

Growth strategy

Dassault Systèmes has followed a consistent overall growth strategy focused on expanding its addressable market. The Company's research, product development, acquisition and go-to-market strategies have been key enablers of the expansion of its addressable market.

The Company's growth drivers are centered on three main axes: product portfolio, audience and reach.

Product Portfolio: The first component is the Company's Product Portfolio, with Version 6, our market leading brands, and integrated product portfolio. With Version 6's online architecture, the Company is positioned to grow through Software as a Service ("SaaS"). Such online solutions leverage the V6 infrastructure and are designed to provide enhanced product experience, availability and services to both existing and new customers. With Version 6, the Company is able to provide customers integrated PLM solutions for a broad number of users within an enterprise and throughout the supply chain, spanning design, simulation, collaboration and digital manufacturing. Multiple applications are integrated on a single platform designed to enable customers to increase their productivity benefits beyond what they would have achieved through a stand-alone purchase. With a portfolio of rich software applications that are leaders in their respective markets the Company seeks to grow at or above the underlying market growth dynamics in each of the domains it targets thanks to the continued focus on enhancing core offerings and introducing value-added applications. In addition, each of the Company's brands, leaders in their respective markets, can be an entry point for the Company's new customers and, in turn, help drive multi-brand sales.

Audience: The second component of the Company's growth strategy is Audience, which is focused on enlarging the potential users of its software. The Company continues to focus on the migration of 2D users to 3D design, principally through its SolidWorks brand. To date, the Company has sold more than 1,500,000 licenses of SolidWorks to businesses and educational institutions. Through its focus on broadening its software applications portfolio and developing industry-specific solutions, the Company has extended its reach to 11 vertical industries. At the end of 2010, newer industries accounted for 23% of the Company's end-user revenue. The Company continues to reach new users, broadening its reach from engineers to designers, collaborators and consumers.

Reach: The third component of the Company's growth strategy is Reach, which is focused on the means to access its target audiences. Since inception the Company has followed the strategy of developing an extended enterprise through the creation and nurturing of its various ecosystems. In sales, in addition to its direct sales, it continues to grow its two indirect sales channels. In software development, the Company has

developed a broad ecosystem of software development partners, building complementary applications. In services, the Company is broadening its network of systems integrators in addition to strengthening its partnership with IBM. In education, it is reaching a growing number of users among academic institutions. In research, it works in close cooperation with a number of research and academic institutions. Through its online universal services, the Company is reaching an increasing number and type of users.

For a description of the challenges which must be met to maintain growth, see our 2010 regulatory annual report, *Document de référence, Section 4.1 "Risks Related to the Company's Business" and other regulatory filings.*