



**CAPITAL
MARKETS DAY**
2022

MULTI-YEAR GROWTH PLAN

Rouven BERGMANN

Chief Financial Officer

FORWARD-LOOKING INFORMATION

Statements herein that are not historical facts but express expectations or objectives for the future, including but not limited to statements regarding the Group's non-IFRS financial performance objectives are forward-looking statements. Such forward-looking statements are based on Dassault Systèmes management's current views and assumptions and involve known and unknown risks and uncertainties. Actual results or performances may differ materially from those in such statements due to a range of factors.

The Group's actual results or performance may be materially negatively affected by numerous risks and uncertainties, as described in the "Risk Factors" section 1.9 of the 2021 Universal Registration Document ("Document d'enregistrement universel") filed with the AMF (French Financial Markets Authority) on March 17, 2022, available on the Group's website www.3ds.com.

In particular, please refer to the risk factor "Uncertain Global Economic Environment" in section 1.9.1.1 of the 2021 Universal Registration Document set out below for ease of reference:

"In light of the uncertainties regarding economic, business, social, health, climate 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 automotive, aerospace or natural resources industries, to reduce, postpone or terminate 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 political, economic and monetary situation in certain geographic regions where Dassault Systèmes operates could become more volatile and impact Dassault Systèmes' business, for example, due to stricter export compliance rules or the introduction of new customs tariffs;
- continued pressure or volatility on raw materials and energy prices could also slow down Dassault Systèmes' diversification efforts in new industries;
- current inflation forecasts, as well as uncertainties regarding the extent and duration of this trend, could adversely affect the financial condition of Dassault Systèmes; and
- the sales cycle of the Dassault Systèmes' products – already relatively long due to the strategic nature of such investments for customers – could further lengthen.

The occurrence of crises – health and political crises in particular – could have consequences for the health and safety of Dassault Systèmes' employees. It could also adversely impact the financial situation or financing capabilities of Dassault Systèmes' existing and potential customers, commercial and technology partners, some of whom may be forced to temporarily close sites or cease operations. A deteriorating economic environment could generate increased price pressure and affect the collection of receivables, which would negatively impact Dassault Systèmes' revenue, financial performance and market position.

Dassault Systèmes makes every effort to take into consideration this uncertain macroeconomic 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.

The Group's 2020-2024 non-IFRS EPS objective and key underlying financial estimates are based upon the following principal exchange rates over this timeframe: 1) an average US dollar to euro exchange rate of US\$1.20 per €1.00; 2) an average Japanese yen to euro exchange rate of JPY125.0 to €1.00 before hedging; as well as 3) a continuation of current exchange rates for other major currencies in which it transacts business. However, currency values fluctuate, and the Group's results of operations may be significantly affected by changes in exchange rates.

NON-IFRS INFORMATION

Readers are cautioned that the supplemental non-IFRS financial information presented in this presentation is subject to inherent limitations. It is 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 supplemental non-IFRS financial information should be read only in conjunction with the Company's consolidated financial statements prepared in accordance with IFRS. Furthermore, the Group's supplemental non-IFRS financial information may not be comparable to similarly titled "non-IFRS" measures used by other companies. Specific limitations for individual non-IFRS measures are set forth in the Company's 2021 Universal Registration Document filed with the AMF on March 17, 2022.

GLOSSARY OF DEFINITIONS

Information in Constant Currencies

Dassault Systèmes have followed a long-standing policy of measuring our revenue performance and setting our revenue objectives exclusive of currency in order to measure in a transparent manner the underlying level of improvement in our total revenue and software revenue by activity, industry, geography and product line. We believe it is helpful to evaluate our growth exclusive of currency impacts, particularly to help understand revenue trends in our business. Therefore, we provide percentage increases or decreases in our revenue and expenses (in both IFRS as well as 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 by us “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 currencies calculations are not considered to be an IFRS measure, we do believe these measures are critical to understanding our global revenue results and to compare with many of our competitors who report their financial results in U.S. dollars. Therefore, we are including this calculation for comparing IFRS revenue figures for comparable periods as well as for comparing non-IFRS revenue figures for comparable periods. All information at constant exchange rates are 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 on the entire Group’s scope, Dassault Systèmes provides growth excluding acquisitions effect, also named organic growth.

The related growth rate was determined by restating the scope of activity as follows:

- for entities entering the consolidation scope in the current year, subtracting the contribution of the acquisition from the aggregates of the current year;
- for entities entering the consolidation scope in the previous year, subtracting the contribution of the acquisition from January 1st of the current year, until the last day of the month of the current year when the acquisition was made the previous year.

