sustainable development);
- Xavier Cauchois;
- Catherine Dassault;
- Laurence Daures (Lead Independent Director);
- Soumitra Dutta;
- Marie-Hélène Habert-Dassault;
- Nathalie Rouvet Lazare;
- Donatella Sciuto;
- Groupe Industriel Marcel Dassault SAS (GIMD) [1], represented by Olivier Costa de Beauregard [2];
- Anne-Laure Chevalier (director representing employees)[3];
- Christine Defert (director representing employees) [3].

The directors are between 52 and 88 years of age, and an average age of 64.

In the composition of the Board of Directors, Dassault Systèmes seeks a balance between experienced and new directors, between independent and non-independent directors, between women and men, as well as a diversity of skills, profiles and nationality or country of residence. Dassault Systèmes monitors the evolution of the composition of the Board by making projections based on all of these criteria, which has led to greater diversity within the Board in recent years.

In terms of internationalization, the Board has two non-French directors (Indian and Italian) who are also US and Italian residents and one director of French nationality Italian resident . They represent 23% of the Board.

It is proposed to the General Meeting of May 20, 2026 to appoint as director Mr. Eric Trappier, Chairman of GIMD, which will bring the total number of Board members to 14, as it was the case as of December 31, 2025.

A percentage of women above the 40% threshold

Dassault Systèmes is committed to ensuring a balanced representation of men and women on the Board. With 55% of its directors being women [4] since February 21, 2026, and as of the date of this Universal registration document, Dassault Systèmes is above the 40% threshold required by law. In 2025 and since 2019, this percentage was 50%, except between January 9, and May 22, 2025, when it was temporarily reduced to 40%, in accordance with the law, following the change of GIMD's permanent representative.

Dassault Systèmes' intention is to maintain a proportion of male and female representation on the Board of 50% [5]. Taking this criterion into account contributed to the appointment of three women at the General Meeting on May 22, 2025, Ms. Marie-Hélène Habert-Dassault [6], Ms. Nathalie Rouvet Lazare and Ms. Donatella Sciuto. The appointment of Mr. Eric Trappier as director will be proposed to the General Meeting of May 20, 2026. Thus, the Board of Directors will be composed of six women and six men (excluding the directors representing the employees), as it was the case as of December 31, 2025.

In addition, 100% of the directors representing employees are women.

Skills in line with Dassault Systèmes' strategy

The directors of Dassault Systèmes have complementary skills and experience in line with the Company's strategy, to enable it to respond to the challenges it faces. Of the six independent directors, three directors have scientific expertise (Life Sciences, new technologies and engineering), two directors have accounting and financial expertise, and one director has expertise in corporate governance. The non-independent directors enable the Board to benefit from their extensive knowledge of the Company and its industry and businesses.

(1) Groupe Industriel Marcel Dassault SAS is the main shareholder of Dassault Systèmes SE
(2) Groupe Industriel Marcel Dassault SAS was represented by Ms. Marie-Hélène Habert-Dassault from May 22,2024 to January 8, 2025.
(3) The two directors representing employees were appointed, in accordance with Dassault Systèmes SE's by-laws, by the two trade unions that obtained the highest number of votes in the first round of the elections for members of the Works Council for Dassault Systèmes SE and its direct or indirect subsidiaries whose registered offices are located on the French territory.
(4) Excluding directors representing employees.
(5) Excluding directors representing employees.
(6) Director in her own name of Dassault Systèmes from 2014 to May 2024, then permanent representative of Groupe Industriel Marcel Dassault from May 2024 to January 8, 2025 and once again director in her own name since May 22, 2025.

- Dassault Systèmes adapts the composition of its Board of Directors according to the specific characteristics of its business activities: The strengthening of activities in the sector of bioscience and material science is a major long-term differentiating factor for Dassault Systèmes. Thus, an extensive expertise in innovation, research, physics, and human biology, as well as a good knowledge of engineering companies, were particularly taken into account in the appointment of Ms. Geneviève Berger in 2023;
- Dassault Systèmes is committed to developing ecosystems to serve its "purpose" (its "*raison d'être*"). Recognized expertise in the field of engineering along with a deep understanding of network dynamics and AI players were key factors in the appointment, in 2025, of Ms. Donatella Sciuto, Doctor of electrical and computer engineering appointed Chair of the IEEE Council of Electronic Design Automation and named as an "IBM Women Leader in Artificial Intelligence";
- Extensive expertise in the field of corporate governance was prioritized in the appointment, in 2025, of Ms. Nathalie Rouvet-Lazare, former Chairman and Chief Executive Officer of Coheris, a software solutions publisher in the areas of customer relationship management, intelligence and data governance, an associate at the consulting firm Associés en Gouvernance, and currently a governance advisor to the *Banque Mondiale* and independent director of Hightech Payment Systems.

ESG at the highest level of Dassault Systèmes' corporate governance

As social, societal and environmental responsibility (CSR) is at the heart of Dassault Systèmes' strategy and activities, the governance system put in place aims to ensure that social and environmental issues are properly taken into account within the Company and within the Board of Directors.

Ms. Geneviève Berger, who is a physicist, and a Doctor of Medicine (MD) and who also holds a PhD in human biology, is lead director of sustainable development. She led the French National Center for Scientific Research (CNRS) from 2000 to 2003 before spending several years as head of research at Unilever and Firmenich. From 2015 to 2023, she was a director and a member of the Environment and Society Committee at Air Liquide, after spending nine years at AstraZeneca as an independent director responsible for sustainable development matters and a member of the Scientific Committee. Ms. Geneviève Berger is also a member of the Supervisory Board of Institut Curie and Chairwoman of the Strategic Orientation Committee of the University of Paris-Saclay. She thus has considerable expertise in the area of ESG and, more generally, in the scientific field.

A percentage of independent directors greater than the recommendations of the AFEP-MEDEF Code

The proportion of independent directors within the Board of Directors of Dassault Systèmes is, since February 21, 2026 and at the date of this Universal registration document, 55%[1], above the ratio of one third recommended by the AFEP-MEDEF Code for controlled companies. In 2025, the proportion of independent directors was 50%.

To assess such independence, Dassault Systèmes uses the definition provided in the AFEP-MEDEF Code, which has been incorporated into the internal regulation of the Board of Directors, according to which a director is independent when he or she has no relationship whatsoever with Dassault Systèmes SE, the Company or its management team which might compromise his or her freedom of judgment.

At its meeting on March 24, 2026, the Board of Directors assessed, as it does every year, the independence of its members, after a review by the Compensation and Nomination Committee. The Board of Directors thus determined that six directors are independent: Ms. Berger, Ms. Daures, Ms. Rouvet Lazare and Ms. Sciuto as well as Mr. Cauchois and Mr. Dutta. This decision by the Board was based on the answers provided by the relevant directors in a specific questionnaire and on the information available to Dassault Systèmes SE.

In particular, the Board of Directors also examined the independence criteria regarding Mr. Xavier Cauchois, whose term of office as director is due to expire and whose renewal is proposed to the General Meeting of May 20, 2026. As each of the eight independence criteria set out in the AFEP-MEDEF Code was met in his case (see the table below), the Board concluded that he is independent.

As none of the independent directors have a business relationship with Dassault Systèmes, the Board of Directors has not had to express an opinion, to this day, either on the materiality of any such relationship or on the criteria used to assess such materiality.

Dassault Systèmes' intention is to maintain the proportion of independent directors on the Board at 50%[2] at least. Along with the appointment proposal, if it is approved, of Mr. Eric Trappier as director at the General Meeting of May 20, 2026, the percentage of independent directors within the Board of Directors will be 50%.

(1) Excluding directors representing employees, not accounted in accordance with the AFEP-MEDEF Code.
(2) Excluding directors representing employees,

The table below shows the situation of each director 2 as of March 24, 2026 with respect to the independence criteria set out in the AFEP-MEDEF Code (see page 38 of the Code):

Criteria	Pascal Daloz	Charles Edelstenne	Geneviève Berger	Xavier Cauchois	Catherine Dassault	Laurence Daures	Soumitra Dutta	Marie-Hélène Habert-Dassault	Nathalie Rouvet Lazare	Donatella Sciuto	Groupe Industriel Marcel Dassault SAS (represented by Olivier Costa de Beauregard)
Criterion 1: Employee/ corporate officer during the previous five years	X	X	✓	✓	X	✓	✓	X	✓	✓	✓
Criterion 2: Cross-directorships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3: Significant business relationships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4: Family ties	✓	✓	✓	✓	X	✓	✓	X	✓	✓	X
Criterion 5: Statutory Auditor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6: Terms of office exceeding twelve years	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 7: Status of non-executive officer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Criterion 8: Status of major shareholder	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	X

Appointment of a Lead Independent Director from among the independent directors

In the interest of maintaining a balance of powers related to the combining of the functions of Chief Executive Officer and Chairman of the Board of Directors, the Board of Directors, at its meeting on March 15, 2022, decided to appoint a Lead Independent Director, from among the independent directors, whose specific remit is described below:

- to chair the annual meeting of independent directors and report back to the Board of Directors;
- to request that an *ad hoc* session of independent directors be held when a key strategic decision is submitted to the Board (acquisition of a company of a significant size, etc.);
- to submit recommendations regarding the practices of the Board to the Chairman and the Secretary of the Board of Directors;
- to oversee the formal review of the Board of Directors carried out by the Secretary of the Board;
- to prevent or manage situations of conflict of interest brought to his or her attention, and inform the Board of Directors thereof, including by examining any new directorships envisaged by the directors.

To carry out his or her role, the Lead Independent Director:

- has access to any documents or information that he or she judges necessary, in particular the work carried out by the committees;
- may request assistance from the Secretary of the Board of Directors.

The Lead Independent Director must report annually to the Board of Directors on the work.

The table below presents the composition of the Board of Directors of Dassault Systèmes at the date of this Universal registration document.

Composition of the Board of Directors of Dassault Systèmes*

	PERSONAL INFORMATION				EXPERIENCE	POSITION WITHIN THE BOARD				PARTICIPATION IN BOARD COMMITTEES
	Age	Sex	Nationality	Number of shares	Number of corporate offices held in listed companies (1)	Independence	Date of first appointment to the Board	Expiry of the term of office	Number of years of board membership	
DIRECTOR EXECUTIVE OFFICER										
Pascal Daloz	57	M	France	4,224,295	2**		07/22/2020	2026 (2)	6 years	
DIRECTORS										
Charles Edelstenne	88	M	France	80,581,475	2		04/08/1993	2026 (2)	33 years	
Geneviève Berger	71	F	France	500	1	X	05/24/2023	2027	3 years	X
Xavier Cauchois	68	M	France	3,000	1	X	05/22/2018	2026 (2)	8 years	X
Catherine Dassault	58	F	France	147,280	0		07/20/2016	2027	10 years	
Laurence Daures	52	F	France	2,000	0	X	05/26/2016	2028	10 years	X
Soumitra Dutta	62	M	India	500	0	X	05/23/2017	2029)	9 years	X
Marie-Hélène Habert-Dassault (3)	60	F	France	2,830	2		05/22/2025	2029	≤ 1 year (3)	
Nathalie Rouvet Lazare	63	F	France	1,000	1	X	05/22/2025	2029	≤ 1 year	X
Donatella Sciuto	64	F	Italy	500	2	X	05/22/2025	2029	≤ 1 year	X
Groupe Industriel Marcel Dassault	N/A	N/A	France	535,449,840	2		05/22/2024	2028	≤ 2 years	
Permanent representative of GIMD (Olivier Costa de Beauregard)	66	M	France	3,830	1					
DIRECTORS REPRESENTING EMPLOYEES										
Anne-Laure Chevalier	59	F	France	16,750	0		05/22/2024	2028	≤ 2 years	
Christine Defert	63	F	France	0	0		05/22/2024	2028	≤ 2 years	

* As of the date of this Universal registration document.

** Mr. Daloz's term of office as member of the Supervisory board of STMicroelectronics N.V. will expire at the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026.

(1) Number excluding the office held within Dassault Systèmes SE.

(2) Renewal proposed to the General Meeting on May 20, 2026.

(3) Director of Dassault Systèmes SE in her own name from 2014 to May 2024, then as permanent representative of GIMD from May 2024 to January 8, 2025 and, once again, director in her own name since May 22, 2025.

The roles and duties performed by the corporate officers of Dassault Systèmes SE are set out in the tables below.

Pascal Daloz – Chief Executive Officer & Chairman

Age: 57 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position: Chief Executive Officer & Chairman of Dassault Systèmes

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2025

Date of co-optation by decision of the Board of Directors:
07/22/2020

Date of ratification:
05/26/2021

Number of Dassault Systèmes shares owned as at December 31, 2025:
4,224,295

Attendance rate at Board meetings in 2025:
100%

Biography

Pascal Daloz is Chairman of the Board of Directors (since February 21, 2026), and Chief Executive Officer of Dassault Systèmes (since 2024) after serving as Deputy CEO in 2023.

He joined Dassault Systèmes in 2001 as Vice President R&D in charge of Sales Development. Then he was subsequently Vice-President, Strategy and Market Development, Vice-President, Strategy and Business Development (2003); Executive Vice-President, Strategy and Marketing (2007); Executive Vice President, Corporate Strategy and Market Development (2010); Executive Vice President, 3DS Global Brands and Corporate Development (2014); Chief Financial Officer and Corporate Strategy Officer (2018); and Chief Operating Officer; leading the Operations Executive Committee, from 2020 to 2023.

From 1992 to 1997, Pascal Daloz was a consultant for technology innovation management at Arthur D. Little, and then senior analyst for the technology sector at Crédit Suisse First Boston until 2001.

Main other offices and positions

Within the Dassault Systèmes Group, in France

President of Outscale SAS and of Dassault Systèmes International SAS

Within the Dassault Systèmes Group, outside France

Chairman of the Board of Directors of Dassault Systemes Americas Corp., Medidata Holdings, Inc., Medidata Solutions, Inc. and Centric Software, Inc since October 31, 2025.

Outside the Dassault Systèmes Group

Independent director and member of the Nomination, Governance, Ethics and Corporate Responsibility Committee of Sopra Steria Group S.A. (listed company), independent member of the Supervisory Board of STMicroelectronics N.V. (listed company)(1), Director of PSL Foundation, Honorary Co-Chairman of Alliance Industrie du Futur, legal representative of Dassault Systèmes and member of GIE Software République

Offices held and which have expired during the past five years

Within the Dassault Systèmes Group

Deputy CEO of Dassault Systèmes and CEO of Medidata Solutions, Inc.

Outside the Dassault Systèmes Group

Director of Institut d'Etudes Avancées de Nantes and of Fondation Mines-Télécom

(1) Mr. Daloz's term of office as member of the Supervisory board of STMicroelectronics N.V. will expire at the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026.

Charles Edelstenne – Founder, Honorary Chairman & Director

Age: 88 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Director

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2025

Date of first appointment:
04/08/1993

Number of Dassault Systèmes shares owned as at December 31, 2025:
80,581,475 (mostly with only beneficial ownership *(usufruit)*)

Attendance rate at Board meetings in 2025:
100%

Biography

Charles Edelstenne is the Founder, Honorary Chairman & Director of Dassault Systèmes, having been Chairman of the Board of Directors until January 2023. Before that, he had been Manager (from 1981 to 1993) and Chairman & Chief Executive Officer (from 1993 to 2002).

He is Honorary Chairman of Groupe Industriel Marcel Dassault SAS (GIMD), after serving as Chairman from 2018 to January 8, 2025, and Chief Executive Officer from 2013 to 2018.

Charles Edelstenne is also Honorary Chairman and Director of Dassault Aviation after having held the positions of General Secretary from 1975 to 1986, Vice President responsible for economic and financial affairs from 1986 to 2000and Chairman & Chief Executive Officer from 2000 to 2013.

He holds a chartered accountancy qualification.

Main other offices and positions

Within the Dassault Systèmes Group, in France

Honorary Chairman and Director of Dassault Aviation S.A. (listed company)

Within the Dassault Systèmes Group, outside France

Director of Dassault Falcon Jet Corporation

Outside the Dassault Systèmes Group

Director of Carrefour S.A. (listed company); Honorary Chairman of Gifas[(1)]; and Manager of the Arie, Arie 2, Nili and Nili 2 partnerships

Offices held and which have expired during the past five years

Chairman of the Board of Directors of Dassault Systèmes SE until 2023.

Through early 2025: Chairman of GIMDDirector of Thalès S.A. (listed company), Chief Executive Officer of Dassault Médias SAS, Chairman of the Board of Directors of Dassault Médias SAS, Chairman of Rond-Point Holding SASU, Chairman of Rond-Point Immobilier SAS, Manager of Rond-Point Investissements SAS, Chairman and director of Groupe Figaro SASU, Chairman of Société du Figaro SAS, Manager of SCI Maison Rouge, Chief Executive Officer of Dassault Wine Estates SASU and representative of GIMD as Chairman of Rond-Point Investissements SAS and as Chairman of the Board of Directors and Managing Director of SITAM Belgium S.A

(1) Groupement des Industries Françaises Aéronautiques et Spatiales.

Geneviève Berger – Independent Director and Lead Director of Sustainable Development

Age: 71 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Director

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026

Date of first appointment:
05/24/2023

Number of Dassault Systèmes shares owned as at December 31, 2025:
500

Attendance rate at Board meetings in 2025:
100%

Attendance rate at Scientific Committee meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025: 100%

Member of the Scientific Committee

Biography

Ms. Geneviève Berger is a Doctor of Medicine (MD) and holds PhDs in physics and in human biology. In 1991 she founded, and ran until 2000, the Laboratory for Parametric Imaging at the French National Center for Scientific Research (CNRS) and Broussais Hôtel-Dieu hospital. She was Director General of the CNRS from 2000 to 2003.

Geneviève Berger was Professor and Hospital Practitioner at La Pitié-Salpêtrière Teaching Hospital from 2003 to 2008 before joining Unilever, first as a director and then as Chief Research and Development Officer from 2008 to 2014. Ms. Geneviève Berger was Chief Research Officer for the Swiss company Firmenich from 2015 to 2021.

Main other offices and positions

Director of Kerry Group plc. (Ireland) (listed company), member of the Supervisory Board of the Institut Curie and Chair of the Strategic Orientation Committee of the University of Paris-Saclay since 2025

Offices held and which have expired during the past five years

Director of AstraZeneca and Air Liquide (listed companies)

Xavier Cauchois – Independent Director

Age: 68 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Director

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2025

Date of first appointment:
05/22/2018

Number of Dassault Systèmes shares owned as at December 31, 2025:
3,000

Attendance rate at Board meetings in 2025:
100%

Attendance rate at Audit Committee meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025: 100%

Chairman of the Audit Committee

Biography

Xavier Cauchois has more than 30 years of experience in auditing and consulting, as a partner of PwC France in the Paris office. He has held several management roles in France and at a European level and has supported his clients, notably in the technology, telecoms and media sectors, as well as in the health sector and more generally in industry.

He was head of PwC Europe and France for the Technology sector until 2009 and also a member of the Global Strategic Committee for Auditing from 2005 to 2008.

He was a member of the France Executive Committee of PwC in charge of "Partners & Strategy" from 2013 to 2016.

Main other offices and positions

Director of Temenos AG (listed company)

Offices held and which have expired during the past five years

Independent director of Technicolor S.A. (listed company) and of Technicolor Creative Studios S.A. (listed company)

Catherine Dassault – Director

Age: 58 years

Nationality: French

Business address: :
Groupe Industriel Marcel Dassault SAS –
9 Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris – France

Main position:
Director

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026

Date of first appointment:
07/20/2016

Number of Dassault Systèmes shares owned as at December 31, 2025:
147,280

Attendance rate at Board meetings in 2025:
100%

Biography

Catherine Dassault is a Lead director of development at the Institut de l'Engagement, which helps young volunteers enrolled in France's Civic Service scheme to pursue their studies, find a job or set up their own business. Before devoting her time to helping develop and fund medical research and education, Catherine Dassault studied law and psychology and worked in the advertising and communications industry.

Main other offices and positions

Director of Fondation AP-HP, Manager of Green Spark Invest SARL, Manager of TCBD & Fils (partnership) and Chair of Fonds de Dotation Citadelle

Offices held and which have expired during the past five years

Director of Dassault Aviation S.A. (listed company)

Laurence Daures – Independent Director and Lead Independent Director

Age: 52 years

Nationality: French

Business address:
ESSEC Business School –
3 avenue Bernard Hirsch –
95021 Cergy-Pontoise –
France

Main position:
Finance professor –
ESSEC Business School

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

Date of first appointment:
05/26/2016

Number of Dassault Systèmes shares owned as at December 31, 2025:
2,000

Attendance rate at Board meetings in 2025:
100%

Attendance rate at Audit Committee meetings in 2025:
100%

Attendance rate at Compensation and Nomination Committee meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025: 100%

Chair of the Compensation and Nomination Committee

Member of the Audit Committee

Biography

Laurence Daures is full professor of finance at the ESSEC Business School.

She holds a PhD in Finance from HEC Paris (2003), a Master's in Management from EDHEC, a "104 Finance" Master's degree from Paris Dauphine University, and a Master's in Economic Analysis and Policy from the Paris School of Economics.

Between 2004 and 2011, Laurence Daures served first as assistant professor, then co-Director and subsequently Director of the ESSEC Finance department, and then she was associate professor from 2011 until 2024. She also taught at ENSAE between 2000 and 2010.

As an academic researcher, she is the author of several scientific articles on organizing and price formation in financial markets and has received distinctions for her work. She was the 2013 recipient of the Vega Prize from the Federation of European Securities Exchanges and received the 2015 Best Research Paper Award on Derivatives from the Montreal Institute of Structured Finance and Derivatives (IFSID).

Main other offices and positions

Independent Director, Chairman of the Audit Committee and member of the Risks Committee of LCL – Le Crédit Lyonnais S.A.

Offices held and which have expired during the past five years

None

Soumitra Dutta – Independent Director

Age: 62 years

Nationality: Indian

Business address:
Portulans Institute,
1015 15th Street NW,
Washington, D.C. 20005,
USA

Main position:
Director, and Chief Executive Officer of Igesia Inc.

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028

Date of first appointment:
05/23/2017

Number of Dassault Systèmes shares owned as at December 31, 2025:
500

Attendance rate at Board meetings in 2025:
88.88%

Attendance rate at Scientific Committee meetings in 2025:
100%

Attendance rate at Compensation and Nomination Committee meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025:
100%

Chairman of the Scientific Committee

Member of the Compensation and Nomination Committee

Biography

With a PhD in computer science, Soumitra Dutta is the Founder and Chairman of the Portulans Institute, a Washington D.C.-based think tank, and co-founder and partner of Frontier Capital, a venture capital firm specializing in climate technology.

He began his career in 1985 as a research assistant at the University of California, Berkeley, USA. Between 1988 and 1990, he gained further research experience at General Electric. He then joined INSEAD, the international management school based in Fontainebleau (France), where he served as lecturer then Dean of Technology and E-learning. In 1999, he set up eLab@Insead, the school's research and analytics center focused on big data analytics for businesses, which he headed until 2012. In 2002, he was named Dean of Executive Education at INSEAD. During his tenure at INSEAD, Soumitra Dutta also participated in setting up and managing three strategy consultancies specialized in new technologies and innovation, which he developed before selling them.

From 2012 to 2018, Soumitra Dutta was successively Dean of the Samuel Curtis Johnson Graduate School of Management and Founding Dean of the College of Business at Cornell University (New York, United States). From 2022 to 2025 he was Dean of the Saïd Business School at the University of Oxford (United Kingdom).

Main other offices and positions

Chief Executive Officer of Igesia Inc., Member of the Board of Directors of the Bankinter Foundation, Madrid (Spain), Member of the advisory board of Vin University, Hanoi (Vietnam), Member of the advisory board of Umm Al-Qura University in Mecca (Saudi Arabia) since January 2025, member of the advisory board of the *Royal Academy of Management* in Muscat (Oman) since April 2025 and member of the advisory board of the GISMA University of Applied Sciences in Potsdam (Germany) since September 2025

Offices held and which have expired during the past five years

Director of Sodexo (listed company), Member of the Board of Shareholders of ZS Associates (USA), Chairman of the Board of Directors of *The Global Business Schools Network* (GBSN) and Director of the *Reynolds Foundation* (until January 2026)

Marie-Hélène Habert-Dassault – Director

Age: 60 years

Nationality: French

Business address: :
Groupe Industriel Marcel Dassault SAS –
9 Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris – France

Main position:
Director of communication and patronage, GIMD

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028

Date of first appointment:
07/23/2014

Number of Dassault Systèmes shares owned as at December 31, 2025:
2,830

Attendance rate at Board meetings in 2025:
100%

Biography

Marie-Hélène Habert-Dassault has been Director of communication and patronage of the Groupe Industriel Marcel Dassault SAS (GIMD) since 1998. She joined GIMD in 1991 as Deputy Director of communication after having started her career as a media planning consultant at the DDB advertising firm in London. She holds a Master's degree in Business (ex-DESS) in corporate law and taxation, from the corporate law Magisteruium (Assas, France,1988) and a Master's in strategy and marketing (Sciences Po, Paris, 1989).

Marie-Hélène Habert-Dassault was Director from July 23, 2014, until May 22, 2024, then GIMD representative to the Board of Directors of Dassault Systèmes SE until January 8, 2025. She was appointed director again on May 22, 2025.

Main other offices and positions

Within the Dassault Systèmes Group

Member of the Supervisory Board of GIMD, Director of Dassault Aviation SA (listed company), Member of the Supervisory Board of Rond-Point Immobilier SAS, Director and Chairwoman of the Serge Dassault Foundation

Outside the Dassault Systèmes Group

Representative of GIMD as director, member of the Strategy Committee and of the HR and CSR Committee of Biomérieux (listed company)

Member of the Strategy Committee and President of HDF, Manager of H Investissements, Manager of HDH Immo, Director of Siparex Associés, Manager of SCI Duquesne, Director of Fondation Fondamental, member of the Board of Directors of the Fondation Gustave Roussy and Manager of SCI Hauteville 3 since 2025

Offices held and which have expired during the past five years

Member of the Supervisory Board of Immobilière Dassault S.A. and Director of Artcurial S.A (until May 2025)

Nathalie Rouvet Lazare – Independent Director

Age: 63 years

Nationality: French

Business address:
In Between
13 rue Henri Rochefort –
75017 Paris

Main position:
Director

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028

Date of first appointment:
05/22/2025

Number of Dassault Systèmes shares owned as at December 31, 2025:
500(1)

Attendance rate at Board meetings in 2025:
100%

Attendance rate at Audit Committee meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025: 100%

Member of the Audit Committee

Biography

An HEC graduate and an IFA/Sciences Po certified corporate director (2011), Nathalie Rouvet Lazare has, 35 years of professional experience, combining strategy, marketing and communication (Air France, Saatchi & Saatchi Advertising, Publicis, La Poste Group, In Between) and corporate management (Coheris) and governance (Associée en Gouvernance). This career path has enabled her to acquire a profound understanding of corporate strategy and management, the challenges of development and digital transformation, and governance issues.

Having worked in the corporate governance field since 2010, Nathalie Rouvet Lazare became an Independent Director of Coheris in September 2011 and chaired its Strategy Committee. She was appointed Chairman and Chief Executive Officer at the end of 2013 and heads this software solutions publisher in the areas of customer relationship management, intelligence and data governance (listed on compartment C of Euronext Paris from 2013 to 2019). She led the company's turnaround and then the restructuring of its capital structure, which resulted in a friendly takeover in 2019.

Main other offices and positions

Independent director, Chairwoman of the Compensation and Nomination Committee, and Member of the Audit Committee of Hightech Payment Systems (HPS),(listed company on the Casablanca Stock Exchange)

Offices held and which have expired during the past five years

None.

(1) At the date of the Universal registration document, Nathalie Rouvet Lazare holds 1,000 shares (acquisition of 500 shares on February 13, 2026.

Donatella Sciuto – Independent Director

Age: 64 years

Nationality: Italian

Business address:
Polytechnic University of Milan,
Piazza Leonardo da Vinci 32 –
Edificio 1, 1 piano,
rettorato 20133 Milan –
Italy

Main position:
Rector and professor of the Polytechnic University of Milan

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028

Date of first appointment:
05/22/2025

Number of Dassault Systèmes shares owned as at December 31, 2025:
0 (1)

Attendance rate at Board meetings in 2025:
100%

Attendance rate at the independent directors' sessions in 2025: 100%

Member of the Scientific Committee

Biography

A graduate in electronic engineering, with a PhD in electrical and computer engineering from the University of Colorado, Boulder (United States) and a master's degree in business administration from Bocconi University, Donatella Sciuto is Rector of the Polytechnic University of Milan (Italy), where she is a full professor.

Donatella Sciuto is also co-author of more than 400 scientific articles and holds four international patents. She has been named Chair of the IEEE Council of Electronic Design Automation, a US-based international scientific company, is a member of the Academia Europaea and has been named among "*IBM Women Leaders in Artificial Intelligence*" and "*Inspiring Fifty Italy*".

Donatella Sciuto collaborates on various initiatives for girls in the fields of science, technology, engineering and mathematics (STEM). She launched the Diversity and Inclusion program at the Polytechnic University of Milan where, as a former Executive Vice-Rector, she oversaw research strategies and educational innovation.

Main other offices and positions

Independent director of Fila S.p.A and Avio S.p.A (listed companies), member of the Board of Directors of the Bank of Italy, member of the Supervisory Board of the Corriere della Sera Foundation, member of the Board of the TIM Foundation and member of the Board of the *Tech Europe Foundation*

Offices held and which have expired during the past five years

Member of the Supervisory Board of the *Human Technopole Foundation*, member of the Board of Directors of Rai Way S.p.A. (listed company), member of the Supervisory Board of STMicroelectronics (listed company) (until May 2025) and member of the Board of the Italian Institute of Technology (until October 2025)

(1) At the date of this Universal registration document, Donatella Sciuto holds 500 shares (acquisition of 500 shares on February 12, 2026).

Groupe Industriel Marcel Dassault représenté par Olivier Costa de Beauregard – Director

Address:
Groupe Industriel Marcel Dassault SAS,
9 Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris – France

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

Date of first appointment:
05/22/2024

Number of Dassault Systèmes shares owned as at December 31, 2025:
535,449,840

Attendance rate at Board meetings in 2025:
100%

Main other offices and positions

Within the Dassault Group, in France:

Chairman of Dassault Médias SAS, Chairman of Dassault Invest 2 SAS, Chairman of Dassault Invest 3 SAS, Chairman of Dassault Real Estate SAS, Chairman of Financière Dassault SAS, Chairman of Rond Point Investissements SAS, Chief Executive Officer of Dassault Wine Estates SAS, Director of Artcurial S.A. and member of the Supervisory Board of Immobilière Dassault S.A. (listed company)

Within the Dassault Group, outside France:

Chairman of the Board of Directors and Managing Director of Sitam Belgique S.A. (Belgium) and Chairman of the Board of Directors of Sitam Luxembourg S.A. (Luxembourg)

Outside the Dassault Group:

Director, member of the Strategic Committee and of the CSR Committee of Biomérieux S.A. (listed company), member of the Supervisory Board of Rothschild & Co SCA and Director of MNH SAS

Offices held and which have expired during the past five years

None

Olivier Costa de Beauregard

Age: 66 years

Nationality: French

Business address:
Groupe Industriel Marcel Dassault SAS –
9 Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris – France

Main position:
Chief Executive Officer of (GIMD)

Date of appointment as permanent representative:
01/09/2025

Biography

Olivier Costa de Beauregard has served as CEO of Groupe Industriel Marcel Dassault (GIMD) since 2006.

Honorary Inspector of finance at the French Treasury (Inspecteur des Finances Honoraire), he is a graduate of the Ecole Normale Supérieure, the Institut d'Etudes Politiques of Paris and the Ecole Nationale d'Administration (ENA).

After graduating from ENA in 1986, he was assigned to the Audit Department of the French Treasury. In 1990, he served as advisor at Société Générale de Belgique (Suez Group), and then in 1991 at UAP working with the Group's Chief Investment Officer.

From 1993 to 1995, Olivier Costa de Beauregard served as technical advisor in the office of Prime Minister Edouard Balladur. In 1995, he was appointed Director of Development at UAP Vie, then Director of Axa UAP France, in charge of strategy and planning. In 1998, he joined Crédit Commercial de France and then HSBC as a Director. In 2005, he joined GIMD as Deputy Chief Executive Officer.

Main other offices and positions

Within the Dassault Group, in France

Chairman of the Management Board of Immobilière Dassault S.A. (listed company), Chairman of the Board of Directors of C.P.P.J. S.A., Director of Dassault Médias SAS and of CCM Benchmark Group SAS, member of the Supervisory Board of Les Maisons du Voyages SAS, of the Supervisory Board of Marco Vasco SAS, and of the Supervisory Board of Le Particulier et Finances Editions SAS, CEO of Dassault Wine Estates SAS and of Rond Point Investissements SAS, Chairman of Société d'Exploitation des Vignobles Dassault SAS

Representative of GIMD as director of Artcurial S.A., Chairman of Financière Dassault SAS, Chairman of Dassault Invest 2 SAS, Chairman of Dassault Invest 3 SAS, Chairman of Dassault Real Estate SAS

Representative of Dassault Invest 2 SAS as member of the Supervisory Committee of Collector Square SAS

Within the Dassault Group, outside France

Managing Director of Sitam S.A. (Switzerland), of Sitam Venture S.A. (Switzerland) and of Sitam Belgique S.A. (Belgium), Director and Vice-Chairman of Dasnimmo S.A. (Switzerland), Chairman and Chief Executive Officer of Sitam America (United States), Director, Chairman and Secretary of Dassault Immobilier Canada Inc. (Canada)

Representative of GIMD as Chairman of the Board of Directors of Sitam Luxembourg S.A. (Luxembourg)

Outside the Dassault Group

Permanent representative of GIMD on the Supervisory Board of Rothschild & Co

Director of Cendres et Métaux S.A. (Switzerland), Chairman of the Supervisory Board of La Maison S.A. (Luxembourg), Chairman of Val-de-Grâce Investissement SAS and Manager of OMCB SCI

Offices held and which have expired during the past five years

Representative of Financière Dassault as non-voting board member of Mandarine Gestion S.A.

Co-manager of SCI Fenoux-Groult

Through early 2025: Vice-Chairman and member of the Supervisory Board of Marco Vasco S.A., Vice-Chairman and member of the Supervisory Board of Les Maisons du Voyage S.A.,. Chairman of Financière de Tourville SAS, Chairman of Dassault Real Estate SAS, Chairman of Dassault Invest 3 SAS, Chairman of Dassault Invest 2 SAS, Co-Manager of Rond-Point Investissements EURL, Chairman of Financière Dassault SAS, Chairman of the Board of Directors of Sitam Luxembourg (Luxembourg) and Co-Manager of DRE Trebol de Diagonal SARL (Spain)

Anne-Laure Chevalier – Director representing employees

Age: 59 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Director of Legal Organization and Development

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

Date of first appointment:
05/22/2024

Number of Dassault Systèmes shares owned as at December 31, 2025:
16,750

Attendance rate at Board meetings in 2025:
100%

Biography

Anne-Laure Chevalier is a director representing employees nominated by the trade union CFE-CGC. She has served as Director of Legal Organization and Development of Dassault Systèmes since 2018, after being Head of Special Projects and Legal Deployments since 2010. From 1992 to 2010, she served successively as junior counsel for Contracts, senior counsel for Major Accounts, then as Head of the Global Contracts department. She joined Dassault Systèmes in 1990 in the department of training documentation translation department. Anne-Laure Chevalier holds a DEA post-graduate degree in English and North American Business Law from the University of Paris I Panthéon-Sorbonne.

Main other offices and positions

None

Offices held and which have expired during the past five years

None

Christine Defert – Director representing employees

Age: 63 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Executive assistant

Expiry of the term of office:
General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

Date of first appointment:
05/22/2024

Number of Dassault Systèmes shares owned as at December 31, 2025:
0

Attendance rate at Board meetings in 2025:
100%

Biography

Christine Defert is a director representing employees, nominated by the trade union CFDT. She has been the executive assistant at the Industries organization of Dassault Systèmes since 2007. She has been a member of the Works Council (WC) of Dassault Systèmes SE, as an alternate representative of the CSE on the Board of Directors from 2017 to 2024 and member of the European Committee from 2020 to 2024. *Before 2007, she served as* administrative manager and executive assistant in several startups in France.

Christine Defert is a member of the Executive Committee of the CFDT for metallurgy companies (Symetal) and, since 2023, employment tribunal judge.

Main other offices and positions

None

Offices held and which have expired during the past five years

None

The term of office of Bernard Charlès as Executive Chairman of the Board of Director and Director ended on February 21, 2026.

Bernard Charlès – Executive Chairman of the Board of Directors until February 21, 2026

Age: 68 years

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel Dassault,
78140 Vélizy-Villacoublay –
France

Main position until February 21, 2026:
Executive Chairman of the Board of Directors of Dassault Systèmes

Date of first appointment:
04/08/1993

Number of Dassault Systèmes shares owned as at December 31, 2025:
25,352,205

Attendance rate at Board meetings in 2025:
100%

Biography

Bernard Charlès was Executive Chairman of the Board of Directors of Dassault Systèmes from January 1st, 2024 to February 21st, 2026. He held the position of Chief Executive Officer, alongside Charles Edelstenne (from 1995 to 2002), then he was appointed as Chief Executive Officer from 2002 to 2022, Vice-Chairman of the Board of Directors from 2016 to 2022, and finally Chairman & Chief Executive Officer in 2023. Since joining Dassault Systèmes in 1983, he contributed establishing the culture of continuous innovation that underpins the Company's scientific strength and that has made science a defining element of its corporate identity. He was Director of New Technologies, Research and Strategy from 1986 to 1988 and Director of Strategy, Research and Development from 1988 to 1995. Since March 2, 2026, he holds the position of Chief architect.

Main other offices and positions

Within the Dassault Systèmes Group

Executive Chairman of the Board of Directors of Dassault Systèmes Corp.

Outside the Dassault Systèmes Group

None

Offices held and which have expired during the past five years

Within the Dassault Systèmes Group

Chairman of the Board of Directors of Centric Software, Inc. (until October 31, 2025), Dassault Systemes SolidWorks Corporation and CEO of Dassault Systèmes

Outside the Dassault Systèmes Group, in France

Independent Director of Sanofi (listed company)

5.1.1.3 Practices of the Board of Directors

Combination of the offices of Chairman of the Board and Chief Executive Officer

Except in 2023, Dassault Systèmes separated from 2002 until February 21, 2026, the offices of Chairman of the Board and Chief Executive Officer [1].

In addition to providing a balance of powers, this separation of functions enabled each person to focus on the well-defined remits referred to below.

