

Virtual



Worlds...

P.2

8 questions for Pascal Daloz

P.10

Feature story:
3D UNIV+RSES:
Shaping the World
Through Virtual Twins

P.20

**Strategic operational
elements**

P.6

**Financial
performance 2025**

P.18

Governance

P.22

**Our sustainability
strategy**



At Dassault Systèmes, we believe in Virtual Worlds for Real Life. In 2025, we introduced **3D UNIV+RSES** to help clients transform their products, operations and business models. These environments empower our customers to build sustainable lifecycles, create and navigate elaborate systems and spark fresh ideas by harnessing AI and leveraging their internal expertise to push the boundaries of reality.

3D UNIV+RSES are fueled by our science-based Virtual Twins and augmented through our AI-native solutions. Through them, teams work smarter, lower project risk and accelerate value creation. Users across diverse departments confidently test, refine and advance ideas in a unified environment bolstered by continuous learning. Innovation expands from product design into global systems, and decisions are supported by scientific rigor and collaboration.

These pages detail the collective actions we took to drive progress in 2025, in this new era of **3D UNIV+RSES**. The first half reveals the execution of our mission, featuring the executive team and the operational structure that guided us to elevate our value proposition from delivering software to generating outcomes. We take pride in fostering a culture that balances continuous innovation with programs that accelerate growth for our company and our clients, streamlining our approach so we can scale faster, operate more efficiently and consistently deliver impact.

The second half explores stories that shaped our year. We share examples from customers of all sizes across our key economic sectors: Life Sciences & Healthcare, Manufacturing Industries and Infrastructure & Cities. We examine our sustainability initiatives, detailing how we minimize our footprint and help our customers adopt methods that better serve our planet. Finally, we highlight unique Education and Society initiatives that actively support the next generation of innovators and global philanthropic organizations committed to making a better world for all.

Solving complex industrial challenges requires an approach grounded in hard science, tight collaboration and human ingenuity. We invite you to read on to discover how we brought this vision to life in 2025.

8 QUESTIONS FOR PASCAL DALOZ

Chief Executive Officer and Chairman of The Board



“Our ambition is clear: to lead the transformation powered by Industrial AI through 3D UNIV+RSES.”

— PASCAL DALOZ,
CHIEF EXECUTIVE OFFICER AND CHAIRMAN OF THE BOARD



Airi MIZOGUCHI

Senior Manager,
Digital Marketing
– JAPAN

2025 was marked by the introduction of the 7th generation of our company, 3D UNIV+RSES. From your perspective, what does this milestone represent for Dassault Systèmes and our customers?

Pascal Daloz: 3D UNIV+RSES is the most strategic evolution in Dassault Systèmes’ history of transforming industry with customers. This transformation is already underway with our 400,000 customers across 12 industries, unlocking new ways to imagine, work, create and produce. In **3D UNIV+RSES**, Virtual Twins augmented by Industrial AI become critical assets for long-term value creation and competitiveness. And it’s more than a technological shift – **3D UNIV+RSES** represent a new operational model for mastering circularity, complexity and generative innovation. From life-saving therapies to next-generation mobility and sustainable infrastructure, **3D UNIV+RSES** are redefining what is possible.



Laurence Barthès

Executive Vice President,
Chief People & Information Officer



Rodrigo BAPTISTA

Sales Director
– LATIN AMERICA

Could you help put our 2025 performance into perspective? What are the key financial takeaways we should keep in mind?

Pascal Daloz: Our key growth drivers, **3DEXPERIENCE** and Cloud, grew 10% and 8%, 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% and diluted EPS rising 7%.



Rokia KEBE
*R&D Process & Operations
Engineering Senior Manager*
– WESTERN EUROPE

What were some of Dassault Systèmes' key achievements in 2025?

Pascal Daloz: In 2025, we achieved significant wins and competitive displacements. **3DEXPERIENCE** 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 semi-conductors, humanoid robots, electric mobility and next-generation therapeutics.



Matts VERKEST
*Worldwide Industry Process
Expert Specialist*
– CENTRAL EUROPE

From a research and development perspective, what new AI-native solutions did we introduce in 2025?

Pascal Daloz: In 2025, 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.



Shuguang CHENG
*CSE Manufacturing
Sales Vice President*
– CHINA

We see increasing pressure on our industrial clients for greater speed and efficiency. Where do you see the biggest impact of our solutions today in manufacturing?

Pascal Daloz: 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 2026, we will turn AI into tangible value for all industries.”

— **PASCAL DALOZ**,
CHIEF EXECUTIVE OFFICER
AND CHAIRMAN OF THE BOARD



Aquina ANTHONY

SBA EMEA & INDIA Fulfillment and Customer Data Management Manager
– INDIA

In Life Sciences & Healthcare, we’re consistently hearing about both cost pressure and strict regulatory requirements. How are we helping customers turn these constraints into opportunities?

Pascal Daloz: 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.



Damiano NARDI

Senior Industry Business Consultant
– SOUTHERN EUROPE

From what we observe in the field, infrastructure projects are becoming more complex and expectations around sustainability keep rising. How do our solutions help address these challenges?

Pascal Daloz: 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.



Florence Hu-Aubigny

Executive Vice President, Research & Development

Stanley PIPER

Sustainability Director
– NORTH AMERICA



Looking ahead, how should we understand our ambition in Industrial AI and how we’re shaping the broader transformation toward the Generative Economy?

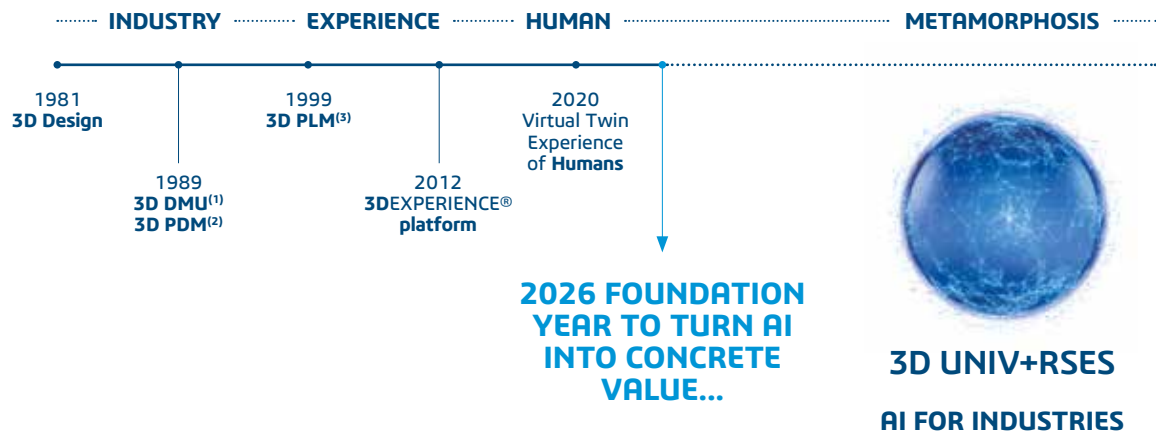
Pascal Daloz: In 2026, we will turn AI into tangible value for all industries. Digitizing workflows is no longer sufficient. Sustainability requires full lifecycle assessment, while complexity is rising due to multi-domain innovation, regulation, sustainability constraints and volatile supply chains. 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. Value is shifting from physical assets to intellectual capital – from production capacity to the ability to deploy knowledge

at scale. 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.

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.

BUILDING THE FOUNDATION FOR SUSTAINABLE GROWTH



2025 RESULTS

+4%⁽⁴⁾
TOTAL REVENUE

+7%⁽⁴⁾
EPS

Winning with **3DEXPERIENCE** and Cloud

Headwinds from MEDIDATA & CENTRIC

Opening a **new era** with 3D UNIV+RSES

Leveraging **operational efficiencies** while preserving investments

2026 OBJECTIVES

+3-5%⁽⁴⁾
TOTAL REVENUE

+3-6%⁽⁴⁾
EPS

Transforming existing clients by turning headwinds into advantages

Conquering new frontiers in Life Sciences and Consumer industries while expanding within our clients

Expanding 3D UNIV+RSES to turn AI into concrete value

Transforming our business

⁽¹⁾ Digital Mock Up

⁽²⁾ Product Data Management

⁽³⁾ Product Lifecycle Management

⁽⁴⁾ Y/Y growth in constant currencies, non-IFRS

2025 key financial data (Y/Y growth in constant currencies, non-IFRS)