Information on Industrial Sectors

Dassault Systèmes’ Industries develop Solution Experiences, industry-focused offerings that deliver specific value to companies and users in a particular industry. We serve eleven industries structured into three sectors:

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

Information on Product Lines

Our product lines financial reporting include the following financial information: 1) Industrial Innovation software revenue, comprised of our CATIA, ENOVIA, SIMULIA, DELMIA, GEOVIA, NETVIBES, and 3DEXCITE brands; 2) Life Sciences software revenue, comprised of our MEDIDATA and BIOVIA brands; 3) Mainstream Innovation software revenue, comprised of our CENTRIC PLM and 3DVIA brands, as well as our 3DEXPERIENCE WORKS family which includes the SOLIDWORKS brand.

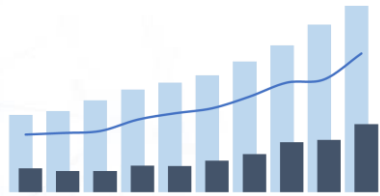
3DEXPERIENCE Licenses and Software Contribution

To measure the progressive penetration of 3DEXPERIENCE software, we utilize the following ratios: a) for Licenses revenue, we calculate the percentage contribution by comparing total 3DEXPERIENCE Licenses revenue to Licenses revenue for all product lines except SOLIDWORKS and acquisitions (“related Licenses revenue”); b) for software revenue, the Group calculates the percentage contribution by comparing total 3DEXPERIENCE software revenue to software revenue for all product lines except SOLIDWORKS and acquisitions (“related software revenue”).

Cloud Revenue

Cloud revenue corresponds to revenue generated through a catalog of online services delivered by Dassault Systèmes via a cloud infrastructure hosted by Dassault Systèmes, or by third party providers of cloud computing infrastructure services. This offering is available through different deployment methods: public cloud, private cloud, dedicated cloud. All cloud applications can be offered through perpetual licenses and maintenance or subscriptions models.