- Thus, from January 1, 2024, date of appointment of Mr. Pascal Daloz as Chief Executive Officer and until February 21, 2026:Mr. Pascal Daloz, the Chief Executive Officer, kept the Executive Chairman of the Board of Directors regularly informed of significant matters concerning Dassault Systèmes, particularly with respect to strategy, organization and investment projects;
- Mr. Bernard Charlès, the Executive Chairman of the Board of Directors, organized and supervised the work of the Board of Directors and reported thereon to the Shareholders' General Meeting. He oversaw the smooth running of the decision-making bodies of Dassault Systèmes SE and compliance with best governance practices, and ensured that the directors were able to carry out their duties. All of his missions are outlined in paragraph 5.1.1.2 "Practices of the Board of Directors" of the Universal registration document 2024.

On February 21, 2026, Mr. Bernard Charlès announced that he would step down from his roles as Executive Chairman of the Board of Directors and Director for personal reasons, effective immediately.

On the same day, on the recommendation of the Compensation and Nomination Committee, the Board of Directors unanimously appointed Mr. Pascal Daloz as Chief Executive Officer & Chairman of Dassault Systèmes, in accordance with the long-standing succession plan for the chairmanship of the Board and in line with the Company's long-term strategy.

The Chief Executive Officer & Chairman is vested by law with the most extensive powers to act on behalf of Dassault Systèmes SE, subject to the limitations of

(1) These functions were, exceptionally, combined for a transitional period, from January 9, to December 31, 2023, when Mr. Bernard Charlès held the combined office of Chairman and Chief Executive Officer.

powers indicated in paragraph 5.1.1.5 "Powers of the Chief Executive Officer & Chairman" below. He represents Dassault Systèmes SE in its dealings with third parties.

The Board of Directors has set up a number of special committees to help it perform its tasks: the Audit Committee (set up in 1996), then the Compensation and Nomination Committee and the Scientific Committee (set up in 2005). These Committees report regularly to the Board of Directors on the performance of their missions. The composition of these Committees and their practices are described in paragraph 5.1.1.4 "Composition, Practices and Activities of the Board Committees".

The Board of Directors has also appointed a Lead Independent Director, whose specific remit is described in paragraph 5.1.1.2 "Composition of the Board of Directors", and a lead director for sustainable development matters.

Mr. Charles Edelstenne, having served as Chairman of the Board of Directors until January 8, 2023, is a significant shareholder and continues to play an active role as director. Since January 9, 2023, he has been appointed Honorary Chairman of Dassault Systèmes, in honor of his role as Founder of the Company and as corporate officer for more than forty years.

Measures taken to ensure a balance of powers within the Board of Directors

As Dassault Systèmes is committed to ensuring a balance of power within the Board of Directors, several measures have been taken in this regard:

- the Board of Directors, at its meeting held on March 15, 2022, decided to appoint, from among the independent directors, Ms. Laurence Daures as Lead Independent Director. Her remit includes contributing to the prevention and management of conflicts of interest within the Board of Directors particularly by examining any new directorships envisaged by the directors. She is also responsible for making recommendations concerning the Board's functioning and overseeing its formal evaluation. In addition, she may request that a special meeting of the independent directors be held when a key strategic decision is submitted to the Board (for an exhaustive list of her duties, see paragraph 5.1.1.2 "Composition of the Board of Directors");
- at the date of this Universal registration document, 55% of the members of the Board of Directors are independent directors (excluding directors representing employees – see paragraph 5.1.1.2 "Composition of the Board of Directors");
- 100% of the members of all Board committees are independent directors (see paragraph 5.1.1.4 "Composition, Practices and Activities of the Board Committees");
- independent directors meet, each year, without the presence of executive officers and other directors, to hold a general discussion on the functioning of the Board of Directors and discuss specific subjects (for details regarding the sessions held in 2025, see paragraph "Independent Directors' Sessions (annual executive sessions)" below);
- the Board of Directors must authorize all acquisitions or disposals of entities, shareholdings or assets (excluding intragroup transactions) and any external funding, including through bonds in an amount of more than €750 million (see paragraph 5.1.1.5 "Powers of the Chief Executive Officer & Chairman").

Main provisions of the Board's internal regulation

The Board of Directors has drawn up an internal regulation which set out the necessary consideration of social and environmental issues in the definition and implementation of Dassault Systèmes' strategic orientations.

It stipulates the frequency of Board meetings and how Board members may participate in them. It also sets out rules relating to the provision of information to the Board, whether such information is provided on a regular basis (e.g. information concerning off-balance sheet commitments and the cash position) or in case of events which may have a material impact on Dassault Systèmes' prospects, outlook or on the implementation of Dassault Systèmes' strategy.

The internal regulation provides for the appointment of a Lead Independent Director and specifies his/her duties.

The internal regulation requires that, each year:

- the Board reviews the independence of the directors;
- the independent directors meet without the executive officers and the other directors to hold a general discussion regarding the practices of the Board of Directors and debate specific subjects; and
- the Board discusses its functioning. Every three years, the Board conducts a formal review.

In terms of confidentiality obligations, the Board's internal regulation stipulates that the directors, or any persons attending meetings of the Board or one of its Committees, must keep confidential all information obtained in the context of their duties.

With respect to the prevention and management of conflicts of interest, the executive officers must first obtain the opinion of the Board prior to accepting a new corporate office in a listed company.

Each director and executive officer must also inform the Chairman of the Board of Directors, prior to any commitment or decision by such director or officer, of:

- any situation of conflict of interest, even potential, with Dassault Systèmes SE or one of its subsidiaries and, where applicable, must not attend the discussion or take part in the vote on the corresponding decision. In particular, the personal involvement of a director in a transaction in which Dassault Systèmes SE or one of its subsidiaries has a direct interest, or which has come to the director's attention in their capacity as a director, must be notified to the Chairman of the Board of Directors prior to its conclusion; and
- their intention to accept a new corporate office or new role or assignment in a third-party company (French or foreign, listed or unlisted).

The Chairman of the Board of Directors examines the request, seeking the opinion of the Chief Executive Officer, when the offices of Chairman of the Board and Chief Executive Officer are separated, and the Lead Director, informs the director concerned of his position and, if required by the AFEP-MEDEF corporate governance code, informs or refers the matter to the Board of Directors for an opinion.

The internal regulation currently stipulates that in the event of conflict of interest or the request to accept a new corporate office or new role or assignment in a third-party company concerns the Chairman of the Board of Directors, the procedure detailed above must be followed, in which case the role of Chairman of the Board is performed by the Chief Executive Officer. Following the combining of the functions of Chairman of the Board of Directors and Chief Executive Officer, it is planned to amend the internal regulation on this point in 2026.

In addition, directors are not permitted to use their title or position to obtain benefits of any kind, for themselves or third parties, nor are they permitted to speak on behalf of the Company.

The internal regulation also states the minimum number of shares that must be held by directors (excluding directors representing employees) throughout the duration of their terms of office and at the latest two years after their appointment, i.e. 500 shares with a minimum of 250 shares during the first year. Lastly, it requires directors to comply with the rules drawn up regarding the prevention of insider trading.

The Audit Committee has its own charter.

The Board of Directors' activities in 2025

The Board of Directors met nine times in 2025, with an attendance rate of 99.15%.

The Board of Directors' activity related mainly to the following matters in accordance with legal requirements:

- the definition and review of strategic orientations;
- the review of the ESG (Environment, Social and Governance) strategy – the Company's targets, plans of action and achievements – and the status of the work carried out in accordance with the CSRD (Corporate Sustainability Reporting Directive), including the update of the analysis of the double materiality assessment, following a review by all the independent directors and in particular the Lead Independent Director for sustainable development matters;
- the financial statements and the budget (approval by the Board of Directors of the annual and consolidated financial statements of 2024, the consolidated financial statements for the first half of 2025 and the forecast financial statements for 2025; review of the quarterly results and the financial objectives for 2025); the Board was kept informed of Dassault Systèmes' financial situation through the reports of the Audit Committee and the presentations given at each meeting by the Chief Executive Officer and the Executive Vice President, Chief Financial Officer;
- the review of contemplated acquisitions;
- the notice of the Shareholders' General Meeting and the drafting of the Universal registration document 2024;
- the corporate officers' compensation and award of performance shares;
- the composition and practices of the Board (including proposals for renewals and appointments of directors, review of the independence of directors, update on the practices of the Board);
- Dassault Systèmes SE's governance and compliance with corporate governance rules and recommendations;
- changes in the Board's internal regulation;
- the policy on workplace equality and equal pay;
- the compliance program, including risk mapping for corruption and influence peddling, in accordance with the recommendation of the French anti-corruption Agency, and the Ethics Committee's report;
- the prevention and management of risks within the Company, following a review by all the independent directors at a special annual session (see paragraph "Independent Directors' Sessions (annual executive sessions)" below);
- the review of the shareholding structure.

Consideration by the Board of social and environmental issues

As early as in February 2012, Dassault Systèmes had published its "purpose" (its "*raison d'être*"), which is to seek to contribute to sustainable development in all its aspects: to provide businesses and people with **3D**EXPERIENCE universes enabling them to imagine sustainable innovations, capable of harmonizing product, nature and life.

This purpose determines not only the choice of acquisitions and product developments, but also the culture and values of the Company and each of its organizations.

Social, societal and environmental responsibility (CSR) is therefore at the heart of Dassault Systèmes' strategy and activities. It is applied at every level of the Company within the Board of Directors and the Executive Committee, which is itself assisted by the Sustainability Steering Committee, as well as through the departments for Sustainable Development, Sustainable Procurements, Sustainable Finance, and Audit & Risks departments (for more details, please refer to sections 2.2.1.3.1 and 2.2.1.3.2).

Independent Directors' Sessions (annual executive sessions)

Every year, the three board committees (composed exclusively of independent directors) meet together in special sessions.

In September 2025, two sessions were held:

- one was dedicated to sustainability issues;
- the other was devoted to the prevention and management of risks within the Company and to the update of the double materiality assessment carried out in accordance with the CSRD (Corporate Sustainability Reporting Directive).

The first session served as a reminder of the positioning of Dassault Systèmes in terms of sustainable development in the current context of geopolitical and technological upheaval. Changes in reporting requirements and other applicable regulations in the various geographical areas where Dassault Systèmes operates, and their impact on the Company's activities, were discussed. As every year, the progress made in each of the pillars of the Company's strategy has been reviewed with the Sustainability Steering Committee (see section 2.2.1.3.1 "The role of administrative, management, and supervisory bodies in Sustainable development"). The decarbonization strategy was presented and discussed in detail, particularly with a view to the expected trend of certain SBTi indicators in 2026. The independent directors also noted that the ratings of extra-financial agencies remained stable or improved between 2022 and 2024, demonstrating the strength of the Company's commitment..

The discussion focused, as every year, particularly on the development of the portfolio of solutions enabling Dassault Systèmes' customers to reduce their environmental impact ("Handprint" pillar): independent directors reviewed new usage cases to demonstrate the impact of the Company's solutions for the decarbonization of the economy and circularity in various industries (including automotive, consumer goods, infrastructure and healthcare). Moreover, the initiatives implemented to strengthen employee engagement in sustainability were presented, demonstrating the contribution and involvement of the entire internal ecosystem (GEOs, brands, industries). Finally, an update was also provided on human capital development, with a specific focus on issues related to the development of AI and governance topics.

The session devoted to risk management within the Company first of all provided to the independent directors an opportunity to review, together with the Company's Enterprise Risk Management Steering Committee (see paragraph 5.2 "Company Risk Management and Internal Control Procedures"), the latest work carried out within the ERM (Enterprise Risk Management) framework defined by Dassault Systèmes. Risk mapping and developments in some methodological aspects have been reviewed, with specific update dedicated to the increase in geopolitical instability and the cybersecurity as well as how to handle such risk was notably discussed.

The independent directors then reviewed changes in governance and the work carried out in accordance with the CSRD, in particular the update of the double materiality assessment analysis in light of the regulatory framework and its evolutions and the practices of comparable French and European companies.

As it is the case each year, and without the presence of Dassault Systèmes' teams, these presentations were followed by discussions among the independent directors on the practices of the Board in order to provide all the directors with an opinion and recommendations on the subject.

Directors' Training

Each year, all the directors of Dassault Systèmes are invited to attend a directors' "information day" event held at the 3DS Paris Campus and, where applicable, to attend various events, particularly in France or in the United States, where they can hear testimonies and feedback from Dassault Systèmes' customers and partners.

In 2025, the year the Company launched its 3D UNIV+RSES strategy, the directors' annual information day sought to deepen the foundations underpinning these 3D UNIV+RSES – the seventh generation of world representation introduced by Dassault Systèmes over the past 45 years and a new chapter in the generative economy.

Special focus was placed on:

- embedded AI technologies to fast-track the creation of game-changing generative experiences;
- their involvement and development focus areas in the three sectors of the economy served by Dassault Systèmes;
- multi-sensory immersive experiences (sense computing) to help elevate knowledge and know-how; and
- current macroeconomic and geopolitical challenges, as well as growth drivers for the Company.

Finally, the directors visited the **3D**EXPERIENCE Lab, where they were shown the latest groundbreaking innovations currently in development.

In accordance with the AFEP-MEDEF Code, each director may request, if he considers it necessary, additional training on the specificities of Dassault Systèmes, its business lines, business sector and ESG challenges, and in particular, climate-related issues.

Directors representing employees are also offered specific training for them to carry out their duties as directors.

Finally, the members of the Audit Committee receive training on the specific accounting, financial and operational aspects of Dassault Systèmes.

The Board's review of its practices and performance

The Board of Directors is constantly seeking to improve its composition and practices. To this end:

- it solicits the independent directors' comments on the subject. The independent directors hold a session each year, notably with a view to providing an opinion on the practices of the Board;
- it holds a debate at least once a year on its functioning, particularly to check that important issues are suitably prepared and debated; and
- it conducts a formal review every three years, in accordance with its internal regulation and the AFEP-MEDEF Code.

The results of the formal reviews in 2021 and 2024 with all directors were positive overall. For the successive review, the Board of Directors considered that it was not desirable to use an outside firm to conduct this review for the following reasons: (i) confidentiality concerns regarding the information shared during meetings of the Board of Directors, and (ii) the small number of minor issues reported during previous discussions on the Board's practices and formal reviews.

The comments and suggestions made by the directors have been taken into account:

- the time spent for meetings of the Board and its committees was increased when necessary and the independent directors' sessions extended to allow them to discuss strategic matters, besides corporate governance, in a holistic manner;
- the Executive team continued to pay close attention to the subjects covered during the directors' annual information day, day which the directors - in particular independent ones- consider particularly informative and stimulating;
- the Executive team ensures that joint meetings are organized between committees, particularly the Audit Committee and the Scientific Committee, in order to take a global approach to issues or, for example, to plan ahead for major decisions when a significant acquisition is being considered.

Following their discussions in September 2025, the independent directors also again expressed satisfaction with the practices and the composition of the Board of Directors. They welcomed in particular the quality of the independent directors' sessions, which allow for in-depth exploration of cross-cutting topics and the that of the annual information day dedicated to the Board members, unanimously recognized for its usefulness and relevance, both in terms of the topics covered and the richness of interactions with speakers. In conclusion, they consider that the Board operates constructively and in a climate of high-quality exchange and that the continuous evolutions of its practices make it possible to cstrengthen collective effectiveness of this governance body.

The formal review of the Board's practices includes an assessment of the Chairman's contribution. There is a high satisfaction rate among directors as regards the performance of this role, and no recommendations were made in this respect.

The Board of Directors thus declared that it was satisfied with its practices overall and with the effective contribution of each director to its work, notably on the basis of their respective skills, their attendance at meetings and their involvement in the discussions of the Board and its committees. The Compensation and Nomination Committee is in charge of reviewing the effective contribution of the independent directors to the Board's work before reporting its conclusions to the Board of Directors. The directors may, if they wish, request feedback on their individual contribution from the Chairman of the Board or the Lead Independent Director.

5.1.1.4 Composition, Practices and Activities of the Board Committees

Audit Committee

The Audit Committee consists solely of independent directors: Mr. Xavier Cauchois, who chairs the Committee, as well as Ms. Laurence Daures and Ms. Nathalie Rouvet Lazare (since May 22, 2025, replacing Ms. Odile Desforges who, after 12 years in office, could no longer be considered independent within the meaning of the AFEP-MEDEF's Code). All have financial or accounting expertise.

The Audit Committee, in line with its charter, is responsible for overseeing:

- matters related to the preparation and the auditing of accounting, financial and non-financial information, in compliance with applicable regulations;
- questions related to the implementation of regulations in the process of being rolled out;
- the process of preparing financial and non-financial information, the effectiveness of the internal control and risk management systems, the audit by the Statutory Auditors of the Company's annual financial statements and its consolidated financial statements and the independence of the Statutory Auditors; and
- the relationship between Dassault Systèmes and its Statutory Auditors. In this regard, the Audit Committee is involved in appointing and reappointing the Statutory Auditors. It monitors the Statutory Auditors to ensure they fulfill their mission and takes into account the findings and conclusions of the Haut Conseil du Commissariat aux Comptes after audits have been conducted.

On all these matters, this Committee presents its recommendations to the Board of Directors.

The Audit Committee also provides the Board of Directors with regular reports on its activities, the results of the process of certification of the financial statements by the Statutory Auditors, how this process contributed to the integrity of the financial and non-financial information and the role it played in this process. It informs the Board of Directors immediately of any difficulties it encounters.

It approves the annual plan for internal audits and gives its opinion on the department's organization.

Lastly, it authorizes the Statutory Auditors to provide services other than the certification of the financial statements.

In order to carry out its tasks, the Audit Committee is given presentations by Dassault Systèmes' Finance department, particularly regarding financial risks and, as the case may be, off-balance sheet commitments, and during the audit of the financial statements, a presentation from the Auditors on the results of the statutory audit and the accounting options selected. With respect to the efficiency of the internal control and risk management systems, the Statutory Auditors inform the Audit Committee of their main findings and the Internal Audit Director reports on the conclusions of his/her work. In addition, the Committee may call on external experts, after ensuring they have the necessary expertise and independence.

In 2025, the Audit Committee met eight times, including three meetings at the Company's head office, which were attended by the Chief Executive Officer, the Chief Financial Officer, the General Secretary, the Group Controller, the Financial Reporting Director, the Internal Audit Director, the Group General Counsel, and the Statutory Auditors, with whom regular discussions were held without the management of Dassault Systèmes attending such discussions. The attendance rate at the Audit Committee meetings in 2025 was 100%.

One of these Committees, described as "extended" Audit Committee, including Mrs Geneviève Berger, Independent Director and Lead Director for Sustainable Development, was focusing on the review of non-financial information. Were also present at this session the Director of Sustainable Finance, the Director of Sustainability and the Statutory Auditor authorized to certify sustainability-related information in relation to non-financial performance.

During 2025, the Audit Committee had the opportunity to discuss, or to give its opinion on, various topics brought to its attention in the context of its regular meetings, including:

- as part of the quarterly and annual closings, a review of Dassault Systèmes' performance, its targets and the consolidated financial statements and the parent company's financial statements;
- the authorization of services other than certification of the financial statements performed by the Statutory Auditors;
- the duties and activities of the Audit & Risks team:
  - effectiveness of the internal control assessment system,
  - review of internal control for the fiscal year 2025,
  - validation of the internal audit plan and follow-up of work and conclusions for fiscal year 2025,
  - review of fraud cases;
- examination of the resources of the Audit and Risks team and review of the IFACI Professional Certification obtained by the team and relating to the internal audit system;
- the external audit plan and budget for 2025;
- the following activities of the Audit Committee relating to the extra-financial reporting were as follows:
  - review of the system implemented by the Company for the application of the CSRD for fiscal years 2024 and 2025,
  - review and discussions with the Statutory Auditor authorized to certify sustainability-related information and extra-financial performance for fiscal years 2024 and 2025, in particular the double materiality assessment, the information required under the EU Taxonomy framework and changes in the company's carbon footprint in relation to its targets,
  - monitoring of regulatory developments relating to non-financial information,
  - monitoring of extra-financial performance,
  - monitoring of closing options and approach selected for the publication of qualitative and quantitative non-financial information for the current year;
- the update of the revenue recognition principles mainly related to the Group's new business models;
- review of the principles introduced by the new IFRS 18 accounting standard and the internal conversion project to this standard;

- review, within the context of a changing business model, of the aspects relating to the Group's financial communication;
- the status of the projects to simplify the Group's legal structure;
- review of the main points of concern of financial analysts and investors;
- monitoring of topics related to the Group's cash generation and the impacts of changes in exchange rates;
- review of the changes in the financial information systems in the context of the Group's transition to a subscription-based model;
- monitoring of tax risks, changes in the tax environment, particularly in France and the United States;
- the monitoring of the main litigation matters and proceedings (civil, commercial or tax) which are generally linked to its day-to-day operations;
- contemplated acquisitions;
- the monitoring of the Group's financing policy;
- the main account closing options for the fiscal year.

Compensation and Nomination Committee

The Compensation and Nomination Committee is composed solely of independent directors: Ms. Laurence Daures, who chairs the Committee, and Mr. Soumitra Dutta.

The main duties of this Committee are:

- to propose to the Board of Directors the amounts of the executive officers' compensation and benefits, including the rules for calculating the variable components of this compensation and for verifying the application of these rules;
- to propose the amount and the rules for allocation of the directors' compensation in respect of their directorship;
- to propose to the Board of Directors the appointment of directors or the renewal of their appointment and to organize their selection procedure, which comprises several phases: determining the selection criteria in line with the diversity policy applicable to the Board, the search for candidates, meeting the selected candidates, and a decision by the Committee with a view to making a recommendation to the Board;
- to examine the independence of the directors who are identified as independent directors, based on the criteria set out in the AFEP-MEDEF Code;
- to assess the actual contribution of independent directors to the work of the Board;
- to examine Dassault Systèmes' appointment policy and to be informed of the compensation policy for executive officers, including managers who are not corporate officers;
- to discuss the employee profit-sharing and incentive plan, in particular the allocation of performance shares and share subscription options; and
- to propose to the Board of Directors solutions in case of vacancy of the positions of Chairman of the Board and of Chief Executive Officer. In this respect, on the recommendation of the Compensation and Nomination Committee, Mr. Bernard Charlès, before being appointed Chairman and Chief Executive Officer in January 2023,had been appointed as Vice Chairman of the Board of Directors in 2016 so that he could act as Chairman of the Board in the event the Chairman was unable to carry out his duties or the position of Chairman became vacant. Similarly, before being appointed Deputy Chief Executive Officer in January 2023, Mr. Pascal Daloz had been managing operations at Dassault Systèmes since 2020. On January 1, 2024, Mr. Bernard Charlès was appointed Chairman of the Board of Directors and Mr. Pascal Daloz Chief Executive Officer. On February 21, 2026, the final step of the succession plan prepared several years ago was implemented with the decision of Mr. Bernard Charlès to step down from his position of Executive Chairman, and the appointment of Mr. Pascal Daloz as Chief Executive Officer & Chairman.

In addition, the Committee meets regularly with the members of Dassault Systèmes' Executive Committee as well as members of the management teams and oversees preparations for the future through an annual review of the composition of the Executive Committee and of the short-term and medium- to long-term succession plan for its members. This review is fulfilled with the Chief Executive Officer, or, when the roles are combined, the Chief Executive Officer & Chairman.

When the Compensation and Nomination Committee works on an appointment, and in particular when it reviews succession plans of corporate officers, it also involves the Chief Executive Officer & Chairman in its work.

In relation to its duties, the Committee met five times in 2025, with an attendance rate of 100%. During these meetings, it carried out all of the tasks described above; in this respect, it made observations and recommendations to the Board on the following subjects:

- the governance and composition of the Board of Directors and its committees, the appointment of two new independent directors;
- the independence of directors, which was reviewed based on the answers provided by of each director in a questionnaire on the subject, and the assessment of their actual contribution to the Board's work;
- the amount and the allocation of compensation to directors;
- executive officers' compensation;
- the composition of the Executive Committee in 2025, the short-term (unavailability, death) and medium-to-long term (career evolution, retirement) succession plan for its members and their compensation; and
- the performance share award plans for Dassault Systèmes executives and employees .

On a general and ongoing basis, the Compensation and Nomination Committee monitors the compliance of Dassault Systèmes with applicable laws and regulations and best practices in the area of corporate governance, in particular with respect to the composition and practices of the Board.

Scientific Committee

Like the other Board committees, the Scientific Committee is composed solely of independent directors: Mr. Soumitra Dutta, Chairman of the Committee, Ms. Geneviève Berger and Ms. Donatella Sciuto (since January 1, 2026). The Committee reviews the main areas of scientific research and development, as well as Dassault Systèmes' technological achievements, and makes recommendations on these matters. The main persons in charge of these matters within Dassault Systèmes are invited to the Committee's meetings.

The Scientific Committee met twice in 2025, with an attendance rate of 100%.

The Scientific Committee reviewed the main lines of Dassault Systèmes' strategy, and more specifically investments in relation to "3D UNIV+RSES". This strategy should enable the Company to reach new fields and audiences . The following topics were addressed:

- Dassault Systèmes works with its customers to develop 3D UNIV+RSES, combinations of virtual twins enhanced by artificial intelligence and created with the **3D**EXPERIENCE platform, which combine modeling, simulation data science and collaboration innovation. Thus, 3D UNIV+RSES make it possible to observe and experience the world, to learn from these experiences, by combining real-world data with virtual representations – multidisciplinary and multiscale modeling and simulations;
- the goal is to represent not only the real world (object and living beings) but also all the knowledge and expertise involved in their creation, production, use and recycling (their lifecycle);
- the **3D**EXPERIENCE platform, a platform of knowledge and know-how, is evolving to take advantage of the latest advances in generative AI and the development of new categories of solutions (Virtual Companions, Generative Experiences, Virtual Twin as a Service), that goes hand in hand with the implementation of new business models, whose goals are to serve new markets and create value more quickly;
- in the field of health and care, the approach chosen by Dassault Systèmes is to consider the individuals throughout their lives, both during periods of illness and when they are healthy, and to bring together all the stakeholders (research laboratories, pharmaceutical companies, healthcare establishments, etc.), in order to offer comprehensive prevention and support solutions. The use of virtual twins of the human body helps advance our understanding of diseases and adjust accordingly medical practices and health systems. The topics relating to nutrition and well-being will also benefit from this scientific approach.

5.1.1.5 Powers of the Chief Executive Officer & Chairman

Pursuant to French law, the Chief Executive Officer & Chairman represents Dassault Systèmes SE in dealings with third parties within the limits set by its corporate purpose and by the powers reserved by law for the shareholders or the Board of Directors.

However, under Dassault Systèmes SE's by-laws, certain decisions of the Chief Executive Officer (or the Chief Executive Officer & Chairman when the roles are combined) are submitted to the Board for prior approval. This covers, in particular, the acquisition or the disposal of an entity, shareholding or asset (excluding intragroup transactions) or external funding (through bank loans or the capital markets, including bonds), if the amount of the transaction exceeds a threshold set each year by the Board. This threshold, which was set by the Board on March 24, 2026, is €750 million. On March 24, 2026, the Board also authorized the Chief Executive Officer & Chairman to grant security and guarantees, in the name of Dassault Systèmes SE:

- without any limitation on the amount, if guaranteeing any commitments made with respect to tax and customs administrations or those made by companies controlled by Dassault Systèmes SE;
- up to an aggregate amount of €750 million in all other cases.

5.1.2 Executives of Dassault Systèmes

The Executive Committee, chaired by Mr. Pascal Daloz, brings together the heads of Dassault Systèmes' main business lines and functions. It comprises twelve members, five of whom are women:

Pascal Daloz [(1)]	Chief Executive Officer & Chairman
Florence Hu-Aubigny	Executive Vice President, Research & Development
Philippe Laufer	Executive Vice President, 3DS Global Brands
Patrick Johnson	Executive Vice President, Corporate Research & Sciences
Élisa Prisner	Executive Vice President, Strategy, Industry, Marketing & Transformation
Rouven Bergmann	Executive Vice President, Chief Financial Officer
Laurence Barthès	Executive Vice President, Chief People & Information Officer
Florence Verzelen	Executive Vice President, EMEA [(2)]
Samson Khaou	Executive Vice President, Asia-Pacific
Erik Swedberg	Executive Vice President, Americas
Victoire de Margerie	Vice President Corporate Marketing, Communication & Identity
Grégory Abate	General Secretary

(1) Mr. Pascal Daloz is an executive officer *(dirigeant mandataire social exécutif)* within the meaning of the AFEP-MEDEF Code.
(2) Europe, Middle East and Africa.

Gender equality objective within governing bodies

Further to a proposal of general management, the Board of Directors has set the objective of maintaining a proportion of women of approximatively 40% within the Executive Committee. This proportion was 41.7% as at December 31, 2025.

Dassault Systèmes has a strong ambition in terms of gender equality and promotes diversity of profiles for top positions of responsibility with specific actions taken at the recruitment stage and subsequent monitoring based on objectives that are assessed annually (see paragraph 5.1.7.5 "Gender Equality within the Management Team and Top Positions of Responsibility").

5.1.3 Compensation policy for Corporate Officers *(mandataires sociaux)*

A compensation policy in line with the corporate interest, strategy and durability of Dassault Systèmes

Dassault Systèmes' long-term strategy is based on its "purpose" (its "*raison d'être*"), which is to seek to contribute to sustainable development in all its aspects: to provide businesses and people with **3D**EXPERIENCE universes in order to imagine sustainable innovations, capable of harmonizing products, nature and life.

Dassault Systèmes' compensation policy is defined to be in the Company's corporate interest in order to attract, motivate and retain highly qualified profiles, for whom competition in the market is intense, to promote the Company's success and durability, which depend on the achievement of its strategic objectives, including in relation to ESG, as well as its commercial and financial objectives, in the medium and long term.

Any change in the compensation of executive officers is based on the performance of Dassault Systèmes, changes in its scope and its market shares. Changes both in macro-economic data and in data specific to Dassault Systèmes SE (including the employment and compensation conditions applicable to employees, in particular the level of overall salary increases) over the past three years is also reviewed.

Any significant change in the compensation of executive officers is thus made over long intervals, in accordance with the recommendation of the AFEP-MEDEF Code.

The compensation of the Executive Chairman of the Board of Directors and the Chief Executive Officer decided in 2024 remained unchanged until February 21, 2026, date on which Mr. Pascal Daloz became Chief Executive Officer & Chairman. For 2026, the compensation of Mr. Pascal Daloz, from now on Chief Executive Officer & Chairman, remains unchanged, subject to adjustment to the structure and scope of the performance shares plan which will be proposed by the Board of Directors to the General Meeting of May 2026 for all beneficiaries, employees of executive officers.

Over the past ten years, to account for Dassault Systèmes' successive transformations and the expansion of its scope:

- the compensation paid to the Chairman of the Board of Directors was increased in 2015, 2021 and 2024;
- the compensation paid to the Chief Executive Officer was increased in 2015, 2018, 2021 and 2024;

In 2021, these increases were decided by taking into account the compensation conditions of employees:

- the increases in the fixed compensation of the Chairman of the Board of Directors and in the annual target compensation for achievement of objectives of the Chief Executive Officer were at a level equivalent to half of the overall increase of Dassault Systèmes SE employees' salaries between 2018 and 2021;
- the increase in the fixed compensation of the Chairman of the Board of Directors and of the Chief Executive Officer was effective on the date on which the fixed compensation of the employees was also increased.

In 2024, the increases decided upon reflected the new governance put in place, Mr. Bernard Charlès and Mr. Pascal Daloz, each taking on new roles: Chairman of the Board of Directors with enhanced missions, described in the paragraph 5.1.1.3 "Practices of the Board of Directors" of the Universal registration document 2024, for the first, and Chief Executive Officer for the second.

The structure of the Chief Executive Officer & Chairman's compensation is the same as that of the Management team members. Their compensation is composed of a fixed portion and a variable portion (short term and long term). The variable portion may represent a significant part of the total compensation if the annual targets are achieved or outperformed. The applicable criteria and the targets are reviewed every year in order to be consistent with Dassault Systèmes' strategic orientations. However, the Chief Executive Officer & Chairman is not eligible for the incentive and profit-sharing payments from which all Dassault Systèmes SE's employees benefit, unlike the other members of the Management team attached to France.

Shareholder approval

The compensation policy for the corporate officers *(mandataires sociaux)* of Dassault Systèmes is defined each year in March by the Board of Directors, upon the recommendation of the Compensation and Nomination Committee.

The Committee carries out its work with complete independence based on the benchmarking of compensation granted to directors, Chairmen of boards of directors or supervisory boards, and CEOs of companies in the CAC 40 index mainly, as well as CEOs of international technology companies, mostly American. The benchmark used by the Committee is stable. The members of the Committee, all of whom are independent directors, discuss the subject of compensation in the absence of the executive officers concerned.

In accordance with Article L. 22-10-34, II of the French Commercial Code, the compensation components paid or granted in 2025 to Mr. Bernard Charlès, Executive Chairman of the Board of Directors until February 21, 2026, and to Mr. Pascal Daloz, Chief Executive Officer in 2025 and Chief Executive Office & Chairman since February 21, 2026, is subject to a shareholders' vote.

In 2025, such resolutions relating to compensation paid or granted in the 2024 fiscal year to Mr. Bernard Charlès (6th resolution) and Mr. Pascal Daloz (7th resolution) were approved by 91.62% and 94.08% majority, respectively.

Some of the information included in the corporate governance report is also set out in a draft resolution submitted to the shareholders for approval in accordance with Article L. 22-10-34, I of the French Commercial Code.

Furthermore, in accordance with Article L. 22-10-8 of the French Commercial Code, the compensation policy for corporate officers, as set forth in this paragraph 5.1.3, will be submitted to the next General Meeting. Pursuant to Article L. 22-10-34, II of the French Commercial Code, the payment of variable or extraordinary compensation components resulting from the implementation of this compensation policy for 2026 to Mr. Pascal Daloz will be subject to shareholder approval at the General Meeting called to approve the financial statements for the 2026 fiscal year.

For more details on the resolutions proposed, see paragraph 7.1 "Presentation of the Resolutions Submitted by the Board of Directors to the General Meeting of May 20, 2026".

5.1.3.1 Compensation Policy Applicable to the Executive Chairman of the Board of Directors until February 21, 2026

The annual compensation of the Executive Chairman of the Board of Directors until February 21, 2026, is fixed compensation only, as recommended by the AFEP-MEDEF Code. He does not receive any variable compensation (short- or long-term), nor does he benefit from any additional retirement plan or indemnity under a non-competition or severance payment clause.

He receives benefits in kind corresponding to the use of a vehicle and mandatory supplemental health insurance.

All compensation paid to him by the Company is paid by Dassault Systèmes SE, a company incorporated under the laws of France and the main operating company of Dassault Systèmes.

It is reminded that Mr. Bernard Charlès resigned, for personal reasons, from his corporate offices of Executive Chairman of the Board of Directors and Director on February 21, 2026, effective immediately. The same day, on the recommendation of the Compensation and Nomination Committee, the Board of Directors appointed unanimously Mr. Pascal Daloz as Chief Executive Officer & Chairman of Dassault Systèmes, in accordance with the long-standing succession plan for the chairmanship of the Board of Directors and in line with the long-term strategy of Dassault Systèmes.

At its meeting on March 24, 2026, the Board of Directors set, on the recommendation of the Compensation and Nomination Committee, the amount of the fixed compensation paid to Mr. Bernard Charlès, which is calculated based on an annual amount of €2,000,000, amount unchanged from 2025 and 2024, i.e. €291,667 for the period from January 1, 2026 to February 21, 2026.

It is reminded that at its meeting on March 12, 2024, the Board of Directors, on the recommendation of the

Compensation and Nomination Committee, set the annual fixed compensation paid to the Executive Chairman of the Board of Directors at €2,000,000, noting the availability of Mr. Bernard Charlès to devote himself to the very long-term matters proposed by the Chief Executive Officer (contribution to the Company's strategy, fundamental research strategy and the development of governmental or sensitive relations with certain customers). See paragraph 5.1.1.2 "Practices of the Board of Directors" of the Universal registration document 2024 for more details on the role of Mr. Bernard Charlès from January 1, 2026 to February 21, 2026.

The amount granted to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors reflected the will of the Chief Executive Officer that Mr. Bernard Charlès, an entrepreneur for over 35 years at Dassault Systèmes, continues to contribute to the Company's strategy, fundamental research strategy and the development of the Company's business and reputation with global institutions and longstanding customers with whom he has built strong relationships of trust, in a context where the size and visibility of Dassault Systèmes have increased considerably. It also took into account compensation practices observed for Chairmen of Boards of Directors who have previously performed executive functions, notably in CAC 40 companies.

Mr. Bernard Charlès did not receive any new performance share allocation in 2026, as was the case in 2025 and 2024.

However, the shares granted to him in 2023 will vest in 2026, since the conditions of continued presence and of performance have been fully met as of December 31, 2025.

These shares were granted as part of the gradual process of associating Mr. Bernard Charlès with the Company's capital within the aim of recognizing his entrepreneurial role for over 35 years with Dassault Systèmes and providing him with an equity interest comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world. Prior to the IPO of Dassault Systèmes in 1996, Mr. Bernard Charlès had not benefited from an equity interest in the Company.

The performance condition governing the vesting of these shares was based on demanding financial and, since 2023, non-financial criteria, with a minimum level of achievement set at 75% of the target for the non-financial criteria and 80% for the financial criteria. No minimum amount was therefore guaranteed.

Mr. Bernard Charlès was also required to hold, in registered form and until he ceases to hold office, 15% of the performance shares vested since the allocation by the Board of Directors in 2007. This percentage was calculated after deducting the number of shares whose sale would be necessary to pay the tax, social security contributions and fees relating to the sale of all such shares. He also formally agreed to not enter into forward transactions allowing him to guarantee the capital gain in the event of the sale of his performance shares. This prohibition is also stated in the Dassault Systèmes Insider Trading Rules.

5.1.3.2 Compensation Policy Applicable to Mr. Pascal Daloz, Chief Executive Officer then Chief Executive Officer & Chairman since February 21, 2026

The compensation of Mr. Pascal Daloz, Chief Executive Officer than Chief Executive Officer & Chairman since February 21, 2026 consists of fixed and variable annual compensation as well as benefits in kind corresponding to mandatory supplemental health insurance. In the event of a forced departure, he may receive an indemnity, subject to the satisfaction of certain conditions, including a performance condition.

He is also awarded performance shares; however, he is not granted any options to subscribe or to purchase shares.

As Chief Executive Officer until February 21, 2026 and since then, as Chief Executive Officer & Chairman, Mr. Pascal Daloz does not receive any multi-year variable compensation payable in cash, any additional pension plan or any compensation under a non-compete clause.

All compensation paid by the Company to Mr. Pascal Daloz is paid by Dassault Systèmes SE, a company incorporated under the laws of France and the main operating company of Dassault Systèmes.