€6.2bn

Total revenue

32.0%

Operating margin up 40 bps

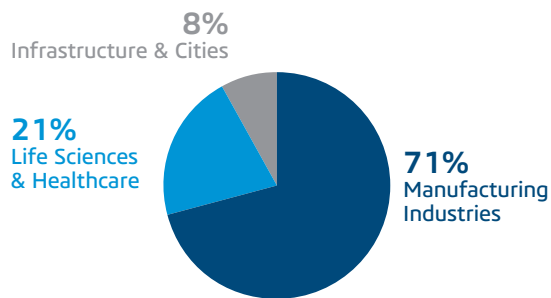
+11%

Subscription revenue

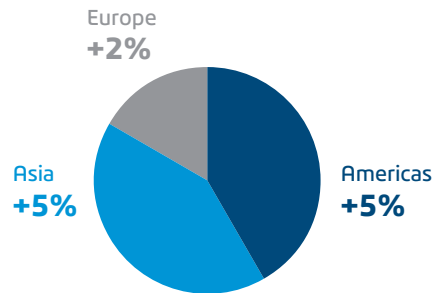
€1.31

EPS

Strategic sectors⁽¹⁾

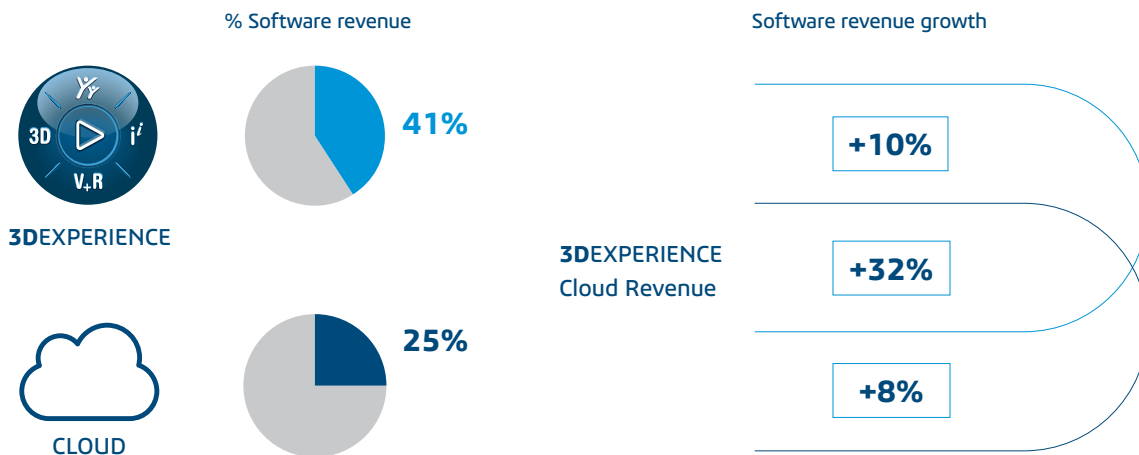


Software revenue growth by region



Continued momentum in key growth drivers 3DEXPERIENCE & cloud

Non-IFRS – All growth ex-FX



(1) Share of software revenue in 2025



Rouven Bergmann

Executive Vice President,
Chief Financial Officer

“2025 was a year of foundation, preparing for the next cycle of growth. Our **3DEXPERIENCE** platform continues to drive the transition toward cloud and subscriptions increasing the share of recurring revenue. In 2025, total revenue reached €6.24 billion, up 4%. Recurring revenue grew 6%, now representing 82% of software revenue, and subscription revenue was up 11%.

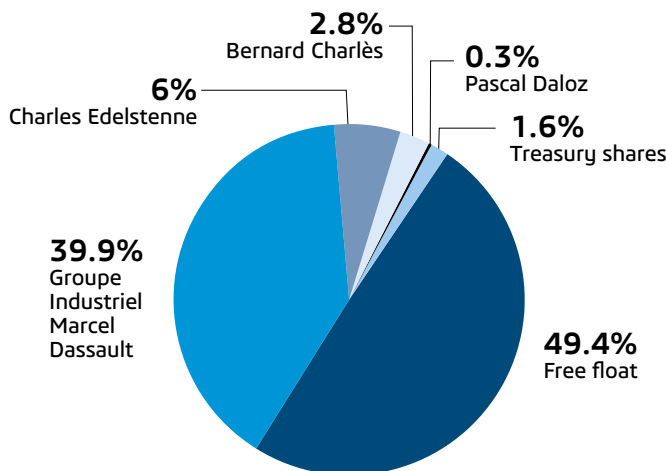
As **AI** adoption accelerates, business models are also evolving beyond traditional seat-based pricing toward usage and value-based models. To better reflect this shift, we will begin reporting Annual Run Rate, or ARR, in 2026. This provides a consistent view of the underlying run rate and health of our recurring business base.

On profitability, we delivered an operating margin of 32%, up 40 basis points. Diluted EPS was €1.31, up 7%.

Looking ahead, our focus shifts from AI product launches to monetization, with a more targeted go-to-market approach and long-term revenue opportunities. We now turn **3D UNIV+RSES** into tangible value for our clients.

In 2026 we anticipate total revenue growth between 3% and 5%, operating margin expansion of 40-80 basis points, and diluted EPS up 3% to 6%.”

Shareholder composition



Dassault Systèmes stock data (as of 31 December 2025)	Market capitalization	Share price 12/31/2025
Listed on Euronext Paris Member of CAC 40	€31.5 B	€23.8

Committed to creating shareholder value (Year ended Dec. 31)

	2021	2022	2023	2024	2025
Dividend per share	€0.17	€0.21	€0.23	€0.26	€0.27 ⁽¹⁾

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

2026-2027 FINANCIAL CALENDAR

20 May 2026 > Annual General Meeting
23 July 2026 > 2Q 2026 earnings
28 October 2026 > 3Q 2026 earnings
17 November 2026 > Capital Markets Day
3 February 2027 > 4Q 2026
& full-year earnings

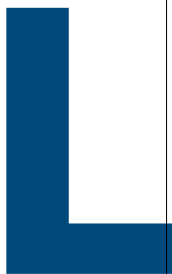
SHAREHOLDERS CONTACT

Tel.: +33 (0)1 61 62 69 24
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<https://investor.3ds.com/>

3D UNIV+RSES:

Shaping the World Through Virtual Twins

3D UNIV+RSES INTRODUCE A NEW GENERATION OF REPRESENTATIONS — CONNECTED VIRTUAL TWINS THAT REPRESENT COMPLEX SYSTEMS AND PRODUCT LIFECYCLES. ROOTED IN INDUSTRY WORLD MODELS AND ENRICHED BY INDUSTRIAL DATA, THEY HARNESS THE POWER OF INDUSTRIAL AI AND BRIDGE THE PHYSICAL AND VIRTUAL WORLDS TO DRIVE A NEW ERA OF INNOVATION, EFFICIENCY AND SUSTAINABLE VALUE CREATION.



Launched in early 2025, **3D UNIV+RSES** represent the seventh generation of representations created by Dassault Systèmes and enhanced with artificial intelligence (AI). In these new, highly secure V+R spaces, the “+” represents the continuous interaction between science-based virtual models and real-world data — where each informs and improves the other.

This allows organizations to confidently simulate, test and refine products and systems in the virtual world before implementing them in reality. By combining modeling, simulation, real-world data and AI-generated content, our customers can fully leverage their entire portfolio of 3D designs, Virtual Twins and PLM data to accelerate innovation, improve efficiency and drive more sustainable outcomes.

“Our purpose is to harmonize product, nature and life. 3D UNIV+RSES are the infrastructure that’ll make that possible.”

— PASCAL DALOZ,
CHIEF EXECUTIVE OFFICER
AND CHAIRMAN OF THE BOARD

A UNIQUE APPROACH TO AI FOR INDUSTRY

Dassault Systèmes uses AI to augment Virtual Twins. We don’t add AI features to existing systems — we create science-based 3D UNIV+RSES that reshape industrial processes.

This is Industrial AI: AI designed for industry, grounded in Virtual Twins and scientific modeling that uses knowledge and know-how to enable new ways of designing, simulating and operating. Built on Industry World Models that unite Virtual Twins and accelerated computing, Industrial AI enables companies to design, simulate and operate complex systems with confidence, while ensuring sovereignty over their data, models and intellectual property.



FROM PRODUCTS TO LIVING SYSTEMS

Our Virtual Twins, developed on the **3DEXPERIENCE** platform, combine modeling, simulation, data science, artificial intelligence and collaborative innovation.

They go beyond replicating physical objects: they simulate 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, it optimizes design, materials and processes while facilitating decision making and traceability.

Continuously enriched with operational data, Virtual Twins evolve in sync with their physical counterpart, reflecting its various states, from design to manufacturing to usage. Real time simulation provides predictive insights that support decision making and opens new avenues for sustainable innovation.

This is why Virtual Twins go beyond digital twins. But they also go beyond products. Our customers can develop Virtual Twins of process-centered organizations, helping them to evolve into agile generative enterprises, built on a partnership between humans and virtual systems. We also help create Virtual Twins of business models founded on intellectual property, fueled by knowledge and know-how. When these Virtual Twins are combined, **3D UNIV+RSES** are born.

SCIENCE-BASED AI

To deliver certifiable results and become a true disruptor, AI must be grounded in science. This foundation makes Industrial AI trustworthy: anchored in physics, biology, materials science and engineering, and enriched by operational feedback loops. As a result, Virtual Twins understand how parts fit together, how materials behave and how systems evolve to deliver reliable, auditable outcomes that industries can trust.



An aircraft pilot never takes control of a plane without first spending hours training on a simulator; the idea of **3D UNIV+RSES** is to extend this approach across all sectors. Science-based simulation allows pilots to experience complex, high-risk situations in a safe environment, where mistakes become opportunities to learn, rather than costly failures. Applying this same logic more broadly means creating environments where systems can be tested, refined and optimized before being deployed in the real world. This shift has the potential to significantly reduce risks, costs and inefficiencies across industries.