KEY MESSAGES



Consistent Execution



Room to Grow

 HomeByMe

 MEDIDATA

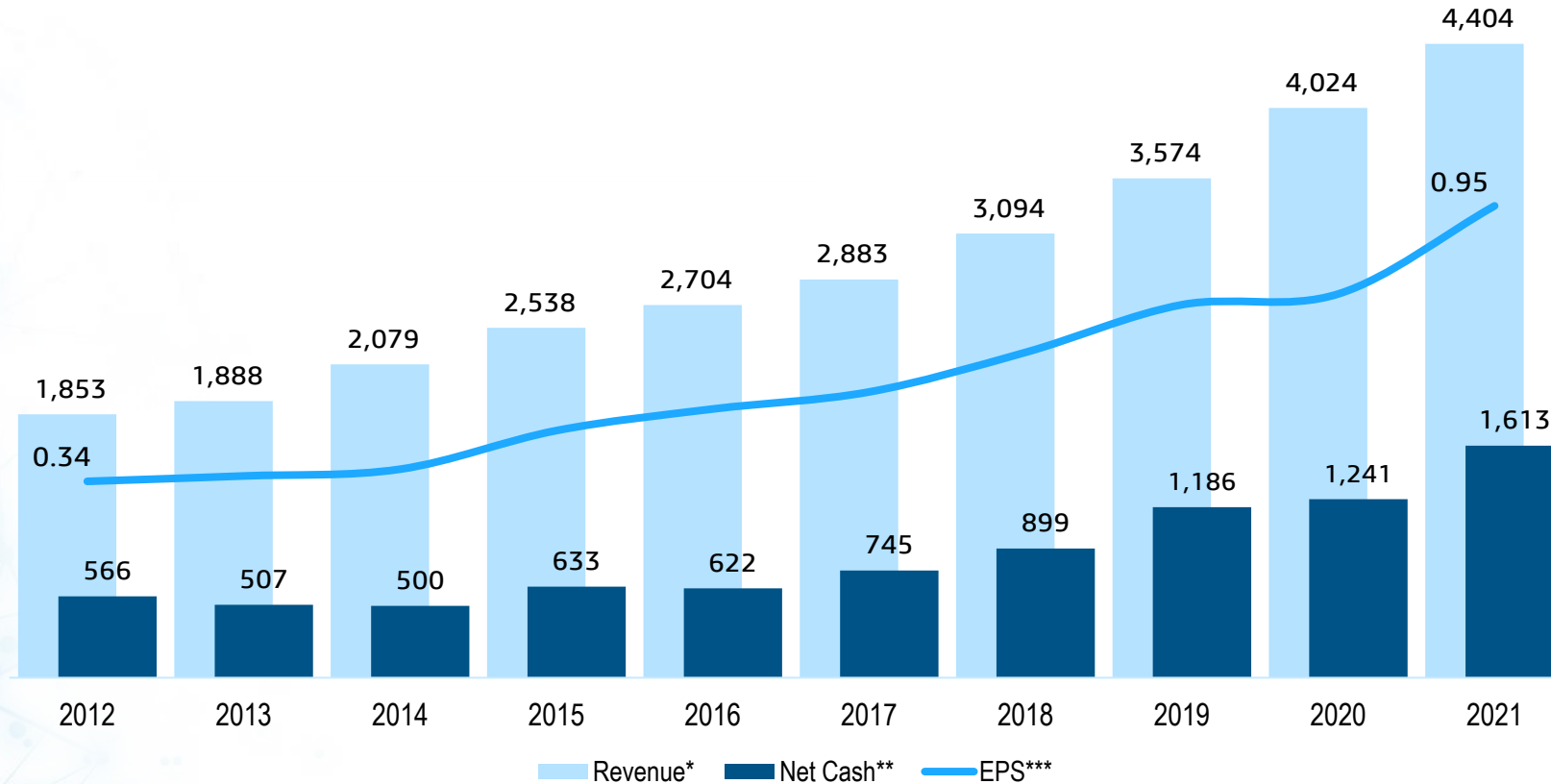


Levers



Multiplier

OUR TRACK RECORD: CONSISTENT EXECUTION



EPS on Track

2024 Objectives: **€1.20**

Solid Revenue Growth

2012-2021 CAGR: **+10%**
non-IFRS ex FX

Accelerating Cash Conversion¹

2012-2017: **~75%**

