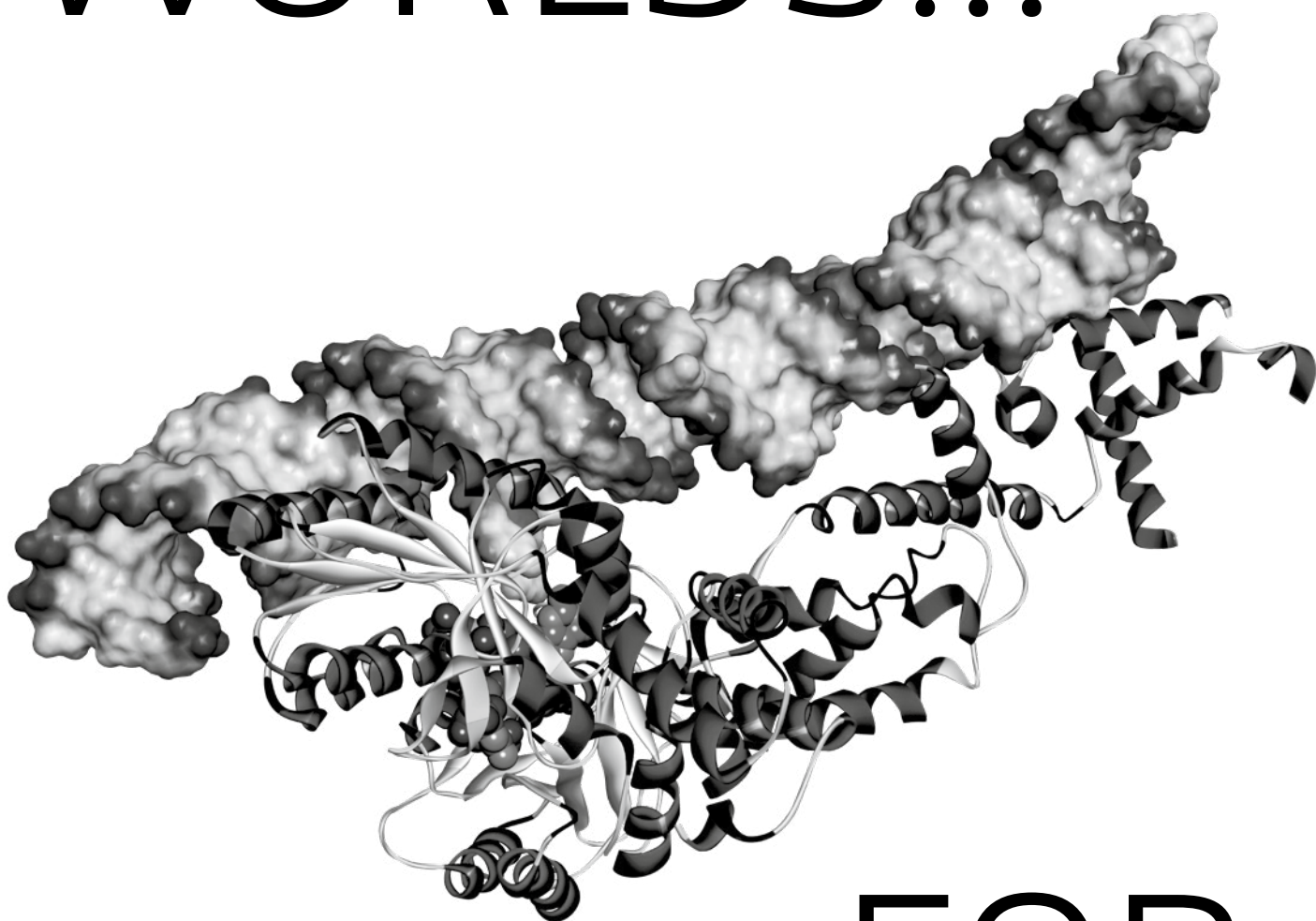


VIRTUAL WORLDS...

2024
Universal
registration
document



...FOR REAL LIFE

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Cover

Credit: Dassault Systèmes

The image features a 3D structural representation of a protein-DNA complex. The protein is made of alpha-helices, beta-sheets, and loop regions. The DNA molecule is displayed as a charge surface rendering, indicating the negatively charged phosphate backbone and neutral grooves. Such virtual twins illuminate the precise, atomic-resolution intermolecular interactions that regulate transcriptional control, DNA binding specificity, and drug-target interactions.