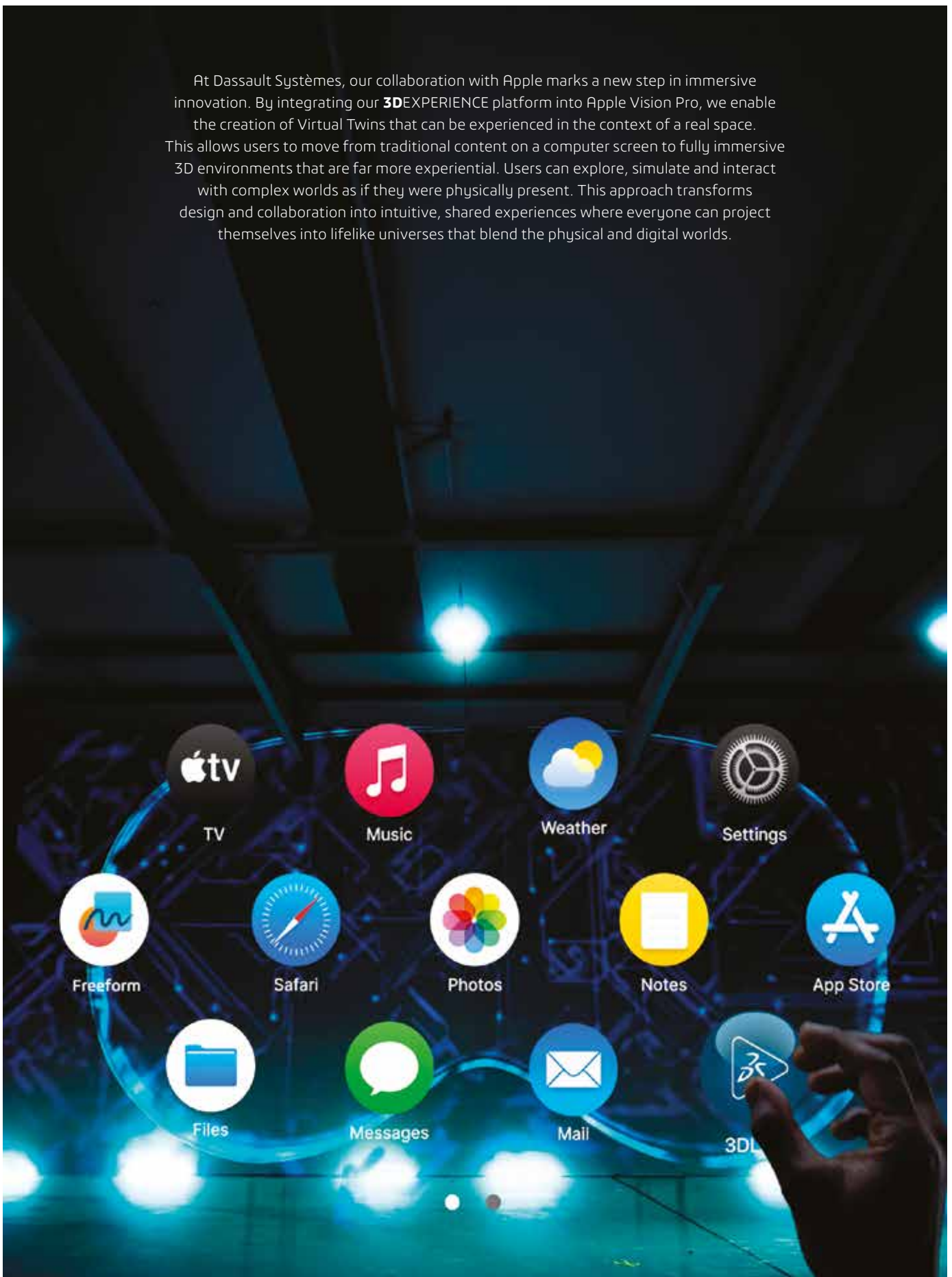
A Virtual Twin spans the full lifecycle of a product or system, from its initial design and manufacturing stages to its operation, maintenance and eventual end-of-life. By continuously integrating real-world data, a Virtual Twin evolves alongside its physical counterpart, enabling more accurate predictions, better decision-making and ongoing optimization. This not only improves performance, but supports sustainability by anticipating failures, reducing waste and extending the lifespan of systems. Beyond traditional industry, this approach can be applied to a wide range of domains.

In manufacturing, it helps test assembly line processes and anticipate issues before they arise.

In life sciences and healthcare, Virtual Twins can model complex biological systems, helping researchers better understand how a cell, an organ or even an entire organism functions. This can accelerate the development of treatments, enable more personalized medicine and improve patient outcomes by simulating different therapeutic scenarios.

At the scale of cities, Virtual Twins open new possibilities for urban planning and management. By simulating systems such as mobility, energy consumption, water distribution or infrastructure resilience, decision-makers can explore different strategies and anticipate their impacts before implementing them. This leads to smarter, more sustainable cities that are better equipped to respond to challenges such as population growth, climate change and resource constraints.

At Dassault Systèmes, our collaboration with Apple marks a new step in immersive innovation. By integrating our **3DEXPERIENCE** platform into Apple Vision Pro, we enable the creation of Virtual Twins that can be experienced in the context of a real space. This allows users to move from traditional content on a computer screen to fully immersive 3D environments that are far more experiential. Users can explore, simulate and interact with complex worlds as if they were physically present. This approach transforms design and collaboration into intuitive, shared experiences where everyone can project themselves into lifelike universes that blend the physical and digital worlds.





3 NEW CATEGORIES OF AI-NATIVE SOLUTIONS

During 2025, we introduced three categories of AI-native solutions:

- **Virtual Twins as a Service**
- **Generative Experiences**
- **Virtual Companions**

Virtual Twins as a Service allows leaders to simulate, optimize and secure decisions before real-world implementation. Our most advanced customers are already adopting these solutions.

Generative Experiences orchestrate collaboration between teams and across business processes.

Virtual Companions enhance workforce capabilities by assisting teams and executing tasks.

VIRTUAL TWINS AS A SERVICE

Virtual Twins as a Service provides tangible outcomes, 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

GENERATIVE EXPERIENCES

Generative Experiences deliver alignment by orchestrating collaboration between physical 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.

“Technology matters most when it expands human potential.”

— PASCAL DALOZ,
CHIEF EXECUTIVE OFFICER
AND CHAIRMAN OF THE BOARD

VIRTUAL COMPANIONS

Virtual Companions provide enhanced workforce capabilities. These AI experts reinforce teams where complexity is greatest, by assisting, teaching and even performing specific tasks. 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. Specifically, we’ve introduced three virtual experts that 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.



TOWARD A GENERATIVE ECONOMY

The emergence of **3D UNIV+RSES** reflects a clear and consistent vision of how value creation can evolve, grounded in sustainability, and for the enhancement of knowledge and know-how.

The Generative Economy brings together the focus on usage and meaningful outcomes associated with the Experience Economy, with the regenerative and resource-efficient principles of the Circular Economy. It also reflects an additive approach to value creation, where value is generated through transformation, reuse and continuous improvement of existing resources, rather than through their consumption. In this context, sustainability and enhancement of knowledge

and know-how become fundamental drivers of long-term value.

In this model, value is defined by its ability to endure and to be continuously renewed over time. Organizations are therefore assessed not only on what they produce, but on how they contribute to regenerating resources, strengthening capabilities and improving the systems in which they operate. This also implies a shift from delivering finished products to enabling access to knowledge and know-how—allowing stakeholders to design, produce and adapt their own solutions. As a result, value no longer resides only in the object itself, but in the capacity to generate solutions over time.

SHIFTING PARADIGMS

Experience Economy

Value shifts from products to usage, focusing on how people experience and benefit from what is delivered.



Circular Economy

Economic activity is organized around sustainability, promoting longevity, reuse and regeneration, while reducing waste and pressure on natural resources.



Generative Economy

Value lies in the ability to generate solutions over time by leveraging and transmitting knowledge and know-how, enabling continuous creation rather than delivering fixed outcomes.

WHAT DO 3D UNIV+RSES MEAN FOR PATIENTS, CITIZENS AND CONSUMERS?

ACROSS OUR THREE ECONOMIC SECTORS, WE FOCUS ON THE VALUE OUR CUSTOMERS ULTIMATELY DELIVER TO THEIR END USERS:

LIFE SCIENCES & HEALTHCARE (Patients)

Patient-specific Virtual Twins, such as a model of an individual heart, support more informed therapeutic planning and personalized care. They allow clinicians to explore treatment options and validate decisions before intervention, improving patient outcomes and safety. In drug development, virtual environments enhanced by AI enable the rapid exploration of thousands of candidate molecules, helping identify the most promising therapies faster, accelerating time-to-market and increasing confidence in regulatory compliance — so patients can access safer, more effective treatments sooner. End-to-end lab-to-manufacturing solutions reduce operating costs by more than 30% while turning compliance into a source of advantage.