2018-2021: **>90%**

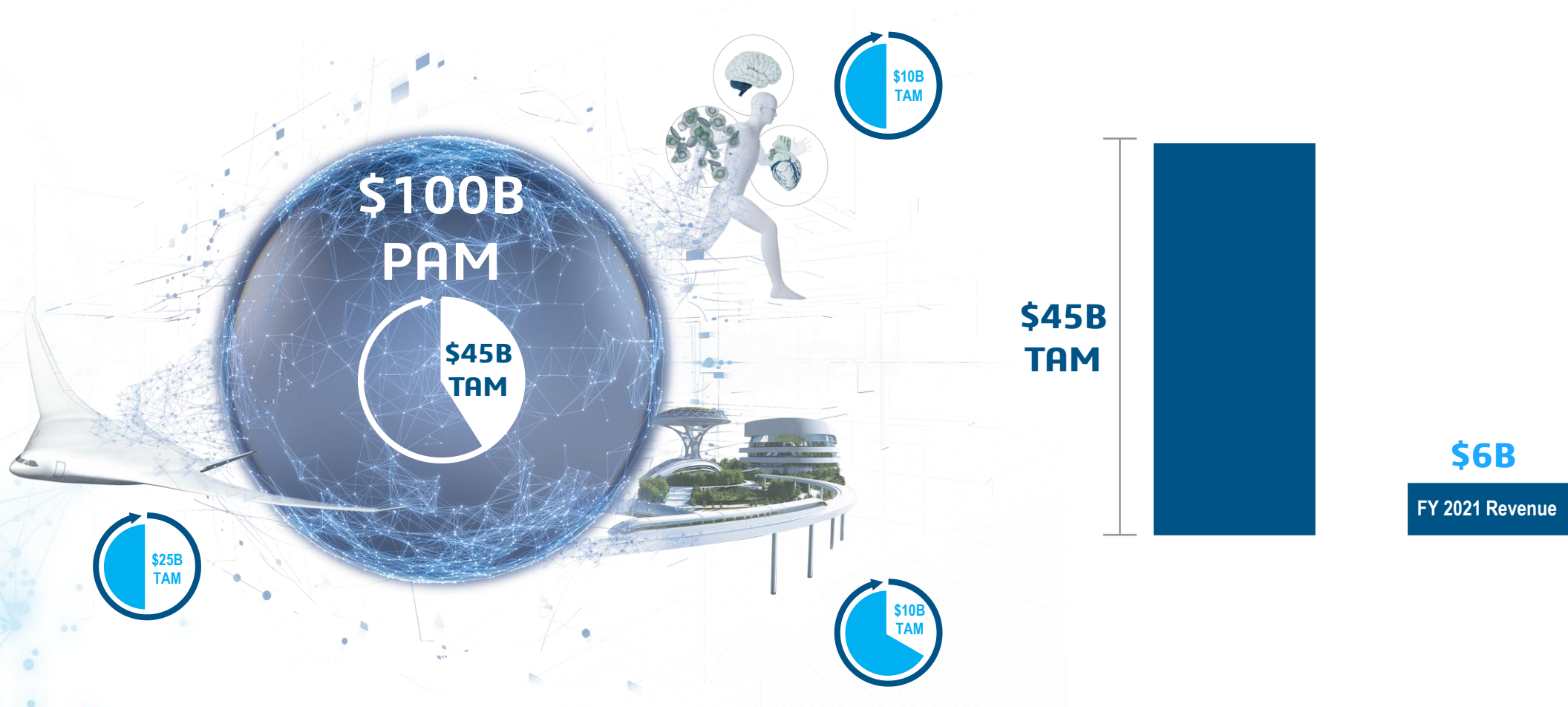
* non-IFRS exFX in M€

** Net Cash Provided by (Used in) Operating Activities in M€

*** Diluted Earnings per Share non-IFRS in €

¹ Net Cash Provided by Operating Activities/non-IFRS Operating Income

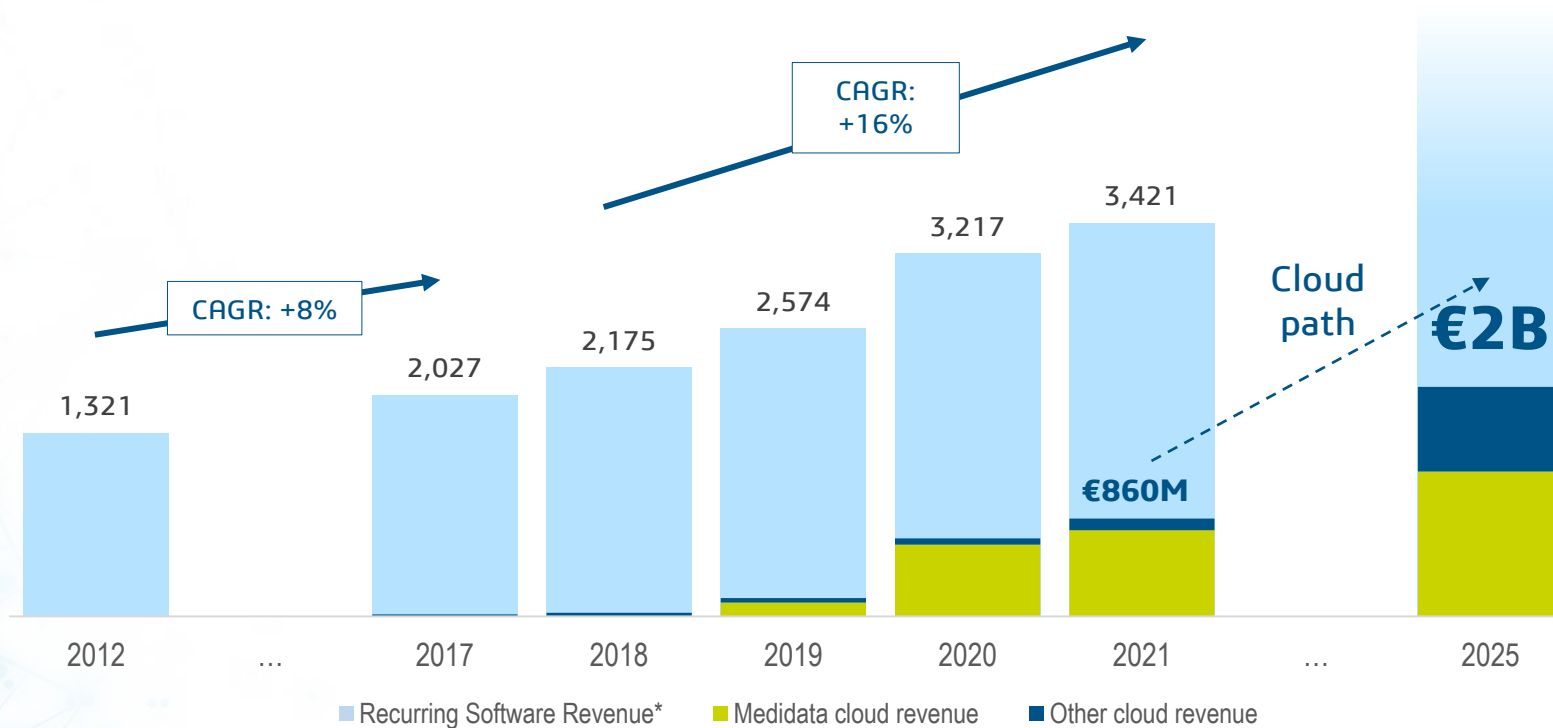
SIGNIFICANT ROOM TO SUSTAIN REVENUE GROWTH