Likewise, it is only Dassault Systèmes SE that grants performance shares to Mr. Pascal Daloz.

Fixed and variable annual compensation

As Chief Executive Officer until February 21, 2026 and since then, as Chief Executive Officer & Chairman, Mr. Pascal Daloz receives annual target compensation for achievement of objectives comprising a fixed portion for 50%, paid monthly, and a variable portion for 50%, paid annually depending on the achievement of the performance criteria previously set by the Board of Directors, subject to the approval of the Shareholders' General Meeting.

For the fiscal year 2026, these criteria, as defined by the Board of Directors and set out below, are in line with Dassault Systèmes' strategic orientations in the short, medium and long term. Therefore, they contribute to the objectives of the compensation policy of Dassault Systèmes to promote the Company's success and durability.

These criteria include an ESG metric, representing 15% of the variable portion. The purely qualitative portion of these criteria is limited to 15%.

The ESG criteria and associated targets are reviewed annually to ensure consistency with Dassault Systèmes' ESG strategy for 2027 and 2029. For more details on Dassault Systèmes' ESG strategy, see paragraph 1.8 "Extra-financial Performance – Main Figures" and Chapter 2 "Environmental, Social, Societal and Governance Responsibility".

Performance criteria governing the payment to the Chief Executive Officer & Chairman of his variable compensation	Type	Weighting	Minimum level of achievement	Cap
Dassault Systèmes' ESG metric based on four environmental, social and governance criteria*:	Quantifiable	15%	Minimum level of achievement: between 71% and 100% of target, depending on the criterion. Minimum payment level of 60% and, in the event of an outperformance, a maximum of 140%.	140%
— employee pride and satisfaction rates measured via an annual internal survey	Quantifiable	1/4		140%
— proportion of women on the Board of Directors, the Management team and among *People Managers*	Quantifiable	1/4		140%
— share of total IFRS revenue (software and services) deemed eligible and share of total IFRS revenue (software and services) deemed aligned within the meaning of EU Taxonomy	Quantifiable	1/4		140%
— reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi): – *emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3) – *percentage of suppliers (by emissions weight) who have set Science-Based Targets for reduction	Quantifiable	1/4		140%
Growth of diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects, in line with the objectives communicated by Dassault Systèmes for the year	Quantifiable	20%		140%
Growth of the conversion rate of operating income (non-IFRS) to operating cash flow	Quantifiable	15%		140%
Competitive position, measured by revenue growth relative to that of competitors and by the growth in cloud and **3D**EXPERIENCE revenue, neutralized from currency effects	Quantifiable	15%		140%
Composition of product portfolio	Quantifiable	20%		140%
Implementation of Dassault Systèmes' short-, medium- and long- term strategy contributing to future growth	Qualitative	15%	-	140%

*These ESG criteria will be calculated on a like-for-like basis.

To determine whether the above criteria are met, the Compensation and Nomination Committee verifies in March of Year N+1 to what extent the targets set in March of Year N have been met. The level of achievement of the objectives determines the amount actually paid for the variable compensation, which can result in a payment below the target, or above the target capped at 140% globally and per criterion. No minimum payment is guaranteed and, in the event of an outperformance, the allocated amount is capped.

In the event of fraud or material error, with the exception of a change in an accounting standard or its interpretation, that occurred during the three previous fiscal years and resulting in the restatement of the individual or consolidated financial statements of the Company, the Board of Directors, after obtaining the opinion of the Compensation and Nomination Committee, reserves the right to cancel all or a portion of the performance shares granted to the Chief Executive Officer & Chairman but not yet vested, and/or to cancel or reduce the amount of the Chief Executive Officer & Chairman's annual variable compensation for the current fiscal year. The number of performance shares and/or the amount of the variable compensation canceled or reduced shall then be equal to the amount which, on the basis of the restated financial statements approved by the Statutory Auditors, appears to have been incorrectly granted to the Chief Executive Officer & Chairman.

During its March 24, 2026 meeting, the Board of Directors set the amount of the annual target compensation for achievement of objectives for Mr. Pascal Daloz for 2026 at €2,000,000, composed of a fixed amount of €1,000,000 and a variable portion capped at 140% of the fixed portion and the amount of which will depend upon the achievement of the targets and will be subject to the approval of the Shareholders' General Meeting called to approve the 2026 financial statements. This amount is unchanged from 2025.

Performance shares

As evidenced by its steady revenue growth, the Company is creating value while transforming its business model. This transition is likely to have short-term impacts on certain financial metrics used in the Company's performance shares plans, thereby affecting the employee retention objective pursued by these plans. In this context, the Board of Directors decided to implement in 2026 a performance shares plan 2026-A for the benefit of certain employees and executives to be deployed in two tranches:

- a tranche: with a classic three-year vesting period; and
- an exceptional tranche defined to retaining employees: with an exceptional two-year vesting period.

This plan reflects the Board's commitment to supporting strong retention and aligning incentives with Dassault Systèmes' long-term growth ambitions, in the context of the Company's recent performance and future development objectives.

As a result, at its meeting on March 24, 2026, the Board of Directors decided that would be granted to the Chief Executive Officer & Chairman in 2026, per the authorization granted by the Shareholders' General Meeting of May 20, 2026 and the plan described above:

- 450,000 performance shares that would be vested at the end of a classic three-year vesting period. This number will remain unchanged from 2025; and
- on an exceptional basis, the Board of Directors decided that would be allocated 225,000 performance shares that would be vested at the end of an exceptional two-year vesting period.

The vesting of these shares, at the end of their respective acquisition period, will be subject to the same conditions of continued presence and performance as those stipulated for the vesting of shares granted to Dassault Systèmes' eligible employees (excluding MEDIDATA).

The performance conditions defined by the Board are based on demanding financial and non-financial criteria, with no minimum amount guaranteed. It therefore contributes to the objectives of the compensation policy of Dassault Systèmes to promote the Company's success and durability.

The Board of Directors set these criteria as follows for 2026.

Performance criteria governing the vesting of performance shares granted to the Chief Executive Officer & Chairman	Type	Weighting	Minimum level of achievement	Cap
Tranche 1 (two-year vesting period)				
ESG metric based on three environmental, social and governance criteria* (hereinafter, "ESG Indicator"):	**Quantifiable**	**20%**	Minimum level of achievement for each of the three ESG criteria and sub-criteria: between 75% and 100% of the target. For each criterion, a "payment" level (60% minimum and, in the event of outperformance, up to a maximum of 140%) is determined based on the level of achievement. This "payment" level will be equal to zero if the minimum level is not achieved. The number of shares vested for this tranche will depend on the weighted average of the "payment" levels for all ESG criteria and sub-criteria.	**100%**
– proportion of women on the Board of Directors, the Management team and among *People Managers*	Quantifiable	1/3		140%
– share of total IFRS revenue (software and services) deemed eligible and share of total IFRS revenue (software and services) deemed aligned within the meaning of EU Taxonomy	Quantifiable	1/3		140%
– reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi): – emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3) – percentage of suppliers (by emissions weight) who have set Science-Based Targets for reduction	Quantifiable	1/3		140%
Financial criteria	**Quantifiable**	**80%**		**100%**
Growth in diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects (hereinafter "EPS"): EPS achieved in 2027 compared with EPS achieved in 2025	Quantifiable	2/3	Minimum level of achievement: 80% of the target. No performance shares will be vested for this tranche if the achievement level is below 80%. If the achievement level is between 80% and 100%, the number of shares vested will progress linearly from 50% to 100%.	100%

Performance criteria governing the vesting of performance shares granted to the Chief Executive Officer & Chairman	Type	Weighting	Minimum level of achievement	Cap
Growth of the conversion rate of operating income (non-IFRS) to operating cash flow (hereinafter "the Conversion Rate") in 2027 compared with the Conversion Rate achieved in 2025	Quantifiable	1/3	Minimum level of achievement: 97% of the target. No performance shares will be vested for this tranche if the achievement level is below 97%. If the achievement level is between 97% and 100%, the number of shares vested will progress linearly from 50% to 100%.	100%
Tranche 2 (three-year vesting period)				
ESG Indicators	**Quantifiable**	**20%**	**Same parameters as for Tranche 1**	**100%**
Financial criteria:	**Quantifiable**	**80%**		**100%**
Growth in diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects (hereinafter "EPS"): EPS achieved in 2028 compared with EPS achieved in 2025	Quantifiable	2/3	Minimum level of achievement: 76% of the target. No performance shares will be vested for this tranche if the achievement level is below 76%. If the achievement level is between 76% and 100%, the number of shares vested will progress linearly from 50% to 100%.	100%
Growth of the conversion rate of operating income (non-IFRS) to operating cash flow (hereinafter "the Conversion Rate") in 2028 compared with the Conversion Rate achieved in 2025	Quantifiable	1/3	Minimum level of achievement: 97% of the target. No performance shares will be vested for this tranche if the achievement level is below 97%. If the achievement level is between 97% and 100%, the number of shares vested will progress linearly from 50% to 100%.	100%

* These ESG criteria will be calculated on a like-for-like basis.

No performance shares may be acquired by the Chief Executive Officer & Chairman if the achievement level of the targets for EPS growth and for the growth of the conversion rate of operating income (non-IFRS) to operating cash flow and for each of the ESG criteria is below the minimum levels set by the Board referred to above. If the achievement level is greater than 100%, the number of shares vested will be capped at 100%. Off-setting financial criteria against non-financial criteria and vice versa is not possible.

If the condition of continued presence is not met, except in the case of retirement, disability or death, no shares will be vested to the Chief Executive Officer & Chairman. As it is the case for employees who benefit from long-term compensation plans, the performance condition will continue to apply, in the event of retirement, but not in the event of disability or death.

There is no mandatory holding period after the vesting of these shares. However, in accordance with the AFEP-MEDEF Code and the French Financial Markets Authority (AMF) recommendations, the Board of Directors has, with each allocation, set the percentage of vested shares that the Chief Executive Officer & Chairman will be required to keep in registered form for as long as he holds office.

Accordingly, on March 24, 2026, the Board of Directors decided that this percentage would be equal, as it has been every year, to 15% of the shares vested. This percentage is calculated after deduction of the number of shares that it would be necessary to sell in order to pay the tax due, social security contributions and feed related to the sale of the total number of these vested shares.

The Chief Executive Officer & Chairman cannot enter into forward transactions allowing him to guarantee the capital gain in the event of the sale of his performance shares. He has formally agreed to comply with this prohibition, which is also stated in the Dassault Systèmes Insider Trading Rules.

Benefits in kind

The Chief Executive Officer & Chairman receives benefits in kind corresponding to mandatory supplemental health insurance.

Indemnity due in the event of forced departure

The Chief Executive Officer & Chairman may receive a termination indemnity, the principle and amount of which are subject to certain conditions, in particular performance criteria, in accordance with the French Commercial Code and the AFEP-MEDEF Code. Thus, the indemnity would be due in the event of a change of control or strategy duly acknowledged by the Board of Directors, which results in a forced departure in the subsequent twelve months. In the event of forced departure due to poor results at Dassault Systèmes or mismanagement, the indemnity shall not be paid.

The indemnity would also not be due in the event that the Chief Executive Officer & Chairman were to leave Dassault Systèmes on his own initiative to take a new position elsewhere, or were to be assigned a new position within the Company, or if he were able to receive retirement benefits shortly after leaving.

In the event the indemnity is paid to the Chief Executive Officer & Chairman, the Board may, by way of exception, reduce the amount or decide that it is not due in the event of (i) an act of misconduct which cannot be deemed to be connected with the performance of his corporate functions and which is incompatible with the normal performance of his duties, or (ii) events seriously damaging the image of Dassault Systèmes and significantly reducing the share price.

The amount of the termination indemnity due to the Chief Executive Officer& Chairman, will be equivalent to a maximum of two years of compensation and will depend on satisfying the performance conditions established for calculating his variable compensation. The amount paid would be calculated pro rata with respect to the percentage of variable compensation which was actually paid during the three years preceding his departure as compared to the target compensation for those years, using the following formula:

- the aggregate gross compensation (including variable compensation but excluding benefits in kind and directors' fees) due in connection with his directorship for the two fiscal years ended prior to the date of departure;
- multiplied by the quotient of (i) the amount of variable compensation actually paid during the three fiscal years ended prior to the date of departure for their respective year of reference (numerator), divided by (ii) the amount of target variable compensation determined for each of these years by the Board of Directors dependent upon achievement of the objectives set for Dassault Systèmes (denominator).

The indemnity is thus subject to performance conditions related to achieving targets set for the variable compensation.

5.1.3.3 Directors' Compensation

Each director of Dassault Systèmes SE in respect of their corporate office, including Mr. Bernard Charlès and Mr. Pascal Daloz, is entitled to compensation (i.e. "directors' fees").

The General Meeting of May 22, 2025 increased the aggregate annual amount of compensation granted to the directors from €900,000 to €1,200,000 for the current fiscal year and the following fiscal years, until another decision of the Shareholders' General Meeting, in order to take into account, in particular, the increase in the number of directors in the future and changes in the practices of CAC 40 companies in terms of directors' fees.

In terms of the criteria for allocating the total amount among the directors, Dassault Systèmes is focused on attracting, motivating and retaining highly qualified profiles.

Subject to approval by the General Meeting of May 20, 2026 of the compensation policy for corporate officers, the Board of Directors meeting held on March 24, 2026 decided to maintain in 2026 the following allocation criteria applicable in 2025: €24,000 per director, an additional €24,000 for the Chairman of the Board, an additional €40,000 for the Chairman of the Audit Committee, an additional €30,000 for the Chairman of the Compensation and Nomination Committee, an additional €15,000 for the Chairman of the Scientific Committee, an additional €30,000 for the Lead Independent Director, and an additional €20,000 for the lead director of sustainable development (these amounts being paid pro rata to the actual term in office during the fiscal year); €5,400 per member for physical presence at a Board or Committee meeting or at an independent directors' session; and €2,700 per member for participation in a Board, Committee meeting or independent directors' session by conference call or video-conference.

In the event of the presence of the members of the Board of Directors at all the scheduled meetings of the Board, the variable part is thus structurally higher than the fixed part.

In the event that the global amount of Director's fees owed pursuant to these allocation rules would exceed the envelope of €1,200,000 voted by the Shareholders' General Meeting, the amount of Director's fees allocated to each director will be reduced on a prorata basis.

5.1.3.4 Terms of Office, Employment Contracts or Service Agreements with the Company

The corporate officers of Dassault Systèmes SE are appointed for a term of four years. They may be removed from office under the conditions provided by law.

No director of Dassault Systèmes SE has an employment contract with Dassault Systèmes au cours de son mandat, apart from the two directors representing employees, Ms. Anne-Laure Chevalier and Ms. Christine Defert. Their employment contracts have an indefinite term and are subject to relevant legal provisions, in particular with respect to notice and termination.

The employment contract of Mr. Pascal Daloz, an employee of Dassault Systèmes SE since 2001, was terminated in 2023.

No service contract has been concluded by the Company with one of its corporate officers.

5.1.4 Summary of the Compensation and Benefits due to Corporate Officers

Ratios between the compensation paid to executive corporate officers of Dassault Systèmes SE and that paid to employees who are not corporate officers

Below, Dassault Systèmes SE publishes the ratios required by Article L. 22-10-9 of the French Commercial Code relating to the compensation of corporate officers of listed companies by following the AFEP guidelines on compensation multiples as of February 2021.

Dassault Systèmes SE is the Group's main operating company, with its workforce representing 88.9% of the workforce in France as of December 31, 2025. As Dassault Systèmes SE's wage ratios are representative, the definition of a larger scope for the purpose of presenting those ratios is not relevant.

The elements included as compensation are the compensation and benefits paid in respect of fiscal year N comprising the fixed part, the variable part paid during fiscal year N, the extraordinary compensation (where applicable) paid during fiscal year N, directors' fees to the extent these elements were received by the executive officer and paid during fiscal year N, performance shares granted during fiscal year N and valued at their IFRS value, and employee saving initiatives (profit-sharing, incentive plans), employer matching contributions and benefits in kind.

For Dassault Systèmes SE, employees present in 2024 and 2025 (excluding apprentices), their compensation is calculated on a full-time equivalent basis.

The compensation components taken into account for Mr. Bernard Charlès and Mr. Pascal Daloz are presented in Table 1 of this chapter.

Except in 2023, , Dassault Systèmes separated from 2002 until February 21, 2026, the offices of Chairman of the Board and Chief Executive Officer. Until January 8, 2023, Mr. Charles Edelstenne was Chairman of the Board of Directors and Mr. Bernard Charlès was Chief Executive Officer. The two offices were combined for a transitional period in 2023, with Mr. Bernard Charlès holding the combined office of Chairman and Chief Executive Officer from January 9 to December 31. This combination of offices ended on December 31, 2023. Mr. Bernard Charlès served as Executive Chairman of the Board of Directors, and Mr. Pascal Daloz as Chief Executive Officer, from January 1, 2024 to February 21, 2026. On February 21, 2026, Mr. Bernard Charlès decided that he would step down, for personal reasons, from his roles as Executive Chairman of the Board of Directors and Director, effective immediately. On the same day, the Board of Directors appointed Mr. Pascal Daloz as Chief Executive Officer & Chairman.

As the combined office of Chairman and Chief Executive Officer was held in 2023, with no change to Mr. Bernard Charlès' compensation between 2022 and 2023 despite the change of office, Dassault Systèmes SE has not deemed it relevant to present a ratio specifically for the combined office of Chairman and Chief Executive Officer for fiscal year 2023. Mr. Bernard Charlès's compensation as Chairman & Chief Executive Officer is presented in the same way as that of the Vice Chairman of the Board of Directors and the Chief Executive Officer which he had been holding since 2016, thus allowing for a comparison with previous fiscal years.

Executive Chairman of the Board of Directors

	2025	2024	2023	2022	2021
Ratio compared to the average compensation paid to employees of Dassault Systèmes SE	18.9	17.8 [1]	NA	9.6	9.5
(Year-on-year change)	*+6.4%*	*NA*	*NA*	*+1.1%*	*-1.0%*
Ratio compared to the median compensation paid to employees of Dassault Systèmes SE	24.4	24.0 [1]	NA	12.8	13.5
(Year-on-year change)	*+1.9%*	*NA*	*NA*	*-5.2%*	*+5.5%*

(1) The data presented take into account the compensation paid to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors with effect from January 1, 2024.

Chief Executive Officer

	2025	2024	2023	2022	2021
Ratio compared to the average compensation paid to employees of Dassault Systèmes SE	118.4	130.8	383.9	291.4	390.0
(Year-on-year change)	*-9.5%*	*NA* [1]	*+31.7%*	*-25.3%*	*+103.9%*
Ratio compared to the median compensation paid to employees of Dassault Systèmes SE	152.6	176.0	518.3	389.0	552.2
(Year-on-year change)	*-13.3%*	*NA* [1]	*+33.2%*	*-29.6%*	*+116.9%*

(1) Dassault Systèmes did not deem it relevant to publish the change in 2024, given that the roles of Chairman and Chief Executive Officer were combined, on an exceptional basis, in 2023.

Annual trends in the compensation paid to executive corporate officers, in the Company's performance, and in the average compensation paid to Dassault Systèmes SE employees over the past five years

The share price and non-IFRS diluted net earnings per share shown in the table below reflect the five-for-one stock split of the nominal value of Dassault Systèmes' shares on July 7, 2021.

(in euros)	**2025**	2024	2023	2022	2021
Compensation paid to the Chairman of the Board					
Compensation paid to Mr. Charles Edelstenne	NA	NA	NA	1,087,150	1,070,895
Compensation paid to Mr. Bernard Charlès	2,086,626	2,086,155 (1)	NA		
(Year-on-year change)	*0.0%*	*NA*	*NA*	*+1.5%*	*+3.8%*
Compensation paid to the Chief Executive Officer					
Compensation paid to Mr. Bernard Charlès	NA	NA	3,099,235	3,243,587	3,089,077
Compensation paid to Mr. Pascal Daloz	13,040,368	15,320,153	NA	NA	NA
(Year-on-year change)	*-14.9%*	*NA*	*-4.5%*	*+5.0%*	*+3.1%*
Share price on December 31 of the reporting year	23.84	33.50	44.24	33.50	52.31
(Year-on-year change)	*-28.8%*	*-24.3%*	*+32.1%*	*-36.0%*	*+57.4%*
Net earnings per share (non-IFRS)	1.31	1.28	1.20	1.13	0.95
(Year-on-year change)	*+2.3%*	*+6.7%*	*+6.2%*	*+18.9%*	*+26.7%*
Average compensation paid to Dassault Systemes SE's employees (other than executive officers) on a full-time equivalent basis	110,130	117,099	122,211	113,623	112,665
(Year-on-year change)	*-6.0%*	*-4.2%*	*+7.6%*	*+0.8%*	*+5.0%*
Value of the shares granted to the Vice-Chairman of the Board of Directors and Chief Executive Officer, then Chairman and Chief Executive Officer, as part of the gradual process of associating him within the Company's capital (2)	NA	NA	43,815,000 (3)	29,865,000 (4)	40,845,000 (5)
(Year-on-year change)	*NA*	*NA*	*+46.7%*	*-26.9%*	*+133.0%*

(1) The data presented take into account the compensation paid to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors with effect from January 1, 2024.
(2) Valuation determined in accordance with the method chosen for the consolidated financial statements before the spreading of the expense and after taking into account the performance criteria.
(3) 1,500,000 2023-B shares granted in 2023.
(4) 1,500,000 2022-B shares granted in 2022.
(5) 300,000 2021-B shares granted in 2021. This quantity was multiplied by five to attain a total of 1,500,000 following the five-for-one stock split of the nominal value of Dassault Systèmes shares that occurred on July 7, 2021.

The tables below provide a summary, in accordance with the recommendations of the French Financial Markets Authority (AMF) and the AFEP-MEDEF Code, of the compensation and benefits of any kind paid to the corporate officers of Dassault Systèmes SE, pursuant to Article L. 22-10-9 of the French Commercial Code (see also paragraphs 5.1.3 "Compensation Policy for Corporate Officers (Mandataires Sociaux)" and 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE").

The total compensation of the corporate officers paid and awarded during fiscal year 2025 complies with the compensation policy adopted in 2024 and the compensation policy adopted in 2025. This compensation contributes to the long-term performance of the Company. With respect to the Chief Executive Officer, the variable portion of his compensation is conditional on achieving demanding performance criteria and is in line with Dassault Systèmes' strategic orientations in the short, medium and long term. Payment of this variable portion is also subject to approval by the Shareholders' General Meeting.

For fiscal year 2025, the amount of directors' fees allotted to the directors of Dassault Systèmes SE in respect of their roles as directors totaled €1,089,358, €476,458 of which was attributed on the basis of the office of director (fixed portion) and €612,900 on the basis of their attendance at meetings of the Board of Directors and its committees (variable portion). In accordance with the AFEP-MEDEF Code, the variable portion of the directors' fees allotted to the directors is thus structurally greater.

Table 1: Summary of compensation and options and shares granted to each executive officer

(in euros)	**2025**	**2024**
Bernard Charlès, Executive Chairman		
Compensation due for the year (detailed in Table 2)[(1)]	2,100,026	2,086,593
Value of the multi-year variable compensation paid during the year	None	None
Value of the stock options granted during the year (detailed in Table 4)	None	None
Value of the performance shares granted during the year (detailed in Table 6)	None	None
Value of the other long-term compensation plans	None	None

(1) All compensation paid by the Company to Mr. Bernard Charlès is paid by Dassault Systèmes SE, a company incorporated under the laws of France and the principal operating company.

(in euros)	**2025**	**2024**
Pascal Daloz, Chief Executive Officer		
Compensation due for the year (detailed in Table 2)[(1)]	1,996,767	1,997,334
Value of the multi-year variable compensation paid during the year	None	None
Value of the stock options granted during the year (detailed in Table 4)	None	None
Value of the performance shares granted during the year (detailed in Table 6)	11,043,000[(1)][(3)]	13,522,500[(1)][(2)]
Value of the other long-term compensation plans	None	None

(1) All compensation paid and all performance shares granted by the Company to Mr. Pascal Daloz are paid or granted by Dassault Systèmes SE, a company incorporated under the laws of France and the principal operating company.
(2) 450,000 2024-A shares granted in 2024.
(3) 450,000 2025-A shares granted in 2025.

The 450,000 shares granted on May 22, 2025 to Pascal Daloz (referred to as "2025-A") represent 2.24% of the global allocation decided by the General Meeting of May 22, 2025 [(1)].

These 2025-A shares will vest on May 22, 2028, subject, in accordance with the AFEP-MEDEF Code, to the satisfaction of a condition of continued presence and a performance condition, described below, identical to those provided for the benefit of Dassault Systèmes eligible employees (excluding MEDIDATA). The vesting of these shares is subject to the following criteria:

- an ESG metric based on three environmental, social and governance criteria, representing 20% of the total weighting of the criteria: the proportion of women on the Board of Directors, in the Management team and among the *People Managers*; the share of total IFRS revenue (software and services) considered eligible and aligned pursuant to the EU Taxonomy; the reduction in greenhouse gas emissions in line with targets submitted to the Science Based Targets initiative (SBTi); and
- growth rate of the non-IFRS EPS, neutralized from currency effects, achieved in 2027 compared with non-IFRS EPS achieved in 2024, which represents 80% of the total weighting of the criteria.

For more details on these criteria, see the 2025 compensation policy for executive officers, paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2024.

No performance shares may vest to Mr. Pascal Daloz if the achievement level of the targets for EPS growth and for each of the ESG criteria is below the minimum levels set by the Board. If the achievement level is greater than 100%, the number of shares vested will be capped at 100%. Off-setting financial criteria against non-financial criteria and vice versa is not possible.

No 2025-A shares may vest to Mr. Pascal Daloz if the condition of continued presence is not met, except in the case of retirement, disability or death.

(1) The General Meeting of May 22, 2025 decided that the maximum number of shares that may be granted to executive officers was equal to 35% of the global amount to be allocated as voted by the Meeting, assessed on the date of the allocation by the Board of Directors, i.e. 7,039,299 shares on May 22, 2025.

Table 2: Summary of the compensation of each executive officer

The gross compensation before tax of the executive officers is set forth in the table below. All compensation paid by the Company to the executive officers is paid by Dassault Systèmes SE, a company incorporated under the laws of France, and the main operating company of Dassault Systèmes.

The executive officers do not receive any compensation from Dassault Systèmes SE other than that shown in the table below.

	2025		2024	
(in euros)	**Amounts due for the fiscal year**	**Amounts paid in 2025**	**Amounts due for the fiscal year**	**Amounts paid in 2024**
Bernard Charlès, Executive Chairman				
Fixed compensation	2,000,000	2,000,000	2,000,000	2,000,000
Annual variable compensation	None	None	None	1,445,000 (1)
Multi-year variable compensation	None	None	None	None
Extraordinary compensation	None	None	None	None
Directors' fees	80,400	67,000	67,000	66,562
Benefits in kind (2)	19,626	19,626	19,593	19,593
TOTAL	**2,100,026**	**2,086,626**	**2,086,593**	**3,531,155**
Pascal Daloz, Chief Executive Officer				
Fixed compensation	1,000,000	1,000,000	1,000,000	1,000,000
Annual variable compensation (3)	940,000 (5)	950,000 (4)	950,000 (4)	735,000 (1)
Multi-year variable compensation	None	None	None	None
Extraordinary compensation	None	None	None	None
Directors' fees	56,400	47,000	47,000	47,000
Benefits in kind (6)	367	367	334	334
Benefits related to an employment contract (incentive/profit-sharing and paid leave)	None	None	None	15,319
TOTAL	**1, 996,767**	**1,997,367**	**1,997,334**	**1,797,653**

(1) Variable portion due for 2023 and paid in 2024.
(2) These benefits in kind correspond to mandatory supplemental health insurance, and use of a vehicle made available to Mr. Bernard Charlès by Dassault Systèmes SE.
(3) The conditions for determining the variable portion of the Chief Executive Officer's compensation are described below.
(4) Variable portion due for 2024 and paid in 2025.
(5) Variable portion due for 2025 and paid in 2026.
(6) These benefits in kind correspond to the payment of travel expenses and mandatory supplemental health insurance.

Conditions for determining the variable portion of Mr. Pascal Daloz's compensation due in respect of fiscal year 2025

At its meeting on March 24, 2026, upon the recommendation of the Compensation and Nomination Committee and further to the review of the achievement of the performance criteria set in 2025, the Board set the variable portion of the Chief Executive Officer's compensation to be paid in 2026 in respect of 2025, subject to the approval of the Shareholders' General Meeting, at €940,000, equivalent to 94% of the annual target variable compensation. This amount represents 94% of his fixed compensation paid in 2025. The Chief Executive Officer's variable compensation (including the annual variable compensation and the valuation of the performance shares granted during the fiscal year) and fixed compensation for the fiscal year 2025 thus represent 91,9% and 7,7%, respectively, of his total compensation (for further details on the total compensation, see paragraph 5.1.4 Tables 1 & 2 "Summary of the compensation of each executive officer").

The applicable performance criteria categories are set forth in the following table with an indication, for each of them, of their respective weighting and the level of payment resulting from the achievement rate. The level of achievement of the objectives could result in a payment below the target, or above the target capped at 140%.

The minimum level of achievement was between 75% and 100% of target, depending on the criterion.

The associated payment level for each criterion was a minimum of 60% and, in the event of outperformance, a maximum of 140%.

It is recalled that these targets are determined by the Board of Directors upon the proposal of the Compensation and Nomination Committee.

Performance criteria categories	Type	Weighting	Target 2025	Actual 2025	Level of payment
Dassault Systèmes' ESG metric based on four environmental, social and governance criteria [(1)]:	Quantifiable	15%			105.1%
— employee pride and satisfaction rates measured via an annual internal survey		1/4	78%	76.2%	76%
— proportion of women on the Board of Directors, the Management team and among People Managers		1/4	40% 40% 27.4%	50% 41.7% 25.8%	103.3%
— share of total IFRS revenue (software and services) deemed eligible within the meaning of EU Taxonomy and aligned within the meaning of EU Taxonomy		1/4	70% 37%	69.9% 42.9%	119.7%
— reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi): – *emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3)		1/4	Scopes 1 & 2 and scope 3: -18.1%	-46.1%	121.4%
– *percentage of suppliers (by emissions weight) who have set Science-Based Targets for reduction			Suppliers: 50%	50.4%	
Diluted net earnings per share on a non-IFRS consolidated basis in line with the objectives communicated by Dassault Systèmes for the year	Quantifiable	20%	1.36	1.36	100%
Company efficiency processes, measured by the fact that the non- IFRS operating margin is in line with the objectives announced by Dassault Systèmes for the year	Quantifiable	15%	32.6%	32%	88%

(1) These indicators are calculated on a like-for-like basis.

Performance criteria categories	Type	Weighting	Target 2025	Actual 2025	Level of payment
Competitive position, measured by relative revenue growth compared to competitors and by the growth in cloud and **3D**EXPERIENCE revenue	Quantifiable	15%	The Board of Directors set (i) a target for Dassault Systèmes' revenue growth compared with revenue growth for the three sectors, (ii) a target for growth of cloud revenue and (iii) a target for growth of **3D**EXPERIENCE revenue. For confidentiality reasons, no further details are given on this criterion.	Dassault Systèmes is at the lower end of the target set for one of the three sectors. The growth of cloud revenue was at the lower end of the target range. The growth of **3D**EXPERIENCE revenue was at the lower end of the target range For confidentiality reasons, no further details are given on the performance.	40%
Composition of product portfolio	Quantifiable	20%	The Board of Directors defined achievement targets (i) for the solutions roll-out plan and (ii) for flagship projects.	Roll-out plan and 7 flagship projects completed.	120%
Implementation of Dassault Systèmes' short-, medium- and long-term strategy contributing to future growth	Qualitative	15%	The Board of Directors noted the continued implementation in 2025 of the major strategic orientations which it approved in particular: – the launch of 3D UNIV+RSES, combination of virtual twins enhanced by AI and created with the **3D**EXPERIENCE platform. This is the seventh generation of performances created by Dassault Systèmes over the past 45 years, enhanced by AI; – the launch of three categories of AI native solutions: Virtual Companions, Generative Experiences and Virtual Twin as a Service; – the launch of a long-term strategic partnership with NVIDIA aimed at establishing a common industrial architecture for critical AI, intended for use across all industries. For confidentiality reasons, no further details are given on the actions implemented and achievements of 2025.		100%

Table 3: Compensation received by non-executive directors

Non-executive directors do not receive any compensation from the Company other than that indicated in the table below, except for Mr. Tanneguy de Fromont de Bouaille, Mr. Hervé Andorre, Ms. Anne-Laure Chevalier and Ms. Christine Defert[(1)], who also received compensation in respect of their employment contracts.

All compensation paid by the Company to the non-executive directors is paid by Dassault Systèmes SE, a company incorporated under the laws of France, and the main operating company of Dassault Systèmes.

The compensation presented in the table below is gross compensation.

(in euros)	2025 Amounts due for the fiscal year	2025 Amounts paid in 2025	2024 Amounts due for the fiscal year	2024 Amounts paid in 2024
Hervé Andorre* [(1)] (director representing employees until May 2024)	-	16,760	16,760	47,000
Geneviève Berger	98,000	60,500	60,500	39,164
Xavier Cauchois	131,500	98,500	98,500	96,250
Anne-Laure Chevalier (director representing employees since May 2024)* [(2)]	56,400	30,240	30,240	-
Catherine Dassault	56,400	47,000	47,000	47,000
Laurence Daures	173,100	124,250	124,250	119,750
Christine Defert (director representing employees since May 2024)* [(3)]	56,400	30,240	30,240	-
Odile Desforges (until May 2025)	38,971	78,500	78,500	76,250
Soumitra Dutta	103,800	79,500	79,500	75,000
Charles Edelstenne [(4)]	56,400	47,000	47,000	47,438
Tanneguy de Fromont de Bouaille* [(5)] (director representing employees until May 2024)	-	16,760	16,760	47,000
Groupe Industriel Marcel Dassault "GIMD" is represented by Ms. Habert-Dassault (until January 8, 2025) and by **Mr. Olivier Costa de Beauregard** (since January 9, 2025)	56,400	30,240	30,240	-
Marie-Hélène Habert-Dassault [(6)] (director in her own name until May 22, 2024 and since May 22, 2025)	33,629	14,510	14,510	47,000
Nathalie Rouvet Lazare (director since May 22, 2025)	52,529	-	-	-
Donatella Sciuto (director since May 22, 2025)	39,029	-	-	-
Toshiko Mori (director until May 2023)	-	-	-	21,336
TOTAL	**952,558**	**674,000**	**674,000**	**663,188**

(1) The directors' fees due to Mr. Hervé Andorre, director representing employees, in respect of his directorship were paid to the Ensemble à DS trade union.
(2) The directors' fees due to Ms. Anne-Laure Chevalier, director representing employees, in respect of her directorship were paid to the CFE-CGC trade union.
(3) The directors' fees due to Ms. Christine Defert, director representing employees, in respect of her directorship were paid to the CFDT trade union.
(4) GIMD paid to Mr. Charles Edelstenne in 2025 and 2024 gross compensation of respectively €13,568 and €1,865,058, in respect of his term of office as Chairman of GIMD, as well as benefits in kind for amounts respectively estimated at €0 and €4,922.
(5) The directors' fees due to Mr. Tanneguy de Fromont de Bouaille, director representing employees, in respect of his directorship were paid to the CFE-CGC trade union.
(6) GIMD paid Ms. Marie-Hélène Habert-Dassault, in 2025 and 2024, compensation of respectively €428,152 and €417,952, in respect of her role as Director of communication and patronage of GIMD. GIMD granted her, in 2025 and 2024, benefits in kind, valued at €5,409 and €2,649, respectively. In 2025, GIMD paid Ms. Marie-Hélène Habert-Dassault, €30,000 and €30,000, in respect of her roles as member and/or Chairwoman of the Supervisory Board of GIMD.
* Mr. Hervé Andorre and Mr. Tanneguy de Fromont de Bouaille also received compensation, in 2025, under their employment contracts. Ms. Anne-Laure Chevalier and Ms. Christine Defert also received compensation, in 2024, under their employment contracts. Details of that compensation are not provided as that was not granted in respect of their office as director.

(1) Mr. Tanneguy de Fromont de Bouaille and Mr. Hervé Andorre served as directors representing employees until May 2024 and Ms. Anne-Laure Chevalier and Ms. Cristine Defert replaced them from May 2024 onwards.

Table 4: Options to subscribe or to purchase shares granted in 2025 to each executive officer by the issuer and by any other Company of the Dassault Systèmes Group

(in euros)	No. and date of the plan	Type of options (purchase or subscription)	Value of the options	Number of options granted in 2025	Exercise price	Exercise period
Bernard Charlès	-	-	-	-	-	-
Pascal Daloz	-	-	-	-	-	-
TOTAL		**-**	**-**	**-**	**-**	**-**

Table 5: Options to subscribe or to purchase shares exercised during 2025 by each executive officer

(in euros)	No. and date of the plan	Number of options exercised in 2025	Exercise price
Bernard Charlès	-	-	-
Pascal Daloz	-	-	-
TOTAL		**-**	

Table 6: Shares granted in 2025 to each executive officer by the issuer and by any Company of the Dassault Systèmes' Group

	No. and date of the plan	Number of performance shares granted in fiscal year 2025	% of capital at 12/31/2025	Value of the shares *(in euros)*[1]	Date of acquisition	Date of availability	Performance conditions
Bernard Charlès	-	-	-	-	-	-	-
Pascal Daloz	2025-A 05/22/2025	450,000	0.0335%	11,043,000	05/22/2028	05/22/2028	Yes
TOTAL		**450,000**	**0.0335%**	**11,043,000**			

(1) Valuation determined in accordance with the method chosen for the consolidated financial statements before the spreading of the expense and after taking into account the performance criteria.

Table 7: Shares that became available during 2025 for each executive officer

On May 19, 2025, 1,500,000 shares granted to Mr. Bernard Charlès (known as "2022-B") and 450,000 shares granted to Mr. Pascal Daloz (known as "2022-A"), on May 19, 2022, were definitively vested at the end of the vesting period, with the continued presence and performance conditions having been satisfied.

Indicator	Target	Minimum level of achievement and vesting scale	Result
Non-IFRS EPS growth rate, neutralized from currency effects, in 2024 compared with the non-IFRS EPS in 2021	27% growth over the period (three years)	Minimum level of achievement: 81% of target (i.e. 22% growth over the period) – no performance shares shall vest if the achievement level is less than 81% of target If the achievement level is between 81% and 100% (or above 100%), the number of shares that can vest will progress linearly from 50% to 100%	Growth of the non-IFRS EPS, neutralized from currency effects, over the period: 36% I.e. a payout level equal to 100%

On June 30, 2025, 750,000 shares granted to Mr. Bernard Charlès (known as "2021-B") and 200,000 shares granted to Mr. Pascal Daloz (known as "2021-A"), on June 29, 2021, were definitively vested at the end of the vesting period, with the continued presence and performance conditions having been satisfied.