MANUFACTURING INDUSTRIES (End Users / Consumers)

Virtual Twins connected across the lifecycle enable integrated, continuous optimization, with a direct impact on the quality, availability and sustainability of products delivered to end users. They help organizations reduce waste, accelerate development and strengthen resilience, while ensuring products are better designed, more reliable and aligned with user expectations. This translates into tangible outcomes, from program timelines under 18 months in Transportation & Mobility to efficiency gains of up to 40% in Aerospace & Defense, ultimately delivering better-performing products, faster, to consumers.

INFRASTRUCTURE & CITIES (Citizens)

Unified, secure Virtual Twins integrate citizen data, planning information and system flows to help cities manage complexity and enhance daily life for citizens. They enable better-informed decisions across mobility, energy and urban services, improving accessibility, safety and sustainability. By accelerating project timelines by more than 25%, they allow cities to deliver faster, more reliable and more inclusive services while ensuring compliance and resilience.

LEADING THE FUTURE OF 3D UNIV+RSES THROUGH UNIFIED GOVERNANCE



PASCAL DALOZ
Chief Executive Officer
and Chairman of The Board



PHILIPPE LAUFER
Executive Vice President,
3DS Global Brands



ELISA PRISNER
Executive Vice President,
Strategy, Industry, Marketing
& Transformation



FLORENCE HU-AUBIGNY
Executive Vice President,
Research & Development



PATRICK JOHNSON
Executive Vice President,
Corporate Research & Sciences



FLORENCE VERZELEN
Executive Vice President, Europe,
Middle East, Africa (EMEA)



ERIK SWEDBERG
Executive Vice President, Americas



SAMSON KHAOU
Executive Vice President, Asia-Pacific



GRÉGORY ABATE
General Secretary



LAURENCE BARTHÈS
Executive Vice President,
Chief People & Information Officer



ROUVEN BERGMANN
Executive Vice President,
Chief Financial Officer



VICTOIRE DE MARGERIE
Vice President, Corporate Marketing,
Communication & Identity

Strategic operational elements

3DEXPERIENCE BRAND



MORGAN ZIMMERMANN
3DEXPERIENCE CEO

In a volatile world of supply chain disruptions, regulatory pressure and geopolitical shifts, performance isn't about isolated decisions. It's about how well an organization can materialize, activate and protect the collective knowledge driving its people, materials and finances.

3DEXPERIENCE makes industrial knowledge actionable. The platform virtualizes decades of engineering standards, manufacturing processes and operational expertise. It transforms fragmented legacy data into a structured asset ready for use across the enterprise.

- **Reveal:** Identify the workflows shaping business using AI-driven data science to spot bottlenecks, optimize costs and gain visibility.
- **Navigate:** Explore Virtual Twins across products, production systems and value networks to build certainty before taking action.
- **Operate:** Activate Virtual Companions (Aura, Leo and Marie) through the **3DEXPERIENCE** Agentic platform. These AI-powered experts reason with Industry World Models to bring virtualized knowledge directly into daily processes.
- **Protect:** Manage intellectual property with full traceability so industrial ecosystems can share critical data with clear rights and consent across all AI applications.

Together, these capabilities form virtual and real teams that reshape how people work. They accelerate the adoption of fresh practices, trigger new ideas and reinforce organizational agility. Industrial knowledge is no longer a passive asset. It is protected, continuously enriched and stands as a definitive competitive advantage.

STRATEGIC OPERATIONAL ELEMENTS

Our strategic approach is carried out through four key operational components: brands, geos, industries and sectors. Our brands act as architects of differentiated user experiences, fostering active communities and leveraging data and AI to continuously evolve our **3DEXPERIENCE** platform. Our 11 geos remain strongly customer-centric, driving growth and ensuring agile execution of our business strategy in close alignment with local market dynamics. Our industry teams design tailored Industry Solution Experiences, Processes and Roles, co-creating value with customers and partners to address specific business challenges. These industries are further structured into three distinct sectors.



MANUFACTURING INDUSTRIES
PHILIPPE LAUFER

The Manufacturing Industries sector is fueling innovation and people's lives, creating sustainable products through circularity, resilient systems and cutting-edge technologies, shaping a better future.



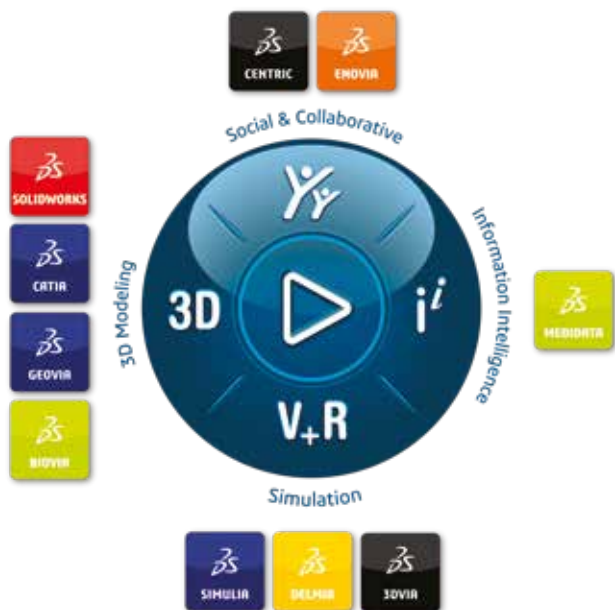
LIFE SCIENCES & HEALTHCARE
PATRICK JOHNSON

The Life Sciences & Healthcare sector is undergoing a massive transformation by virtualizing its entire ecosystem, from research to production to clinical trials to patient experience.



INFRASTRUCTURE & CITIES
FLORENCE VERZELEN

The Infrastructure & Cities sector is helping clients to unleash productivity and reinvent our environment for a sustainable planet.



3DEXPERIENCE: Morgan ZIMMERMANN

3DVIA: Annabel CHAUSSAT

BIOVIA: Jason BENEDICT

CATIA: Olivier SAPPIN

CENTRIC: Fabrice CANONGE

DELMIA: Guillaume VENDROUX

ENOVIA: Stéphane DECLÉE

GEOVIA: Mauro DELLEMONACHE

MEDIDATA: Anthony COSTELLO

OUTSCALE: Philippe MILTIN

SIMULIA: Michelle ASH

SOLIDWORKS: Manish KUMAR



CENTRAL EUROPE

Sabine SCHEUNERT

NORTH AMERICA

Erik SWEDBERG

CHINA

Ying ZHANG

NORTHERN EUROPE

John TURNBULL

LATIN AMERICA

Alejandro CHOCOLAT

SOUTHEAST ASIA-PACIFIC

Samson KHAOU

WESTERN EUROPE

Stéphane DEGRAEVE

SOUTH KOREA

Woonsung JUNG

INDIA

Deepak NG

SOUTHERN EUROPE

Umberto ARCANGELI

JAPAN

Philippe GODBOUT



TRANSPORTATION & MOBILITY

Laurence MONTANARI



AEROSPACE & DEFENSE

David ZIEGLER



MARINE & OFFSHORE

François-Xavier DUMEZ



INDUSTRIAL EQUIPMENT

Philippe BARTISSOL



HIGH-TECH

Stéphane SIREAU



HOME & LIFESTYLE

Anissa BELLINI



CONSUMER PACKAGED GOODS – RETAIL

Anissa BELLINI



LIFE SCIENCES & HEALTHCARE

Claire BIOT



INFRASTRUCTURE, ENERGY & MATERIALS

Corinne BULOTA



ARCHITECTURE, ENGINEERING & CONSTRUCTION

Rémi DORNIER



BUSINESS SERVICES

Taherah KUHL



CITIES & PUBLIC SERVICES

Josephine ONG

OPERATIONAL EXCELLENCE, ADAPTED FOR A CHANGING CLIMATE

O

Our footprint strategy is driving a disciplined, science-based transformation of our own operations. Built around measurable targets and concrete levers for reducing greenhouse gas emissions and resource consumption, it provides a clear roadmap to achieving carbon neutrality by 2040.

The strategy is built on four key levers for change. Through responsible procurement, we engage suppliers and align sourcing with science-based targets. We optimize our real estate footprint and energy consumption through recognized certifications and ISO 50001 standards.

We take a responsible approach to digital infrastructure and data centers, addressing energy and water use, alongside our assets' lifecycle. Lastly, we have updated our mobility policies to reduce unnecessary travel and accelerate our fleet's electrification.

Combining operational excellence and clear accountability, our strategy enables us to make measurable progress, optimizing how we consume resources and extending our commitment to sustainability across the entire value chain.

OUR ENVIRONMENTAL PERFORMANCE IN 2025

78%

reduction in Scope 1 & 2
emissions since 2019

45%

reduction in emissions related
to travel & commuting

47.9%

of suppliers aligned with
science-based targets

83%

of total energy consumption
from renewable sources

85%

of our electronic waste reused,
reconditioned or recycled



DRIVING IMPACT THROUGH CLIENT AND PARTNERS' TRANSFORMATION THROUGH VIRTUAL TWINS



Through our Handprint strategy, clients can transform their operations and significantly reduce their environmental footprint. Powered by the **3DEXPERIENCE** platform and Virtual Twin technology, it enables our clients to simulate, test and optimize their products and systems across their entire lifecycle, thereby reducing their environmental footprint and accelerating the shift to circular and regenerative business models.