Rounded figures

PAM is the Potential Available Market and TAM is the Total Addressable Market; based on Dassault Systèmes' internal sources

ACCELERATING *RECURRING* REVENUE GROWTH



Strong business model

Recurring revenue rate **~80%**
in 2021

Long-term Relationship¹

Top 20 Clients **25**
years

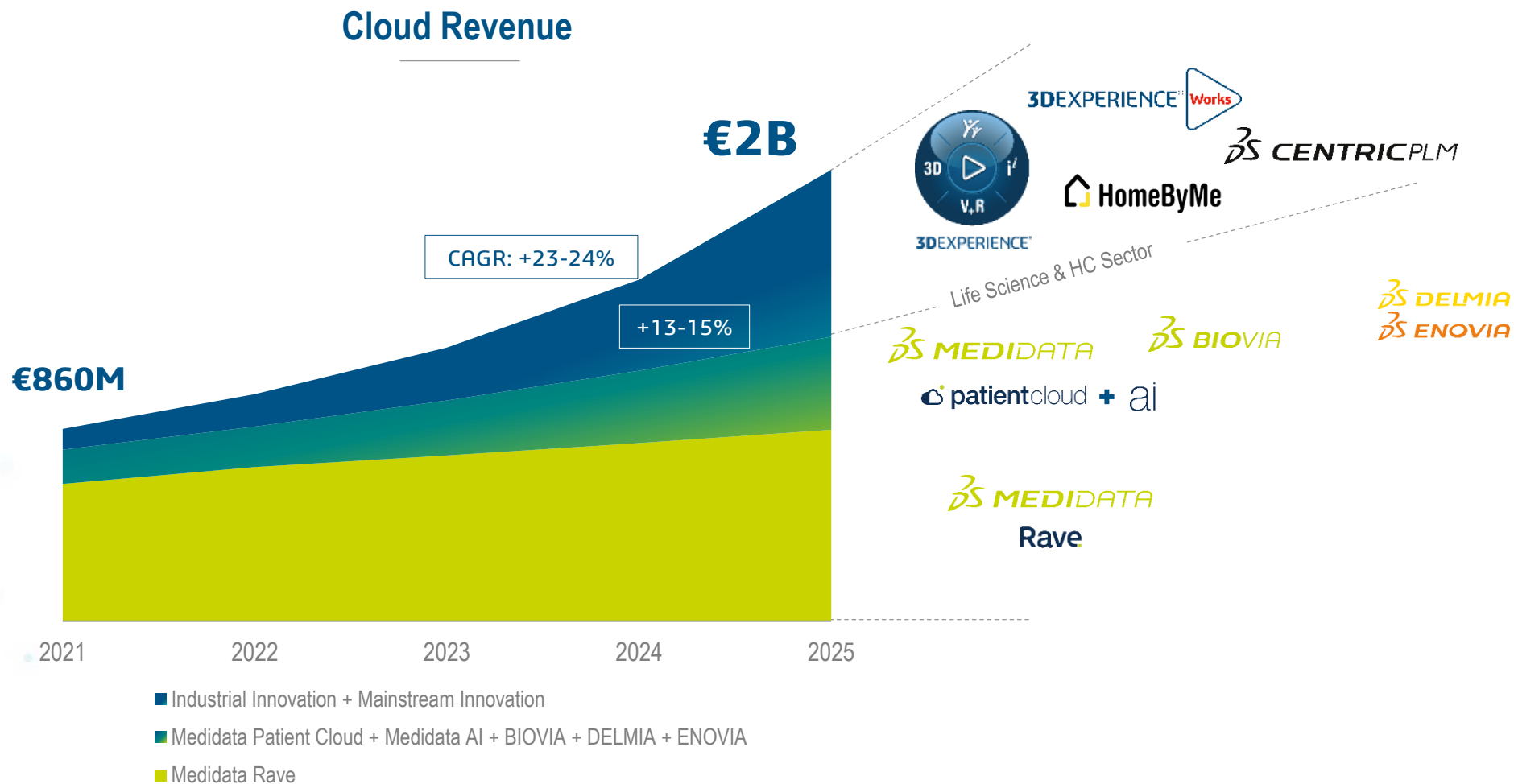
Cloud: Ahead of Competitors

Cloud revenue In 2021 **860**
M€

While improving profitability

* non-IFRS, exFX in M€
¹ Average length collaboration

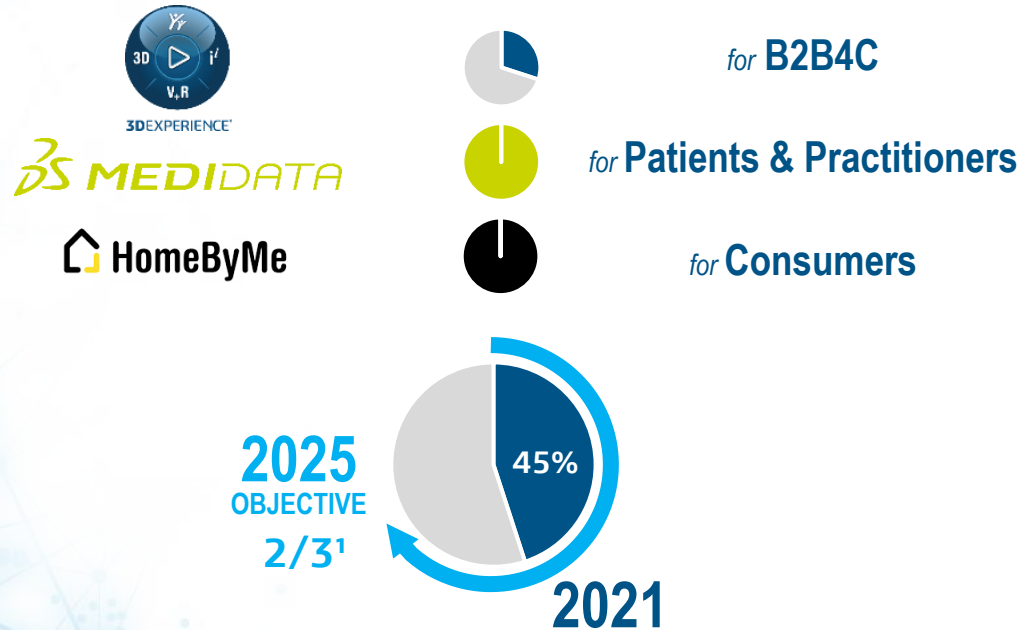
PORTFOLIO TO ACCELERATE OUR *CLOUD* REVENUE GROWTH



Cloud Revenue in non-IFRS, CAGR in exFX

PLATFORMS TO TARGET *ALL* AUDIENCES

User/ Data-Centric Platform



¹ Excluding SOLIDWORKS desktop and acquisitions

WE WALK THE TALK



Leveraging investments and expanding to **collaboration** and **integrating** supply chain using 3DEXPERIENCE Power'by



Offering a **scalable** infrastructure to support Moderna **unprecedented growth**



Operating kitchen business using 3DEXPERIENCE ByMe Platform: **4M users** online and in-store