For reference, plans 2021-A and 2021-B were divided into two tranches:

- the first tranche, corresponding to 50% of the shares granted (1), vested after a two-year vesting period, subject to the satisfaction of the continued presence condition and a non-IFRS EPS growth condition (neutralized from currency effects) in 2022 compared to the non-IFRS EPS growth in 2020;
- the second tranche, corresponding to 50% of the shares granted (2), which may vest after a four-year vesting period, subject to the satisfaction of the continued presence condition and a non-IFRS EPS growth condition (neutralized from currency effects) in 2024 compared to the non-IFRS EPS growth in 2020.

It should be noted that a performance shares plan with a vesting period of less than or more than three years is exceptional in Dassault Systèmes' practice. In 2020, the Board of Directors decided on an exceptional basis to grant performance share with a four-year vesting period (i.e., an acquisition in 2024), which meant that no vesting of shares was planned in 2023 for the beneficiaries, employees or executive officers. That is why, in 2021, the Board of Directors decided, on an exceptional basis and in the interests of employee retention, that the vesting period would be on average three years, with a two-year vesting period for the first tranche and a four-year vesting period of four years for the second tranche.

Indicator	Target	Minimum level of achievement and vesting scale	Result
Non-IFRS EPS growth rate, excluding currency effects, in 2024 compared with the non-IFRS EPS in 2020	60% growth over the period (four years)	Minimum level of achievement: 80% of target (i.e. 48% growth over the period) – no performance shares shall vest if the achievement level is less than 80% of target If the achievement level is between 80% and 100% (or above 100%), the number of shares that can vest will progress linearly from 80% to 100%	Growth of the non-IFRS EPS, neutralized from currency effects, over the period: 74% I.e. a payout level equal to 100%

As the number of shares that can vest is capped at 100%, the Board of Directors, on the recommendation of the Compensation and Nomination Committee, noted the vesting on May 19, 2025 of 1,500,000 shares granted to Mr. Bernard Charlès and 450,000 shares granted to Mr. Pascal Daloz on May 19, 2022, and the vesting on June 30, 2025 of 750,000 shares granted to Mr. Bernard Charlès and the 200,000 shares granted to Mr. Pascal Daloz on June 29, 2021.

(1) That is, 750,000 shares for Mr. Bernard Charlès and 200,000 shares for Mr. Pascal Daloz taking into account the division of the nominal value of the Dassault Systèmes share in July 2021.
(2) That is, 750,000 shares for Mr. Bernard Charlès and 200,000 shares for Mr. Pascal Daloz taking into account the division of the nominal value of the Dassault Systèmes share in July 2021.

	No. and date of the plan	Number of shares that became available in 2025
Bernard Charlès [(1)]	2021-B (Tranche 2) 06/29/2021	750,000
	2022-B 05/19/2022	1,500,000
Pascal Daloz	2021-A (Tranche 2) 06/29/2021	200,000
	2022-A 05/19/2022	450,000
TOTAL		**2,900,000**

(1) These shares were granted to Mr. Bernard Charlès in 2021 and 2022, when he was Vice Chairman of the Board of Directors and Chief Executive Officer, as part of the gradual process of associating him with the Company's capital, with the aim of ultimately recognizing his entrepreneurial role for over 35 years with Dassault Systèmes and giving him an equity interest comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world. A portion of such shares is subject to lock-up (see paragraph 5.1.3.1 "Compensation Policy Applicable to the Executive Chairman of the Board of Directors" of the Universal registration document 2024). From January 1, 2024, to February 21, 2026, Mr. Bernard Charlès was Executive Chairman of the Board of Directors and no more shares are granted to him.

Generally, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the relevant vesting period. Thus, in 2025, Mr. Bernard Charlès retained the 1,500,000 shares and the 750,000 shares acquired on May 19, 2025 and June 30, 2025, respectively, and Mr. Pascal Daloz the 450,000 shares and the 200,000 shares, acquired on the same dates, respectively.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares with full ownership, representing 1.72% of Dassault Systèmes' share capital. Pascal Daloz held 3,574,295 shares with full ownership, representing 0.27% of Dassault Systèmes' share capital.

On December 31, 2025, Mr. Bernard Charlès held 25,352,205 shares with full ownership, representing 1.89% of Dassault Systèmes' share capital. Pascal Daloz held 4,224,295 shares with full ownership, representing 0.31% of Dassault Systèmes' share capital.

Table 8: Past awards of options to subscribe or to purchase shares

See paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE" below.

Table 9: Past awards of shares

See paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE" below.

Table 10: Multi-year variable compensation granted to each executive officer

The Table 10 "Table summarizing the multi-year variable compensation paid to each executive officer" recommended in the AFEP-MEDEF Code is not relevant as no such multi-year variable compensation has been granted to any executive officer of Dassault Systèmes SE.

Table 11: Information on employment contracts, additional retirement plans and miscellaneous benefits for executive officers

As indicated in the table below, Dassault Systèmes SE complies with the main recommendations of the AFEP-MEDEF Code regarding compensation and benefits granted to executive officers during their office in 2025.

	Employment contract		Additional retirement plan		Indemnities or benefits due or which may become due in the event of termination of or change in functions		Indemnities related to a non-competition clause	
Executive officers	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
Bernard Charlès *Executive Chairman of the Board of Directors* Executive Chairman of the Board of Directors since (1st appointment): 01/09/2023 Expiry of the term of office: 02/21/2026		X		X		X		X
Pascal Daloz *Chief Executive Officer & Chairman* Chief Executive Officer (1st appointment): 01/01/2024 Chief Executive Officer & Chairman since (1st appointment): 02/21/2026**		X		X	X*			X

* The conditions for payment and the amount of the indemnities likely to be due are described in paragraph 5.1.3.2 "Compensation Policy Applicable to Mr. Pascal Daloz, Chief Executive Officer then Chief Executive Officer & Chairman since February 21, 2026".

** Mr. Pascal Daloz was appointed, on February 21, 2026, Chairman of the Board of Directors in addition of his role of Chief Executive Officer, a position he had held since since January 1, 2024, combining both roles of Chief Executive Officer & Chairman.

There is no specific additional retirement plan for the corporate officers. The companies controlled by Dassault Systèmes SE have not paid any compensation, or granted any benefits in kind or granted shares or share subscription options to the executive officers mentioned above.

5.1.5 Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE

The Management team of Dassault Systèmes is given long-term incentives notably through the award of performance shares to involve them in the development and performance of the Company. In general, performance shares may be awarded to key employees, the number granted to each of them being dependent on individual performance and level of responsibility. Until 2023, long-term incentives could also be given through the award of share subscription options.

In accordance with the AFEP-MEDEF Code, the Board of Directors endeavors to grant the performance shares at the same calendar periods, usually in May after the General Meeting. There may have been rare exceptions to this rule, given the recent changes in the tax and legal frameworks, or given compliance with the rules regarding knowledge of inside information by the corporate officers. This rule was complied with in 2025 with respect to executive officers, as Mr. Pascal Daloz benefited from only one performance share award on May 22, 2025.

Employee shareholding plan

The General Meeting of May 22, 2024 authorized the Board of Directors, to allow for the implementation of an employee shareholding plan, to decide on a capital increase of Dassault Systèmes SE up to a maximum amount of 1 million euros reserved (i) for members of company savings plans of the Company and/or companies related to the Company within the meaning of Articles L. 225-180 of the French Commercial Code and L. 3344-1 of the French Labor Code and (ii) a category of beneficiaries (15th and 16th resolutions).

The Board of Directors held on October 23, 2024 used this authorization to implement an employee shareholding plan in 24 countries (covering nearly 99% of the Company's workforce), resulting in an increase in the nominal amount of the share capital of €394,665.10, by the issuance of 3,946,651 new shares, each with a nominal value of €0.10, as recorded in a decision of the Chief Executive Officer on June 27, 2025. This operation allowed employees to subscribe to a leveraged share plan with a 15% discount and offering a capital guarantee in euros (see Note 7 to the consolidated financial statements).

Dassault Systèmes stock options

As of December 31, 2025, there were twelve active share subscription option plans for the benefit of certain Dassault Systèmes managers and employees. The exercise price of these options was set without a discount for all the plans.

The new shares created by the exercise of options between January 1 and the date of the Annual General Meeting deciding on the allocation of profit related to the most recently fiscal year ended are entitled to receive the dividend distributed with respect to that year. The new shares are listed under the same code as the existing shares.

However, the new shares created as from the day after this Annual General Meeting do not have a right to receive this dividend. Those shares are temporarily listed on a second trading line until the date the Dassault Systèmes shares trade ex-dividend, i.e. without the entitlement to the next dividend to be distributed.

The following table provides certain information on the plans in force during 2025.

Past awards of options to subscribe or to purchase shares

(Corresponding to Table 8 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the awards prior to July 7, 2021, the figures in this table (options, shares and exercise price) reflect the Dassault Systèmes five-for-one stock split (divison of the nominal value of the shares by five) effective on that date, and the corresponding multiplication of the number of shares that may be subscribed.

For ease of reference, this table is divided into two parts: (i) plans for fiscal years 2016 to 2020, and (ii) plans for fiscal years 2020 (continued) to 2023, the totals being shown in the second part for all plans.

Stock option plan	2016-01	2017-01	2018-01	2019-01	2020-01	Total
General Meeting	05/26/2016	05/26/2016	05/26/2016	05/23/2019	05/26/2020	
Board of Directors	05/26/2016	05/23/2017	05/22/2018	07/01/2019	05/26/2020	
Total number of shares that may be subscribed if options are exercised	9,738,925	10,251,850	9,926,005	8,161,870	7,451,580	See table below
– by corporate officers	N/A	N/A	N/A	N/A	N/A	See table below
Exercise period start date	05/26/2017	05/23/2018	05/22/2019	05/23/2020	05/26/2021	
Expiry date	05/25/2026	05/22/2027	05/21/2028	05/22/2029	05/25/2030	
Exercise price *(in euros)*	13.80	16.40	22.00	28.00	29.09	
Terms of exercise	See note (1)	See note (2)	See note (3)	See note (4)	See note (5)	
Cumulative number of shares subscribed pursuant to options exercised as of 12/31/2025	6,980,804	6,262,126	5,663,194	3,634,470	1,976,656	See table below
Cumulative number of options canceled or lapsed as at 12/31/2025	1,743,600	1,984,965	1,296,135	950,590	969,942	See table below
Number of options outstanding as at 12/31/2025	1,014,521	2,004,759	2,966,676	3,576,810	4,504,982	See table below

(1) The 2016-01 options are exercisable in tranches of one-third as from May 26, 2017, 2018 and 2019, respectively, provided that the beneficiary fulfills the condition of continued presence and performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(2) The 2017-01 options are exercisable in tranches of one-third as from May 23, 2018, 2019 and 2020, respectively, provided that the beneficiary fulfills the condition of continued presence and performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(3) The 2018-01 options are exercisable in tranches of one-third as from May 22, 2019, 2020 and 2021, respectively, provided that the beneficiary fulfills the condition of continued presence and performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(4) The 2019-01 options are exercisable in tranches of one-third as from May 23, 2020, 2021 and 2022, respectively, provided that the beneficiary fulfills the condition of continued presence and the performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(5) The 2020-01 options are exercisable in tranches of one-quarter as from May 26, 2021, 2022, 2023 and 2024, respectively, provided that the beneficiary fulfills the condition of continued presence and the performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.

Stock option plan	2020-M-01	2020-M-02	2020-M-03	2020-M-04	2021-01	2022-01	2023-01	Total (including the table above)
General Meeting	05/23/2019	05/26/2020	05/26/2020	05/26/2020	05/26/2020	05/26/2020	05/24/2023	
Board of Directors	03/11/2020	05/26/2020	09/23/2020	12/04/2020	06/29/2021	05/19/2022	05/24/2023	
Total number of shares that may be subscribed if options are exercised	65,965	3,292,050	175,875	57,045	2,257,255	1,989,674	2,140,126	55,508,220
– by corporate officers	N/A	N/A	N/A	N/A	N/A	NA	NA	N/A
Exercise period start date	03/31/2021	05/26/2021	09/23/2021	12/04/2021	06/29/2022	05/19/2023	05/24/2024	
Expiry date	03/10/2030	05/25/2030	09/22/2030	12/03/2030	06/28/2031	05/18/2032	05/23/2033	
Exercise price *(in euros)*	26.20	29.09	31.57	30.43	41.32	37.17	39.40	
Terms of exercise	See note (1)	See note (2)	See note (3)	See note (4)	See note (5)	See note (6)	See note (7)	
Cumulative number of shares subscribed pursuant to options exercised as of 12/31/2025	47,910	1,664,520	20,880	20,615	46,729	61,057	7,233	26,386,194
Cumulative number of options canceled or lapsed as at 12/31/2025	18,055	898,625	24,900	36,430	431,031	231,755	154,470	8,740,498
Number of options outstanding as at 12/31/2025	-	728,905	130,095	-	1,779,495	1,696,862	1,978,423	20,381,528

(1) The 2020-M-01 options are exercisable in tranches of one-third as from March 31, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills a condition of continued presence and a performance condition relating to the target for EPS (excluding currency effects).
(2) The 2020-M-02 options are exercisable in tranches of one-third as from May 26, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills a condition of continued presence and a performance condition relating to the target for EPS (excluding currency effects).
(3) The 2020-M-03 options are exercisable in tranches of one-third as from September 23, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills a condition of continued presence and a performance condition relating to the target for EPS (excluding currency effects).
(4) The 2020-M-04 options are exercisable in tranches of one-third as from December 4, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills a condition of continued presence and a performance condition relating to the target for EPS (excluding currency effects).
(5) The 2021-01 options are exercisable in tranches of one-quarter as from June 29, 2022, 2023, 2024 and 2025, respectively, provided that the beneficiary fulfills the condition of continued presence and the performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(6) The 2022-01 options are exercisable in tranches of one-third as from May 19, 2023, 2024 and 2025, respectively, provided that the beneficiary fulfills the condition of continued presence and the performance condition relating to the target for EPS (excluding currency effects), and/or the target set at the level of his or her respective brand.
(7) The 2023-01 options are exercisable in tranches of one-third as from May 24, 2024, 2025 and 2026, respectively, provided that the beneficiary fulfills the condition of continued presence and a performance condition relating to the target for EPS (excluding currency effects) and targets related to three ESG criteria (and their sub-criteria). These various ESG criteria are applicable to all Beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. In light of changes in US regulations, the Board of Directors held on May 22, 2025 decided to apply exclusively criterion (i) ("Handprint") and criterion (ii) (SBTi objectives) to beneficiaries employed by a US entity of the Group.

For information regarding the dilutive effect on share capital by the exercise of options, see also paragraph 6.2.1 "Share Capital at December 31, 2025".

As at December 31, 2025, no corporate officer held share subscription options.

For information regarding the equity interests of corporate officers in Dassault Systèmes SE, see paragraphs 5.1.1 "Composition and Practices of the Board of Directors" and 6.3 "Information About the Shareholders" in this Universal registration document.

Options to subscribe or to purchase shares of the top ten employees of Dassault Systèmes who are not corporate officers and the options they exercised during 2025
(Corresponding to Table 9 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the awards prior to July 7, 2021, the figures in this table (options, shares and exercise price) reflect the Dassault Systèmes five-for-one stock split (divison of the nominal value of the shares by five) effective on that date, and the corresponding multiplication of the number of shares that may be subscribed.

The following table shows, on aggregate, the total number and weighted average exercise price of options granted to, and options exercised by, the ten Dassault Systèmes employees who obtained or exercised the largest number of Dassault Systèmes stock options during 2025 and who are not corporate officers of Dassault Systèmes SE.

	Total number of options	Weighted average price per option	Plan 2015-01	Plan 2016-01	Plan 2017-01	Plan 2018-01	Plan 2019-01	Plan 2020-01	Plan 2020-02 M
Options exercised in 2025 by the ten employees who subscribed for the largest number of options	699,990	After the splitting of the nominal value: €18.88	185,865	93,775	105,005	174,490	40,732	11,763	88,360
Options granted in 2025 to the ten employees who were granted the largest number of options	None								

Performance shares

The General Meeting of May 22, 2025 authorized the Board of Directors to grant Dassault Systèmes shares corresponding to up to a maximum of 1.5% of Dassault Systèmes SE's capital at the date of the grant by the Board (i.e. 20,112,283 shares as of May 21, 2025). The Board, at its meeting on May 22, 2025, used this authorization to grant (i) 3,709,881 "2025-A" performance shares to 2,394 beneficiaries, all employees of the Company excluding MEDIDATA employees, as well as (ii) 450,000 "2025-A" performance shares to Mr. Pascal Daloz.

In connection with the share buyback program authorized by the General Meeting, on May 22, 2025 the Board of Directors granted 922,746 "2025-M1" performance shares to 295 beneficiaries, all employees of Medidata Solutions, Inc. or a subsidiary. On September 18, 2025 the Board of Directors granted 4,844 "2025-M2" performance shares to four beneficiaries, all employees of MEDIDATA.

None of the beneficiaries of the "2025-A" plan is a beneficiary of the "2025-M1" plan or the "2025-M2" plan.

The following table provides certain information on the plans in force during 2025.

Past awards of performance shares

(Corresponding to Table 10 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the awards prior to July 7, 2021, the numbers of shares in this table reflect the Dassault Systèmes five-for-one stock split (division of the nominal value of the shares by five) effective on that date, and the corresponding multiplication of the number of shares that may be acquired.

For ease of reference, this table is divided into three parts: (i) plans for fiscal years 2021 to 2022, (ii) plans for fiscal years 2022 (continued) to 2024 and (iii) plans for fiscal years 2024 (continued) to 2025, the totals being shown in the second part for all plans.

Plan Number	2021-A	2021-M1	2021-M2	2022-A1	2022-M1	2022-A2	Total
General Meeting	05/26/2021	(6)	(6)	05/26/2021	(6)	05/26/2021	
Date of the Board meeting	06/29/2021	06/29/2021	09/22/2021	05/19/2022	05/19/2022	09/21/2022	
Total number of shares granted	3,707,845	876,855	16,982	3,690,907	817,809	28,523	
Of which the following were granted to corporate officers[1]	*400,000*	-	-	*450,000*	-	-	See table below
Pascal Daloz	*400,000*	-	-	*450,000*	-	-	See table below
Vesting date of shares	06/29/2023 – 1st tranche 06/30/2025 – 2nd tranche	06/29/2022 1st tranche 06/29/2023 2nd tranche 07/01/2024 3rd tranche 06/30/2025 4th tranche	09/22/2022 1st tranche 09/22/2023 2nd tranche 09/23/2024 3rd tranche 09/22/2025 4th tranche	05/19/2025	05/19/2023 – 1st tranche 05/20/2024 – 2nd tranche 05/19/2025 – 3rd tranche	09/22/2025	
Holding period end date	None	None	None	None	None	None	
Performance conditions	Yes [2]	Yes [3]	Yes [3]	Yes [4]	Yes [5]	Yes [4]	
Number of shares vested as at 12/31/2025	3,597,527	612,194	12,871	3,620,435	563,420	27,323	See table below
Cumulative number of shares canceled or lapsed as of 12/31/2025	110,318	264,661	4,111	70,472	254,389	1,200	See table below
Number of performance shares remaining at the end of 2025	-	-	-	-	-	-	See table below

(1) No 2021-A, 2021-M1, 2021-M2, 2022-A1, 2022-M1, 2022-A2, 2022-M2, 2023-A, 2023-M1, 2023-M2, 2024-A, 2024-M1, 2024-M2, 2025-A, 2025-M1 and 2025-M2 performance shares were granted to corporate officers (excluding the directors representing employees) other than to Mr. Pascal Daloz. For shares granted to Mr. Bernard Charlès, see the table below "Past share awards to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès within the Company's capital".

(2) The 2021-A Shares only definitively vested at the end of the vesting period provided that the beneficiary fulfilled a condition of continued presence and the following performance condition, the achievement of which was measured in 2022 and 2024 for each of the tranches: EPS growth compared to that achieved in 2020. The Board, when granting these shares, set two threshold: if the EPS growth is at least equal to the upper threshold, all the shares will be vested; if it is below the lower threshold, no shares will vest. Between these two thresholds, the number of shares granted will vary on a linear basis.

(3) The 2021-M1 and 2021-M2 Shares only definitively vested at the end of the vesting period provided that the beneficiary fulfilled a condition of continued presence and the following performance condition, the achievement of which was measured in 2021, 2022, 2023 and 2024 for each of the tranches: EPS growth compared to that achieved for fiscal year 2020 and dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved for the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand over the reference year.

(4) The 2022-A1 and 2022-A2 Shares only definitively vested at the end of the vesting period provided that the beneficiary fulfilled a continued presence condition and the following performance condition, the achievement of which was measured in 2024: EPS growth compared to that achieved in fiscal year 2021. The Board, when granting these shares, set two threshold: if the EPS growth is at least equal to the upper threshold, all the shares will be vested; if it is below the lower threshold, no shares will vest. Between these two thresholds, the number of shares granted will vary on a linear basis.

(5) The 2022-M1 Shares only definitively vested at the end of the vesting period provided that the beneficiary fulfilled a condition of continued presence and the following performance condition, the achievement of which was measured in 2022, 2023 and 2024 for each of the tranches: EPS growth compared to that achieved in fiscal year 2021 and dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved in the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year.

(6) Shares granted as part of the share buyback programs authorized by the General Meeting.

Plan Number	2022-M2	2023-A	2023-M1	2023-M2	2024-A	Total (including the table above)
General Meeting	(12)	05/24/2023	(12)	(12)	05/24/2023	
Date of the Board meeting	09/21/2022	05/24/2023	05/24/2023	09/20/2023	05/22/2024	
Total number of shares granted	24,264	3,707,133	926,310	28,003	4,377,215	See table below
Of which the following were granted to corporate officers[7]	-	*450,000*	-	-	*450,000*	See table below
Pascal Daloz	-	*450,000*	-	-	*450,000*	
Vesting date of shares	09/21/2023 – 1st tranche 09/23/2024 – 2nd tranche 09/22/2025 – 3rd tranche	05/26/2026	05/24/2024 – 1st tranche 05/26/2025 – 2nd tranche 05/26/2026 – 3rd tranche	09/20/2024 – 1st tranche 09/22/2025 – 2nd tranche 09/21/2026 – 3rd tranche	05/24/2027	
Holding period end date	None	None	None	None	None	
Performance conditions	Yes[8]	Yes[9][13]	Yes[10][14]	Yes[10][14]	Yes[11][13]	See table below
Number of shares vested as at 12/31/2025	20,207	-	478,015	16,801	-	See table below
Cumulative number of shares canceled or lapsed as of 12/31/2025	4,057	89,568	218,217	1,863	116,843	See table below
Number of performance shares remaining at the end of 2025	-	3,617,565	230,078	9,339	4,260,372	See table below

(7) No 2021-A, 2021-M1, 2021-M2, 2022-A1, 2022-M1, 2022-A2, 2022-M2, 2023-A, 2023-M1, 2023-M2, 2024-A, 2024-M1, 2024-M2, 2025-A, 2025-M1 and 2025-M2 performance shares were granted to corporate officers (excluding the directors representing employees) other than to Mr. Pascal Daloz. For shares granted to Mr. Bernard Charlès, see the table below "Past share awards to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès within the Company's capital".

(8) The 2022-M2 Shares only definitively vested at the end of the vesting period provided that the beneficiary fulfilled a condition of continued presence and the following performance condition, the achievement of which was measured in 2022, 2023 and 2024 for each of the tranches: EPS growth compared to that achieved in fiscal year 2021 and dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved in the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year.

(9) The 2023-A Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2025: EPS growth compared to that achieved in 2022 and the achievement of targets related to three ESG criteria (and their sub-criteria).

(10) The 2023-M1 and 2023-M2 Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2023, 2024 and 2025 for each of the tranches: EPS growth compared to that achieved in fiscal year 2022, dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved in the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year, and the achievement of targets related to three ESG criteria (and their sub-criteria).

(11) The 2024-A Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2026: EPS growth compared to that achieved in 2023 and the achievement of targets related to three ESG criteria (and their sub-criteria).

(12) Shares granted as part of the share buyback programs authorized by the General Meeting.

(13) The various ESG criteria are applicable to all Beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. In light of changes in US regulations, the Board of Directors held on May 22, 2025 decided to apply exclusively criterion (i) ("Handprint") and criterion (ii) (SBTi objectives) to beneficiaries employed by a US entity of the Group.

(14) The various ESG criteria are applicable to all Beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. In light of changes in US regulations, the Board of Directors held on May 22, 2025 decided to apply exclusively criterion (i) ("Handprint") and criterion (ii) (SBTi objectives) to beneficiaries employed by Medidata Solutions, Inc. or its subsidiaries.

Plan Number	2024-M1	2024-M2	2025-A	2025-M1	2025-M2	Total (including the table above)
General Meeting	(19)	(19)	05/22/2025	(19)	(19)	
Date of the Board meeting	05/22/2024	09/18/2024	05/22/2025	05/22/2025	09/18/2025	
Total number of shares granted	878,771	35,166	4,159,881	922,746	4,844	24,203,254
Of which the following were granted to corporate officers (15)	-	-	*450,000*	-	-	*2,200,000*
Pascal Daloz	-	-	*450,000*	-	-	*2,200,000*
Vesting date of shares	05/22/2025 – 1st tranche 05/22/2026 – 2nd tranche 05/24/2027 – 3rd tranche	09/18/2025 – 1st tranche 09/18/2026 – 2nd tranche 09/20/2027 – 3rd tranche	05/22/2028	05/22/2026 – 1st tranche 05/24/2027 – 2nd tranche 05/22/2028 – 3rd tranche	09/18/2026 – 1st tranche 09/20/2027 – 2nd tranche 09/18/2028 – 3rd tranche	
Holding period end date	None	None				
Performance conditions	Yes (16) (21)	Yes (16) (21)	Yes (17) (20)	Yes (18) (21)	Yes (18) (21)	
Number of shares vested as at 12/31/2025	209,852	8,467	-	-	-	9,167,112
Cumulative number of shares canceled or lapsed as of 12/31/2025	140,642	4,126	29,125	51,081	2,839	1,363,512
Number of performance shares remaining at the end of 2025	528,277	22,573	4,130,756	871,665	2,005	13,672,630

(15) No 2021-A, 2021-M1, 2021-M2, 2022-A1, 2022-M1, 2022-A2, 2022-M2, 2023-A, 2023-M1, 2023-M2, 2024-A, 2024-M1, 2024-M2, 2025-A, 2025-M1 and 2025-M2 performance shares were granted to corporate officers (excluding the directors representing employees) other than to Mr. Pascal Daloz. For shares granted to Mr. Bernard Charlès, see the table below "Past share awards to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès within the Company's capital".

(16) The 2024-M1 and 2024-M2 Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2024, 2025 and 2026 for each of the tranches: EPS growth compared to that achieved in fiscal year 2023, dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved in the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year, and the achievement of targets related to three ESG criteria (and their sub-criteria).

(17) The 2025-A Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2027: EPS growth compared to that achieved in 2024 and the achievement of targets related to three ESG criteria (and their sub-criteria).

(18) The 2025-M1 and 2025-M2 Shares will only be definitively vested at the end of the vesting period, provided that the beneficiary fulfills a condition of continued presence and the following performance condition, the achievement of which will be measured in 2025, 2026 and 2027 for each of the tranches: EPS growth compared to that achieved in fiscal year 2024, dual criteria consisting of growth in the non-IFRS revenue of the MEDIDATA brand compared to that achieved in the reference year, as well as an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year, and the achievement of targets related to three ESG criteria (and their sub-criteria).

(19) Shares granted as part of the share buyback programs authorized by the General Meeting.

(20) The various ESG criteria are applicable to all Beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. In light of changes in US regulations, the Board of Directors held on May 22, 2025 decided to apply exclusively criterion (i) ("Handprint") and criterion (ii) (SBTi objectives) to beneficiaries employed by a US entity of the Group.

(21) The various ESG criteria are applicable to all Beneficiaries, regardless of their place of residence, subject to applicable local and national regulations. In light of changes in US regulations, the Board of Directors held on May 22, 2025 decided to apply exclusively criterion (i) ("Handprint") and criterion (ii) (SBTi objectives) to beneficiaries employed by Medidata Solutions, Inc. or its subsidiaries.

Past share awards to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès within the Company's capital

(See also paragraph 5.1.3.1 "Compensation Policy Applicable to the Executive Chairman of the Board of Directors" of the Universal registration document 2024)

Plan Details	2021-B	2022-B	2023-B
General Meeting	05/26/2021	05/26/2021	05/24/2023
Board of Directors	06/29/2021	05/19/2022	05/24/2023
Total number of shares granted	1,500,000 (1)	1,500,000	1,500,000
Vesting date of shares	06/29/2023 1st tranche 06/30/2025 2nd tranche	05/19/2025	05/26/2026
Holding period end date (2)	None	None	None
Performance conditions	Yes (3)	Yes (4)	Yes (5)
Number of shares vested to Bernard Charlès as at 12/31/2025	1,500,000	1,500,000	-

(1) After adjustment in order to reflect the Dassault Systèmes five-for-one stock split (division of the nominal value of the shares by five) in effect as of July 7, 2021.
(2) Not applicable to the shares subject to the legal lock-up set by the Board of Directors (see paragraph 5.1.3.1 "Compensation Policy Applicable to the Executive Chairman of the Board of Directors" of the Universal registration document 2024).
(3) Performance condition identical to that stipulated for the 2021-A performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "Past awards of performance shares").
(4) Performance condition identical to that stipulated for the 2022-A1 performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "Past awards of performance shares").
(5) Performance condition identical to that stipulated for the 2023-A performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "Past awards of performance shares").

Generally, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the relevant vesting period. Thus, in 2025, Mr. Bernard Charlès retained the 1,500,000 shares and the 750,000 shares, acquired on May 19, 2025 and June 30, 2025, respectively and Mr. Pascal Daloz the 450,000 shares and the 200,000 shares, acquired respectively on the same dates.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares with full ownership, representing 1.72% of Dassault Systèmes' share capital. Pascal Daloz held 3,574,295 shares with full ownership, representing 0.27% of Dassault Systèmes' share capital.

On December 31, 2025, Mr. Bernard Charlès held 25,352,205 shares with full ownership, representing 1.89% of Dassault Systèmes' share capital. Pascal Daloz held 4,224,295 shares with full ownership, representing 0.31% of Dassault Systèmes' share capital.

5.1.6 Application of the AFEP-MEDEF Code

Dassault Systèmes refers to the recommendations of the AFEP-MEDEF Code revised in December 2022 and reviews its corporate governance practices on a regular basis in order to achieve continual improvement in this area.

As permitted by the said Code and the law, Dassault Systèmes SE has not adopted all of the Code's recommendations, or has adopted certain provisions in modified form, in view of its particular situation or due to its compliance with other provisions of the Code. These are summarized in the table below, together with the reasons for their exclusion/modification.

Recommendations of the AFEP-MEDEF Code	Explanation
Proportion of performance shares in the executive officers' compensation (Article 26.3.3)	The shares granted to Mr. Pascal Daloz represent a significant proportion of his total compensation. This is in line with the practice observed in comparable international technology companies, comparable to the Company, which are mostly American.
Appointment of the directors representing employees to the Compensation and Nomination Committee (Article 19.1)	The Board of Directors favors total independence of its committees and considers this to be essential to achieve a balance of power in a controlled company and in light of certain international (particularly Anglo-Saxon) governance standards. The independence of the committees therefore helps maintain an overall balance in Dassault Systèmes' governance, as does the appointment of an independent lead director. The Compensation and Nomination Committee's discussions are carefully reported and the Committee's recommendations are debated during the Board meetings. All directors, including the directors representing employees, have the opportunity to express their opinions on the subjects discussed by the Committee.

5.1.7 Other Information Required by Articles L. 225-37 and L. 22-10-8 *et seq.* of the French Commercial Code

5.1.7.1 Specific Conditions Related to Shareholder Participation in the Shareholders' General Meeting

Shareholders participate in the General Meetings of Dassault Systèmes SE in accordance with applicable law and its by-laws (Articles 24 to 33). Thus, every shareholder has the right to participate in General Meetings and deliberations either personally or via a proxy, regardless of the number of shares held, according to the conditions specified by Article 27 of the by-laws of Dassault Systèmes (see paragraph 6.1.2 "Memorandum of Incorporation and Specific Provisions of the By-Laws").

In the case of separation of legal and beneficial ownership rights in the shares, the voting right belongs to the bare owner, except for decisions relating to the allocation of profits, where it belongs to the usufructuary.

5.1.7.2 Table Summarizing the Current Delegations Granted by the Shareholders' General Meeting in Respect of Capital Increases

The following table summarizes the delegations of authority and authorizations granted by the General Meeting to the Board of Directors and in force during the 2025 fiscal year and as of the date of this Universal registration document. It includes authorizations to increase the share capital and to buy back and cancel Dassault Systèmes SE's own shares.

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
SHARE BUYBACKS AND CANCELLATION		
14th resolution GM of 05/22/2025	**Authorization:** purchase of Dassault Systèmes shares. **Duration:** 18 months, i.e. until 11/22/2026. **Cap:** 25 million shares capped at €1 billion. Cannot be used during a tender offer period.	See paragraph 6.2.4 "Share Buyback Programs"
15th resolution GM of 05/22/2025	**Authorization:** cancel shares purchased under the share buyback program. **Duration:** 18 months, i.e. until 11/22/2026. **Cap:** 5% of share capital in a 24-month period.	See paragraph 6.2.4 "Share Buyback Programs"
ISSUANCE OF SECURITIES		
16th resolution GM of 05/22/2025	**Authorization:** increase the Company's share capital by issuing shares or other securities giving access to Dassault Systèmes SE's share capital or equity securities giving the right to be granted debt securities, with the existing Shareholders retaining their preferential subscription rights. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** for a maximum nominal amount of €13 million for shares or securities – for a maximum nominal amount of €1 billion for debt securities. Cannot be used during a tender offer period.	None
17th resolution GM of 05/22/2025	**Authorization:** increase the Company's share capital by issuing shares or securities giving access to Dassault Systèmes SE's share capital, or equity securities giving the right to be granted debt securities, without existing Shareholders being able to exercise their preferential subscription rights and by way of a public offering other than those envisaged by Article L. 411-2, 1st paragraph, of the French Monetary and Financial Code. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** for a maximum nominal amount of €13 million for shares or securities – for a maximum nominal amount of €1 billion for debt securities, to be deducted from the caps set out in the 16th resolution. Cannot be used during a tender offer period.	None
18th resolution GM of 05/22/2025	**Authorization:** increase the Company's share capital by issuing shares or other securities giving access to Dassault Systèmes SE's share capital, or equity securities giving right to be granted debt securities, under the terms of the delegation of authority referred to in the previous resolution, by way of a public offering as provided for in Article L. 411-2, 1st paragraph, of the French Monetary and Financial Code. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** for a maximum nominal amount of €13 million for shares or securities – for a maximum nominal amount of €1 billion for debt securities, to be deducted from the caps set out in the 16th resolution. Cannot be used during a tender offer period.	None
19th resolution GM of 05/22/2025	**Authorization:** increase the number of securities to be issued in the case of a share capital increase with or without existing shareholders being able to exercise their preferential subscription rights. **Duration**: 26 months, i.e. until 07/22/2027. **Cap:** 15% of the initial issue, to be deducted from the cap provided for in the 16th resolution. Cannot be used during a tender offer period.	None
20th resolution GM of 05/22/2025	**Authorization:** increase the share capital by the incorporation of reserves, profits or premiums. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** for a maximum nominal amount of €13 million (to be deducted from the cap set out in the 16th resolution). Cannot be used during a tender offer period.	None

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
21st resolution GM of 05/22/2025	**Authorization:** increase the share capital to remunerate contributions in kind consisting of securities. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** 10% of the share capital, to be deducted from the cap provided for in the 16th resolution. Cannot be used during a tender offer period.	None
17th and 18th resolutions GM of 05/22/2024	**Authorization:** decide to carry out one or more mergers through absorption of the other company and increase the share capital accordingly by issuing new shares. **Duration:** 26 months, i.e. until 07/22/2026. **Cap:** for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a tender offer period.	None
19th and 20th resolutions GM of 05/22/2024	**Authorization:** decide to carry out one or more demergers and increase the share capital accordingly by issuing new shares. **Duration:** 26 months, i.e. until 07/22/2026. **Cap:** for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a tender offer period.	None
21st and 22nd resolutions GM of 05/22/2024	**Authorization:** decide to carry one or more partial asset contributions and increase the share capital accordingly by issuing new shares. **Duration:** 26 months, i.e. until 07/22/2026. **Cap:** for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a tender offer period.	None
ISSUANCE FOR THE BENEFIT OF EMPLOYEES AND EXECUTIVE OFFICERS		
22nd resolution GM of 05/22/2025	**Authorization:** grant free share awards, whether of existing shares or shares to be issued, to certain employees and/or corporate officers (*mandataires sociaux*) of Dassault Systèmes SE and its affiliated entities as defined in Article L. 225- 197-2 of the French Commercial Code. **Duration:** approximately 24 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2026). **Cap:** 1.5% of share capital.	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE"
23rd resolution GM of 05/22/2025	**Authorization:** grant options giving the right to subscribe to new Dassault Systèmes shares or to purchase existing shares to certain employees and/or corporate officers of Dassault Systèmes SE and its affiliated entities as defined in Article L. 225-180 of the French Commercial Code. **Duration:** approximately 24 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2026). **Cap:** 3% of share capital.	None
24th resolution GM of 05/22/2025	**Authorization:** increase the share capital for the benefit of members of a company savings plan of Dassault Systèmes SE and/or its affiliated entities. **Duration:** 26 months, i.e. until 07/22/2027. **Cap:** for a maximum nominal amount of €1 million (to be deducted from the cap set out in the 16th resolution of the General Meeting of May 22, 2025).	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE"

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
25th resolution GM of 05/22/2025	**Authorization:** increase the Company's share capital in favor of a category of beneficiaries. **Duration:** 18 months, i.e. until 11/22/2026. **Cap:** for a maximum nominal amount of €1 million, to be deducted from the cap set out in the 16th resolution of the General Meeting of May 22, 2025, and from the cap set out in the 24th resolution of the General Meeting of May 22, 2025.	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE"

It is proposed to the General Meeting among other resolutions (see paragraph 7.1 "Presentation of the Resolutions Submitted by the Board of Directors to the General Meeting of May 20, 2026"):

- to renew the authorizations to purchase Dassault Systèmes shares and then to cancel such shares, which are to expire on November 22, 2026 (see also paragraph 6.2.4.2 "Description of the Share Buyback Program Proposed to the General Meeting on May 20, 2026");
- to renew the authorizations granted to the Board of Directors to decide on one or more mergers by absorption, one or more demergers or one or more partial contributions of assets and to increase the share capital accordingly by issuing shares, which expire on July 22, 2026;
- to submit, in order to allow for the introduction of an employee shareholding plan, two new authorizations allowing for an increase in the share capital reserved for members of company savings plans and a specific category of beneficiaries;
- to authorize the Board of Directors to grant free performance shares and options to subscribe to Dassault Systèmes shares.