Our Handprint strategy is underpinned by a science-based methodology that is aligned with international standards and the EU Taxonomy. Rather than focusing on isolated improvements, it takes a full lifecycle view, from design and production through to use and end-of-life, thereby

ensuring that every stage of a product or system's journey is optimized.

With more than 300 solutions enabling sustainability transformation, we support clients in industries across Life Sciences & Healthcare, Manufacturing Industries and Infrastructure & Cities to reduce resource use, optimize materials and improve supply chain efficiency.

This comprehensive approach gives our clients a credible, measurable basis for reducing their carbon footprint and scaling their sustainable transformation, turning what might otherwise be broad, unverified commitments into concrete, quantifiable progress.

THE IMPACT

18%

less plastic in our clients' packaging

76%

more recycled materials included in our clients' packaging

40%

reduction in GHG emissions through reuse strategies

...for **Real Life**



— **YEARBOOK** —

P.2

Life Sciences & Healthcare

P.14

Manufacturing Industries

P.8

Infrastructure & Cities

P.20

Impact on society

3DEXPERIENCE Lab _____ P.20

La Fondation Dassault Systèmes _____ P.24

3DEXPERIENCE Edu _____ P.28

Corporate Social Responsibility _____ P.30

Conception: Lonsdale

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Bernard Charlès
Co-founder

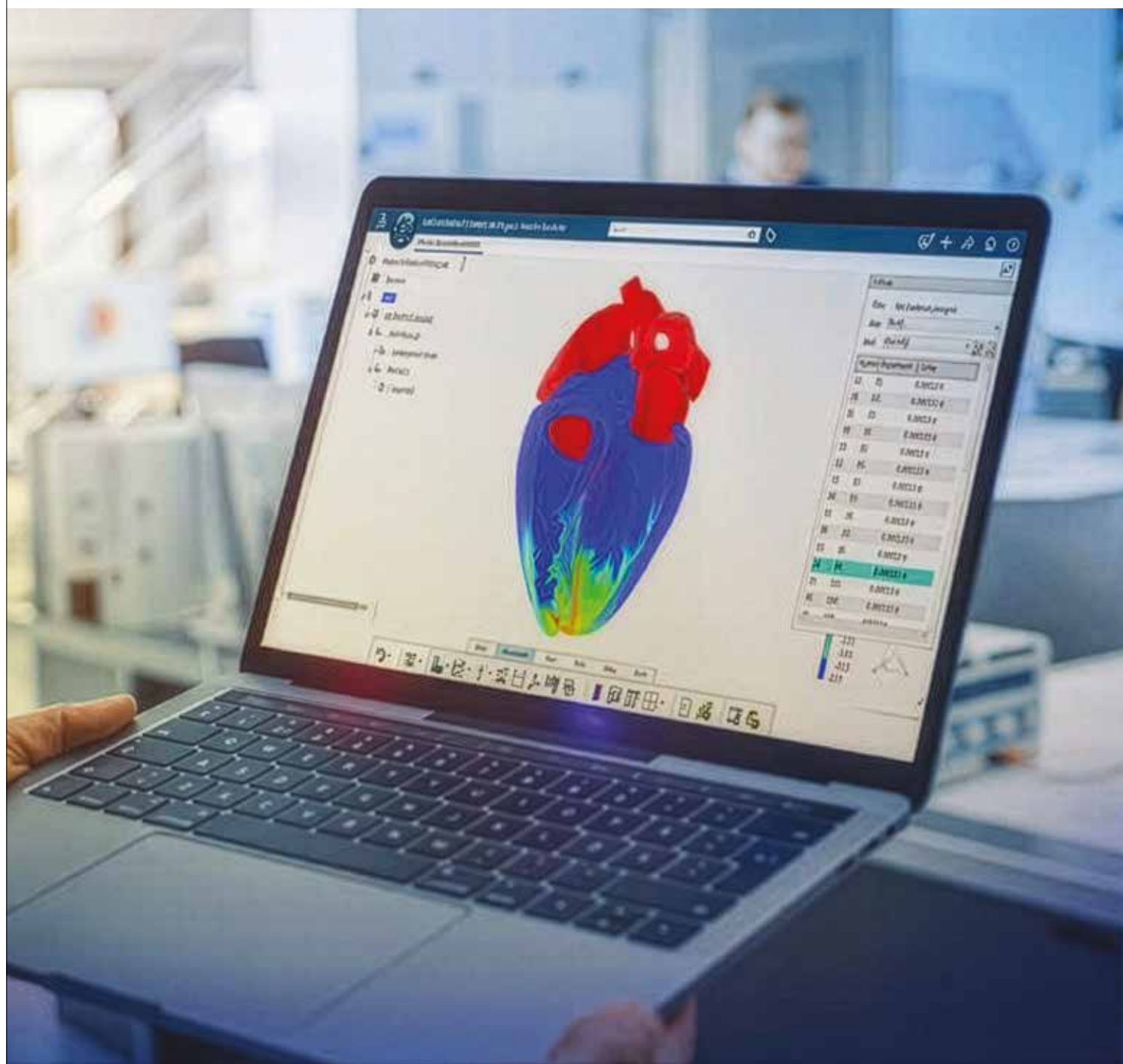
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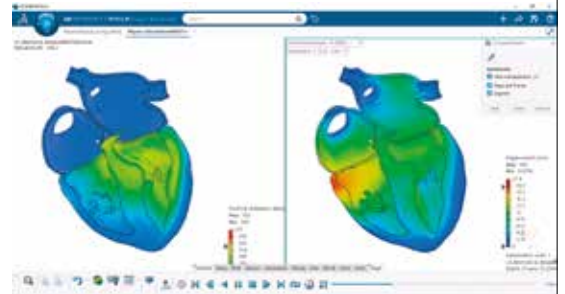
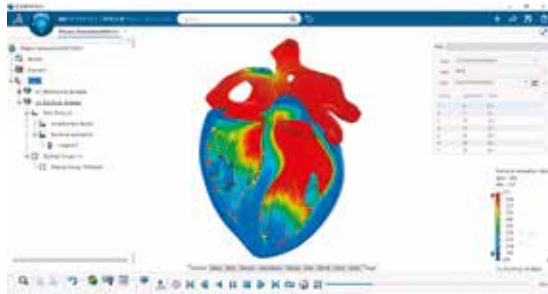
Dassault Systèmes' consistent long-term vision, over 45 years to represent objects created and produced by the world's companies, has permitted giant industry innovation in multiple sectors and verticals such as energy, transportation, mobility, high-tech and now therapeutics.

Inventing Virtual Twins representation has put simulation at the front end of safety, sustainability as well as predictability. Science-based simulation applied to proper representation of the world changes the way the world creates and produces. With the possibilities of generative AI, these giant sets of well-structured data open the avenue of next-generation Virtual Twins Experiences: the Virtual Twins of Industry Knowledge and Know-how.

This is the big idea behind **3D UNIV+RSES**. Dassault Systèmes is uniquely positioned to provide new categories of products for large-scale intelligent solutions and be the trusted partner in the upcoming Generative Economy.

ADVANCING THE LIVING HEART PROJECT WITH AI-POWERED VIRTUAL TWINS





In 2014, we asked a bold question: What if a global coalition of doctors, scientists and regulatory leaders could create the world's first 3D, lifelike digital replica of a human heart, also known as a Virtual Twin? From that idea, the Living Heart Project was born. Within two years, the Dassault Systèmes-led project not only proved it was possible, we made the world's first Human Heart Virtual Twin openly available to the world, to help improve testing, treatment and patient care.

We didn't stop there. In 2025, the **Living Heart Project** reached two major milestones.

First, we launched a new generation of the Living Heart model, designed to be customized at the touch of a button to represent individual patients or systematically generate entire patient populations. Built on a decade of experience with real patient cases, this next generation model will usher in a new era of human-based R&D, helping industry reduce development costs, accelerate regulatory pathways and improve prediction of how therapies will perform in real-world anatomy & physiology.

Importantly, the adaptable model's foundation enables the creation of robust training sets for developing trustworthy Physical AI Agents. Unlike data-only models, these agents can help researchers and clinicians understand diseases and predict how a patient or population may respond to a given treatment. This advance provides a powerful foundation for healthcare AI and will help enable precision medicine at scale.

Second, this experience advancement follows the publication of the **ENRICHMENT Playbook**, developed through a five-year collaboration with the **U.S. Food and Drug Administration**, under the guidance of a Medical Advisory Council. This reference handbook gives industry a practical framework for using Virtual Twins to de-risk, optimize and accelerate clinical trials.

In recognition of these advances, **Fast Company** named the Living Heart Project and the ENRICHMENT Playbook publication to their annual **World Changing Ideas 2025** list, which honors businesses and organizations driving meaningful change in the world.