CREATING *INCREMENTAL* VALUE WITH CLOUD

New Usages & *Business Model expansion*



Clear Target for Cloud



WE WALK THE TALK



From **design** to **simulation** and **manufacturing** at **SCALE**



To **CONNECT ALL** stakeholders within the enterprise and to reach **CONSUMERS**



To reduce lead-time and drive **PRODUCTIVITY**



To leverage behavioral and social **DATA** to imagine sustainable experiences



To provide end-to-end **TRACEABILITY** to operate highly regulated businesses

DELIVERING A DECADE OF PROFITABLE GROWTH

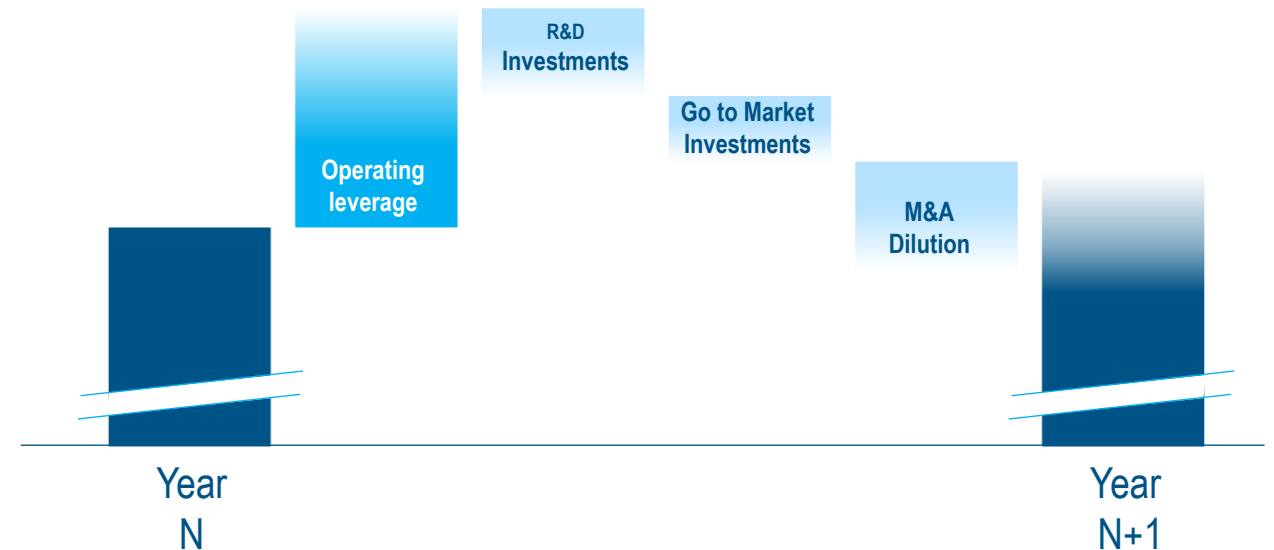
TRACK RECORD

Average growth since 2012:

+40
bpts
per year



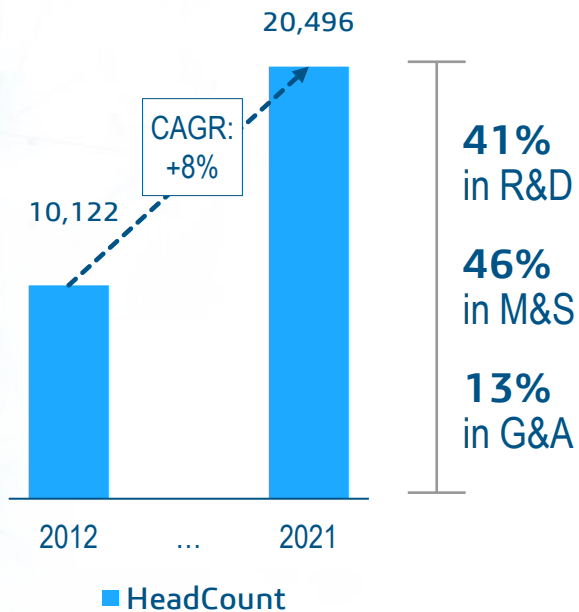
OPERATING MARGIN FRAMEWORK



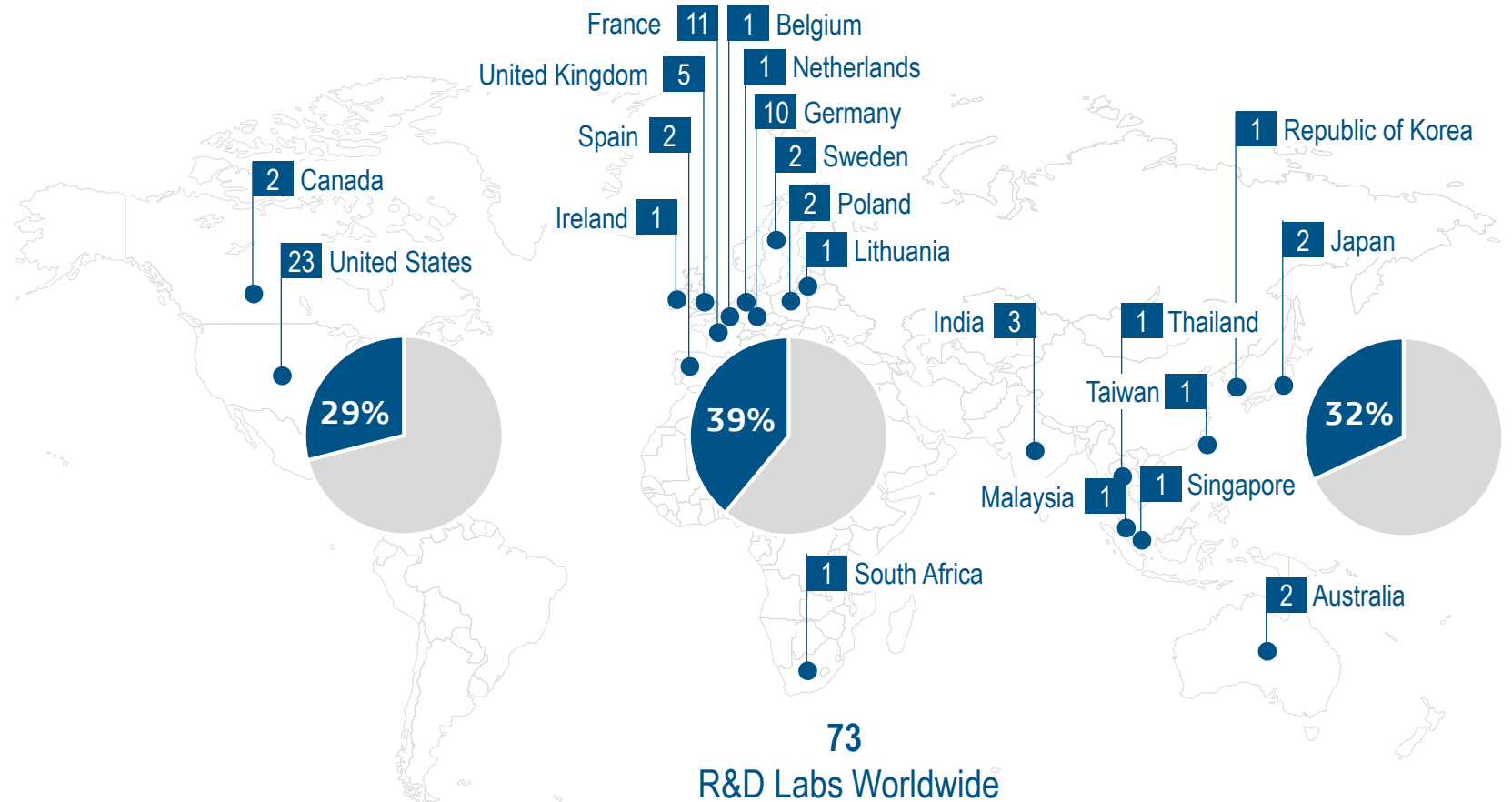
INVESTMENT IN TALENTS, DOMAINS AND GLOBAL REACH

