Growth Strategy of Dassault Systèmes

Based upon the Company's mission, business strategy and its software portfolio, Dassault Systèmes has estimated that it has a current addressable software market of approximately $24 billion. The Company's growth drivers are centered in three main areas: Build on Value with the **3D**EXPERIENCE platform, industry focus and cloud/mobile apps; Domain Leadership through Brand Value Creation and Improve Efficiency leveraging its sales channel coverage.

➢ *3DEXPERIENCE Platform:* The 3DEXPERIENCE platform has two potential opportunities. The first is focused on being an operating platform, applicable to all employees within an enterprise. The second opportunity longer term is to become a trading platform connecting customers and partners;

➢ *Industry Focus:* through its focus on developing specific solutions for each of the 12 vertical industries it addresses, including its Industry Solution Experiences, processes and roles, the Company sees opportunities to expand its presence in each of the industrial sectors it targets including through coverage of new sub-segments within its target industries;

➢ *Cloud and Mobile Applications:* with the Company's 3DEXPERIENCE platform utilizing on line 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;

➢ *Brands Value Creation:* The Company continues to invest in expanding the coverage of each of its brands and in expanding the disciplines it addresses. Within a corporation, the Company's applications now cover 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 and point of sales. The Company's functional coverage in total more than doubled with **3D**EXPERIENCE compared to its Version 5 software application portfolio;

➢ *Sales Channel Coverage in Geographies:* 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;

➢ *Acquisitions:* in 2012, the Company unveiled its current horizon, **3D**EXPERIENCE, representing a potential doubling of its addressable market, expanded its purpose and defined it Social Industry Experience strategy. Aligned with its strategy, the Company is complementing its internal developments, in particular for brand value creation, with key selected acquisitions.