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PROJECTS & INITIATIVES



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Excellence in Smart Manufacturing

Dassault Systèmes was named winner of the **Frost & Sullivan 2025 Global Transformational Innovation Leadership Award** for excellence in smart manufacturing life sciences solutions. The award recognizes our achievements in digital innovation, strategic execution and customer-centric transformation, highlighting our leadership in enabling life sciences and healthcare companies to thrive in an increasingly complex and regulated environment.



Contributing to BioPhorum's Publications

In 2025 we deepened our strategic partnership with **BioPhorum**, supporting their mission of shaping conversations in the biopharmaceutical industry around emerging trends and challenges to drive industry standards and speed up adoption of new technologies.

- *Implementing AI systems in regulated pharma environments*, in which our advice centered around how organizations looking to unlock **AI's** full potential must strategically target specific phases—such as discovery, clinical development, manufacturing, supply chain and end-of-life management—and focus on well-defined use cases with clear objectives.

- *Manufacturing execution systems (MES) industry challenges and enablers*, which explored the industry's evolution toward more agile, data-driven and patient-centric manufacturing. Specifically the industry needs to align around a shared vision and common framework in order to move from monolithic, siloed MES to modular, interoperable, data-centric platforms. That way MES can be used as a foundation for scalable digital and **AI-enabled** manufacturing.



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Driving the New Patient Experience Forward

In 2025, MEDIDATA secured a Leader position in **Everest Group's PEAK Matrix® Assessment for eCOA Solutions**, reinforcing our strength in enabling patient-centric clinical trials through advanced Electronic Clinical Outcome Assessments capabilities.

Everest Group assessed providers based on market impact, vision and capability, positioning MEDIDATA among the leaders supporting decentralized and hybrid trial models and enhancing patient engagement across the clinical research journey. Our comprehensive eCOA clinical trial solution cuts study build timelines, captures high-quality endpoints, provides real-time actionable insights and puts those who matter most at the center of medical advancements – our patients.



MEDIDATA eCOA reduces study build time by up to six weeks, compared to the industry standard of 12 or more weeks.



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Improving Patient Experience Beyond Clinical Trials

We made an investment in **Click Therapeutics**, a leader in prescription digital therapeutics and software-enhanced drug therapies, extending an existing relationship with our MEDIDATA brand and continuing our mission to transform patient experience through end-to-end technology solutions used across the healthcare ecosystem. Together, we're positioned to improve patient engagement from post-trial through commercialization, through a unified offering for digital and pharmaceutical clinical trial design and execution.

"Now is the time to expand treatment options for patients through software as medicine."

— DAVID BENSHOOF KLEIN, CEO, CLICK THERAPEUTICS



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World Health Day: Reinventing Healthcare for a Healthier Future

In honor of World Health Day 2025, we shared a video that simply explains and affirms our commitment to revolutionizing healthcare. From Virtual Twins that simulate individualized treatments to **AI-driven** drug discovery and next-gen hospital systems, we're dedicated to helping visionary customers as they work to improve global health by empowering doctors, researchers and patients to transform care, inspire innovation and create a healthier future for all.



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Supporting the American Hospital of Paris' Modernization

The 120-year-old **American Hospital of Paris** (AHP) has a bold modernization plan to expand and redesign key areas, creating care environments that anticipate the real needs of patients and staff, enhance workflows and support better outcomes. The hospital turned to our Virtual Twins as a Service (VTaaS) to accomplish this, simulating design concepts and patient flows and involving clinical staff much earlier in the feedback process than traditional planning methods allow. VTaaS gave medical professionals access to Dassault Systèmes' advanced modeling and simulation capabilities without having to skill up, allowing all key stakeholders to experience and provide input into the future spaces, as if they were already built.



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ICON's Full Integration of Clinical Data Studio

In 2025, **ICON** became the first large clinical research organization to fully integrate MEDIDATA Clinical Data Studio into its studies. This integration helps unlock the full potential of the MEDIDATA Data Experience, fast-tracking decision-making, enabling **AI-based** risk assessment strategies for sites and sponsors and helping **ICON** enhance cross-functional collaboration, improve operational oversight and execute a consolidated strategy, ultimately enabling faster and higher quality trials.



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“Being able to step into a space that doesn’t yet exist, and walk through it, interact with equipment and try out different layouts was an extraordinary experience.”

— PROFESSOR ROBERT SIGAL, CEO, AMERICAN HOSPITAL OF PARIS

CAN AI AND SMART CITIES TRANSFORM URBAN LIVING?



A

Artificial intelligence (AI) is increasingly shaping how cities plan, manage and improve urban life. In 2024, AI adoption is accelerating: 72% of global businesses use AI in at least one function and this figure is expected to grow 36.6% annually through 2030.

A **smart city** is defined as an urban area leveraging data, machine learning and AI to enhance sustainability, efficiency and citizen well-being. **AI** supports cities in six key areas: generating data-driven public policies, advancing urban design and construction, improving collaboration across city departments, enabling real-time citizen feedback, addressing climate and sustainability goals and enhancing safety and security.

AI-enabled tools — including **Virtual Twin technology** — allow policymakers and planners to simulate scenarios, visualize future infrastructure and test decisions before implementation. These technologies help translate regulations into design parameters, simulate public transportation impacts and optimize resource allocation.

AI also strengthens cross-departmental collaboration by centralizing extensive urban datasets in secure environments. It enables extraction of citizen sentiment via natural language processing from surveys or social media to inform policy decisions.



From climate action to public safety, **AI** supports cities in analyzing complex data — for example, predicting environmental impacts or enhancing surveillance systems for quicker response.

While opportunities are significant, integrating **AI** across urban systems raises challenges around **data privacy, security and regulation enforcement**. Ensuring interoperability and secure data handling remains critical as cities expand **AI-driven** operations.

AI enables cities to simulate, test and optimize urban policies and infrastructure before implementation, using data-driven virtual twin technologies.



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PROJECTS & INITIATIVES



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Prioritizing Urban Biodiversity

As cities face increasing pressure on ecosystems, Virtual Twin technology helps model urban environments to better integrate **biodiversity** into planning decisions. By simulating interactions between natural and built systems, stakeholders can assess impacts, test scenarios and support strategies that balance urban development with biodiversity preservation.

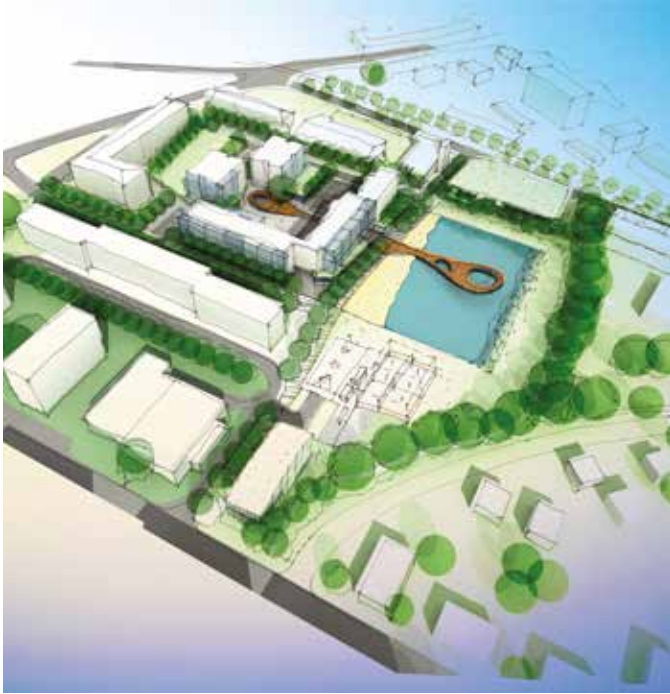
Transforming a Hospital's Architectural Design

To modernize a landmark Beijing hospital, **Beijing Institute of Architectural Design (BIAD)** leveraged the advanced modeling and simulation capabilities of our **3DEXPERIENCE** platform. The transformed space is both sustainable and smart, offering a cohesive environment that benefits medical professionals, improves patient experience and enhances operational efficiency while preserving the site's architectural heritage.



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Virtual Twins for Sustainable Urban Planning

Dassault Systèmes and **Université de Moncton** launched a project to address urban development challenges in New Brunswick, Canada. Stakeholders will use Virtual Twins on our **3DEXPERIENCE** platform to simulate what-if scenarios, evaluate options and make informed decisions to optimize housing planning and preserve ecological corridors that are essential to the region’s environmental well-being.



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Reinventing Metal Facade Design Through Digital Engineering

When Indian metal architectural firm **Metaguise** sought to streamline organizational processes and shorten inquiry response times, they turned to the **SOLIDWORKS** solutions on our **3DEXPERIENCE** platform. This adoption led to a 40-45% reduction in design cycles and project timelines, a 35% faster time to market and a 25-35% decrease in development costs.

45%

reduction in Metaguise's design cycles and project timelines



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Supporting Orano Across the Nuclear Fuel Cycle

Through a strategic partnership with Dassault Systèmes, **Orano** is accelerating its digital transformation by integrating nuclear industrial expertise using advanced digital solutions such as the **3DEXPERIENCE** platform and Virtual Twins. While adhering to strict safety and regulatory requirements, **Orano** optimizes its operations across the nuclear fuel cycle for digital continuity across system design, traceability, compliance and facility management.