5.1.7.3 Draft Resolutions Prepared by the Board Pursuant to the General Meeting Vote on the Compensation Policy

The draft resolution in respect of the vote on the compensation policy is set out in paragraph 7.2 "Text of the Draft Resolutions Submitted by the Board of Directors to the General Meeting on May 20, 2026".

5.1.7.4 Possible Consequences in Case of a Public Tender Offer

The information required by Article L. 22-10-11 of the French Commercial Code is reported below:

- the structure of the Company's share capital, the known direct or indirect interests of the Company and the collective undertakings concerning the holding of shares for the purposes of Article 787B of the French Tax Code are set out in paragraph 6.3 "Information About the Shareholding Structure" (in particular concerning the control of GIMD) of this Universal registration document;
- by-law restrictions on the exercise of voting rights concern the case of division of ownership of the shares and the deprivation of voting rights that may be requested by one or more shareholders holding at least 2.5% of the capital or voting rights of the Dassault Systèmes in the case of failure to report when holdings cross the threshold set out in the by-laws (paragraphs 6.1.2.3 "Shares and Voting Rights" (concerning the conditions for exercising the right to vote) and 6.1.2.4 "Threshold Crossing Declarations (Article 13 of the By-Laws)" of this Universal registration document);
- a double voting right is granted to all fully paid-up shares held in registered form for at least two consecutive years in the name of the same holder (Article 29 of the by-laws).

Under the credit agreement executed on June 11, 2019, if a person or a group of persons acting in concert (with the exception of GIMD and/or Mr. Charles Edelstenne) takes control (within the meaning of Article L. 233-3 I 1st and 2nd paragraphs and II of the French Commercial Code) of Dassault Systèmes, any lender participating in the €750 million revolving credit facility may request the cancellation of its entire commitment under the credit facility and the immediate repayment of its share of all outstanding advances. As at December 31, 2025, no drawdown under the revolving credit facility had been made (see paragraph 1.4.3 "Material Contracts"). In addition, if such a change of control results in a rating downgrade, below investment grade, for the bonds issued by Dassault Systèmes on September 16, 2019 in a total amount of €3.65 billion, bondholders may request the redemption at par value of the bonds they hold. On September 16, 2022, the Group repaid the first tranche of its bonds in an amount of €900 million. The second tranche of €700 million was reimbursed on September 16, 2024.

5.1.7.5 Gender Equality Within the Management Team and Top Positions of Responsibility

Dassault Systèmes has a strong ambition in terms of gender equality, including within the Management team and top positions of responsibility.

The policies, programs, actions and targets implemented by the Company are described in paragraph 2.2.3.1.4 "Management of Strategic Matter 7: Promoting Professional Opportunities for all employees nurturing Inclusion and Creativity". They are applicable only to the extent permissible under local and national legal and regulatory frameworks, as determined by the Company. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal and regulatory frameworks around the world, for example in the United States.

5.1.7.6 Procedure for Assessing Related-Party Agreements

The Board of Directors adopted a procedure for assessing related-party agreements, subjecting them, where appropriate, to the related-party agreements procedure and, for routine transactions entered into at arm's length, regularly assessing whether they satisfy those conditions.

The Legal department, with the assistance of the Finance department, is thus responsible for reviewing prior to its conclusion, and in the event of its amendment, renewal or extension, any agreement entered into by Dassault Systèmes SE and a related party (as provided for in Article L. 225-38 of the French Commercial Code) and conducts an annual review of standard agreements entered into at arm's length, during the last fiscal year or earlier, as long as their effects continue.

The results of the assessment of non-regulated agreements are presented to the Board's Audit Committee which issues a decision with respect to such presentation.

In early 2026, the Legal department thus carried out a review of related-party agreements considered to be routine transactions entered into at arm's length and concluded that all such agreements continue to satisfy both of these conditions.

5.1.7.7 Agreements With a Company Controlled by Dassault Systèmes SE

No agreement was entered into directly or through an intermediary between, on the one hand, one of Dassault Systèmes' corporate officers or shareholders owning more than 10% of voting rights and, on the other hand, a company controlled by Dassault Systèmes SE.

5.2 Enterprise Risk Management and Internal Control

5.2.1 Definitions and Objectives of Enterprise Risk Management and Internal Control

The aim of Enterprise Risk Management is to identify, assess, address and communicate enterprise risks in the context of defining and achieving the objectives set by corporate governance. Dassault Systèmes promotes a risk management culture and has a monitoring system with a Risk Management Steering Committee that refers to the customary standards (COSO ERM and ISO31000) tailored to the specificities of Dassault Systèmes. Internal control is a key component of the global risk management process.

According to the COSO ERM framework, internal control is a process implemented by the Board of Directors, managers and employees aimed at providing a reasonable guarantee with respect to achieving the following objectives: performance and optimization of operations, the reliability of financial and accounting information, and compliance with the laws and regulations in force.

Inspired by the COSO framework and the French Financial Markets Authority (AMF) reference framework, the internal control procedures at Dassault Systèmes SE and its subsidiaries aim to:

- improve the performance and efficiency of operations through optimized use of available resources (COSO framework);
- ensure the reliability, quality and availability of financial and non-financial data (COSO and AMF frameworks);
- ensure that operations comply with legislation in force and Dassault Systèmes' internal regulation (COSO and AMF frameworks);
- guarantee the security of assets, particularly intellectual property, the human and financial resources as well as the image of Dassault Systèmes (AMF framework);
- prevent risks of error or fraud (COSO and AMF frameworks).

5.2.2 Organizational Framework

5.2.2.1 Risk Management Participants and Organization

Risk management is led by a Risk Management Steering Committee comprised of representatives from the Legal, Sustainable Finance, Human Resources, and Audit & Risks departments, overseen by the General Secretary. The Steering Committee monitors Dassault Systèmes' risk mapping, and confirms or updates it, as necessary.

To do this, the Risk Management Steering Committee interacts regularly with the entire Dassault Systèmes organizational structure, and especially with:

- members of the Executive Committee;
- representatives from other departments, internal experts and operational managers (especially the Group heads of Sustainable Finance, cybersecurity, Employee Health and Safety, Information Systems and Compliance), as well as those in charge of specific risk management systems developed and maintained for regulatory or operational purposes.

Each year the Risk Management Steering Committee presents a risk mapping of the Group's risks along with the conclusions of its work over the past period to the members of the Board's three committees at an independent directors' session dedicated to risk management.

The Risk Management Steering Committee uses the risk management systems required by regulation and/or that require specific monitoring, namely:

- social, societal and environmental risks: work mainly carried out by the Human Resources, Sustainable Development and Sustainable Finance departments;
- cybersecurity risks for IT, R&D and cloud infrastructure, overseen by a dedicated Steering Committee;
- risks of corruption and influence peddling – French *Sapin 2* law, US Foreign Corrupt Practices Act (FCPA), UK Bribery Act: work carried out by the Business Ethics & Compliance department based on a specific methodology;
- as well as risks related to the vigilance plan: work carried out by the business ethics and Compliance department based on a specific methodology.

GOUVERNANCE DU SYSTÈME DE GESTION DES RISQUES

CONSEIL D'ADMINISTRATION

Les administrateurs indépendants se réunissent annuellement lors d'une session dédiée à la prévention et à la gestion des risques

LES ADMINISTRATEURS INDÉPENDANTS

LE COMITÉ EXÉCUTIF

oriente les travaux de gestion des risques

LE SECRÉTAIRE GÉNÉRAL

anime le comité de pilotage de gestion des risques

LE DIRECTEUR FINANCIER

est un membre exécutif du comité de pilotage

LE COMITÉ DE PILOTAGE DE GESTION DES RISQUES

évalue les risques d'entreprise afin d'en établir une cartographie et de suivre leur traitement

- FINANCE ET ACHATS DURABLES
- AUDIT ET RISQUES
- RESSOURCES HUMAINES
- JURIDIQUE
- DÉVELOPPEMENT DURABLE

UN RÉSEAU D'EXPERTS ET DE MANAGERS DES RISQUES

traite les risques en cohérence avec les priorités identifiées par le comité de pilotage

5

5.2.2.2 Internal Control Participants and Organization

All corporate governance bodies participate in the implementation of internal control and risk management processes.

The Board of Directors set up an Audit Committee, with the mission described in paragraph "5.1.1.4 Composition, Practices and Activities of the Board Committees".

Internal control is also based on the principle of giving responsibility to directions each of the departments and companies of Dassault Systèmes for their respective area of expertise, and on delegations of authorities granted to certain members of the Executive Committee of the Company, with specifically defined fields of application:

- subsidiaries' local chief executive officers and chief financial officers are responsible for preparing the financial statements which are to be incorporated into Dassault Systèmes' consolidated financial statements, as well as the annual financial statements and management reports for each of their respective subsidiaries, whether these financial statements are prepared by their own financial teams or by internal financial and accounting shared services centers, located particularly in France, the United States, Japan, and Malaysia;
- Dassault Systèmes' Financial Planning & Analysis department is responsible for managing the financial objectives of Dassault Systèmes in accordance with the budget monitoring procedure and, in this respect, performs specific audits and analyses of the quarterly accounts. It is also responsible for identifying, analyzing and notifying any differences compared to the previous year, the previous quarter and Dassault Systèmes' budget objectives, which are subject to a quarterly update;
- the Audit & Risks department, which reports to the General Secretary and Finance department and presents its work to the Audit Committee, has the main mission of assessing the relevance of the Company's internal control processes, of notifying general management and the Audit Committee of any possible deficiencies or risks, and of proposing measures that will limit the risks and improve the efficiency of operations. The Audit & Risks department also has the responsibility for the annual assessment, on behalf of general management, of the internal control mechanisms related to financial reporting. An Audit & Risks department charter has been published within Dassault Systèmes;
- the Business Ethics & Compliance department, which reports to the Legal department, is responsible for ensuring the deployment and enforcement of the principles described in the Company's Code of Business Conduct, as well as Dassault Systèmes' specific policies, recommendations and procedures regarding ethics and compliance. This department is assisted by an Ethics Committee, which meets every month and investigates any alleged non-conformities brought to its knowledge, in particular through the internal whistleblowing procedure. For matters pertaining specifically to human rights and environment, a "Duty of Vigilance" Steering Committee composed of representatives of the business Ethics & Compliance, Purchasing and Audit & Risks and Human Resources departments follows up and assesses the implementation of the vigilance plan (see paragraph "2.4.1 Governance" in section "2.4 Vigilance plan").

In parallel, Dassault Systèmes' management has put in place the following bodies:

- a Disclosure Committee, responsible for deciding whether certain information is considered inside information and if the publication of such information may be deferred, ensuring compliance with the conditions allowing deferred publication, documenting it and informing the French Financial Markets Authority (AMF) at the time of publication;
- an Insider Committee responsible for setting and applying the rules aimed at preventing insider trading. In particular, this Committee informs all interested parties (employees, directors, consultants, etc.) of the periods in which they are prohibited from trading Dassault Systèmes' securities. These blackout periods are longer than those set forth by law. In addition, as soon as they have regular access to privileged and insider information in relation to their roles, all persons must obtain the Insider Committee's prior approval for any transactions involving Dassault Systèmes' securities (as defined in its Insider Trading Rules). Generally, Dassault Systèmes complies with legal and regulatory provisions regarding the prevention of insider trading.

5.2.3 Process

5.2.3.1 Risk Management Process

The Risk Management Steering Committee of the Company relies on a charter, that is published internally within the Group and a procedure defining activities carried out throughout the year. The work of the Steering Committee, in connection with that of Dassault Systèmes' general management, is aimed at identifying, assessing, handling and communicating risks that could impact Dassault Systèmes' performance. The actions taken are aligned with the risk appetite defined by the Executive Committee.

The Group's risk appetite determines the level of risk-taking that general management deems acceptable or unacceptable to achieve its strategic and operational objectives. It determines limits at the financial level (nature and volume of resources) and non-financial level (ethics and legal, in particular). This transparent approach allows for informed risk-taking and strikes a balance between the potential negative effects of the risks and the pursuit of opportunities.

The Dassault Systèmes's risk management process is performed iteratively and consists of the following steps:

a) Risk identification: risks are identified through interviews and surveys with Company general management and industry experts and are analyzed in detail to determine their causes and potential effects.

These risks are considered over a short-term and medium-term horizon and are classified by type:

- strategic risks: risks that have an impact on the Group's ability to execute its strategy and achieve its objectives,
- financial risks: risks of losses on financial assets (credit and concentration risks, market risk) and of a balance sheet imbalance (liquidity, foreign currency, interest rate, solvency),
- operational risks: risks of loss resulting from inadequate or failed internal processes, people and systems or from external events,
- legal or regulatory risks: risks of failure to comply with new or existing regulations in countries where the Group conducts business or would like to operate.

b) Risk assessment

Each risk identified is assessed with reference to three dimensions/factors:

- probability of occurrence, which measures the probability that the scenario(s) described will materialize,
- severity, i.e. the measurement of the potential impacts on the Group should the risk occur; severity is in turn assessed with reference to three dimensions/factors: impact on strategic positioning, impact on image and reputation, and financial impact,
- level of control, which reflects the effectiveness of the actions already implemented to control the risk.

This assessment is used to rank the risks identified in terms of action priority, and thus to optimize the allocation of resources for implementation of treatment actions.

c) Risk treatment

Each risk identified is placed under the responsibility of an operational manager, who defines and implements the mitigation actions. The Risk Management Steering Committee periodically monitors the relevance and status of the risk map mitigation actions.

d) Risk communication: The Steering Committee's conclusions are reviewed annually by the Executive Committee on the one hand and by the independent members of the three committees of the Board of Directors, in a meeting dedicated to this topic, on the other hand. These risks, after taking into account risk management policies, are summarized in paragraphs 1.9.1 "Risks Related to the Business" and 1.9.2 "Financial and Market Risks".

Operational risks are essentially managed by entities and the Company's organizational structures. Certain risks, particularly in the area of intellectual property protection, Ethics and compliance, and legal and financial risks are also specifically monitored at the Group level.

As part of its risk identification and assessment responsibilities, the Company's Risk Management Steering Committee also focuses on identifying emerging risks in order to anticipate the risks and challenges of the future. An emerging risk can be defined as a new risk that could, in the medium term or long term, have a negative impact on the Company's business and its financial position, but which is not yet considered a material risk for the Company.

As such, every year the Risk Management Steering Committee provides the Executive Committee with insights into the main emerging risks.

5.2.3.2 Internal Control Process

The internal control mechanisms developed by Dassault Systèmes are based on the following:

- **the internal control environment**: Dassault Systèmes' business ethics rules are guided by a strict framework presented in paragraph "2.2.4.1 G1 – Business Conduct". It is formalized in particular in the Code of Business Conduct, which describes the manner in which the Company expects its business to be conducted and is intended to serve as a reference for all Dassault Systèmes employees to guide their behavior and interactions in their daily activities. The Code of Business Conduct applies to all employees of Dassault Systèmes and is available on Dassault Systèmes' website and internal platform. It addresses, in particular (i) compliance with regulations applicable to Dassault Systèmes' business, (ii) individual interactions within Dassault Systèmes and with its ecosystem and (iii) protecting Dassault Systèmes' assets (in particular, its intellectual property and the confidentiality of its clients and partners). The Code also includes specific policies, procedures and recommendations concerning the fight against corruption and influence-peddling (Charter for Responsible Public Affairs, anti-corruption Policy), societal responsibility (Corporate Social Responsibility Principles), Personal Data Protection, export embargoes, conflicts of interest, and insider trading. The distribution of these policies, procedures and recommendations is accompanied by training, which is regularly provided to all employees, including to new hires or those joining Dassault Systèmes as part of the integration process for its acquisitions;
- **protection and monitoring activities:**
  - the framework and internal control policies related to the main processes within the Company (information technology security, sales administration, human resources, protection of intellectual property, closing and publication of financial statements, sustainability reporting, treasury management and client credit risk management) are formalized and updated at the level of both Dassault Systèmes SE and its main subsidiaries or the related shared services centers; they are implemented in newly acquired entities as quickly as possible once their integration has begun; the framework and the internal control policies are maintained via a specialized software tool,
  - the financial control points as well as newly implemented non-financial control points documented in the internal control framework prevent or detect risks impacting the financial information in Dassault Systèmes' significant entities;
- **monitoring**: Dassault Systèmes has rolled out processes to monitor, review and analyze on a regular basis its performance at the level of its main brands, GEOs, entities and distribution channels (governance, budget reviews, and activity reviews). Quarterly communication meetings are also held to ensure the dissemination of Dassault Systèmes' strategy and culture of integrity to all its employees and exchanges facilitating its implementation;
- **audit missions**: every year, the Audit & Risks department carries out a number of audits according to a plan approved by the Audit Committee. The audit plan is prepared on a multi-year basis mainly using the risk analysis as described in "5.2.3.1 Risk Management Process", interviews with executives and the results of the internal control assessment. If the environment changes over the year, the audit plan can be adjusted at the request of Company management and on the advice of the Audit Committee. In addition to assessing the effectiveness of internal control, these missions generally focus on improving the effectiveness and efficiency of processes and organizations. They result, as necessary, in recommendations to the audited organizations and to their management, which must submit corrective action plans with timetables. The Audit & Risks department monitors these action plans until it has been determined that they have been fully implemented. It presents the results of the audits as well as the status of the corrective plans to Management and the Audit Committee. The recommendations resulting from the audits and the monitoring of the plans are managed using a specialized software tool made available to the audited parties across the Group. In 2024, the Audit & Risks department conducted several missions aimed at assessing the compliance of the internal control activities, including at some of Dassault Systèmes' foreign entities.

5.2.4 Internal Control Procedures Relating to the Preparation of Financial and Accounting Information and of Non-Financial Information

With respect to the internal control processes related to the preparation of financial and accounting information, Dassault Systèmes' focus has been to:

- ***operate based on a quarterly system and cycle*** to update budget objectives and identify and analyze variations from the objectives set by the Finance department of Dassault Systèmes, and from the previous quarter and fiscal year.

  Thus, each of the organizations (GEOs, brands, functions) prepares a detailed and documented presentation of its sales activity for the past quarter and the year and performs a comparative analysis of its financial results (revenues and costs) in comparison with the budget targets of the current year and compared to the same quarter for the previous year.

  Budget projections are reviewed, analyzed and updated each quarter by the executive teams of the Finance department to take into account all changes in the market and the economic environment, particularly as regards exchange rates, and to present realistic objectives to shareholders and financial markets;
- ***maintain reliable consolidation tools and processes*** in order to draw up and publish required financial information every quarter as soon as possible. The consolidation procedure as defined by Dassault Systèmes SE is based on:
  - giving responsibility to the finance teams in the subsidiaries, who are required to certify the quarterly statements provided to Dassault Systèmes SE and to provide detailed business reviews and analyses before the accounts are consolidated,
  - consolidation tools that secure data transmission and processing,
  - standardization of processes and information systems, particularly by centralizing the majority of the accounting transactions in shared service centers,
  - an annual process to monitor off-balance sheet commitments and related-party agreements,
  - the detailed review by the Finance department of the quarterly accounts of Dassault Systèmes SE and its subsidiaries,
  - the detailed accounting analysis by the finance department of all the material software license and/or service transactions in order to validate the accounting recognition;
- ***systematize the processes by which the Audit Committee and the Board of Directors review financial information*** prior to publication;
- ***structure its financial communications*** to ensure simultaneous and equivalent publication on its principal markets of financial results or any other information that could have an impact on the price of its shares.

In 2024, Dassault Systèmes developed an internal control system for the preparation of non-financial information. It is described in section "2.2.1.3.5 GOV 5 – Risk management and internal controls over sustainability reporting". It is an integral part of the control framework managed by the Audit & Risks department and will undergo the same assessment.

5.2.5 Assessment of the Internal Control Process

The Company's management seeks to maintain a high level of internal control within Dassault Systèmes. Every year, the operating entities conduct and certify self-assessments of their internal control process related to requirements deemed essential. These are performed under the supervision of the Audit & Risks department, which reports the results to the Company's management and the Audit Committee. Targeted assessment work, particularly on key control points, is carried out independently by the Audit & Risks department based on a targeting and rotation protocol used to cover the entire Group over a multi-year cycle. In 2025 the internal control assessment was extended to sustainability-related information. The results are also presented to the Company's management and the Audit Committee and used in a continuous improvement process for controls as well as in the internal audit plan. The actions taken to improve control are monitored by the Audit & Risks department until they have been fully implemented. Newly acquired entities undergo an internal control assessment within the first few months of acquisition.

In addition, the efficiency of internal control is assessed every year by the Statutory Auditors as part of their assignment.

5.2.6 Limitations of the Internal Control Process

The internal control process cannot provide an absolute guarantee that Dassault Systèmes' objectives in this area will be achieved. Inherent limitations apply to all internal control systems, related in particular to the exercise of individual judgment, dysfunctions which may result from human failure, or even to the uncertainties linked to events external to Dassault Systèmes.

5.3 Summary Of Share Transactions By Dassault Systèmes Executives

Pursuant to Article 223-26 of the French Financial Markets Authority (AMF) General Regulation, the table below shows transactions involving securities issued by Dassault Systèmes carried out in 2025 by directors or executives of Dassault Systèmes or by persons related to them (according to Article L. 621-18-2 of the French Monetary and Financial Code) on the basis of the declarations made by the relevant parties to the AMF, available on www.amf-france.org.

Date Place	Person concerned	Nature of the transaction	Unit price *(in euros)*	Volume
02/05/2025 – Euronext Paris	Erik Swedberg	Sale of shares	40.5522	5,000
02/07/2025 – Euronext Paris	Victoire de Margerie	Sale of shares	40.5986	8,685
02/07/2025 – Euronext Paris	Rouven Bergmann	Exercise of stock options	29.0900	88,360
02/07/2025 – Euronext Paris	Rouven Bergmann	Sale of shares	40.6635	88,360
02/10/2025 – Euronext Paris	Laurence Barthès	Sale of shares	40.5068	1,774
02/10/2025 – Euronext Paris	Thibault de Tersant	Sale of shares	40.1438	50,000
02/11/2025 – Euronext Paris	Thibault de Tersant	Sale of shares	40.1300	30,000
02/13/2025 – Euronext Paris	Laurence Barthès	Sale of shares	40.2778	10,095
02/14/2025 – Euronext Paris	Laurence Barthès	Sale of shares	40.4694	12,787
02/18/2025 – Euronext Paris	Laurence Barthès	Sale of shares	40.6473	5,364
02/26/2025 – Euronext Paris	Catherine Dassault	Sale of shares	39.1244	36,000
03/11/2025 – Euronext Paris	Elisa Prisner	Sale of shares	40.0000	7,792
04/25/2025 – Over-the-counter	GIMD	Assignment of put options	0.8906	50,000
04/28/2025 – Over-the-counter	GIMD	Assignment of put options	2.8996	89,000
04/30/2025 – Over-the-counter	GIMD	Assignment of put options	2.7574	45,000
05/15/2025 – Over-the-counter	GIMD	Assignment of put options	3.9111	41,000
05/19/2025 – Off platform trading	Bernard Charlès	Vesting of performance shares	0.0000	1,500,000
05/19/2025 – Off platform trading	Erik Swedberg	Vesting of performance shares	0.0000	90,000
05/19/2025 – Euronext Paris	Erik Swedberg	Sale of shares	33.7961	40,577
05/19/2025 – Off platform trading	Rouven Bergmann	Vesting of performance shares	0.0000	75,000
05/19/2025 – Euronext Paris	Rouven Bergmann	Sale of shares	33.7961	24,019
05/19/2025 – Off platform trading	Victoire de Margerie	Vesting of performance shares	0.0000	13,000
05/19/2025 – Off platform trading	Elisa Prisner	Vesting of performance shares	0.0000	40,000
05/19/2025 – Off platform trading	Florence Verzelen	Vesting of performance shares	0.0000	75,000
05/19/2025 – Off platform trading	Olivier Ribet	Vesting of performance shares	0.0000	130,000
05/19/2025 – Off platform trading	Pascal Daloz	Vesting of performance shares	0.0000	450,000

Date Place	Person concerned	Nature of the transaction	Unit price *(in euros)*	Volume
05/19/2025 – Off platform trading	Patrick Johnson	Vesting of performance shares	0.0000	100,000
05/19/2025 – Off platform trading	Philippe Laufer	Vesting of performance shares	0.0000	150,000
05/19/2025 – Off platform trading	Florence Aubigny	Vesting of performance shares	0.0000	250,000
05/19/2025 – Off platform trading	Samson Khaou	Vesting of performance shares	0.0000	100,000
05/19/2025 – Off platform trading	Thibault de Tersant	Vesting of performance shares	0.0000	15,000
05/19/2025 – Off platform trading	Laurence Barthès	Vesting of performance shares	0.0000	60,000
05/28/2025 – Euronext Paris	Nathalie Rouvet Lazare	Acquisition of shares	33.6500	500
06/09/2025 – Euronext Paris	Erik Swedberg	Sale of shares	32.1472	15,000
06/30/2025 – Off platform trading	Rouven Bergmann	Vesting of performance shares	0.0000	13,571
06/30/2025 – Off platform trading	Victoire de Margerie	Vesting of performance shares	0.0000	8,750
06/30/2025 – Off platform trading	Elisa Prisner	Vesting of performance shares	0.0000	15,000
06/30/2025 – Off platform trading	Florence Verzelen	Vesting of performance shares	0.0000	30,000
06/30/2025 – Off platform trading	Pascal Daloz	Vesting of performance shares	0.0000	200,000
06/30/2025 – Off platform trading	Patrick Johnson	Vesting of performance shares	0.0000	45,000
06/30/2025 – Off platform trading	Philippe Laufer	Vesting of performance shares	0.0000	90,000
06/30/2025 – Off platform trading	Florence Aubigny	Vesting of performance shares	0.0000	115,000
06/30/2025 – Off platform trading	Samson Khaou	Vesting of performance shares	0.0000	45,000
06/30/2025 – Off platform trading	Thibault de Tersant	Vesting of performance shares	0.0000	15,000
06/30/2025 – Off platform trading	Laurence Barthès	Vesting of performance shares	0.0000	38,750
06/30/2025 – Off platform trading	Olivier Ribet	Vesting of performance shares	0.0000	65,000
06/30/2025 – Off platform trading	Erik Swedberg	Vesting of performance shares	0.0000	45,000
06/30/2025 – Off platform trading	Bernard Charlès	Vesting of performance shares	0.0000	750,000
06/30/2025 – Euronext Paris	Rouven Bergmann	Sale of shares	30.7650	3,926
06/30/2025 – Euronext Paris	Erik Swedberg	Sale of shares	30.7650	22,208
07/25/2025 – Over-the-counter	GIMD	Assignment of put options	1.0747	51,000
07/25/2025*	Charles Edelstenne	Acquisition of shares	29.7036	200,000

Date Place	Person concerned	Nature of the transaction	Unit price *(in euros)*	Volume
07/28/2025 – Over-the-counter	GIMD	Assignment of put options	2.8922	141,000
09/03/2025 – Over-the-counter	GIMD	Assignment of put options	1.3980	58,000
09/04/2025 – Over-the-counter	GIMD	Assignment of put options	1.6320	116,000
09/10/2025 – Euronext Paris	Erik Swedberg	Sale of shares	27.4700	7,000
10/24/2025 – Euronext Paris	Charles Edelstenne	Acquisition of shares	26.2924	33,543
10/24/2025**	Charles Edelstenne	Acquisition of shares	26.2737	41,457
10/29/2025 – Euronext Paris	Charles Edelstenne	Acquisition of shares	24.6442	10,966
10/29/2025***	Charles Edelstenne	Acquisition of shares	24.6712	19,034
10/30/2025 – Euronext Paris	Xavier Cauchois	Acquisition of shares	24.6500	1,500
10/31/2025 – Euronext Paris	Laurence Daures	Acquisition of shares	24.5300	495
11/04/2025 – Euronext Paris	Charles Edelstenne	Acquisition of shares	23.9835	2,654
11/04/2025****	Charles Edelstenne	Acquisition of shares	23.9859	12,346
11/06/2025 – Euronext Paris	Charles Edelstenne	Acquisition of shares	23.5635	4,577
11/06/2025*****	Charles Edelstenne	Acquisition of shares	23.5723	10,423
11/07/2025 – Euronext Paris	Charles Edelstenne	Acquisition of shares	23.1494	6,726
11/07/2025******	Charles Edelstenne	Acquisition of shares	23.1452	8,274
12/01/2025 – Euronext Paris	Erik Swedberg	Sale of shares	23.6731	54,080
12/05/2025 – Euronext Paris	Rouven Bergmann	Sale of shares	23.8143	21,204
12/08/2025 – Euronext Paris	Rouven Bergmann	Sale of shares	23.7411	29,777
12/10/2025 – Euronext Paris	Rouven Bergmann	Acquisition of shares	23.0748	32,355

* Turquoise Europe, Euronext Paris, Turquoise Europe – Dark, CBOE Europe – DXE Dark Order Book, Aquis Exchange Europe, Virtu Financial Ireland Limited, Aquis Exchange Europe Non Display Order Bool, Jane Street Netherlands B.V, CBOE Europe – DXE Order Books, Posit, CBOE Europe – DXE Periodic, Turquoise Europe – LIT Auctions, Boerse Berlin Equiduct Trading, Aquis Exchange Europe Auction On Demand, BNP Paribas Arbitrage SNC.

** CBOE Europe – DXE Order Books, CBOE Europe – DXE Periodic, Posit Auction, Jane Street Netherlands B.V. – Systematic Internaliser, Turquoise Europe, Virtu Financial Ireland Limited – Systematic Internaliser, Hrteu Limited – Systematic Internaliser, Aquis Exchange Europe, Boerse Berlin Equiduct Trading.

*** Jane Street Netherlands B.V. – Systematic Internaliser, CBOE Europe – DXE Periodic, Aquis Exchange Europe, Citadel Connect Europe – EU – Systematic Internaliser, Turquoise Europe, BNP Paribas Arbitrage SNC – Systematic Internaliser.

**** CBOE Europe – DXE Order Books, Tower Research Capital Europe – Systematic Internaliser, Sigma Europe Auction Book, Boerse Berlin Equiduct Trading, Aquis Exchange Europe Auction On Demand.

***** Aquis Exchange Europe, Turquoise Europe, BNP Paribas Arbitrage SNC – Systematic Internaliser, Jane Street Netherlands B.V. – Systematic Internaliser.

****** Tower Research Capital Europe – Systematic Internaliser, BNP Paribas Arbitrage SNC – Systematic Internaliser, Aquis Exchange Europe, Turquoise Europe, CBOE Europe – DXE Periodic, XTX Markets SAS.

Generally, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the relevant vesting period. Thus, in 2025, Mr. Bernard Charlès retained the 1,500,000 shares and the 750,000 shares, acquired on May 19, 2025 and June 30, 2025, respectively, and Mr. Pascal Daloz the 450,000 shares and the 200,000 shares, acquired respectively on the same dates.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares with full ownership, representing 1.72% of Dassault Systèmes' share capital. Mr. Pascal Daloz held 3,574,295 shares with full ownership, representing 0.27% of Dassault Systèmes' share capital.

On December 31, 2025, Mr. Bernard Charlès held 25,352,205 shares with full ownership, representing 1.89% of Dassault Systèmes' share capital. Mr. Pascal Daloz held 4,224,295 shares with full ownership, representing 0.31% of Dassault Systèmes' share capital.

5.4 Information About the Statutory Auditors

Principal Statutory Auditors

PricewaterhouseCoopers Audit, member of the Compagnie Régionale des Commissaires aux comptes de Versailles (Versailles regional association of auditors), 63, rue de Villiers – 92200 Neuilly-sur-Seine, France, represented by Mr. Richard Béjot, whose first mandate began on June 8, 2005 and was renewed on May 24, 2023 for a period of six fiscal years expiring at the General Meeting approving the financial statements for the fiscal year ending on December 31, 2028.

KPMG S.A., member of the Compagnie Régionale des Commissaires aux comptes de Versailles, Tour Eqho, 2 avenue Gambetta – 92066 Paris La Défense Cedex, represented by Mr. Jacques Pierre and Mr. Xavier Niffle, whose first mandate commenced on May 19, 2022 for a period of six fiscal years expiring at the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027.

Statutory Auditors' fees

See Note 27 to the consolidated financial statements.

5.5 Declarations Regarding the Administrative and Management Bodies

To Dassault Systèmes SE's knowledge:

- there are no family ties between the directors, with the exception of Ms. Marie-Hélène Habert-Dassault and her sister-in-law Ms. Catherine Dassault and the company Groupe Industriel Marcel Dassault SAS, which belongs to the Dassault family, or between a director and an executive of Dassault Systèmes (see paragraph 5.1.2 "Executives of Dassault Systèmes" above for the list of members);
- in the past five years, none of the directors or executives of Dassault Systèmes:
  - has been convicted of fraudulent offenses,
  - has been a party to bankruptcy, receivership, or liquidation proceedings or proceedings placing companies under administration,
  - has been subject to an official accusation and/or sanctions by statutory or regulatory authorities (including designated professional bodies),
  - has been disqualified by a court from acting as a member of the administrative, management or supervisory bodies of an issuer, or from acting in the management or conduct of the affairs of any issuer;
- there is no potential conflict of interest between the duties of the directors toward Dassault Systèmes and their private interests and/or other duties;
- no director or executive of Dassault Systèmes has been selected as a member of an administrative or management body by virtue of an agreement with major shareholders, customers, suppliers or others;
- no director or executive of Dassault Systèmes is party to a service contract with Dassault Systèmes SE, or one of its subsidiaries, which provides him or her with a personal benefit.

6

INFORMATION ABOUT DASSAULT SYSTÈMES SE, THE SHARE CAPITAL AND THE OWNERSHIP STRUCTURE

6.1 Information about Dassault Systèmes SE

6.1.1 General Information

6.1.1.1 Commercial Name and Registered Office

Dassault Systèmes
10 rue Marcel Dassault, 78140 Vélizy-Villacoublay, France
Telephone: +33 (0)1 61 62 61 62
Website: www.3ds.com

It is specified that the information on Dassault Systèmes' website is not part of this Universal registration document (with the exception of that expressly incorporated by reference in this Universal registration document) and has not been reviewed or approved by the French Financial Markets Authority (AMF).

6.1.1.2 Legal Form – Applicable Law – Place of Registration and Registration Number – APE Code

Dassault Systèmes SE is a European company *(Societas Europaea)* incorporated and registered under French law, with a Board of Directors, governed by the provisions of EC Regulation no. 2157/2001 as well as by French legislative and regulatory provisions in force at any time (hereinafter the "Law"). It is registered under number 322 306 440 with the Versailles Trade and Companies Register. Its APE code is 58.29 C. Its LEI code is: 96950065LBWY0APQIM86.

6.1.1.3 Date of Incorporation and Term

Dassault Systèmes SE was incorporated as a limited liability company *(société à responsabilité limitée)* on June 9, 1981 for a 99-year term starting on the date of its registration, i.e. until August 4, 2080. It was converted into a public limited liability company *(société anonyme)* on April 8, 1993 and then into a European company *(Societas Europaea)* on June 15, 2015.

6.1.1.4 Corporate Purpose

Pursuant to Article 2 of its by-laws, Dassault Systèmes SE's corporate purpose, in France and abroad, is:

- the design, development, production, marketing, purchase, sale, brokerage, rental, maintenance and provision of after-sale services of software, digital content and/or computer hardware;
- the supply and provision of data center services, including the supply of online software solutions as a service and the operation and supply of the corresponding infrastructure;
- the supply and provision of services to users notably in the area of training, demonstration, methodology, deployment and use; and
- the supply and sale of computer resources, together or separate from the supply or sale of software or services,

notably in the areas of 3D design, modeling, simulation, manufacturing, planning, collaboration, lifecycle management, business intelligence, marketing or consumer 3D solutions in the domains of products, nature and life.

The purpose of Dassault Systèmes SE also includes:

- the creation, acquisition, rental and management-lease of any on-going business, the signing of leases, and the establishment and operation of any facilities;
- the acquisition, operation or sale of any industrial or intellectual property rights as well as any know-how in the field of computers;
- and more generally, taking an interest in any business or company created or to be created as well as in any legal, economic, financial, industrial, civil and commercial, personal or real property transactions connected directly or indirectly, in whole or in part, with the purposes above or any similar or related purposes.

6.1.1.5 Fiscal Year

The twelve-month fiscal year covers the period from January 1 to December 31 of each year.

6.1.1.6 Branches, Secondary Establishments

Dassault Systèmes SE has no branches. Dassault Systèmes SE has 21 secondary establishments as of December 31, 2025, located at the following addresses:

- 511 rue Ludwig Van Beethoven, SymphonIA, 06560 Valbonne;
- 233 avenue de Rodez, 12450 Luc-la-Primaube;
- 53 avenue de l'Europe, 13090 Aix-en-Provence;
- 120 rue René Descartes, 29280 Plouzané;
- 1000 l'Occitane, 31670 Labège;
- 37 chemin des Ramassiers, ZAC des Ramassiers, 31770 Colomiers;
- ZAC du Perget, Rue Antoine Lavoisier, 31770 Colomiers;
- Cité de la Photonique Bâtiment Gienah, 11 avenue de Canteranne, 33600 Pessac;
- Zac quartier Cambérès – Immeuble Terra – 250 rue Maryam Mirzakhani – 34000 Montpellier;
- 15 rue Claude Chappe, bâtiment B – Zac des Champs blancs, 35510 Cesson-Sevigné;

- 18 Chemin de Malacher, Immeuble Le Signal, 38240 Meylan;
- 5 rue de l'Halbrane, Technocampus Océan, ZAC Croix Rouge, 44340 Bouguenais;
- 1 passage Annette Zelman, 54000 Nancy;
- Immeuble Triopolis – 46 rue des Fusillés, 59493 Villeneuve d'Ascq;
- 9 avenue de la Créativité, 59650 Villeneuve d'Ascq;
- 20 Boulevard Eugène Deruelle, bâtiment A, Immeuble Le Britannia, 69003 Lyon;
- ZAC du Bois de Côtes – 304 Route National 6, 69760 Limonest;
- 65-67 avenue de la Grande Armée – 75016 Paris;
- 5 C Route de Saint-Laurent, 76430 Saint-Romain-de-Colbosc;
- 20 rue Atlantis – Bâtiment Galileo – 87280 Limoges;
- 1-3 rue Jeanne Braconnier, Immeuble Terre Europa, 92360 Meudon.