PEOPLE GROWTH

Highly qualified people



PEOPLE PRESENCE



INVESTING TO FULFILL OUR PURPOSE

GROWTH ORIENTED CAPITAL ALLOCATION

1 Strong liquidity position

- €3B of cash and short-term investments

2 Strong Cash Generation

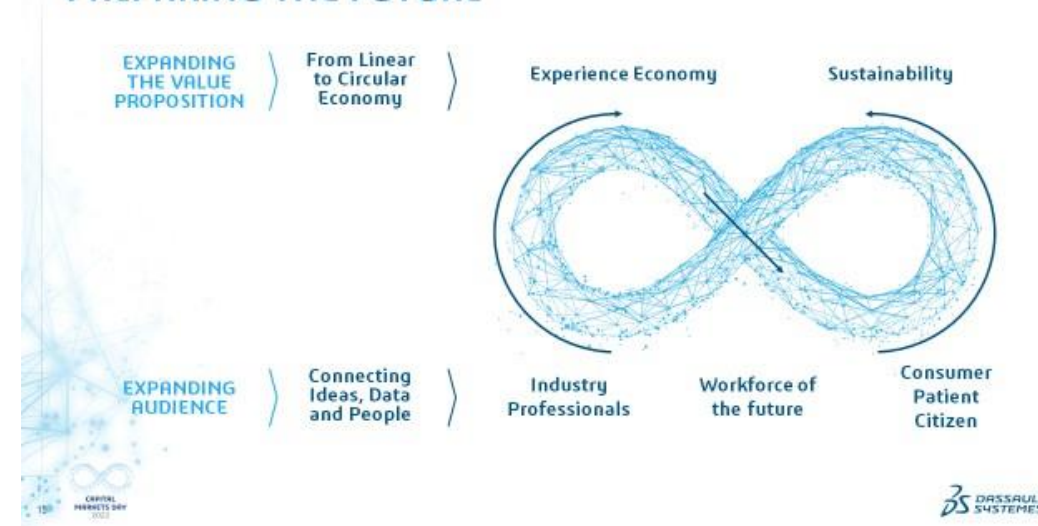
- Deleveraged 1 year in advance
- Single A Rated upgraded by S&P

3 Consistent framework

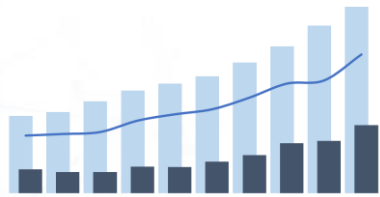
- Dividends
- Stock repurchase to offset disciplined share based compensation practice
- Strategic investments: organic, acquisitions and partnerships

MULTIPLIER APPROACH TO FULFILL OUR PURPOSE

PREPARING THE FUTURE



KEY TAKE AWAYS



Consistent Execution



Room to Grow

 HomeByMe

 MEDIDATA



Levers



Multiplier