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Optimizing Public Safety Workforce Planning

Public safety organizations need robust planning systems to deploy the right personnel with the right skills, at the right place and time, while complying with complex regulations and balancing employee preferences to support efficiency, satisfaction and resilience. They are increasingly using data-driven **workforce planning** to anticipate staffing needs and improve operational readiness. By combining simulation and analytics, agencies can model scenarios, optimize resources, and support decision-making across emergency services.



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Setting New Standards in Wind Turbine Blade Design

By reducing design time by approximately 80% with CATIA, **Suzlon's** Netherlands-based engineering team has significantly boosted productivity and design quality. The team develops state-of-the-art composite wind turbine blades using the **3DEXPERIENCE** platform for design, product data and project management. Furthermore, **Suzlon** leveraged the platform to rebuild its entire quality management system while successfully retaining its ISO certification.



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DEFINING THE FUTURE OF REGIONAL FLIGHT





n airline executive puts on an **Apple Vision Pro** headset and is instantly transported into the future of regional flight. Moving through the virtual cabin of **Deutsche Aircraft's D328eco®**, they see everything in vivid detail, from seating and lighting to overhead storage and aisle space, before shifting to the factory floor to visualize how the aircraft will come together during final assembly.

The D328eco® builds on the proven design of the Dornier 328 aircraft. Featuring modern avionics, improved performance and compatibility with sustainable aviation fuel (SAF), the aircraft is designed to achieve lower emissions while maintaining range and reliability. Its flexibility allows it to operate in hot and high-altitude conditions, take off and land on short runways and support missions including cargo, medical evacuation and humanitarian relief.

By developing the aircraft on our **3DEXPERIENCE** platform, **Deutsche Aircraft** is accelerating development from

design and testing to certification and production. For the company, certification is the ultimate goal and the platform helps make the process as efficient as possible.

Through this approach, **Deutsche Aircraft** is combining digital innovation with sustainable engineering to bring a new generation of regional aircraft to market.

“Certification is the ultimate goal and, with Dassault Systèmes, we’re using modern processes and solutions to make that as efficient as possible.”

— NICO NEUMANN,
CEO, DEUTSCHE AIRCRAFT



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PROJECTS & INITIATIVES



Enabling Geberit's Standardized Production

With new companies, manufacturing plants, people and expertise to manage, Swiss sanitary product manufacturer **Geberit** needed a solution to bring everyone together and standardize its ceramics product development approach. They adopted our **3DEXPERIENCE** platform to consolidate their technology landscape for all processes from ideation to production, helping them to launch new products faster, master increasing product complexity and move away from siloed thinking towards a data-based approach across all disciplines.



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Driving the Future of Vehicle Development

In 2025, Dassault Systèmes and **Volkswagen Group** announced a long-term partnership to advance vehicle development through the implementation of the **3DEXPERIENCE** platform on the cloud. The platform becomes a main engineering and manufacturing platform across **VW Group** brands like **Volkswagen, Audi** and **Porsche**. By leveraging Virtual Twins, teams can simulate, test and refine vehicle development and production preparation in a collaborative environment, helping to streamline workflows, optimize resources and accelerate time-to-market.



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Dassault Systèmes and Lockheed Martin expand their long-term relationship

Dassault Systèmes and **Lockheed Martin** have expanded their long-term relationship, scaling the **3DEXPERIENCE** platform as part of the foundation **Lockheed Martin** is shaping to transform its global manufacturing operations and enhance operational excellence. By connecting suppliers, production and lifecycle processes into a model-based digital thread, **Lockheed Martin** is achieving unprecedented quality, efficiency and adaptability, enabling faster, more resilient operations in a dynamic industry.



Showcasing AI-Powered Virtual Worlds

We unveiled our new awareness campaign to showcase how virtual worlds are reshaping the manufacturing industries that are becoming pillars of national economies and symbols of technological independence.

For almost a month, the giant curved **COEX screen** in Seoul's busy Gangnam district showed a 30-second film every 30 minutes, demonstrating the added value of **AI** and virtual worlds at every step of the car creation process, from ideation to usage.

The experience immersed an estimated 7.5 million passersby in a five-part journey, following the entire car creation process through the lens of the advanced technologies and resilient systems streamlining industrial processes.



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“At the heart of the campaign, Seoul’s iconic COEX screen shows how AI-powered Virtual Twins are transforming car creation.”

— VICTOIRE DE MARGERIE,
VICE PRESIDENT, CORPORATE MARKETING,
COMMUNICATION & IDENTITY

30 seconds

to demonstrate AI's value from ideation to real-world usage



Digitizing Aboca's Natural Healthcare Research

Italian healthcare company **Aboca** has developed a range of natural plant-based healthcare products that meet the highest regulatory standards. Analyzing natural ingredients, validating their medicinal properties through clinical trials and navigating stringent regulations requires an advanced, data-driven approach. BIOVIA ONE Lab helps **Aboca** standardize labs, boost efficiency, reduce errors and ensure regulatory compliance.



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Powering Grundfos' Transformation

Grundfos, a global leader in advanced pump and water solutions, has chosen our **3DEXPERIENCE** platform on the cloud to digitally transform its commercial building services, domestic building services, industry and water utility divisions. **Grundfos** will use our entire portfolio of Industrial Equipment Industry Solution Experiences to manage product lifecycles more sustainably and drive its services business. Virtual Twins integrating modeling, simulation, data science and artificial intelligence will enable 3,500 users to collaborate, increase productivity and innovation, improve traceability and control, reduce operating costs and time to market and enable new business models at scale.



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MARKING 3DEXPERIENCE LAB'S DECADE OF IMPACT



Ten years ago, we launched the 3DEXPERIENCE Lab with an ambitious mission: to empower startups to build and deploy products capable of transforming society, using our technology and expertise.

Since 2015, more than 6,000 startups have pitched their ideas through the Lab's sessions. More than 100 of these have been accepted into the accelerator program where they're supported by our technology, resources and the expert help of over 2,500 employee mentors who have volunteered their time and talent.

What began as a single location at our Paris headquarters has now grown into a global network of six labs (adding Boston, Shanghai, Munich, Pune and São José dos Campos). And it was the Pune Lab that hosted the **Meshmerise** event in 2025, a celebration of innovation and impact to unveil its brand new space, bringing together technologists, founders, tech enthusiasts and startups, alongside Dassault Systèmes customers and partners.

Lab-accelerated startups have delivered major impact, from carrying out the first corneal replacement surgery using an artificial cornea in France to pioneering on-site 3D-printed craniofacial implants in Nepal to developing breakthrough assistive glasses for the visually impaired, certified for use across Europe.

The year also saw the launch of the new Virtual 3DEXPERIENCE Lab available online. It enables open innovation, rapid prototyping and global collaboration to accelerate breakthrough ideas that have the potential to transform society.

As our 3DEXPERIENCE Lab enters its second decade, it continues to be driven by its original mission of accelerating startups and supporting positive disruption by combining **AI** technology, **3D UNIV+RSES** and collective human intelligence to create a better world.

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IMPACT-DRIVEN PROJECTS & INITIATIVES



Anchoring Endiatx's Transformation into a Medical Robotics Company

Endiatx works to transform invasive procedures into digital, pill-sized robotics, thereby reducing the need for hospital visits and improving early disease detection. This innovative startup sees our **3DEXPERIENCE Lab** as being vital to its shift to becoming a medical robotics company, capable of conducting clinical trials and generating revenue. The **3DEXPERIENCE** platform provides a full ecosystem, including **CAD** design tools, project management tools, clinical trial capabilities and radiofrequency design tools, and the company makes significant use of it, with one team member spending more than 20,000 hours using **SOLIDWORKS**.



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Powering WattAnywhere's Solutions for Clean Energy

WattAnywhere aims to accelerate the global transition to clean energy by offering an innovative bioenergy fuel cell system that simplifies users' lives and supports their independence. As part of our **3DEXPERIENCE Lab** program, **WattAnywhere** can access advanced software solutions that support the company throughout the entire product lifecycle. Making use of this integrated suite of tools that enhances efficiency across the end-to-end workflow ultimately enables the company to deliver high-quality, customer-focused solutions more effectively.



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Enabling Sustainable In-Orbit Refueling for Next Generation Space Missions

deltaVision is driving the evolution of space operations by developing advanced fluid management and orbital refueling solutions to extend spacecraft lifetimes and reduce disposable systems. **deltaVision** has leveraged the **3DEXPERIENCE** platform to design, simulate and manage complex propulsion and refueling systems. This powerful tool supports the development of breakthrough in-orbit refueling technologies, enabling more sustainable missions, reducing space debris and unlocking new capabilities for long-duration and reusable space systems.



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Accelerating CGreen's Development of Sustainable Carbon Fiber

The startup **CGreen** is working to develop a carbon fiber made from cellulose sourced from recycled paper or cotton. As a member of our **3DEXPERIENCE** Lab, **CGreen** can access our **3DEXPERIENCE** platform to better understand its materials, scale up processes, design, manage and maintain operations. From making use of **BIOVIA** to understand molecular interactions and solvent-solvent impact to using **SIMULIA** to simulate carbonization and full composite structures, our **3DEXPERIENCE** platform is, in **CGreen's** own words, a "fantastic opportunity."