6.1.1.7 Documents Available to the Public

Dassault Systèmes SE's by-laws, minutes of the General Meetings and reports of the Board of Directors to the General Meetings, Statutory Auditors' reports, financial statements for the last three fiscal years and, more generally, all documents provided or made available to shareholders pursuant to the Law may be viewed at Dassault Systèmes SE's registered office.

Some of these documents are also available on Dassault Systèmes' website (https://investor.3ds.com/).

6.1.2 Memorandum of Association and Specific Provisions in the By-Laws

The by-laws of Dassault Systèmes SE were last amended on March 24, 2026.

6.1.2.1 Allocation of Profits (Article 36 of the By-Laws)

The profits for each fiscal year, less any losses from prior periods, where appropriate, are first allocated to the reserves as required by Law. An amount of 5% is deducted to form the legal reserve. This deduction ceases to be compulsory when said fund reaches one-tenth of share capital; it becomes compulsory once again when the legal reserve falls below this amount.

The distributable profit is composed of the profit from the fiscal year less any losses from prior periods as well as the amounts allocated to reserves as required by Law or the by-laws, and increased by retained earnings.

The General Meeting then deducts from this distributable profit the amounts deemed appropriate to allocate to any optional, ordinary or special reserves or to the retained earnings account.

As appropriate, any remaining balance is distributed to all shares proportionately to the unredeemed paid-up value.

However, except in the event of a share capital reduction, no distribution can be made to shareholders if the equity is, or would be as a result of the distribution, less than the amount of the share capital plus the reserves that cannot be distributed under the Law or the by-laws.

The General Meeting may decide to distribute amounts taken from available reserves, either to pay or increase a dividend, or distribute a special dividend. In this case, the resolution explicitly identifies from which reserves these amounts are to be withdrawn. Nevertheless, the dividends are distributed in order of priority starting with the distributable profit of the fiscal year.

After the approval of the financial statements by the General Meeting, any losses are recorded in a special account and carried forward against the profits of future fiscal years, until they have been eliminated.

In case of division of ownership of the shares, Article 11 of the by-laws reserves for usufructuaries the right to vote on decisions relating to the allocation of profits (see paragraph 6.1.2.3 "Shares and Voting Rights").

6.1.2.2 General Meetings

Notice and agenda of meeting (Articles 25 and 26 of the by-laws)

General Meetings are convened by the Board of Directors or, if the Board of Directors fails to convene a General Meeting, by the Statutory Auditor(s). One or more shareholders who together hold at least 10% of the subscribed capital may also request the Board of Directors to call such General Meetings and set the agenda thereof. The request to convene the meeting shall set out the items to be put on the agenda.

Notice of the meeting is made through an announcement placed in a journal of legal notices in the department of the registered office and in the French Bulletin of Mandatory Legal Notices (*Bulletin des Annonces Légales Obligatoires* – BALO). Shareholders holding registered shares for at least one month from the date of the announcement are also notified of all General Meetings by letter sent by standard mail or, at their request and expense, by registered letter. The General Meeting cannot be held less than fifteen days after the announcement is published or the letter is sent to registered shareholders.

One or more shareholders, representing at least the required percentage of capital, also have the possibility of requesting that items and proposed resolutions be added to the agenda in accordance with the Law.

Conditions for admission (Article 27 of the by-laws)

Every shareholder has the right to participate in General Meetings either in person or by proxy, provided his/her shares are fully paid-up and:

- for holders of registered shares, that they are held in a registered account (directly or through a financial intermediary) at 12:00 a.m. (Paris time) on the fifth business day preceding the Meeting;
- for holders of shares in bearer form, that they are recorded in a bearer securities account maintained by the accredited intermediary at 12:00 a.m. (Paris time) on the fifth business day preceding the Meeting.

It is specified that a proposal will be made to the Shareholders' General Meeting of May 20, 2026 to align Article 27 paragraph 1 of the by-laws with the provisions of Decree no. 2026-94 of February 13, 2026, which moved the "record date" from 12:00 a.m. (Paris time) on the second business day preceding the Meeting to 12:00 a.m. (Paris time) on the fifth business day preceding the Meeting.

The registration of shares in a bearer securities account maintained by the accredited intermediary shall be validated by a certificate of participation *(attestation de participation)* issued by the accredited intermediary to the holder of the shares. This certificate must be attached to the voting or proxy form or to the request for an admission card issued in the shareholder's name. A certificate can also be issued to a shareholder who wishes to attend in person the General Meeting and who has not received an admission card by the fifth business day preceding the Meeting.

Shareholders may vote by mail using a form that will be sent to them under the conditions indicated by the notice of meeting. The form, duly completed and accompanied, as the case may be, by a certificate of participation *(attestation de participation)*, must be received by Dassault Systèmes SE at least three days before the date of the General Meeting, or it will not be taken into consideration.

A shareholder may be represented by any natural person or legal entity who has been appointed as proxy, under the conditions provided by Law. The shareholders who are legal entities are represented by the natural persons duly authorized to represent them with respect to third parties or by any person to whom the power of proxy has been transferred.

A shareholder, who is a non-French resident as defined in Article 102 of the French Civil Code, may be represented at General Meetings by an accredited intermediary registered according to the provisions of the Law. Such shareholder will be considered present in calculating the quorum and the results of voting.

If the Board of Directors so decides when convening the General Meeting, any shareholder may also participate and vote at the Meetings by videoconference or by any other means of telecommunications permitting him/her to be identified and to participate effectively. Such participation must comply with the conditions and means provided for by Law. Such shareholder will be accounted for in calculating the quorum and the results of voting.

Actions required to amend shareholders' rights (Articles 13, 31 and 32 of the by-laws)

Only an Extraordinary General Meeting can amend shareholders' rights in compliance with the provisions of the Law.

Except as may be otherwise provided for under the provisions of the Law and with the exception of reverse share splits carried out in accordance with the Law, no majority may impose on shareholders an increase in their commitments. If new classes of shares are created, only an Extraordinary General Meeting and a Special Meeting of Shareholders of the specific class of shares may approve an amendment to the rights of these classes of shares.

6.1.2.3 Shares and Voting Rights

Rights, privileges and restrictions attached to each class of shares (Articles 13, 29 and 39 of the by-laws)

All the shares are of the same class and carry, under Dassault Systèmes SE's by-laws, the same rights to the allocation of profits and any amounts distributed in the event of liquidation (see paragraph 6.1.2.1 "Allocation of Profits (Article 36 of the by-laws)"). However, a double voting right is granted to any fully paid-up share held in registered form for at least two consecutive years in the name of the same holder (see the paragraph "Double voting rights (Article 29 of the by-laws)" below).

Conditions for exercising voting rights (Articles 11 and 29 of the by-laws)

The voting rights attached to equity shares or deferred shares are proportional to the portion of capital they represent.

Voting is carried out by show of hands, by roll call or by secret ballot, as decided by the secretariat of the Meeting or the shareholders. Shareholders may also vote by mail, by videoconference or by any other means of communication, in accordance with the by-laws. For the calculation of the majority, the votes cast shall not include votes attaching to shares in respect of which the shareholder has abstained or has returned a blank or invalid ballot.

Where there is separation of legal and beneficial ownership rights, the voting right attached to the share belongs to the bare owner *(nu-propriétaire)*, except for the decisions relating to the allocation of profits for which it belongs to the usufructuary *(usufruitier)*.

Double voting rights (Article 29 of the by-laws)

Each share gives the right to one vote. Nevertheless, a double vote has been granted to all fully paid-up shares held in registered form for at least two consecutive years in the name of the same holder. In the case of a capital increase by incorporation of reserves, profits or premiums, this double voting right will be attached on the date of their issuance to free registered new shares granted to a shareholder in consideration for his or her old shares giving rise to such right.

Under the Law, any share converted into a bearer share or changing hands shall lose the right to the double voting right except in the case of a transfer from a registered account to another registered account following an inheritance or a gift *inter vivos* to a spouse or a relative entitled to succeed to the donor's estate. The double voting right may also be canceled by a resolution of the shareholders at an Extraordinary General Meeting, subject to the approval of the Special Meeting of Shareholders having a double voting right.

Limitations on voting rights

The by-laws contain no restrictions on the exercise of voting rights attached to Dassault Systèmes shares except in the event of division of ownership of the shares (see the paragraph "Conditions for exercising voting rights (Articles 11 and 29 of the by-laws)" above).

6.1.2.4 Threshold Crossing Declarations (Article 13 of the By-Laws)

In addition to the legal obligation to inform Dassault Systèmes SE and the French Financial Markets Authority (AMF) in the event a shareholder's interest crosses the thresholds set out in Article L. 233-7 of the French Commercial Code *(Code de commerce)*, any natural person or legal entity, acting alone or in concert with others, who directly or indirectly holds shares representing at least 2.5% of Dassault Systèmes' share capital or voting rights, or a multiple thereof up to 50%, must inform Dassault Systèmes SE of the total number of shares or voting rights it holds whenever such thresholds are crossed, whether over or under. This information must be sent to Dassault Systèmes SE by registered letter with return receipt requested, within four trading days following the date of acquisition or disposal of the shares.

The shareholder must certify in each declaration that it includes all shares or voting rights held or owned, in accordance with Articles L. 233-7 *et seq.* of the French Commercial Code. The declaration must also indicate the date or dates on which the acquisitions or disposals occurred.

In the event of non-compliance with this requirement, the shares exceeding the fraction of 2.5% which should have been declared will lose their voting rights, upon the request recorded in the minutes of the General Meeting of one or more shareholders holding a portion of Dassault Systèmes' share capital or voting rights equal to at least 2.5% of the share capital or voting rights. The voting rights will be lost for all general meetings held until the expiration of two years following the date on which the required declaration is made.

6.1.2.5 Provisions in the By-Laws, a Charter or Regulation of Dassault Systèmes SE That Could Delay, Defer or Prevent a Change of Control

Other than the aforementioned double voting right (see paragraph 6.1.2.3 "Shares and Voting Rights") and the reporting obligation when holdings exceed 2.5% (see paragraph 6.1.2.4 "Thresholds Crossing Declarations (Article 13 of the By-Laws)"), Article 10 of the by-laws provides that Dassault Systèmes SE may, at any time and in compliance with the provisions of the Law, request that a central depositary maintaining its share register provides it with the name (or corporate name for legal entities), the nationality, the year of birth or the year of incorporation and the postal and, where applicable, email address of holders of Dassault Systèmes shares in bearer form which grant, immediately or over time, the right to vote at General Meetings, as well as the number of shares held by each shareholder and, where appropriate, any restrictions applicable to such shares.

6.1.2.6 Provisions in the By-Laws Concerning Modifications in share capital Which are More Restrictive Than the Law

The by-laws of Dassault Systèmes SE do not contain any provisions governing changes in share capital which are more restrictive than those provided by Law.

6.1.2.7 Provisions in the By-Laws Concerning the Directors and Members of the Executive Team (Articles 14, 15 and 19 of the By-Laws)

Dassault Systèmes SE is administered by a Board of Directors established in accordance with the Law. Directors shall be appointed for four years, renewed or dismissed by shareholders at an Ordinary General Meeting. The number of directors aged seventy or over cannot exceed half the members of the Board of Directors at any time. The Board of Directors also includes two directors representing employees, appointed by each of the two trade union organizations that have obtained the highest number of votes in the first round of the Works Council members in the Company and its direct or indirect subsidiaries whose registered office is located on French territory.

From among its individual members, the Board of Directors shall elect a Chairman who may not be more than 85 years of age, and set his or her term of office. The Chairman shall organize and supervise the work of the Board of Directors and reports on the same at the Shareholders' General Meeting, and shall watch over the running of the corporate bodies of the Company. The Board of Directors may also elect a Vice-Chairman who will serve as Chairman on an interim basis, in the case of (i) a temporary incapacity or death of the Chairman or (ii) an absence or unavailability of the Chairman to preside over a meeting of the Board of Directors.

Depending on the decision of the Board of Directors, the general management of the Company shall be undertaken either by the Chairman of the Board of Directors or by another individual appointed by the Board of Directors and who shall take the title of Chief Executive Officer. The Chief Executive Officer may not be more than 75 years old. The Chief Executive Officer shall be vested with the broadest powers to act under any circumstance on behalf of the Company which he represents in its dealings with third parties. He or she shall exercise these powers within the limits of the corporate purpose and subject to the powers expressly attributed by Law, the Company's bylaws and the Board's internal regulation to shareholders meetings and the Board of Directors. The Chief Executive Officer may be dismissed at any time by the Board of Directors. If dismissal is without cause, costs for damages and related interest may arise, unless the Chief Executive Officer is also Chairman of the Board of Directors.

Upon the proposal of the Chief Executive Officer, the Board of Directors may appoint one or more individuals, whether directors or not, to assist the Chief Executive Officer as Deputy Chief Executive Officer. The Deputy Chief Executive Officer may not be more than 75 years old. In agreement with the Chief Executive Officer, the Board of Directors determines the extent and duration of the powers granted to each Deputy Chief Executive Officer. In dealings with third parties, each Deputy Chief Executive Officer has the same powers as the Chief Executive Officer. The Deputy Chief Executive Officer may be dismissed at any time by the Board of Directors, at the proposal of the Chief Executive Officer. If dismissal is without cause, costs for damages and related interest may arise. In the event of the death, resignation or dismissal of the Chief Executive Officer, each Deputy Chief Executive Officer shall retain his/her position and duties until the appointment of a new Chief Executive Officer, unless otherwise decided by the Board of Directors.

6.2 Information about the share capital

6.2.1 Share capital as of December 31, 2025

As of December 31, 2025, the number of shares making up Dassault Systèmes SE's share capital was 1,341,806,268, fully paid-up, with a nominal value of €0.10 each, corresponding to a share capital amount of €134,180,626.80 [(1)].

6.2.2 Potential share capital

As of December 31, 2025, outstanding share subscription options, whether or not exercisable, would, if all were exercised, result in the issuance of 20,381,528 new shares, representing 1.50% of Dassault Systèmes SE's share capital at that date (on a diluted basis).

On the same date, based on the closing price of its shares on December 31, 2025 (€23.84 per share), the exercise of all exercisable issued options, whose exercise price was less than that closing price, would have resulted in the issuance of 5,985,956 new shares, representing 0.44% of Dassault Systèmes SE's share capital at that date (on a diluted basis). The dilutive effect per share is also set forth in Note 11 to the consolidated financial statements.

In connection with the acquisition of SOLIDWORKS in 1997, Dassault Systèmes SE issued shares to the holders of share subscription options and warrants issued by SOLIDWORKS prior to this acquisition. These Dassault Systèmes shares have historically been held by Dassault Systèmes SE's wholly owned U.S. subsidiary, SW Securities LLC. No other SOLIDWORKS share subscription options or warrants remain outstanding at this time. As of December 31, 2025, SW Securities LLC held 2,518,070 shares, or approximately 0.19% of share capital at that date. As the shares held by SW Securities LLC are to be considered as treasury shares, they do not carry voting rights and are not eligible for dividends.

Other than the share subscription options granted in connection with stock option plans and performance share awards as described in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers (Mandataires Sociaux)" and paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE", there are no other securities giving a right to subscribe Dassault Systèmes shares, and there is no agreement which could result in a capital increase.

(1) The amount of share capital and number of shares at December 31, 2025 take into account the share subscription options exercised since September 1, 2025, but not yet acknowledged by the Board of Directors.

Pledge of shares

To Dassault Systèmes SE's knowledge, there was no pledge of Dassault Systèmes shares in registered form and representing a significant portion of its share capital as of December 31, 2025.

6.2.3 Changes in Dassault Systèmes SE's share capital over the Past Three Fiscal Years

Date	Transaction	Nominal amount of changes in share capital *(in euros)*	Amount of share capital *(in euros)*	Number of shares created or canceled	Total number of shares	Nominal value of the shares *(in euros)*
02/28/2023	Capital increase resulting from the exercise of share subscription options	221,136.30	133,527,555.30	2,211,363	1,335,275,553	0.10
06/15/2023	Capital increase as part of the TOGETHER 2023 employee shareholding plan	468,851.50	133,996,406.80	4,688,515	1,339,964,068	0.10
08/31/2023	Capital increase resulting from the exercise of share subscription options	117,415.90	134,113,822.70	1,174,159	1,341,138,227	0.10
09/20/2023	Reduction in share capital by cancellation of shares	-468,851.50	133,644,971.20	-4,688,515	1,336,449,712	0.10
02/29/2024	Capital increase resulting from the exercise of share subscription options	198,565.10	133,843,536.30	1,985,651	1,338,435,363	0.10
02/28/2025	Capital increase resulting from the exercise of share subscription options	199,776.20	134,043,312.50	1,997,762	1,340,433,125	0.10
06/27/2025	Capital increase as part of the TOGETHER 2025 employee shareholding plan	394,665.10	134,437,977.60	3,946,651	1,344,379,776	0.10
08/31/2025	Capital increase resulting from the exercise of share subscription options	102,294.00	134,540,271.60	1,022,940	1,345,402,716	0.10
09/18/2025	Reduction in share capital by cancellation of shares	-394,665.10	134,145,606.50	-3,946,651	1,341,456,065	0.10
02/28/2026	Capital increase resulting from the exercise of share subscription options	39,959.20	134,185,565.70	399,592	1,341,855,657	0.10

The changes in equity resulting from transactions through December 31, 2025 set forth above are included in the "Consolidated Statements of Shareholders' Equity" in the consolidated financial statements.

6.2.4 Share Buyback Programs

6.2.4.1 Transactions Carried out by Dassault Systèmes SE in 2025

During the 2025 fiscal year, Dassault Systèmes purchased, under the authorizations granted to the Board of Directors by the General Meetings of May 22, 2024 and May 22, 2025 a total of 10,534,598 of its own shares (excluding shares acquired through the liquidity agreement, a report of which is presented below).

These shares were purchased at an average price of €31.76 per share, giving a total cost of €334,556,771 (excluding tax). The transaction costs paid by Dassault Systèmes in connection with these repurchased shares amounted to €60,717.94 (including tax), to which is added the tax on financial transactions for an amount of €1,255,910.71.

These 10,534,598 shares were allocated to the following objectives:

- to cover Dassault Systèmes' obligations resulting from share allocations to Dassault Systèmes' employees: 6,587,947 shares;
- cancellation: 3,946,651 shares.

As of December 31, 2024, the repurchased shares were allocated to the following objectives:

- coverage of Dassault Systèmes' obligations resulting from share allocations to Dassault Systèmes' employees 23,676,488 shares;
- cancellation: 0 shares;
- liquidity agreement entered into with Oddo BHF SCA mentioned below: 671,015 shares.

Dassault Systèmes directly held, on December 31, 2025, a total of 18,603,102 of its own shares (including 925,197 shares through the liquidity agreement) of a nominal value of €0.10 each, which had been repurchased at an average price of €35.23, representing approximately 1.39% of the share capital at that date. Out of these 18,603,102 shares, a total of 17,677,905 shares are at the disposal of Dassault Systèmes and are granted to cover the Dassault Systèmes obligations resulting from share allocations to Dassault Systèmes employees.

On January 5, 2015, Dassault Systèmes SE entered into a liquidity agreement with Oddo BHF SCA, complying with the Code of Ethics of the AFEI (French association of investment firms) recognized by the French Financial Markets Authority (AMF), implemented as of January 7, 2015 for an initial period ending on December 31, 2015, automatically renewable for subsequent twelve-month terms. This agreement was amended twice in 2017 and 2018, increasing the resources assigned to the liquidity agreement to €20 million. The agreement was amended on June 18, 2019, to comply with the new requirements of AMF Decision no. 2018-01 of July 2, 2018, since replaced by AMF Decision no. 2021-01 of June 22, 2021.

During fiscal year 2025, a total of 8,506,970 shares were purchased and 8,252,788 shares were sold within the framework of the liquidity agreement. As of December 31, 2025, the following resources appeared on the liquidity account:

- 925,197 Dassault Systèmes shares; and
- €5,384,754.01 in cash.

During fiscal year 2025, Dassault Systèmes has not entered into any transactions on derivative securities linked to its shares nor has it purchased or sold any of its shares through the exercise or maturity of derivative securities.

6.2.4.2 Description of the Share Buyback Program Proposed to the General Meeting on May 20, 2026

Pursuant to Article 241-2 *et seq.* of the French Financial Markets Authority (AMF) General Regulation and Article L. 451-3 of the French Monetary and Financial Code, and in accordance with European Regulations, the terms and objectives of the Dassault Systèmes share buyback program that will be submitted for approval at the General Meeting of May 20, 2026, are described below.

Breakdown of treasury shares by objectives

As of December 31, 2025, Dassault Systèmes held 18,603,102 of its own shares directly and 2,518,070 indirectly (treasury shares). These 18,603,102 shares were allocated to the following objectives:

- to cover Dassault Systèmes' obligations resulting from share allocations to employees of Dassault Systèmes or of an affiliated company: 17,677,905 shares; and
- a liquidity agreement signed with Oddo BHF SCA on January 5, 2015, updated on June 18, 2019: 925,197 shares.

Objectives of the new repurchase program

1) To cancel shares for the purpose of offsetting a capital increase resulting from the issuance of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labor Code or under the conditions set out in equivalent regulations.
2) To cover obligations related to stock option grants, transfers or disposals of shares or other allocations of shares to employees or Corporate Officers *(mandataires sociaux)* of Dassault Systèmes SE or of an affiliated company.
3) To provide shares upon exercise of rights attached to marketable securities giving immediate or future access to the share capital of Dassault Systèmes SE, in particular through redemption, conversion, exchange, presentation of a warrant or any other means.

4) To maintain an active market or provide liquidity for Dassault Systèmes shares pursuant to a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice and with a code of ethics recognized by the AMF.

5) To implement any market practice which may be recognized by the regulations or the French Financial Markets Authority (AMF).

6) To subsequently allocate, deliver or hold shares in the context of external growth transactions by Dassault Systèmes or an affiliated company, in particular through mergers, demergers, partial contribution of assets, contributions in kind or exchanges of securities.

7) Exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

Objectives 1 to 3 and 7 above comply with the terms of paragraph 2, Article 5 of European Regulation no. 596/2014 dated April 16, 2014, and objective 4 complies with Decision no. 2021-01 of June 22, 2021 taken by the French Financial Markets Authority (AMF). Objective 5 complies with provisions of Article 13 of European Regulation no. 596/2014 dated April 16, 2014. Objective 6 does not benefit from a presumption of legitimacy but it is in the interest of the Company to have such a possibility, referred to in Article L. 22-10-62 of the French Commercial Code.

The General Shareholders' Meeting of May 20, 2026 will also be asked to authorize the Board of Directors to cancel, as the case may be, all or part of the shares which it may repurchase in connection with the share buyback program and to carry out the corresponding reduction in share capital.

Maximum amount allocated to the share buyback program, maximum number and characteristics of the securities that Dassault Systèmes SE proposes to acquire

The Board of Directors is authorized to repurchase Dassault Systèmes shares representing up to 50 million shares. The maximum amount of the funds used for the purpose of buying back shares is set at €1 billion.

Duration of the share buyback program

The program would last 18 months, starting on the General Meeting of May 20, 2026.

6.3 Information About the Shareholding Structure

6.3.1 Shareholding Structure and Double Voting Rights

The table below sets forth certain information concerning Dassault Systèmes SE's shareholder base over the last three fiscal years. Pursuant to Position-Recommendation No. 2021-02 of the French Financial Markets Authority (AMF), it specifies:

- the theoretical or "gross" voting rights, taking into account the voting rights attached to the shares without voting rights, in accordance with Article 223-11 of the French Financial Markets Authority (AMF) General Regulation and used as a denominator by shareholders to calculate their percentage of shares held and voting rights for the purposes of regulatory declarations (in particular the declarations with regards to crossing thresholds); and
- the voting rights that can be exercised at the General Meeting or "net" voting rights, not taking into account shares without voting rights.

Double voting rights are attributed to all fully paid-up shares held in registered form for at least two consecutive years in the name of the same holder.

The major shareholders of Dassault Systèmes SE do not hold voting rights different from those of other shareholders (such as double voting rights).

Shareholders	Shares	% of capital	Theoretical voting rights	% of theoretical voting rights	Voting rights exercisable in the General Meeting	% of voting rights exercisable in the General Meeting
AT DECEMBER 31, 2025						
Groupe Industriel Marcel Dassault	535,449,840	39.91%	1,070,899,680	53.18%	1,070,899,680	53.75%
Charles Edelstenne (1)	80,581,475	6.01%	160,452,950	7.97%	160,452,950	8.05%
Bernard Charlès (2)	37,758,860	2.81%	71,767,720	3.56%	71,767,720	3.60%
Pascal Daloz	4,224,295	0.31%	7,398,590	0.37%	7,398,590	0.37%
Treasury shares (3)	18,603,102	1.39%	18,603,102	0.92%	-	-
Indirect treasury shares (4)	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	662,670,626	49.38%	681,938,365	33.87%	681,938,365	34.23%
TOTAL	**1,341,806,268**	**100%**	**2,013,578,477**	**100%**	**1,992,457,305**	**100%**
AT DECEMBER 31, 2024						
Groupe Industriel Marcel Dassault	535,449,840	39.97%	1,070,899,680	53.19%	1,070,899,680	53.91%
Charles Edelstenne (1)	80,231,475	5.99%	159,912,950	7.94%	159,912,950	8.05%
Bernard Charlès (2)	35,523,570	2.65%	68,782,430	3.42%	68,782,430	3.46%
Pascal Daloz	3,574,295	0.27%	6,548,590	0.33%	6,548,590	0.33%
Treasury shares (3)	24,347,503	1.82%	24,347,503	1.21%	-	-
Indirect treasury shares (4)	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	658,029,998	49.11%	680,210,252	33.78%	680,210,252	34.25%
TOTAL	**1,339,674,751**	**100%**	**2,013,219,475**	**100%**	**1,986,353,902**	**100%**
AT DECEMBER 31, 2023						
Groupe Industriel Marcel Dassault	535,449,840	40.02%	1,070,899,680	53.31%	1,070,899,680	53.93%
Charles Edelstenne (1)	79,871,475	5.97%	159,358,900	7.93%	159,358,900	8.03%
Bernard Charlès (2)	34,023,570	2.55%	65,797,140	3.27%	65,797,140	3.31%
Pascal Daloz	3,174,295	0.24%	5,848,590	0.29%	5,848,590	0.30%
Treasury shares (3)	20,617,884	1.54%	20,617,884	1.03%	-	-
Indirect treasury shares (4)	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	662,261,299	49.49%	683,714,914	34.04%	683,714,914	34.43%
TOTAL	**1,337,916,433**	**100%**	**2,008,755,178**	**100%**	**1,985,619,224**	**100%**

(1) Including shares held in two family companies managed by Mr. Edelstenne.
On December 31, 2025, Mr. Edelstenne held 22,928,565 shares with full ownership and 16,910 shares through two family companies which he manages, representing a total of 1.71% of the capital and 2.27% of the exercisable voting rights, as well as 57,636,000 shares with "beneficial" rights *(usufruit)*. For the beneficial rights with respect to these 57,636,000 shares, representing 5.79% of the exercisable voting rights, Mr. Edelstenne can only exercise the voting rights on decisions of the General Meeting concerning the allocation of profits; the holders of the bare ownership rights *(nue-propriété)* exercise the voting rights for other resolutions in compliance with Article 11 of the by-laws.
For details related to the Company shares held by Mr. Edelstenne on December 31, 2024 and December 31, 2023, see paragraph 6.3.1. of the Universal registration documents for 2024 and 2023, respectively.

(2) Including shares and voting rights held by Mr. Charlès' wife and children. As their proxy, Mr. Charlès exercises the voting rights for all resolutions submitted to the General Meeting. Personally, Mr. Charlès held (i) at December 31, 2025, 25,352,205 shares representing 1.89% of the share capital, and 46,954,410 exercisable voting rights, i.e. 2.36% of the exercisable voting rights, (ii) at December 31, 2024, 23,102,205 shares representing 1.72% of the share capital, and 43,954,410 exercisable voting rights, i.e. 2.21% of exercisable voting rights, and (iii) at December 31, 2023, 25,202,205 shares representing 1.88% of the share capital and 48,154,410 exercisable voting rights, i.e. 2.43% of exercisable voting rights.

(3) Including 925,197 shares through the liquidity contract as of December 31, 2025. As of December 31, 2024, this number was 671,015 shares.

(4) SW Securities LLC. This company is a Dassault Systèmes SE subsidiary; the Dassault Systèmes shares held by it do not have voting rights.

The overall number of theoretical voting rights amounted to 2,013,578,477 as of December 31, 2025 (the number of exercisable voting rights was 1,992,457,305). The difference between the number of theoretical and exercisable voting rights is explained by the direct and indirect treasury shares.

MFS Investment Management (MFS) notified Dassault Systèmes SE that as of September 17, 2015 the funds managed by companies within its group held more than 2.5% of the company's capital.

First Eagle Investment Management, LLC advised Dassault Systèmes SE that, as of February 19, 2026, it held more than 2.5% of the Company's share capital.

BlackRock, Inc. further advised Dassault Systèmes SE that, as of March 11, 2026, it held more than 2.5% of the Company's share capital and voting rights.

No other shareholders, except as indicated above, declared holding 2.5% (threshold set forth in by-laws) or more than 5% of the Company's share capital or voting rights, directly or indirectly, alone or in agreement with other shareholders, pursuant to shareholders' reporting obligations.

Although Dassault Systèmes SE voluntarily delisted its shares from NASDAQ in October 2008, it continues to maintain its ADR ("American Depositary Receipts") program, which are still traded on the U.S. over-the-counter market (see paragraph 6.4 "Stock Market Information"). On December 31, 2025, there were 17,910,191 American Depositary Shares ("ADS") outstanding, and the number of recorded ADS holders, holding them either for themselves or for third parties, was 43.

In December 2025, Dassault Systèmes SE commissioned a survey on the composition of its shareholder base from an external specialized services provider. According to this survey, institutional investors holding more than 3,000 shares each numbered 651, and they held 42.7% of the Dassault Systèmes SE share capital at December 31, 2025.

As of December 31, 2025, Dassault Systèmes SE held 925,197 shares under the liquidity contract entered into with Oddo BHF SCA and 17,677,905 treasury shares. Of these 17,677,905, 4,322,341 shares were bought back during the buyback program adopted by the General Meeting of May 22, 2025, and the remainder, i.e. 13,355,564 shares, under previous buybacks. These 17,677,905 shares represent approximately 1.39% of the share capital as of December 31, 2025, with no voting rights or dividend rights attached to them.

On December 31, 2025, a total of 704,567,035 shares (i.e. approximately 52.51% of the capital) are held in registered form, providing entitlement to 1,356,143,269 exercisable voting rights (i.e. approximately 67.35% of the gross voting rights).

The number of Dassault Systèmes shares held by employees, in accordance with Article L. 225-102 of the French Commercial Code, was 24,362,042 shares on December 31, 2025, or approximately 1.82% of the total number of shares on that date. This percentage was 1.57% as of December 31, 2024.

6.3.2 Controlling Shareholder

Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family and whose Supervisory Board is exclusively composed of and chaired by members of the Dassault family, is the main shareholder of Dassault Systèmes with, as of December 31, 2025, 39.91% of the share capital and 53.75% of the exercisable voting rights (i.e. 53.18% of theoretical voting rights). With more than 50% of the voting rights of Dassault Systèmes held by GIMD, the Dassault family ultimately controls Dassault Systèmes. As at December 31, 2025, GIMD was a director of Dassault Systèmes.

At the date of this Universal registration document, the Board of Directors of Dassault Systèmes is made up of 55% of independent directors [(1)], i.e. a proportion exceeding the requirement stipulated in the AFEP-MEDEF Code for controlled companies. All the Committees under the Board (Audit Committee, Compensation and Nomination Committee and Scientific Committee) are fully composed of independent directors, as a guarantee of a balanced exercise of control by GIMD.

(1) Directors representing employees are not taken into account for the calculation of the number of independent directors, in compliance with the recommendations of the AFEP-MEDEF Code.

6.3.3 Agreements Between Shareholders

In 2011, 2013, 2014, 2015, 2017, 2018, 2019, 2020, 2022, 2023, 2024 and 2025, Dassault Systèmes was informed about collective undertakings concluded concerning the holding of shares whose characteristics are summarized in the tables hereafter in accordance with French Financial Markets Authority (AMF) Position/Recommendation no. 2021-02.

Collective undertakings concluded in 2025

System	Article 787 B of the French Tax Code
Date of signing	October 1, 2025
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement at its date of execution	16.71% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	N/A
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	09/17/2024	07/12/2024	07/12/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.62% of the share capital	23.64% of the share capital	23.80% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/12/2024	07/12/2024	07/12/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.37% of the share capital	24.37% of the share capital	27.92% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/11/2024	07/11/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.69% of the share capital	23.89% of the share capital	23.89% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".
(3) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/11/2024	07/11/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	25.34% of the share capital	24.07% of the share capital	24.07% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".
(3) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/11/2024	07/11/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.99% of the share capital	23.99% of the share capital	23.70% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".
(3) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/11/2024	07/11/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.71% of the share capital	23.66% of the share capital	23.66% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries (3) Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".
(3) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/11/2024	07/11/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.79% of the share capital	23.80% of the share capital	23.69% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Bernard Charlès and beneficiaries (2) Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/11/2024	07/04/2024
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.69% of the share capital	23.69% of the share capital
Names of the signatories having the capacity of executives [1]	Mr. Bernard Charlès and beneficiaries [2] Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries [2] Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	07/04/2024	07/04/2024	07/02/2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.69% of the share capital	23.73% of the share capital	25.30% of the share capital
Names of the signatories having the capacity of executives [1]	Mr. Bernard Charlès and beneficiaries [3] Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries [3] Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries [2]

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".
(3) See Note 2 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2023

System	Article 787 B of the French Tax Code
Date of signing	10/27/2023
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (as at September 30, 2023)	23.67% of the share capital
Names of the signatories having the capacity of executives [(1)]	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries [(2)]

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2022

System	Article 787 B of the French Tax Code
Date of signing	04/26/2022
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (as at March 31, 2022)	23.66% of the share capital
Names of the signatories having the capacity of executives [(1)]	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries [(2)]

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2020

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	11/06/2020	05/06/2020
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.00% of the share capital	23.95% of the share capital
Names of the signatories having the capacity of executives [(1)]	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries [(2)]	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries [(2)]

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2019

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	01/21/2019	09/02/2019	09/02/2019
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.10% of the share capital	27.79% of the share capital	29.98% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/ or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2018

System	Article 787 B of the French Tax Code
Date of signing	04/24/2018
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.30% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2017

System	Article 787 B of the French Tax Code
Date of signing	03/30/2017
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.52% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 885 O bis of the French Tax Code, now Article 975 III, 1.1 of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2015

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	12/17/2015	12/17/2015
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.85% of the share capital	24.66% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 885 O bis of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2014

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	December 16 and 17, 2014	02/27/2014
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.7% of the share capital	25.0% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 885 O bis of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

	Collective undertakings concluded in 2013	Collective undertakings concluded in 2011
System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	10/29/2013	07/11/2011
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	28.2% of the share capital	29.6% of the share capital
Names of the signatories having the capacity of executives (1)	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries (2)

(1) Pursuant to Article 885 O bis of the French Tax Code.
(2) See Note 1 under the table in paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

The same shares can be subject to several joint lock-up agreements.

6.4 Stock Market Information

Stock exchange

Shares of Dassault Systèmes have been listed on Compartment A of Euronext Paris (ISIN code FR0014003TT8) since June 28, 1996. Its shares were also listed on the NASDAQ in the form of ADS (American Depositary Share) under the symbol DASTY until October 16, 2008. The ADS are still traded under this symbol on the U.S. over-the-counter (OTC) market. One ADS represents one ordinary share (see paragraph 6.3.1 "Shareholder Base and Double Voting Rights").

For the dividend policy, see paragraph 7.1 "Presentation of the Resolutions Submitted by the Board of Directors to the General Meeting of May 20, 2026".

Share price history and trading volumes of Dassault Systèmes shares in Paris in 2025

(in euros except for Volume of Shares Traded)	Volume of shares traded	Share price on last day of the month	Highest share price during the month	Lowest share price during the month
January 2025	2,172,801	€37.80	€37.80	€32.52
February 2025	2,327,642	€37.98	€40.49	€37.36
March 2025	2,388,897	€34.94	€40.43	€34.94
April 2025	2,080,496	€32.84	€35.48	€31.82
May 2025	4,427,598	€33.00	€34.39	€33.00
June 2025	1,768,816	€30.73	€32.95	€30.43
July 2025	1,682,397	€28.89	€32.30	€28.89
August 2025	2,418,736	€26.60	€27.94	€26.45
September 2025	1,575,543	€28.51	€28.51	€26.33
October 2025	1,744,942	€24.63	€30.27	€24.53
November 2025	1,324,558	€24.11	€24.36	€23.18
December 2025	768,026	€23.84	€23.87	€23.02

Person responsible for financial communications

Marie Dumas
Vice President, Investor Relations

To obtain all financial information and documents published by Dassault Systèmes SE, please contact:

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Indicative timetable for the publication of financial information for 2026

- First quarter of 2026: 04/23/2026
- Second quarter of 2026: 07/23/2026
- Third quarter of 2026: 10/28/2026
- Fourth quarter of 2026: 02/03/2027

GENERAL MEETING

7

7.1 Presentation of the Resolutions Submitted by the Board of Directors to the General Meeting of May 20, 2026

7.1.1 Annual financial statements and Appropriation of Earnings (1st and 3rd resolutions)

It is proposed to approve the annual financial statements of Dassault Systèmes SE (or the "Company" for the purposes of this Chapter 7 "General Meeting") for the year ended December 31, 2025, prepared on the basis of French accounting principles, as they have been presented in paragraph 4.2 "Parent Company financial statements".

Dassault Systèmes SE has distributed dividends every year since 1986. The decision to distribute dividends and their amount depends on the profits and the financial position of Dassault Systèmes SE as well as other factors. Dividends which have been distributed but are not collected by a shareholder revert to the French State at the end of a five-year period following the date of their payment.

Based on the financial statements and the Management report of the Board of Directors included in this Universal registration document, a profit of €435,999,680.08 (1) was realized for the fiscal year ended December 31, 2025, which we propose that you appropriate as follows:

– to the legal reserve	€0
– for distribution to the 1,341,806,268 shares forming the share capital at 12/31/2025 of a dividend of (€0.27 x 1,341,806,268) (2)	€362,287,692.36
– to retained earnings	€73,711,987.72
which, increased by the retained earnings from previous fiscal years of €4,520,408,114.77, brings the amount of retained earnings to	€4,594,120,102.49

(1) This profit, increased by the retained earnings from previous fiscal years of €4,520,408,114.77, results in a distributable profit of €4,956,407,794.85.

