Growth Strategy of Dassault Systèmes

Dassault Systèmes' principal growth opportunities reflect its addressable market opportunity in PLM and the increased potential size of its addressable market, estimated at approximately $32 billion, with the expansion of its market to **3D**EXPERIENCE. The Company's growth strategy is focused on expanding its **3D**EXPERIENCE market offering, with user expansion in its core industries, diversification of its industry coverage, deepening of its regional market penetration, offering software on the cloud and through Mobile applications, and selected key acquisitions.

- **Users expansion in its core industries:** the Company sees opportunities to expand the number of users of its software solutions within its core industries through diversification by addressing new disciplines and new segments. Within a corporation, the Company's applications now target a large portion of the enterprise employees engaged in contributing to the end-consumer product experience, spanning from design, engineering and simulation, to manufacturing, quality assurance and compliance, and from project management, business planning & operations and service departments to marketing, point of sales.

- **Diversification of its industry coverage:** through its focus on developing industry specific solutions for the 12 vertical industries it addresses, including its Industry Solution Experiences and processes. The Company sees opportunities to expand its presence and has developed industry solutions to further its progress in each of the industrial sectors it targets.

- **Deepening of its regional market penetration:** the Company sees opportunities to grow its presence in all geographic markets. In order to strengthen and broaden its global footprint, the Company has established 12 regional field organizations to prioritize and drive the Company's growth initiatives at a local level.

- **Availability of on premise solutions, on the cloud, and mobile applications:** with the Company's **3D**EXPERIENCE platform utilizing a cloud-enabled V6 architecture, the Company is positioned to grow through its Cloud and Mobile offerings. The Company believes that it will become a growth driver with the progressive roll-out of its services offering over the coming years, as well as with the release of mobile applications using tablets because of the quick implementation time and the reduction in total cost of ownership it provides to customers.

- **Expanding through targeted acquisitions:** in 2012, the Company unveiled its next horizon, **3D**EXPERIENCE, representing a potential doubling of its addressable market, expanded its purpose and outlined a new strategy. Aligned with its strategy, the Company is complementing its internal developments with key selected acquisitions.