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DS DASSAULT
SYSTEMES
— La Fondation —





CELEBRATING TEN YEARS OF LA FONDATION DASSAULT SYSTÈMES

La Fondation Dassault Systèmes was born from our long-standing commitment to harness the power of virtual worlds for the benefit of all. It supports innovative projects serving the common good in education, research and heritage, at the intersection of technology and social impact. Its ambition is to transform how we learn, discover and preserve, fostering synergies between academic, scientific and industrial communities, and bridging public and private stakeholders to build a more resilient, inclusive society.

Today, La Fondation Dassault Systèmes operates through three entities in **Europe**, **India** and the **United States**. It has supported 390 projects across 14 countries, with Dassault Systèmes employees sharing their expertise through more than 1,000 volunteering actions, strengthening impact and collaboration.

La Fondation Dassault Systèmes actively contributes to the United Nations' 17 Sustainable Development Goals and aligns its actions with the 2030 Agenda for people and the planet. It supports new ways of teaching and advancing research to shape a more sustainable future. In education, it aims to spark young people's interest in science and technology, inspire engineering vocations and help students build skills, especially girls and youth in underserved or rural areas. It also supports responsible research in response to environmental and social challenges, such as health, renewable energy and ocean conservation.

A decade on, La Fondation Dassault Systèmes continues to act with the same purpose that shaped its beginnings, alongside its community of partners and volunteers, all of whom continue to sow the seeds for a brighter, fairer and more sustainable future.



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PROJECTS & INITIATIVES



Taking Student Innovations to Indian Villages

The **RuTAGe Smart Village Centers** program, overseen by the **Principal Scientific Adviser to the government of India (PSA office)** aims to make technology directly accessible to rural communities in India. Villagers are provided with innovative real-world solutions, such as solar dryers, satellite-based soil monitoring and biofertilisers; this enables them to develop their economic activity and strengthen their self-sufficiency. Some of these technological innovations have been developed by engineering students, mentored by professors and industry experts, with the support of La Fondation Dassault Systèmes. Such local technology transfer promotes sustainable agriculture, skill acquisition, new employment opportunities and new livelihoods.



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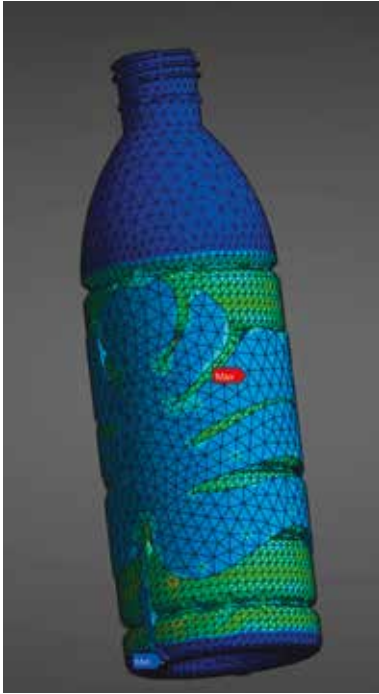


Empowering the Next Generation of Digital Girls with Wi-Filles

Wi-Filles is a digital awareness program that empowers girls from a public school in an underserved area in Trappes, France to explore the many different facets of the digital world, run by **FACE Yvelines** in partnership with La Fondation Dassault Systèmes. Through a series of interactive workshops, tech site visits and exchanges with inspiring volunteer women professionals from Dassault Systèmes, participants build confidence, autonomy and ambition to make informed choices about their academic and professional futures.



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Supporting the GENX Parametric Innovation Framework for Compostable Bottle Design

Developed at the **Georgia Tech I2CE Lab** in the United States with support from **La Fondation** Dassault Systèmes, **GENX Parametric Innovation** is a circular design framework integrating materials science, parametric modeling, manufacturing analysis and lifecycle assessment, and leveraging advanced Virtual Twin technology to lead the development of new sustainable and scalable bottle solutions. Engaging students from multiple disciplines – over 100 at this point – it is shaping a new generation of environmentally and socially responsible engineers.



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Opening New Research and Education Opportunities with the Aurora Virtual Laboratory

In France, astrophysicist Jean Lilensten and **AurorAlpes** are raising awareness of solar storms and their impact on technology using the Planeterrella, a polar aurora simulator. With the support of La Fondation Dassault Systèmes and its volunteers, who are experts in 3D technologies and electromagnetic simulation, a Virtual Twin of the Planeterrella was developed, leading to the creation of the first-ever aurora virtual laboratory and powering the first 3D simulations of plasma behavior. This opens new research avenues in plasma application while supporting new ways for higher education students around the world to engage with disciplines such as electromagnetism, plasma physics, spectroscopy and theoretical physics.



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EDUCATION PROJECTS & INITIATIVES



Fueling the EPFL Racing Team's Ambitions

The **EPFL Racing Team**, from the **École Polytechnique Fédérale de Lausanne**, competes each year in Formula Student against top universities around the world, supported by our software solutions, including our **3DEXPERIENCE** platform. Its tools help the team design, engineer and build a competitive race car. The platform's dedicated Sustainable Innovation Intelligence solution helps carry out an in-depth lifecycle assessment (LCA) of their prototype. Thanks to our **3DEXPERIENCE** platform, the **EPFL Racing Team** can design more sustainable vehicles and join the next generation of tomorrow's Transportation & Mobility engineers.



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Powering Hands-on Aviation Courses at Zhongfa Aviation Institute

At **Zhongfa Aviation Institute**, civil aviation students work in a high-tech virtual environment powered by our **3DEXPERIENCE** platform: designing aircraft, optimizing flight route planning and testing real-world airport scenarios using the same industry applications that professionals rely on. Project-based learning, supported by the **3DEXPERIENCE** platform's Virtual Twin capabilities, allows the institute to create immersive, scenario-driven lessons that set students up for the demands of the aviation sector.



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Teaching Modeling and Simulation in Engineering Education

Comprised of cutting-edge software, customized learning paths, certifications and an active online community, our **Education Experiences** help educators provide their students with the skills needed to make them future-ready and boost their employability. As industries increasingly embrace unified modeling and simulation to drive new product design and development, our **Teaching Modeling and Simulation with SIMULIA** Education Experience enhances the teaching experience through hands-on projects and case studies that simulate real-world engineering challenges.



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Supporting Motorcycle Development from the Classroom to the Racetrack

The **Polimi Motorcycle Factory (PMF)**, a racing team made up of students at the **Polytechnic University of Milan**, has used the cloud-based **3DEXPERIENCE** platform to design and develop a motorcycle for the MotoStudent International Competition since 2019. The platform's tools accompany every design phase of the prototype, from project management and design to simulation and validation. The **PMF 2025 race** team described our support as "unparalleled," enabling the students to become skills and industry-ready while making the most of our tools.



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CORPORATE SOCIAL RESPONSIBILITY PROJECTS & INITIATIVES



Celebrating World Engineering Day

As part of our “From Vision to Action” campaign, we partnered with **UNESCO** and the **World Federation of Engineering Organizations** to celebrate **World Engineering Day** (WED) and highlight how Dassault Systèmes strives towards ensuring sustainable consumption and production patterns (SDG12) and empowering the workforce of the future with quality education (SDG4). Through **3D UNIV+RSES** and Virtual Twin technology, we showcase the role of responsible, transformative business practices in advancing the U.N. Sustainable Development Goals (SDGs). Users that embrace our Virtual Twin technology unlock sustainable business innovation benefits by visualizing, modeling and simulating entire environments without needing costly trial-and-error programs.



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Encouraging Young Women to Pursue Careers in Science

We launched **O'gure**, a free application for girls aged 13 to 16 that reaffirms our commitment to education, combating stereotypes and encouraging girls to pursue careers in science. Designed with and for teenage girls, the application does not involve any downloading, registration or data collection. It transforms career guidance into an engaging, credible and inspiring experience and complements existing educational systems.



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The Energy Experience Augmented Reality Initiative

To celebrate the **Energy & Nature Act** in our **The Only Progress is Human** campaign, we launched **Energy Experience**, an immersive augmented reality initiative that highlights nine innovative sustainable energy solutions, reminding us that we are all actors in shaping energy's future. Highlighting innovations from Dassault Systèmes' partners and clients, Energy Experience embodies a vision of the future where, through **3D UNIV+RSES**, we can transition to a virtuous energy ecosystem for a cleaner, more sustainable energy landscape.



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Driving Sustainability Internally and Externally

At Dassault Systèmes, we drive sustainability forward through systems transformation. We work with institutional, business and industry partners, as well as our entire value chain and that of our clients. This approach helps build resilient sustainability strategies across our ecosystem for a greater impact. Internally, we demonstrate our commitment through measurable actions. By 2025, we guided 50.4% of our key suppliers to adopt science-based targets under the **SBTi** framework and enhanced energy efficiency across our sites. Furthermore, our **OUTSCALE** cloud services have introduced a Carbon Footprint solution to help clients achieve their climate goals.



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