(2) The aggregate amount of the dividend will be adjusted according to the number of new shares entitling holders to dividends, particularly taking into account shares created between January 1, 2026, and the date of this General Meeting, mainly as a result of the exercise of share subscription options, it being specified that the maximum number of shares that may derive from the exercise of options is 20,381,528, representing an additional maximum total dividend amount of €5,503,012/56.

Further new shares created until the date of the annual General Meeting deciding on the appropriation of earnings related to the preceding fiscal year, by the exercise of subscription options, will receive the dividend distributed with respect to this fiscal year (see paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE").

It is thus proposed that the General Meeting of May 20, 2026 resolve to distribute, in respect of fiscal year 2025, a dividend of €0.27 per share making up the capital on the date of the Meeting, corresponding (i) based on the number of shares making up the share capital on December 31, 2025, to a total amount of €362,287,692.36 and (ii) if applicable, an additional maximum total amount of €5,503,012.56, corresponding to the maximum number of new shares that may be created as a result of the exercise of share subscription options between January 1, 2026 and the date of this General Meeting (i.e. 20,381,528shares).

The ex-dividend date will be May 27, 2026 and the dividend will be paid on May 29, 2026.

On the date of payment, the amount of dividend corresponding to (i) the treasury shares of Dassault Systèmes SE and (ii) the Dassault Systèmes shares held by SW Securities LLC, a company which is controlled by Dassault Systèmes SE, will be allocated to "retained earnings", in accordance with the provisions of Article L. 225-210 of the French Commercial Code and the contractual provisions in force between SW Securities LLC and Dassault Systèmes SE.

In addition, in the event of a change in the number of dividend-eligible shares, in particular taking into account the number of additional shares issued as a result of the exercise of share subscription options between January 1, 2026 and the General Meeting of May 20, 2026, the amounts required to pay the dividend attached to the shares issued during this period will be deducted from the "retained earnings" account.

The amount thus distributed to individual shareholders with their tax residence in France will be, where applicable:

- either subject to a flat-rate tax of 31.4% (12.8% non-discharging flat-rate levy as income tax and 18.6% social security tax) (Article 117 *quater* of the French Tax Code);
- or, if an express, global option is exercised regarding the total aggregate investment income, taken into account in determining shareholders' total income subject to the progressive-rate income tax for the year in which it is earned (Article 200A of the French Tax Code), after application of a non-capped 40% allowance (Article 158, 3, 2° of the French Tax Code). Dividends subject to the progressive-rate income tax are also subject to the 18.6% social security tax.

Pursuant to Article 243 bis of the French Tax Code, it is reminded that dividends per share distributed in respect of the last three fiscal years were as follows:

Fiscal year	2024	2023	2022
Dividend [1] *(in euros)*	0.26	0.23	0.21
Number of shares eligible to a dividend	1,317,517,143	1,315,927,865	1,315,586,120

(1) Dividend 100% eligible to the 40% allowance provided for in Article 158, 3, 2° of the French Tax Code.

In accordance with the provisions of Article 223 *quater* of the French Tax Code, we draw your attention to the aggregate amount of non-deductible expenses and costs referred to in Article 39.4 of the French Tax Code, which amounted to €741,060 and resulted in corporate income tax amounting to €229,580.

7.1.2 Consolidated financial statements (2nd resolution)

In addition to the 2025 annual financial statements, it is also proposed to approve Dassault Systèmes SE's consolidated financial statements for the fiscal year ended December 31, 2025, prepared in accordance with IFRS as described in paragraph 4.1.1 "Consolidated financial statements" of this Universal registration document.

7.1.3 Related-party Agreements (4th resolution)

The following agreements, which were approved in accordance with Articles L. 225-38 *et seq.* of the French Commercial Code, were continued during the fiscal year ended December 31, 2025. These are commitments entered into by the company in connection with its "Directors and Corporate Officers Liability Insurance Policy":

- advance payment to directors to cover their legal defense cost in the event of their personal civil liability being sought, compensation for any resulting financial consequences and coverage of related defense costs to the extent they would not be covered by that insurance policy (approved by the Board of Directors' meeting held on June 28, 1996);
- to assume, under certain conditions, the fees and travel expenses of Directors of Dassault Systèmes SE should they have to prepare their personal defense before a civil, criminal or administrative court in the United States in connection with an inquiry or investigation conducted against Dassault Systèmes SE (approved by the Board of Directors' meeting held on September 23, 2003).

These agreements were reviewed by the Board of Directors during its meeting on March 24, 2026 in accordance with the provisions of Article L. 225-40-1 of the French Commercial Code.

The Statutory Auditors have prepared a special report in accordance with Articles L. 225-40 and L. 225-40-1 of the French Commercial Code, as set forth in paragraph 4.2.4 "Statutory Auditors' Report on Related Party Agreements and Commitments".

The General Meeting is invited to acknowledge this special report which does not mention any new agreements.

7.1.4 Compensation Components Paid in 2025 or Granted in respect of Fiscal Year 2025 to Mr. Bernard Charlès and Mr. Pascal Daloz (6th and 7th resolutions)

In accordance with Article L. 22-10-34, II of the French Commercial Code *(Code de commerce)*, the General Meeting will be asked to approve the compensation components paid in 2025 or granted in respect of the fiscal year 2025 to Mr. Bernard Charlès and Mr. Pascal Daloz in their capacity as executive officers *(dirigeants mandataires sociaux)*. These compensation components are summarized in the tables below (see also paragraph 5.1 "The Board's Corporate Governance Report"). The payment of the Chief Executive Officer's variable compensation in respect of the fiscal year 2025 is subject to the General Meeting's approval of his compensation components for 2025. As the compensation of the Chairman of the Board of Directors is fixed compensation only, this condition is not applicable to it.

7.1.4.1 Compensation Components with Respect to 2025 for Mr. Bernard Charlès, Executive Chairman of the Board of Directors in 2025 (1)

Compensation granted with respect to 2025

Compensation components	Amount *(in euros)*	Observations
Fixed compensation (2)	2,000,000	Gross fixed compensation for 2025 as determined by the Board of Directors on March 11, 2025, upon the proposal of the Compensation and Nomination Committee. This compensation was paid in 2025.
Annual variable compensation	N/A	Mr. Bernard Charlès receives no annual variable compensation.
Deferred annual variable compensation	N/A	Mr. Bernard Charlès receives no deferred annual variable compensation.
Multi-year variable compensation	N/A	Mr. Bernard Charlès receives no multi-year variable compensation.
Directors' fees (3)	80,400	Gross compensation amount allocated for 2025. This compensation was paid at the beginning of 2026.
Extraordinary compensation	N/A	Mr. Bernard Charlès receives no extraordinary compensation.
Share subscription options and/or performance share awards	N/A	Mr. Bernard Charlès was not awarded any share subscription options nor performance shares.
Indemnity upon start or termination	N/A	Mr. Bernard Charlès receives no indemnity upon start or termination of duties.
Non-compete indemnity	N/A	Mr. Bernard Charlès receives no non-compete indemnity.
Additional retirement plan	N/A	No additional retirement plan was implemented by Dassault Systèmes SE.
Benefits in kind	19,626	These benefits in kind are linked to mandatory supplemental health insurance and to the use of a vehicle made available to Mr. Bernard Charlès by Dassault Systèmes SE.

(1) The total compensation paid by Dassault Systèmes to Mr. Bernard Charlès is paid by Dassault Systèmes SE, an operational company incorporated under the laws of France.
(2) See also paragraph 5.1.3.1 "Compensation Policy Applicable to the Executive Chairman of the Board of Directors" of the Universal registration document 2024.
(3) See also paragraph 5.1.3.3 "Directors' Fees" of the Universal registration document 2024 regarding the conditions for distributing the aggregate annual amount allotted to Directors of Dassault Systèmes SE.

As a reminder:

Compensation granted with respect to 2024 and paid in 2025

Compensation components	Amount *(in euros)*	Observations
Directors' fees	67,000	Gross compensation amount allocated for 2024. This compensation was paid at the beginning of 2025.

7.1.4.2 Compensation Components with respect to 2025 for Mr. Pascal Daloz, Chief Executive Officer in 2025[1]

Compensation granted with respect to 2025

Compensation components	Amount *(in euros)*	Observations
Fixed compensation[2]	1,000,000	Gross fixed compensation for 2025 as determined by the Board of Directors on March 11, 2025, upon the proposal of the Compensation and Nomination Committee. This compensation was paid in 2025.
Annual variable compensation[2]	940,000	Gross variable compensation actually earned with respect to fiscal year 2025 as determined by the Board of Directors on March 24, 2026, upon the proposal of the Compensation and Nomination Committee. The methods for determining this compensation are set out in Table 2 "Summary of the Compensation of Each Executive Officer" in paragraph 5.1.4. This compensation will be paid in 2026 subject to approval by the General Meeting of May 20, 2026, of the compensation components of Mr. Pascal Daloz for 2025.
Deferred annual variable compensation	N/A	Mr. Pascal Daloz receives no deferred annual variable compensation.
Multi-year variable compensation	N/A	Mr. Pascal Daloz receives no multi-year variable compensation.
Directors' fees[3]	56,400	Gross compensation amount allocated for 2025. This compensation was paid at the beginning of 2026.
Extraordinary compensation	N/A	Mr. Pascal Daloz receives no extraordinary compensation.
Share subscription options and/or performance share awards[5]	11,043,000[4]	Mr. Pascal Daloz was granted 450,000 2025-A shares by the Board of Directors at its meeting on May 22, 2025.
Indemnity upon start or termination	N/A	Mr. Pascal Daloz will receive, subject to certain conditions, a termination indemnity, the amount of which will not exceed two years' compensation and will depend on the achievement of performance conditions established for the calculation of his variable compensation[5].
Non-compete indemnity	N/A	Mr. Pascal Daloz receives no non-compete indemnity.
Additional retirement plan	N/A	No additional retirement plan was implemented.
Benefits in kind	367	These benefits in kind are linked to mandatory supplemental health insurance and the reimbursement of travel expenses.

(1) The total compensation paid by Dassault Systèmes to Mr. Pascal Daloz is paid by Dassault Systèmes SE, an operational company incorporated under the laws of France.
(2) See also paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2024.
(3) See also paragraph 5.1.3.3 "Directors' Fees" of the Universal registration document 2024 regarding the conditions for distributing the aggregate annual amount allotted to Directors of Dassault Systèmes SE.
(4) Valuation determined in accordance with the method applied in the consolidated financial statements, prior to expense spreading and after taking into account, *inter alia*, the performance criteria.
(5) See also paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2024.

As a reminder:

Compensation granted with respect to 2024 and paid in 2025

Compensation components	Amount *(in euros)*	Observations
Annual variable compensation	950,000	Gross variable compensation actually earned with respect to fiscal year 2024 as determined by the Board of Directors on March 11, 2025, upon the proposal of the Compensation and Nomination Committee. This compensation was paid in 2025 following approval by the General Meeting of the components of Mr. Pascal Daloz's compensation for 2024.
Directors' fees	47,000	Gross compensation amount allocated for 2024. This compensation was paid at the beginning of 2025.

7.1.5 Information Contained in the Corporate Governance Report Relating to Corporate Officers' *(Mandataires Sociaux)* Compensation (Article L. 22-10-9, I of the French Commercial Code) (8th resolution)

In accordance with the provisions of Article L. 22-10-34, I of the French Commercial Code, the following information is submitted for your approval:

Information referred to in section I of Article L. 22-10-9 of the French Commercial Code

Total compensation and benefits of any kind paid in 2025 or granted in 2025 and the relative proportion of fixed and variable compensation	See paragraphs 5.1.4 and 5.1.5
Use of the possibility to reclaim variable compensation	N/A
Commitments entered into by the Company in connection with the termination or change of office or following to the performance of such office and the estimated amounts payable in respect thereof	See paragraph 5.1.3.2
Any compensation paid or granted by a company included in the scope of consolidation	N/A
Equity ratios	See paragraph 5.1.4
Annual evolution in compensation, the Company's performance, average compensation on a full-time equivalent basis of the Company's employees (other than management) and equity ratios above-mentioned over the past five or more fiscal years	See paragraph 5.1.4
Explanation of the way in which the total compensation reflects the compensation policy adopted, including the way it contributes to the long-term performance of the Company, and the way the performance criteria have been applied	See paragraph 5.1.4
Manner in which the vote of the last Ordinary General Meeting provided for in Article L. 22-10-34, I of the French Commercial Code has been taken into account	N/A
Any deviation from the procedure with regard to the implementation of the compensation policy and any waiver applied	N/A
Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (Non-compliant composition of the Board of Directors)	N/A

7.1.6 Compensation Policy for Corporate Officers (5th resolution)

In accordance with the provisions of Articles L. 22-10-8, I and R. 22-10-14 of the French Commercial Code, the corporate governance report (see paragraph 5.1.3 "Compensation Policy for Corporate Officers *(Mandataires Sociaux)*") describes the compensation policy for corporate officers as determined by the Board of Directors, submitted for your approval in accordance with Article L. 22-10-8, II of the French Commercial Code.

7.1.7 Renewal and Appointment of Directors (9th, 10th, 11th and 12th resolutions)

The terms of office of Mr. Pascal Daloz, Mr. Charles Edelstenne and Mr. Xavier Cauchois expire at the General Meeting on May 20, 2026.

It is proposed to renew their terms of office for a period of four years, i.e. until the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

Complete biographies of Mr. Charles Edelstenne, Mr. Pascal Daloz and Mr. Xavier Cauchois are presented in paragraph 5.1.1.2 "Composition of the Board of Directors".

Mr. Pascal Daloz, who joined Dassault Systèmes in 2001, has been Chief Executive Officer & Chairman since February 21, 2026, after having been Chief Executive Officer in 2024 and 2025 and Deputy Chief Executive Officer in 2023.

In his role as Chief Executive Officer, Mr. Pascal Daloz's led the transformation of the Company's strategic functions, with the goal of making it a leader in three key sectors of the economy: Manufacturing Industries, Life Sciences and Healthcare, and Infrastructure and Cities.

Convinced that technological breakthroughs and social change cannot be separated, Pascal Daloz's leadership has seen Dassault Systèmes invest as a pioneer in new areas, especially Life Sciences and Healthcare, giving the Company a unique business scope. With an eye for spotting upcoming trends and bringing together the most original talents, he takes an interdisciplinary approach to the Company's development, combining industry knowledge, technological expertise and acquisition strategy.

Mr. Pascal Daloz is director of Dassault Systèmes since 2020. He is Chairman of MEDIDATA, world leader in clinical trials, of OUTSCALE, a cloud services company founded by Dassault Systèmes and of CENTRIC PLM, the leading brand in product lifecycle management (PLM) for consumer goods. He is representing Dassault Systèmes in the Industry of the Future Alliance launched by the French government.

Mr. Pascal Daloz is independent director of Sopra-Steria and of STMicroelectronics, both listed on Euronext.

Mr. Charles Edelstenne is the founder of Dassault Systèmes in 1981. He served as Manager (1981-1993), as Chairman & Chief Executive Officer (1993-2002) and as Chairman of the Board of Directors until December 2023. The Company's second-largest shareholder, he continues to play an active role as a director and has been appointed Honorary Chairman, an honorary title to honor his role as founder of the Company and officer during more than forty years.

Mr. Charles Edelstenne is also Honorary Chairman of Groupe Industriel Marcel Dassault (GIMD), the mains shareholder of the Company. He served as Chief Executive Officer from 2013 to 2018, and following the death of Mr. Serge Dassault, succeeded him as Chairman of GIMD until early 2025.

Mr. Charles Edelstenne is, moreover, Honorary Chairman and director of Dassault Aviation after spending his entire career there, in particular as General Secretary (1975-1986), Vice-President responsible for economic and financial affairs (1986-2000) and Chairman & Chief Executive Officer (2000-2013). He is also director of Carrefour, a listed company on Euronext.

In addition to his extensive knowledge of financial matters, he brings to the Board of Directors his extensive experience in the industry, particularly in the aerospace and defense sector, his deep understanding of the Company, its history, its ecosystem, its values, and its shareholder base.

Mr. Xavier Cauchois, has been, until 2018, a partner of PwC France where he started his career and spent more than 35 years, combining audit and consulting work. He has accompanied French and international clients, startups, supporting mid-sized companies and large corporations in their growth, by specializing in the technology, telecoms and media sectors. He has been an independent director of the Company since 2018 and, since May 2019, Chairman of the Audit Committee; he is also independent director of Temenos, listed company in Switzerland. With 30 years of experience in auditing and consulting, he provides the Board of Directors with in-depth knowledge of accounting, auditing, and related regulatory matters.

At its meeting held on March 24, 2026, the Company's Board of Directors reviewed the independence of Mr. Xavier Cauchois in light of the eight independence criteria set out in the AFEP-MEDEF Code (see paragraph 5.1.1.2 "Composition of the Board of Directors"). As each of these criteria was met, the Board concluded that he was independent, upon recommendation of the Compensation and Nomination Committee.

If these terms of office are renewed, the Board shall renew, in accordance with the recommendation of the Compensation and Nomination Committee, Mr. Pascal Daloz as Chief Executive Officer & Chairman and Mr. Xavier Cauchois' term of office as Member and Chairman of the Audit Committee at its meeting to be held at the end of the General Meeting on May 20, 2026.

The objectives sought in the composition of the Board are presented in paragraph 5.1.1.2 "Composition of the Board of Directors".

In accordance with the recommendation of the Compensation and Nomination Committee, it is also proposed to appoint a new director, Mr. Eric Trappier, whose biography is provided below, for a period of four years, i.e. until the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

Mr. Eric Trappier succeeded, in 2025, to Mr. Charles Edelstenne as Chairman of GIMD. If his application is accepted, he would benefit Dassault Systèmes of his extensive experience in the aerospace and defense industry.

Eric Trappier – Candidate for Director

Age: 66 years

Nationality: French

Business address:
Groupe Industriel Marcel Dassault SAS – 9 Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris – France

Main position:
Chairman of Groupe Industriel Marcel Dassault (GIMD)

Term expires:
General Meeting called to approve the financial statements for the year ending December 31,2029

Number of Dassault Systèmes shares owned on December 31,2025: 0

Biography:

Eric Trappier is Chairman of Groupe Industriel Marcel Dassault (GIMD) (1) since 2025.

A graduate engineer from Institut National Telecom, Eric Trappier began his career at Dassault Aviation in 1984 by joining the Technical Division, then the International Technical Division in 1987. He successively became responsible for sales in Asia in 1991, and the United Arab Emirates in 1996, Director of the Middle East and Africa region in 2000, Director of Military Exports in 2001, Senior International Vice President in 2002 and finally International Vice President of Dassault Aviation in 2006. Since 2013, he is Chairman & Chief Executive Officer of Dassault Aviation.

Other offices and positions

Within the Dassault Group, in France

Chairman and Chief Executive Officer of Dassault Aviation (listed company), Director and member of the Strategic & CSR Committee of Thalès S.A. (listed company), Chairman and Director of Groupe Figaro SASU, Chairman of Société du Figaro SAS, Chairman of Rond-Point immobilier SAS

Permanent Representative of GIMD as: Chairman of Dassault Médias SAS, Chief Executive Officer of Dassault Wine Estates SAS, Chairman of Rond-Point Investissements SAS

Within the Dassault Group, outside France

Chairman of Dassault Falcon Jet Corporation (USA), Director of Dasbat Aviation LLC (UAE)

Permanent Representative of GIMD as Chairman and delegate Director of Sitam Belgique S.A. (Belgium)

Outside the Dassault Group

Honorary Chairman of Gifas (2), Member of the Board of Directors of ASD (3), President of the UIMM (4), Member of the National Council for Industry and of its Executive Committee

Other positions were held during the past five years

Chairman of GIFAS(2) , Chairman of ASD(3) , Chairman of CIDEF (5), Director of Sogitec Industries SA, Chairman of Dassault Reliance Aerospace Ltd (Inde)

(1) GIMD is Dassault Systemes SE's main shareholder.
(2) Groupement des Industries Françaises Aéronautiques et Spatiales.
(3) Aerospace, Security and Defenses Industries Association of Europe.
(4) Union des Industries et métiers de la Métallurgie.
(5) Conseil des Industries de Défense françaises.

If the above proposals are approved, the Board of Directors would comprise twelve members, excluding directors representing employees, including six women and six men (i.e. 50% women), and 50% independent directors. These proportions exceed the legal requirements and recommendations of the AFEP-MEDEF Code[(1)].

Each of the Board committees would remain wholly composed exclusively of independent directors.

Dassault Systèmes SE intends to maintain, on the Board of Directors a ratio of men and women, and of independent directorsequal to 50%.

7.1.8 Authorization to Repurchase Shares of Dassault Systèmes (13th and 14th resolutions)

The authorization to repurchase shares of the Company granted to the Board of Directors at the General Meeting of May 22, 2025 will expire at the General Meeting of May 20, 2026. Within the framework of this authorization, share buybacks were carried out in 2025 (these transactions are described in paragraph 6.2.4 "Share Buyback Programs") and also in early 2026. They were carried out for the purposes of covering the Company's obligations resulting from share grants, for the purposes of cancellation and for maintaining an active market and providing liquidity for Dassault Systèmes shares. An active market is maintained by an investment services provider operating under a liquidity agreement between Dassault Systèmes SE and Oddo BHF SCA. This agreement was tacitly renewed for the 2026 fiscal year.

Any share buybacks made between January 1, 2026, and the date of the General Meeting will be described in the Universal registration document for the fiscal year ending December 31, 2026.

It is proposed to reauthorize the Board of Directors to repurchase Dassault Systèmes shares, in accordance with Articles L. 22-10-62 *et seq.* of the French Commercial Code, within a limit of 50 million shares, i.e. approximately 3.73% of the share capital as of December 31, 2025, within the limits set by the applicable regulations. The maximum amount of funds dedicated to the repurchase of Dassault Systèmes shares may not exceed €1 billion.

If this proposal is adopted, the authorization shall be valid as from the General Meeting of May 20, 2026 for a period of eighteen months.

This authorization may be used for the following purposes:

1) to cancel shares for the purpose of offsetting a capital increase resulting from the issuance of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labor Code or under the conditions set out in equivalent regulations;

2) to cover obligations related to stock option grants, transfers or disposals of shares or other grants of shares to employees or Corporate Officers *(mandataires sociaux)* of Dassault Systèmes SE or of an affiliated company;

3) to provide shares upon exercise of rights attached to marketable securities giving immediate or future access to the share capital of Dassault Systèmes SE, in particular through redemption, conversion, exchange, presentation of a warrant or any other means;

4) to maintain an active market or provide liquidity for Dassault Systèmes shares pursuant to a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice;

5) to implement any market practice which may be recognized by the regulations or the French Financial Markets Authority (AMF);

6) to subsequently allocate, deliver or hold shares in the context of external growth transactions by Dassault Systèmes SE or an affiliated company, in particular through mergers, demergers, partial contribution of assets, (apports partiels d'actifs), contributions in kind or exchanges of securities;

7) exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

These shares may be purchased at any time, except during a tender offer period filed by a third party for the Company's securities, on one or more occasions, directly or through an investment service provider, by any means authorized by legislation and regulations, off-market, on any market (whether regulated or not), on a multilateral trade facility (MTF), through a systematic internalizer or over-the-counter, including the purchase of blocks of shares and the use of derivative instruments.

The acquired shares may be exchanged, sold or transferred by any means on any market, off-market or over-the-counter, including via the sale of blocks of shares, in accordance with the applicable regulations.

(1) As a reminder, the proportion of female representation and independent directors does not include the directors representing employees, in accordance with the AFEP-MEDEF Code and the law, respectively.

The share buyback program is described in this Universal registration document in paragraph 6.2.4 "Share Buyback Programs", which contains all relevant additional information on this subject.

In light of the possible cancellation of the repurchased shares, we propose that you also authorize the Board of Directors to cancel, as applicable, for the same period of eighteen months from the General Meeting of May 20, 2026, all or part of the shares thus repurchased and to reduce the share capital accordingly, within a limit of 5% of its amount per 24-month period.

7.1.9 Financial Authorizations for Issuances Reserved for Employees and Corporate Officers (15th, 16th, 23rd and 24th resolutions)

The compensation policy implemented by Dassault Systèmes must serve the ability to attract, motivate and retain key employees and executives with the diversity of talents and high level of skills required for the Company's various activities, competition in the labor market for such employees being intense.

The members of the Management team and key employees of Dassault Systèmes may be granted long-term incentives, notably through grants of performance shares or Dassault Systèmes stock options.

In 2022, 2023 and 2025, Dassault Systèmes' employees also had the opportunity to subscribe to collective employee shareholding operations (see paragraph 5.1.5. "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE").

Capital increase reserved for employees

In order to enable the implementation of employee shareholding operations, it is proposed to authorize the Board of Directors to increase the share capital reserved for members of a corporate savings plan.

To facilitate the structuring of this offer in the countries outside France, it is also proposed to authorize the Board of Directors to increase the share capital for the benefit of a category of beneficiaries as part of an employee shareholding operation.

The maximum nominal global amount of the capital increases that may be carried out pursuant to these authorizations would be €1 million through the issuance of new shares or securities giving access to the share capital. This cap would be deducted from the overall cap on the nominal amount of all capital increases that may be carried out under the 16th resolution of the Shareholders' General Meeting of May 22, 2025.

The two new authorizations would terminate those given by the General Meeting on May 22, 2025 and replace them.

Information relating to the use by the Board of Directors of the authorizations granted by the General Meeting of May 22, 2025, can be found in paragraph 5.1.7.2 "Table Summarizing the Current Delegations Granted by the Shareholders' General Meeting in Respect of Capital Increases".

Performance shares

It is proposed to authorize the Board of Directors to grant free shares to employees or executive officers of Dassault Systèmes SE or its affiliated companies, in accordance with terms that differ from those previously approved by the General Meeting.

This new authorization would supersede, as from May 20, 2026 and for the unused portion, the authorization granted to the Board of Directors by the General Meeting of May 22, 2025 (22nd resolution).

This authorization would be granted for a period of two years.

The total number of free shares granted under this authorization may not exceed 1.5% of the Company's share capital, at the date of the grant by the Board of Directors.

In accordance with AFEP-MEFEF's Code and the recommendation of the Compensation and Nomination Committee, it is proposed that the number of shares that may be granted to executive officers *(dirigeants mandataires sociaux)* within the meaning of this Code be limited to 35% of the so authorized overall amount.

All share grants, including performance share grants to the Chief Executive Officer & Chairman, would be subject to a condition of continued presence, so that no share may be vested if the condition of continued presence is not met, and to a strict performance condition, assessed over a minimum period of two years.

The performance condition would be based on two criteria:

- a financial criterion with two components: the growth in the Company's diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects, and the growth of the conversion rate of operating income (non-IFRS) to operating cash flow; and
- a multi-criteria ESG indicator.

For some beneficiaries (excluding executive officers), the performance condition could, if appropriate, alternatively or cumulatively be based on a target specific to their assigned brand.

The Board of Directors will set, for each criterion, the objectives associated and the minimum level(s) of achievement (ranging from 75% to 100% depending on the criteria) below which no shares may be acquired by the beneficiaries.

Information relating to the use by the Board of Directors of the authorization granted by the General Meeting of May 22, 2025 can be found in paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE".

Share subscription or purchase options

It is proposed to authorize the Board of Directors to grant options to subscribe or to purchase shares, in accordance with terms that differ from those previously approved by the General Meeting.

This new authorization would supersede, as from May 20, 2026 and for the unused portion, the authorization granted to the Board of Directors by the General Meeting of May 22, 2025 (23rd resolution).

This authorization would be granted for a period of two years.

The maximum number of stock options that may be granted by the Board of Directors and not yet exercised may not give the right to subscribe or purchase a number of shares exceeding 3% of the share capital.

No options may be granted to executive officers within the meaning of the AFEP-MEDEF's Code.

All grant of options would be subject to a condition of continued presence, no option may be exercised if the condition of continued presence is not met, and to a strict performance condition.

The performance condition would be based on two criteria:

- a financial criterion with two components: the growth in the Company's diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects, and the growth of the conversion rate of operating income (non-IFRS) to operating cash flow; and
- a multi-criteria ESG indicator.

For some beneficiaries, the performance condition could, if appropriate, alternatively or cumulatively be based on a target specific to their assigned brand.

The performance condition would be globally evaluated over a minimum period of two years, with tranches that can be exercised annually.

The Board of Directors will set, for each criterion, the objectives associated and the minimum level(s) of achievement (ranging from 75% to 100% depending on the criteria) below which no options may be exercised by the beneficiaries.

The subscription price for the new shares or the purchase price of existing shares by exercising the options would be determined by the Board of Directors on the day on which the Options are granted. No discount would be applied compared to the share's closing price on the Euronext Paris market on the trading day preceding the day of the grant.

Information relating to the use by the Board of Directors of the authorization granted by the General Meeting of May 22, 2025 can be found in paragraph 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE".

7.1.10 Authorizations for Mergers, Demergers and Partial Contributions of assets *(apports partiels d'actifs)* (17th to 22nd resolutions)

The authorizations granted to the Board of Directors by the General Meeting of May 22, 2024, to decide on one or more mergers by absorption, demergers and partial contributions of assets (apports partiels d'actifs) and to increase the share capital accordingly by issuing shares, will expire at the General Meeting of May 20, 2026.

You are asked (i) to renew these authorizations granted to the Board of Directors to decide on mergers by absorption of one or more other companies, demergers and partial contributions of assets (apports partiels d'actifs) and (ii) to increase the share capital accordingly, in order to allow the Board of Directors to seize opportunities related to acquisitions, consolidation or internal reorganization operations at any time, and to optimize the structuring and timing of such operations.

The general management and the Board of Directors consider it important, in the event of an acquisition in a jurisdiction where the notice periods for convening a general meeting are much shorter than in France, to be able to act quickly and thus avoid being at a disadvantage compared to foreign competitors. This is particularly true in the case of a competitive procurement process.

It is noted that, in accordance with the provisions of the French Commercial Code, one or more shareholders of the Company representing at least 5% of the share capital may petition a court of law, within the time limit set by applicable regulations, for the appointment of an agent to convene the Company's General Meeting to decide on the approval of the merger, demerger, or partial contributions of assets.

If you decide to approve these authorizations, the Board of Directors will have the option, for a period of 26 months, to:

- carry out, on one or more occasions, mergers by absorption, demergers and partial contributions of assets *(apports partiels d'actifs)* in the context of transactions in which the Company would be the absorbing company or the Company receiving the contributions, as applicable; and

- carry out capital increases in consideration for these mergers, demergers and partial contributions of assets *(apports partiels d'actifs)*, up to a maximum nominal amount of €10 million. This cap will be deducted from the overall cap on the nominal amount of all capital increases that may be carried out under the 16th resolution of the Shareholders' General Meeting of May 22, 2025, or any subsequent resolution having the same purpose.

7.1.11 Alignment of the By-Laws (25th Resolution)

It is proposed to amend:

- Article 27 paragraph 1 of the by-laws, in order to align it with the provisions of Article R. 22-10-28 of the French Commercial Code as amended by Decree no. 2026-94 of February 13, 2026, which moved the "record date" from 12:00 a.m. (Paris time) on the second business day preceding the Meeting to 12:00 a.m. (Paris time) on the fifth business day preceding the Meeting;
- Article 20 paragraph 1 of the by-laws, in order to align it with the provisions of Article L. 225-45 of the French Commercial Code as amended by Law no.°2019-486 of May 22, 2019 (known as the "*Loi Pacte*" [Pacte Law]), which replaced the term "*jetons de présence*" ("directors' fees") with the term "*rémunération*" ("compensation").

7.2 Text of the resolutions submitted by the Board of Directors to the General Meeting of May 20, 2026

Ordinary General Meeting

1st resolution

Approval of the parent company annual financial statements for the fiscal year

The General Meeting, having reviewed the Management report of the Board of Directors and the Statutory Auditors' report, in addition to explanations made orally, hereby approves the Management report of the Board of Directors and the annual financial statements for the fiscal year ended December 31, 2025, as they have been presented.

The General Meeting consequently approves any transactions disclosed in these financial statements or summarized in these reports and, in particular, in accordance with the provisions of Article 223 *quater* of the French Tax Code, the aggregate amount of the expenses and costs referred to in Article 39.4 of the said Code that are non-deductible from taxable income, totaling €741,060 and resulting in corporate income tax of €229,580.

2nd resolution

Approval of the consolidated financial statements for the fiscal year

The General Meeting, having reviewed the Group Management report of the Board of Directors included in the Management Report and the Statutory Auditors' report related to the consolidated financial statements, in addition to explanations made orally, hereby approves in all respects the Management report of the Board of Directors and the consolidated financial statements for the fiscal year ended December 31, 2025, as they have been presented.

The General Meeting consequently approves any transactions disclosed by such consolidated financial statements or summarized in such reports.

3rd resolution

Appropriation of earnings

The General Meeting, upon proposal of the Board of Directors, hereby resolves to appropriate the earnings for the fiscal year amounting to €435,999,680.08 (1) as follows:

– to the legal reserve	€0
– for distribution to the 1,341,806,268 shares forming the share capital as of December 31,2025 of a dividend of (€0.27x 1,341,806,268) (2)	€362,287,692.36
– to retained earnings	€73,711,987.72
which, increased by the retained earnings from previous fiscal years of €4,520,408,114.77, brings the amount of retained earnings to	€4,594,120,102.49

(1) This profit, increased by the retained earnings from previous fiscal years of €4,520,408,114.77, results in a distributable profit of €4,956,407,794.85.
(2) The aggregate amount of dividends will be adjusted according to the number of new shares entitling holders to dividends, particularly taking into account new shares created between January 1, 2026, and the date of this General Meeting, including as a result of the exercise of share subscription options, it being specified that the maximum number of shares that may derive from the exercise of options is 20,381,528, representing an additional maximum total amount of €5,503,012.56.

The ex-dividend date will be May 27,2026 and the dividend will be paid on May 29, 2026.

On the date of payment, the amount of dividend corresponding to (i) the treasury shares of Dassault Systèmes SE and (ii) the Dassault Systèmes shares held by SW Securities LLC, a company which is controlled by Dassault Systèmes SE, will be allocated to "retained earnings", in accordance with the provisions of Article L. 225-210 of the French Commercial Code and the contractual provisions in force between SW Securities LLC and Dassault Systèmes SE.

In addition, in the event of a change in the number of dividend-eligible shares, in particular taking into account the number of additional shares issued as a result of the exercise of share subscription options between January 1, 2026 and the date of this General Meeting, the total amount of the dividends would be adjusted accordingly, and the amount allocated to the "retained earnings" account would be determined on the basis of the dividends actually paid.

The amount thus distributed to individual shareholders with their tax residence in France will be, where applicable:

- either subject to a flat-rate tax of 31.4% (12.8% non-discharging flat-rate levy as income tax and 18.6% social security tax) (Article 117 *quater* of the French Tax Code);
- or, if an express, global option is exercised regarding the total aggregate investment income, taken into account in determining shareholders' total income subject to the progressive-rate income tax for the year in which it is earned (Article 200A of the French Tax Code), after application of a non-capped 40% allowance (Article 158, 3, 2° of the French Tax Code). Dividends subject to the progressive-rate income tax are also subject to the 18.6% social security tax.

Pursuant to Article 243 bis of the French Tax Code, it is reminded that dividends per share distributed in respect of the last three fiscal years were as follows:

Fiscal year	2024	2023	2022
Dividend (1) *(in euros)*	0.26	0.23	0.21
Number of shares eligible to a dividend	1,317,517,143	1,315,927,865	1,315,586,120

(1) Dividend 100% eligible to the 40% allowance provided for in Article 158, 3, 2° of the French Tax Code.

4th resolution

Related-party agreements

The General Meeting, having reviewed the Statutory Auditors' special report on the agreements governed by Articles L. 225-38 *et seq.* of the French Commercial Code, acknowledges the special report, which does not include any new agreements.

5th resolution

Compensation policy for Corporate Officers (mandataires sociaux)

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 225-37 and L. 22-10-8 of the French Commercial Code, approves the compensation policy for corporate officers as determined by the Board of Directors and contained in paragraph 5.1.3 "Compensation Policy for Corporate Officers" of Chapter 5 "Corporate Governance" of the Universal registration document for 2025.

6th resolution

Compensation components paid in 2025 or granted in respect of fiscal year 2025 to Mr. Bernard Charlès, Executive Chairman of the Board of Directors in 2025

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code, approves the compensation components paid in 2025 or granted in respect of the fiscal year 2025 to Mr. Bernard Charlès, Executive Chairman of the Board of Directors, as indicated in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers" of Chapter 5 "Corporate Governance" of the Universal registration document for 2025.

7th resolution

Compensation components paid in 2025 or granted in respect of fiscal year 2025 to Mr. Pascal Daloz, Chief Executive Officer in 2025

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 225-37 and L. 22-10-9 of the French Commercial Code, approves the compensation components paid in 2025 or granted in respect of the fiscal year 2025 to Mr. Pascal Daloz, Chief Executive Officer, as indicated in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers" of Chapter 5 "Corporate Governance" of the Universal registration document for 2025.

8th resolution

Approval of the information contained in the Corporate Governance Report and relating to the Corporate Officers' (mandataires sociaux) compensation (Article L. 22-10-9 of the French Commercial Code)

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code, approves the information contained in the Corporate Governance Report regarding corporate officers' compensation mentioned in Article L. 22-10-9 I of the French Commercial Code and contained in paragraphs 5.1.3.2 "Compensation Policy Applicable to Mr. Pascal Daloz, Chief Executive Officer then Chief Executive Officer & Chairman since February 21, 2026", 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers" and 5.1.5 "Interests of Executive Management and Employees in the share capital of Dassault Systèmes SE" of Chapter 5 "Corporate Governance" of the Universal registration document for 2025.

9th resolution

Renewal of Mr. Pascal Daloz

The General Meeting, having reviewed the report of the Board of Directors, notes that Mr. Pascal Daloz's term of office as director expires at the close of this General Meeting and renews his term of office for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

10th resolution

Renewal of Mr. Charles Edelstenne

The General Meeting, having reviewed the report of the Board of Directors, notes that Mr. Charles Edelstenne's term of office as director expires at the close of this General Meeting and renews his term of office for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

11th resolution

Renewal of Mr. Xavier Cauchois

The General Meeting, having reviewed the report of the Board of Directors, notes that Mr. Xavier Cauchois' term of office as director expires at the close of this General Meeting and renews his term of office for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

12th resolution

Nomination of Mr. Eric Trappier

The General Meeting, having reviewed the report of the Board of Directors, decides to appoint Mr. Eric Trappier as director of the Company for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

13th resolution

Authorization to repurchase Dassault Systèmes shares

The General Meeting, having reviewed the report of the Board of Directors, authorizes the Board of Directors to purchase a maximum of 50 million Dassault Systèmes shares, in accordance with the terms and conditions stipulated in Articles L. 22-10-62 *et seq.* of the French Commercial Code, Articles 241-1 *et seq.* of the French Financial Markets Authority (AMF) General Regulation, Regulation (EU) no. 596/2014 of April 16, 2014 on market abuse ("MAR Regulation"), and Commission Delegated Regulation (EU) no. 2016/1052 of March 8, 2016 supplementing the MAR Regulation.

This authorization may be used by the Board of Directors for the following purposes:

1) to cancel shares for the purpose of offsetting a capital increase resulting from the issuance of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labor Code or under the conditions set out in equivalent regulations;

2) to cover obligations related to stock option grants, transfers or disposals of shares or other grants of shares to employees or Corporate Officers *(mandataires sociaux)* of Dassault Systèmes SE or of an affiliated company;

3) to provide shares upon exercise of rights attached to marketable securities giving immediate or future access to the share capital of Dassault Systèmes SE, in particular through redemption, conversion, exchange, presentation of a warrant or any other means;

4) to maintain an active market or provide liquidity for Dassault Systèmes shares pursuant to a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice;

5) to implement any market practice which may be recognized by the regulations or the French Financial Markets Authority (AMF);

6) to subsequently allocate, deliver or hold shares in the context of external growth transactions by Dassault Systèmes SE or an affiliated company, in particular through mergers, demergers, partial contribution of assets *(apports partiels d'actifs)*, contributions in kind or exchanges of securities;

7) exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

These shares may be purchased, at any time, except during a tender offer period filed by a third party for the Company's securities, on one or more occasions, directly or through an investment service provider, by any means authorized by current legislation and regulations, off-market, on any market (whether regulated or not), on a multilateral trade facility (MTF), through a systematic internalizer or over-the-counter, including the purchase of blocks of shares and the use of derivative instruments.

The acquired shares may be exchanged, sold or transferred by any means on any market, off-market or over-the-counter, including via the sale of blocks of shares, in accordance with the applicable regulations.

The maximum amount of funds dedicated to the repurchase of Company shares may not exceed €1 billion, this condition being cumulative with the cap of 50 million Dassault Systèmes shares.

This authorization can be used by the Board of Directors for all the treasury shares held by Dassault Systèmes.

This authorization is valid from this General Meeting for a period of eighteen months. The General Meeting hereby grants any and all powers to the Board of Directors, with the option for sub-delegation when legally permitted, to place any stock orders or orders outside the market, enter into any agreements, prepare any documents including information documents, determine terms and conditions of Company transactions on the market or not, as well as terms and conditions for purchase and sale of shares, file any declarations, including those required by the French Financial Markets Authority (AMF), accomplish any formalities, and more generally, carry out any necessary measures to complete such transactions.

This share buyback program would also be intended to allow the Company to operate for any other purpose permitted or that may be permitted by current legislation or regulations and for the purposes of implementing any practice that may be accepted by the Financial Markets Authority (AMF). In such a case, the Company would inform its shareholders by means of a press release.

In accordance with the provisions of Articles L. 225-211 and R. 225-160 of the French Commercial Code, the Company or the intermediary in charge of securities administration for the Company shall keep registers which record purchases and sales of shares pursuant to this program.

This authorization supersedes the previous share buyback program authorized by the Shareholders' General Meeting of May 22, 2025, in its 14th resolution, for the unused portion.

Extraordinary General Meeting

14th resolution

Authorization granted to the Board of Directors to reduce the share capital by cancellation of previously repurchased shares in the framework of the share buyback program

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, hereby authorizes the Board of Directors, pursuant to the provisions of Article L. 22-10-62 of the French Commercial Code, to:

- reduce the share capital by canceling, in one or more transactions, some or all of the shares repurchased by the Company under its share buyback program, subject to a limit of 5% of the share capital in each 24-month period;
- deduct the difference between the repurchase value of the canceled shares and their nominal value from available premiums and reserves.

The General Meeting hereby gives, more generally, any and all powers to the Board of Directors to set the terms and conditions of such share capital reduction(s), record the completion of the share capital reduction(s) made pursuant to the cancellation transactions authorized by this resolution, amend the by-laws of the Company as may be necessary, file any declaration with the French Financial Markets Authority (AMF) or other institutions, accomplish any formalities and more generally take any necessary measures for the purposes of completing this transaction.

This authorization is given for a period of eighteen months as from the date of this General Meeting. It supersedes the authorization granted by the Shareholders' General Meeting of May 22, 2025 in its 15th resolution, for the unused portion.

15th resolution

Authorization of the Board of Directors to increase the share capital for the benefit of members of a company savings plan, without preferential subscription rights

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, pursuant to the provisions of Articles L. 3332-1 *et seq.* of the French Labor Code and Articles L. 225-138-1 and L. 225-129-6, first and second paragraphs, of the French Commercial Code:

1) authorizes the Board of Directors to increase the share capital of the Company, in one or more transactions, by a maximum nominal amount of €1 million, through the issue of new shares or other securities giving access to the Company's share capital under the conditions laid down by law, reserved for members of company savings plans of the Company and/or its affiliated entities within the meaning of Articles L. 225-180 of the French Commercial Code and L. 3344-1 of the French Labor Code, it being specified that this cap is set without taking into account the nominal amount of the shares to be issued to preserve the rights of holders of marketable securities or other rights giving access to the Company's share capital, in accordance with the applicable regulations and, where applicable, the contractual provisions allowing other adjustments;
2) resolves to cancel shareholders' subscription rights for the new shares to be issued or to other securities giving access to share capital and securities to which such securities give entitlement pursuant to this resolution for the benefit of the members of the plans referred to in the previous paragraph and to waive any entitlement to the shares or other securities that would be granted through the application of this resolution;
3) resolves that the maximum nominal amount that may be issued pursuant to this authorization shall be charged against the overall nominal cap for capital increases of €13 million set in the 16th resolution of the General Meeting of May 22, 2025;
4) resolves that the subscription price for the new shares will be at least 85% of the average listed price of the Company's shares on Euronext Paris over the 20 trading days preceding the day of the decision setting the opening date of subscriptions. However, the Shareholders' General Meeting expressly authorizes the Board of Directors, if it deems it appropriate, to reduce or cancel the above-mentioned discount, within the legal and regulatory limits, in order to take account of, *inter alia*, the legal, accounting, tax and social security rules applicable locally;
5) resolves that the Board of Directors may also replace all or part of the discount with the free grant of shares or other securities giving access to the Company's share capital, whether existing or to be issued, it being specified that the total benefit resulting from this grant and, if applicable, from the discount mentioned above, may not exceed the total benefit that members of the savings plan would have received if this difference had been 15% compared with the average Company share prices mentioned above;

6) resolves that the Board of Directors may provide for, pursuant to Article L. 3332-21 of the French Labor Code, the free grant of shares or other securities giving access to the Company's share capital to be issued or already issued under a bonus scheme *(abondement)*, provided that the inclusion of their monetary value, valued at the subscription price, does not result in the legal or regulatory limits being exceeded;

7) resolves that the characteristics of the other securities giving access to the Company's share capital will be determined by the Board of Directors according to the conditions laid down by the regulations;

8) resolves that the Board of Directors will have all the necessary powers, with the option for delegation or sub-delegation, in accordance with the legal and regulatory provisions, within the limits and under the conditions specified above, to determine all the terms and conditions of transactions and, in particular, to decide on the amount to be issued, the issue price and the terms of each issue, and to define the terms, where applicable, for the free grant of shares or other securities giving access to the share capital, under the authorization given above, to determine the opening and closing dates for subscriptions, to set, within the maximum limit of three years, the period granted to subscribers to pay for their shares, to determine the date, which may be retroactive, from which the new shares will be eligible for dividends, to apply for their admission to listing on the stock market wherever they are advised to do so, to record the share capital increase in the amount of shares effectively subscribed for, to make all necessary arrangements to carry out the share capital increases, carry out all formalities arising therefrom and amend the by-laws accordingly, and at its sole discretion, and if it deems it appropriate, to deduct the fees involved in carrying out the share capital increases from the premiums relating to these increases as well as the sums necessary to increase the legal reserve to one tenth of the new share capital after each increase;

9) resolves that this authorization supersedes any authorization of the same nature granted by the Shareholders' General Meeting of May 22, 2025 in its 24th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

16th resolution

Delegation of authorities granted to the Board of Directors to increase the share capital for the benefit of a category of beneficiaries, without shareholders' preferential subscription rights, under an employee shareholding program

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, pursuant to the provisions of Articles L. 225-129 to L. 225-129-2, L. 225-138, L. 22-10-49 and L. 228-91 of the French Commercial Code:

1) authorizes the Board of Directors to increase the share capital of the Company, in one or more transactions, by a maximum nominal amount of up to €1 million, through the issue of new shares or other securities giving access to the Company's share capital, reserved for the class of beneficiaries defined below, it being specified that this cap is set without taking into account the nominal amount of the shares to be issued to preserve the rights of holders of marketable securities or other rights giving access to the Company's share capital, in accordance with the applicable regulations and, where applicable, the contractual provisions allowing other adjustments;

2) resolves that the maximum nominal amount that may be issued under this authorization shall be charged against (a) the overall nominal cap for capital increases of €13 million set under the 16th resolution of the General Meeting of May 22, 2025, and (b) against the maximum nominal amount set in the 15th resolution of this General Meeting;

3) resolves to cancel the preferential subscription rights of the shareholders to the shares to be issued or other securities giving access to share capital and securities to which these securities give entitlement to be issued under this resolution and to reserve the subscription rights to a category of beneficiaries having the following characteristics: (i) any credit institution or any entity held by a credit institution which participates, at the request of the Company, in the implementation of a structured offering reserved for employees and corporate officers of companies related to the Company under the conditions set out in Articles L. 225-180 and L. 233-16 of the French Commercial Code, and having their registered office outside France; (ii) and/or employees and corporate officers of companies related to the Company under the conditions set out in Articles L. 225-180 and L. 233-16 of the French Commercial Code, and having their registered office outside France; (iii) and/or collective investment vehicles (OPCVM) or any other employee shareholding vehicle invested in the Company's securities, irrespective of whether it is a legal entity, the unitholders of which will be the persons referred to in (ii) above;

4) resolves that the subscription price for the new shares will be at least 85% of the average listed price of the Company's share on Euronext Paris on the 20 trading days preceding the day of the corporate decision setting the opening day of the subscription period carried out on the basis of the 15th resolution of this General Meeting. However, the Shareholders' General Meeting expressly authorizes the Board of Directors, if it deems it appropriate, to reduce or cancel the above-mentioned discount, within the legal and regulatory limits, in order to take account of, *inter alia*, the legal, accounting, tax and social security rules applicable locally;

5) resolves that the characteristics of the other securities giving access to the Company's share capital will be determined by the Board of Directors according to the conditions laid down by the regulations;

6) resolves that the Board of Directors will have all the necessary powers, with the option for delegation or sub-delegation, in accordance with the legal and regulatory provisions, within the limits and under the conditions specified above, to determine all the terms and conditions of transactions and, in particular, to decide on the amount to be issued, the issue price and the terms of each issue, set the list of beneficiaries of the cancellation of the preferential subscription rights within the categories defined above and the number of shares to be subscribed by each of them, to determine the opening and closing dates for subscriptions, to determine the date, which may be retroactive, from which the new shares will be eligible for dividends, to apply for their admission to listing on the stock market wherever they are advised to do so, to record the share capital increase in the amount of shares effectively subscribed for, to make all necessary arrangements to carry out the share capital increases, carry out all formalities arising therefrom and amend the by-laws accordingly, and at its sole discretion, and if it deems it appropriate, to deduct the fees involved in carrying out the share capital increases from the premiums relating to these increases as well as the sums necessary to increase the legal reserve to one tenth of the new share capital after each increase;

7) resolves that this authorization supersedes any authorization of the same nature granted by the Shareholders' General Meeting of May 22, 2025 in its 25th resolution.

The delegation thus granted to the Board of Directors is valid for a period of 18 months as from the date of this General Meeting.

17th resolution

Delegation of authority granted to the Board of Directors to decide on one or more mergers by absorption

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, pursuant to the provisions of Article L. 236-9 II of the French Commercial Code, its authority to decide on one or more occasions, by its sole decision, on one or more mergers by absorption in the context of transactions in which the Company is the absorbing company;

2) notes, as necessary, that, in accordance with Article L. 236-9, II, paragraph 4 of the French Commercial Code, one or more shareholders of the Company representing at least 5% of the share capital may petition a court of law, within the time limit set by applicable regulations, for the appointment of an agent to convene the Company's General Meeting to decide on the approval of the merger or the merger plan;

3) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing by a third party of a tender offer for the Company's securities and until the end of the tender offer period;

4) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

18th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares, in the event that the Board of Directors makes use of its delegation of authority to decide on one or more mergers by absorption

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, pursuant to the provisions of Articles L. 236-9 II and L. 225-129 to L. 225-129-5 of the French Commercial Code, its authority to decide to increase the share capital by issuing shares in the event of one or more mergers by absorption decided by the Board of Directors pursuant to the 17th resolution of this General Meeting requiring a capital increase;

2) resolves that the Board of Directors can delegate to the Chief Executive Officer & Chairman, or in agreement with the latter, to one or several Deputy Chief executive officers, in accordance with the applicable law, all the powers required to decide upon capital increases;

3) resolves that the maximum nominal amount of the capital increases that may be performed immediately or in the future under the present authorization cannot exceed €10 million, it being specified that this cap is set without taking into account the nominal amount of the shares to be issued to preserve the rights of holders of securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;

4) resolves that the nominal amount that may be issued under this resolution shall be charged against the overall maximum nominal amount for capital increases of €13 million set under the 16th resolution of the General Meeting of May 22, 2025 or any resolution with the same purpose that may succeed it during this authorization's term of validity;

5) resolves that any issue of preference shares and securities giving access to preference shares is excluded;

6) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing by a third party of a tender offer for the Company's securities and until the end of the tender offer period;

7) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

19th resolution

Delegation of authority granted to the Board of Directors to decide one or more demergers

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, in application of the provisions of Articles L. 236-9, L. 236-16 and L. 236-22 of the French Commercial Code, its authority to decide, on one or more occasions, by its sole decision, on one or more demergers in the context of transactions in which the Company is the beneficiary;

2) notes, as necessary, that, in accordance with Article L. 236-9, II, paragraph 4 of the French Commercial Code, one or more shareholders of the Company representing at least 5% of the share capital may petition a court of law, within the time limit set by applicable regulations, for the appointment of an agent to convene the Company's Shareholders' Meeting to decide on the approval of the demerger or the demerger plan;

3) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing of a tender offer on the Company's securities by a third party and until the end of the tender offer period;

4) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

20th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares, in the event that the Board of Directors makes use of the delegation of authority granted to the Board of Directors to decide on one or more demergers

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, in application of the provisions of Articles L. 236-9, II and L. 225-129 to L. 225-129-5 of the French Commercial Code, its authority to decide to increase the share capital by issuance of shares in the event of one or more demergers decided by the Board of Directors pursuant to the 19th resolution of this General Meeting requiring a capital increase;

2) resolves that the Board of Directors can delegate to the Chief Executive Officer & Chairman, or in agreement with the latter, to one or several Deputy Chief executive officers, in accordance with the applicable law, all the powers required to decide upon capital increases;

3) resolves that the maximum nominal amount of the capital increases that may be performed immediately or in the future under the present authorization cannot exceed €10 million, it being specified that this cap is set without taking into account the nominal amount of the shares to be issued to preserve the rights of holders of securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;

4) resolves that the nominal amount that may be issued under this resolution shall be charged against the overall maximum nominal amount for capital increases of €13 million set under the 16th resolution of the General Meeting of May 22, 2025 or any resolution with the same purpose that may succeed it during this authorization's term of validity;

5) resolves that any issue of preference shares and securities giving access to preference shares is excluded;

6) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing of a tender offer on the Company's securities by a third party and until the end of the tender offer period;

7) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

21st resolution

Delegation of authority granted to the Board of Directors to decide one or more partial contributions of assets (apports partiels d'actifs)

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, in application of the provisions of Articles L. 236-9, II and L. 236-22 of the French Commercial Code, its authority to decide, on one or more occasions, by its sole decision, on one or more partial contributions of assets *(apports partiels d'actifs)* subject to the demerger regime in the context of transactions in which the Company is the beneficiary;

2) notes, as necessary, that, in accordance with Article L. 236-9, II, paragraph 4 of the French Commercial Code, one or more shareholders of the Company representing at least 5% of the share capital may petition a court of law, within the time limit set by applicable regulations, for the appointment of an agent to convene the Company's Shareholders' Meeting to decide on the approval of the partial contributions of assets *(apports partiels d'actifs)* or the partial contributions of assets *(apports partiels d'actifs)* plan;

3) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing of a tender offer on the Company's securities by a third party and until the end of the tender offer period;

4) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

22nd resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares, in the event that the Board of Directors makes use of the delegation of authority granted to the Board of Directors to decide on one or more partial contributions of assets (apports partiels d'actifs)

The General Meeting, having reviewed the report of the Board of Directors:

1) delegates to the Board of Directors, in application of the provisions of Articles L. 236-9, II and L. 225-129 to L. 225-129-5 of the French Commercial Code, its authority to decide to increase the share capital by issuance of shares in the event of one or more partial contributions of assets *(apports partiels d'actifs)* decided by the Board of Directors pursuant to the 21st resolution of this General Meeting requiring a capital increase;

2) resolves that the Board of Directors can delegate to the Chief Executive Officer & Chairman, or in agreement with the latter, to one or several Deputy Chief executive officers, in accordance with the applicable law, all the powers required to decide upon capital increases;

3) resolves that the maximum nominal amount of the capital increases that may be performed immediately or in the future under the present authorization cannot exceed €10 million, it being specified that this cap is set without taking into account the nominal amount of the shares to be issued to preserve the rights of holders of securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;

4) resolves that the nominal amount that may be issued under this resolution shall be charged against the overall maximum nominal amount for capital increases of €13 million set under the 16th resolution of the General Meeting of May 22, 2025 or any resolution with the same purpose that may succeed it during this authorization's term of validity;

5) resolves that any issue of preference shares and securities giving access to preference shares is excluded;

6) resolves that the Board of Directors may not, unless prior authorization is granted by the General Meeting, use this authorization as from the filing of a tender offer on the Company's securities by a third party and until the end of the tender offer period;

7) resolves that this authorization shall supersede, as from today, any previous authorization of the same nature, effective immediately.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

23rd resolution

Authorization granted to the Board of Directors to grant Company shares to corporate officers (mandataires sociaux) and employees of the Company and its affiliated companies, entailing the automatic waiver by the shareholders of their preferential subscription rights

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors:

1) authorizes the Board of Directors, pursuant to the provisions of Articles L. 225-197-1 *et seq.*, L. 22-10-59 and L. 22-10-60 of the French Commercial Code, to carry out free grants, on one or more occasions, of existing Company shares or shares to be issued, for employees or certain categories of employees that it will determine from among eligible employees and corporate officers *(mandataires sociaux)* of the Company or its affiliated companies, within the meaning of Article L. 225-197-2 of the French Commercial Code;

2) resolves that the Board of Directors will determine the identity of the beneficiaries of the grants as well as the conditions and criteria for allocating the shares;

3) resolves that the total number of free shares granted may not exceed 1.5% of the Company's share capital on the date the grant is decided by the Board of Directors, it being specified that this amount does not take into account any adjustments that may be made in accordance with applicable laws and regulations and, where applicable, with contractual provisions providing for other cases of adjustment, to preserve the rights of holders of securities or other rights giving access to the share capital. To this end, the General Meeting authorizes, as necessary, the Board of Directors to increase the share capital by incorporation of reserves in the appropriate amount;

4) resolves that the maximum number of shares that may be granted to executive officers *(dirigeants mandataires sociaux)* pursuant to the AFEP-MEDEF's Corporate Governance Code for listed companies may not represent more than 35% of the overall amount authorized by the present Meeting;

5) resolves (a) that the granting of the shares to their beneficiaries will become definitive at the end of a vesting period, the duration of which shall be determined by the Board of Directors, (b) that the vesting of the shares granted will be subject to a condition of continued presence defined by the Board of Directors, it being stipulated that no share may be acquired by the beneficiaries if the condition of continued presence is not met, and (c) that the beneficiaries must, if the Board of Directors deem it useful or necessary, hold said shares for a period determined at the Board of Directors' discretion, it being specified that the total duration of the vesting periods and, if applicable, the holding periods shall be set in compliance with the minimum conditions provided by law;

6) resolves that the vesting of the free shares granted will be subject to a performance condition based on (i) a financial criterion with two components: the growth in the Company's diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects, and the growth of the conversion rate of operating income (non-IFRS) to operating cash flow, and (ii) an ESG multi-criteria indicator. For some beneficiaries (excluding the Company's executive officers), the performance condition could, if appropriate, alternatively or cumulatively be based on (a) target(s) specified to their brand;

7) resolves that this performance condition will be assessed over a minimum period of two years. The Board of Directors will set, for each criterion, the objectives associated and the minimum level(s) of achievement below which no share may be vested by the beneficiaries;

8) also resolves that, in the event of the beneficiary's disability, as classified in the second or third of categories provided for in Article L. 341-4 of the French Social Security Code, the shares will be definitively granted before the end of the vesting period. The shares will be freely transferable as from their delivery;

9) acknowledges that this authorization automatically entails for the benefit of the beneficiaries of the shares granted, a waiver by the shareholders of their preferential subscription rights to shares that may be issued under this resolution;

10) delegates all powers to the Board of Directors, with the right to delegate under the legal and regulatory conditions, to implement this authorization, under the above conditions and within the limits authorized by applicable texts and in particular, to set the terms, conditions and criteria (including in respect of performance) for the share grants that would be carried out under this authorization as well as the vesting dates, even retroactive, of the new shares, to take all measures, if necessary if it so decides, to carry out any adjustments to protect the rights of the beneficiaries of the free share grants, to record the completion of the capital increases, to amend the by-laws accordingly, and more generally, complete all formalities required for the issuance, listing and financial servicing of the shares issued under this resolution and do anything that is useful and necessary within the framework of applicable laws and regulations;

11) resolves that this authorization supersedes, as from today, for the part not yet used, the authorization granted by the Shareholders' General Meeting of May 22, 2025 in its 22nd resolution and is valid for a period ending at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2027.

24th resolution

Authorization granted to the Board of Directors to grant share subscription and purchase options to corporate officers and employees of the Company and its affiliated companies, entailing the automatic waiver by the shareholders of their preferential subscription rights

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors:

1) authorizes the Board of Directors, under the provisions of Articles L. 225-177 *et seq.* of the French Commercial Code, to grant options granting entitling to subscribe for new shares or purchase existing ones (the "Options") to employees and corporate officers (mandataires sociaux) of the Company or its affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code or some of them who hold, individually, less than 10% of the Company's capital (the "Beneficiaries");

2) resolves that the maximum number of Options that can be granted by the Board of Directors and not yet exercised shall not grant entitlement to subscribe for or to purchase a number of shares exceeding 3% of the share capital. This limit shall be assessed at the time the Options are granted by the Board taking into account the new Options thus offered and those resulting from previous grants which have not yet been exercised;

3) resolves that no Options may be granted to the Company's executive officers *(dirigeants mandataires sociaux)* within the meaning of the AFEP-MEDEF corporate governance code for listed companies;

4) resolves that the list of recipients of the Options from among the Beneficiaries and the number of Options granted to each one will be freely determined by the Board of Directors;

5) notes that, in accordance with law, no subscription or purchase Option may be granted during periods prohibited by Articles L. 225-177 and L. 22-10-56 of the French Commercial Code;

6) resolves that the subscription price for the new shares or the purchase price of existing shares upon exercising the Options will be determined by the Board of Directors on the day on which the Options are granted and that (a) in the case of subscription options, this subscription price shall not be lower than the share's closing price on the Euronext Paris market on the trading day preceding the day on which the Options are granted (within the legal limits) and (b) in the case of purchase options, this price shall not be lower than the greater of the two following amounts: (i) the value indicated in (a) above and (ii) the average purchase price of the shares indicated in Article L. 225-179 of the French Commercial Code.

The Options exercise price, as determined above, may not be amended unless the Company carries out one of the financial or securities transactions outlined in Article L. 225-181 of the French Commercial Code. In this case, the Board of Directors shall adjust, under the legal and regulatory conditions, the exercise price and the number of shares that can be purchased or subscribed, as the case may be, by exercising the Options, to take into account the impact of the transaction;

7) notes that the present authorization entails, for the benefit of the Beneficiaries of the share subscription options, a waiver by the shareholders of their preferential subscription rights to the shares issued as the Options are exercised;

8) resolves that grants of Options will be subject to a condition of continued presence determined by the Board, no option can be exercised by the beneficiaries if the condition of continued presence is not met, and to a performance condition based on (i) a financial criterion with two components: the growth in the Company's diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects, and the growth of the conversion rate of operating income (non-IFRS) to operating cash flow and (ii) an ESG multi-criteria indicator. The performance condition may, if appropriate, alternatively or cumulatively be based on one or more targets specific to the beneficiaries' brand. The Board of Directors will set, for each criterion, the objectives associated and the minimum level(s) of achievement below which no options may be exercised by the beneficiaries;

9) grants all powers to the Board of Directors to set the terms and conditions of the Options and in particular (without this list being exhaustive):

- **a)** the validity period for the Options, it being understood that the Options must be exercised within a maximum of ten years,
- **b)** the date(s) or periods for exercising the Options, it being understood that the Board of Directors can (a) bring forward the dates or periods for exercising the Options, (b) maintain the exercisability of the Options or (c) amend the dates or periods during which the shares obtained by exercising the options may not be transferred or converted into bearer shares,
- **c)** any clauses prohibiting the immediate resale of all or some of the shares obtained by exercising the Options provided that the period during which shares must be retained does not exceed three years as from the exercise of the Option, notwithstanding the provisions set out in Article L. 225-185, paragraph 4, of the French Commercial Code,
- **d)** where necessary, limit, suspend, restrict or prohibit the exercise of Options or the sale or transfer to bearer form of the shares obtained by exercising the Options, during certain periods or following certain events, and this decision may cover some or all of the Options or shares or concern some or all of the Beneficiaries,
- **e)** determine the dividend entitlement date, even retroactively, of the new shares resulting from the exercise of the subscription Options;

10) resolves that the Board of Directors will have, with the possibility to delegate under the legal conditions, all powers to record the completion of the capital increases to reflect the amount of shares actually subscribed by exercising the subscription Options, amend the by-laws accordingly and, at its sole discretion and as it sees fit, charge the costs of the capital increases against the share premiums arising therefrom and deduct from this amount the sums necessary to increase the legal reserve to one tenth of the new share capital after each capital increase, and perform all formalities necessary for the listing of the securities thereby issued, make all declarations with the relevant bodies and generally do all that is necessary;

11) resolves that this authorization supersedes, as from today, for the part not yet used,the authorization granted by the Shareholders' General Meeting of May 22, 2025 in its 23rd resolution and is valid for a period ending at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2027.

25th resolution

Alignment of the by-laws

The General Meeting, having reviewed the report of the Board of Directors, decides to amend:

- paragraph 1 of Article 27 of the by-laws, in order to align it with the provisions of Article R. 22-10-28 of the French Commercial Code regarding the "record date", as amended by Decree no.°2026-94 of February 13, 2026. Consequently, with the remainder of the article remaining unchanged, paragraph 1 of Article 27 of the by-laws is now worded as follows:

  "Every shareholder has the right to participate in the Shareholders' General Meeting and to vote either in person or by proxy, provided his/her shares are fully paid-up and recorded in an account, either in a registered share account held by the Company or in a bearer securities account maintained by the accredited intermediary, within the time limits and under the conditions set out in the applicable regulations".

- paragraph 1 of Article 20 of the by-laws, in order to align it with the provisions of Article L. 225-45 of the French Commercial Code as amended by Law no.°2019-486 of May 22, 2019 (known as the "*Loi Pacte*" [Pacte Law]), which replaced the term "*jetons de présence*" ("directors' fees") with the term "*rémunération*" ("compensation"). Consequently, with the remainder of the article remaining unchanged, paragraph 1 of Article 20 of the by-laws is now worded as follows:

"The Shareholders' General Meeting allocate a fixed annual sum to the Directors in compensation for their duties.

The Board of Directors shall freely distribute such compensation among its members and may also in this respect decide that directors who are members of the Committees that the Board creates shall receive a higher part than that of other Directors".

Ordinary and Extraordinary General Meeting

26th resolution

Powers for formalities

The General Meeting hereby grants any and all powers to the bearer of an original, a copy or an excerpt of the minutes of these deliberations for the purpose of carrying out any legal formalities for publication.

CROSS-REFERENCE TABLES

Cross-reference table with the annual financial report

The cross-reference table below makes it possible to identify the information in this Universal registration document making up the annual financial report under Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the French Financial Markets Authority (AMF) General Regulation.

	Annual financial report	**Universal registration document** **Paragraphs**
1.	Dassault Systèmes SE's annual financial statements	4.2.1
2.	Group's consolidated financial statements	4.1.1
3.	Management report	See cross-reference table with the management report below
4.	Corporate governance report	5.1
5.	Statement of the person responsible for the annual financial report	-
6.	Statutory Auditors' report on the annual financial statements	4.2.3
7.	Statutory Auditors' report on the consolidated financial statements	4.1.2
8.	Report on the certification of sustainability information	2.3.1

Cross-reference table with the management report

The cross-reference table below makes it possible to identify the information in this Universal registration document making up the annual management report to be drawn up by the Board of Directors of Dassault Systèmes SE, as defined by Articles L. 225-100 *et seq.* of the French Commercial Code.

		Universal registration document
Management report		**Paragraphs**
1.	Business trend analysis	3.1
2.	Analysis of results	3.1
3.	Analysis of financial position	3.1
4.	Description of main risks and uncertainties	1.9
5.	Information on the use of financial instruments	4.1.1 – Notes 2, 21, 4.2.1 – Notes 2, 19
6.	Exposure to price, credit, liquidity and cash flow risks	1.9.2
7.	Information referred to in Article L. 225-211 of the French Commercial Code: information concerning share buybacks	6.2.4
8.	Position in fiscal year 2025	3.1, 4.1.1, 4.2.1
9.	Foreseeable changes in situation	3.2
10.	Important events that occurred since the end of fiscal year 2025	None
11.	Research and development activities	1.5
12.	Existing branches	6.1.1.6
13.	Activities and results of Dassault Systèmes SE, parent company	1.4, 1.6.1, 4.2
14.	Activities of Dassault Systèmes SE's subsidiaries during fiscal year 2025	1.4, 1.6.2, 4.2.1 – Note 21
15.	Key financial and non-financial performance indicators	1.7, 1.8, 2.2, 3.1.2
16.	Financial performance table for Dassault Systèmes SE for the past five fiscal years	4.2.2
17.	Employee share capital participation on the last day of the fiscal year	6.3.1
18.	Non-financial performance statement	1.8, 2
19.	Acquisition or significant control in Group companies with their registered office in France	4.1.1 – Note 28, 4.2.1 – Note 21
20.	Breakdown of transactions performed by senior executives on the Company's securities	5.3
21.	Information on supplier and customer payment periods	4.2.2
22.	Amount of business-to-business loans granted and statutory auditor statement	N/A
23.	Corporate governance report	5.1
24.	Amount of dividends distributed in the past three fiscal years	7.1.1, 4.2.2
25.	Distribution and evolution of shareholders (including treasury shares)	6.3.1, 4.2.1 – Note 15
26.	Financial risks related to the impact of climate change and measures taken to reduce them by implementing a low-carbon strategy	2.2, 4.1.1-Note 2, 4.2.1-Note 2
27.	Main characteristics of internal control and risk management procedures	5.2
28.	Vigilance plan	2.4
29.	Group sustainability statement	2.2
30.	Injunctions or financial penalties for anti-competitive practices	N/A
31.	Actions to foster ties between the Nation and its armed forces	2.2.3.1.3
32.	Actions to foster citizen engagement in local democracy	N/A

Cross-reference table with the headings of Annex 1 of Commission Delegated Regulation (EU) 2019/980

The cross-reference table below makes it possible to identify the information in this Universal registration document mentioned by the different headings of Annex 1 of Commission Delegated Regulation (EU) 2019/980 of the European Commission of March 14, 2019.

Headings of Annex 1 of the European Regulation		Universal registration document Paragraphs
1.	**PERSONS RESPONSIBLE, THIRD-PARTY INFORMATION, EXPERTS' REPORTS AND COMPETENT AUTHORITY APPROVAL**	
1.1	Name and function of the persons responsible	
1.2	Declaration by those responsible	
1.3	Persons acting as experts	Not applicable
1.4	Statement concerning third-party information	Not applicable
1.5	Statement concerning the approval of the Universal registration document by the competent authority	
2.	**STATUTORY AUDITORS**	**5.4**
3.	**RISK FACTORS**	**1.9**
4.	**INFORMATION ABOUT THE ISSUER**	
4.1	The legal and commercial name of the issuer	6.1.1
4.2	The place of registration of the issuer, its registration number and legal entity identifier (LEI)	6.1.1.2
4.3	The date of incorporation and term	6.1.1.3
4.4	The domicile and legal form of the issuer, the legislation under which the issuer operates, its country of incorporation, the address, telephone number of its registered office and website of the issuer	6.1.1
5.	**BUSINESS OVERVIEW**	
5.1	Principal activities	1.4.1
5.2	Principal markets	1.4.2 3.1.3
5.3	The important events in the development of the issuer's business	None
5.4	Strategy and objectives	1.4.1
5.5	Extent to which the issuer is dependent, on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	1.9.1.8
5.6	The basis for any statements made by the issuer regarding its competitive position	1.4.1, 1.5
5.7	Investments	1.5.4
6.	**ORGANIZATIONAL STRUCTURE**	
6.1	Description of the Group and the issuer's position within the Company	1.6.1
6.2	List of the issuer's significant subsidiaries	1.6.2
7.	**OPERATING AND FINANCIAL REVIEW**	**3.1**
8.	**CAPITAL RESOURCES**	**3.1.7**
9.	**REGULATORY ENVIRONMENT**	**1.9.1.4**
10.	**TREND INFORMATION**	**1.9.1.1**
11.	**PROFIT FORECASTS OR ESTIMATES**	**3.2**
12.	**ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES AND GENERAL MANAGEMENT**	
12.1	Information regarding the members of administrative and management bodies	5.1.1, 5.1.2
12.2	Conflicts of interest in administrative, management and supervisory bodies and general management	5.5
13.	**REMUNERATION AND BENEFITS**	
13.1	Amount of remuneration paid and benefits in kind	5.1.4
13.2	The total amounts set aside or accrued to provide for pension, retirement or similar benefits	5.1.4 – Table 11, 4.2.1 – Note 16

Headings of Annex 1 of the European Regulation		Universal registration document Paragraphs
14.	**BOARD PRACTICES**	**5.1**
14.1	Date of expiration of the current term of office	5.1.1.2
14.2	Service contracts with the issuer	5.5
14.3	Information about committees	5.1.1.4
14.4	Statement of compliance with the applicable corporate governance regime	5.1, 5.1.6
14.5	Potential material impacts on the corporate governance	5.1.6
15.	**EMPLOYEES**	
15.1	Number of employees	2.2.3.1
15.2	Shareholdings and stock options	5.1.1, 5.1.5 6.3.1, 4.1.1 – Note 7
15.3	Arrangements for involving the employees in the capital	5.1.5
16.	**MAJOR SHAREHOLDERS**	**6.3**
16.1	Shareholders holding more than 5% of the share capital or voting rights	6.3.1
16.2	Existence of different voting rights	6.1.2.3
16.3	Control of the issuer	6.3.2
16.4	Any arrangements, known to the issuer, the operation of which may at a subsequent date result in a change in control of the issuer	6.3.3
17.	**RELATED PARTY TRANSACTIONS**	**4.1.1 – NOTE 26, 4.2.4, 7.1.5**
18.	**FINANCIAL INFORMATION CONCERNING THE ISSUER'S ASSETS AND LIABILITIES, FINANCIAL POSITION AND PROFITS AND LOSSES**	
18.1	Historical financial information	4.1, 4.2
18.2	Interim and other financial information	3.3
18.3	Auditing of historical annual financial information	4.1.2, 4.2.3, 4.2.4
18.4	Pro forma financial information	Not applicable
18.5	Dividend policy	7.1
18.6	Legal and arbitration proceedings	4.3
18.7	Significant change in the financial position or business situation of the issuer	None
19.	**ADDITIONAL INFORMATION**	
19.1	Share capital	6.2, 6.3 4.1 – Note 23 4.2 – Note 15
19.2	Memorandum and Articles of Association	6.1.2
20.	**MATERIAL CONTRACTS**	**1.4.3**
21.	**DOCUMENTS AVAILABLE**	**6.1.1.7**

SASB Cross-Reference Table

The Sustainability Statement has been prepared in accordance with CSRD regulations, with highly detailed information on sustainable development. As a result, Dassault Systèmes has not published a SASB reconciliation table since 2024.

United Nations' Global Compact Communication On Progress (COP)

The United Nations Global Compact is a non-binding United Nations pact to encourage businesses and companies worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

Corporate sustainability starts with a company's value system and a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of Human rights, labor rights, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they operate, and know that good practices in one area do not offset harm in another. By incorporating the ten Principles the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.

Global Compact Principles Active level	Description	Paragraphs
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	2.2.3.1.3; 2.2.3.2.3; 2.2.3.3.4; 2.2.3.4.4; 2.2.4.1.2; 2.4
Principle 2	make sure that they are not complicit in human rights abuses.	2.2.3.1.3; 2.2.3.2.3; 2.2.3.3.4; 2.2.3.4.4; 2.2.4.1.2; 2.4
Labor		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	2.2.3.1.3; 2.2.4.1.2; 2.4
Principle 4	the elimination of all forms of forced and compulsory labor;	2.2.3.1.3; 2.2.3.2.3; 2.2.4.1.2; 2.4
Principle 5	the effective abolition of child labor; and	2.2.3.1.3; 2.2.3.2.3; 2.2.4.1.2; 2.4
Principle 6	the elimination of discrimination in respect of employment and occupation.	2.2.3.1.3; 2.2.3.1.4; 2.2.4.1.2; 2.4
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	2.2.1.3.4; 2.2.1.3.5; 2.2.2.2; 2.2.2.3; 2.2.2.4
Principle 8	undertake initiatives to promote greater environmental responsibility; and	2.2.2.2; 2.2.2.3; 2.2.2.4
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	2.2.2.2; 2.2.2.3; 2.2.2.4
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	2.2.4.1.2

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