UNIVERSAL REGISTRATION DOCUMENT 2024

Including the Annual financial report



AUTORITÉ
DES MARCHÉS FINANCIERS

This document is an English-language translation of Dassault Systèmes' Document d'enregistrement universel (Universal registration document), which was filed with the AMF (French Financial Markets Authority) on March 18, 2025, under regulation (UE) 2017/1129 without prior approval in accordance with Article 9 of such regulation. Only the French version of the *Document d'enregistrement universel* is legally binding.

The format of this Universal registration document is different from that of the official version filed with the AMF on March 18, 2025.

General

This Universal registration document also includes:

- the annual financial report to be prepared and published by any listed company within four months of the end of its fiscal year, pursuant to Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the French Financial Markets Authority (AMF) General Regulation; and
- the annual management report of the Board of Directors of Dassault Systèmes SE, including the report on corporate governance and sustainability disclosures stipulated in Article L. 233-28-4 of the French Commercial Code (*Code de Commerce*), which must be presented to the General Meeting of Shareholders called to approve the financial statements for each year ended, in accordance with Articles L. 225-100 and L. 22-10-34 *et seq.* of the French Commercial Code.

The two tables set forth on pages 459 and 460 provide cross-references to the relevant portions of these two reports.

All references to “euros” or to the symbol “€” refer to the legal currency of the French Republic and certain countries of the European Union. All references to the “U.S. dollar” or to the symbol “\$” refer to the legal currency of the United States.

Due to rounding, the sum of the figures in the tables of this Universal registration document may not exactly correspond to the totals, and the percentages may not accurately reflect the absolute values.

In this Universal registration document, and except when reference is made to the share, voting rights and the administrative and management bodies of Dassault Systèmes, references to “Dassault Systèmes”, the “Company”, the “Group” and “we” must be understood as referring to Dassault Systèmes SE and all of the companies included in the scope of the consolidation.

“Dassault Systèmes SE” or the “Company” refers only to the European parent company, which is governed by French law.

In compliance with Article 19 of European Regulation no. 2017/1129 of the European Parliament and of the European Council, the following information is incorporated by reference in this Universal registration document:

- the consolidated financial statements on pages 188 to 228 (inclusive), the parent company financial statements on pages 234 to 257 (inclusive), and the related audit reports on pages 229 to 232 and 259 to 263 (inclusive) of the Universal registration document for the year 2023 filed with the French Financial Markets Authority (AMF) on March 18, 2024, under no. D. 24-0125;
- the financial information on pages 172 to 185 (inclusive) of the Universal registration document for the 2023 financial year filed with the French Financial Markets Authority (AMF) on March 18, 2024, under no. D. 24-0125;
- the consolidated financial statements on pages 168 to 208 (inclusive), the parent company financial statements on pages 215 to 238 (inclusive), and the related audit reports on pages 209 to 213 and 240 to 244 (inclusive) of the Universal registration document for the year 2022 filed with the French Financial Markets Authority (AMF) on March 17, 2023, under no. D. 23-0112;
- the financial information on pages 152 to 166 (inclusive) of the Universal registration document for the 2022 financial year filed with the French Financial Markets Authority (AMF) on March 17, 2023, under no. D. 23-0112;

The portions of these documents which are not incorporated herein are either not relevant for current investors, or are covered in another section of this Universal registration document.

Person Responsible

Person Responsible for the Universal registration document

Pascal Daloz – Chief Executive Officer.

Certification by the Person Responsible for the Universal registration document

Vélizy-Villacoublay, March 18, 2025.

I hereby certify that the information contained in this Universal registration document is, to my knowledge, in accordance with the facts and that no information likely to affect its significance has been omitted.

I hereby certify that, to my knowledge, the financial statements have been prepared in accordance with applicable accounting standards and give a true and faithful representation of the assets, liabilities, financial position and

results of Dassault Systèmes SE and of all the companies included within the scope of consolidation, and that the management report, the content of which is cross-referenced in a table on page 460, presents a true and faithful representation of the business trends, results and financial position of Dassault Systèmes SE and of all the companies included within the scope of consolidation, together with a description of the main risks and uncertainties they face and, that it has been prepared in accordance with applicable sustainability disclosure standards.

Pascal Daloz
Chief Executive Officer

PRESENTATION OF THE COMPANY

1

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Dassault Systèmes' Vision, Strategy and Performance

Bernard Charlès, Executive Chairman

Pascal Daloz, Chief Executive Officer

At the beginning of 2024, we revealed the "Generative Economy" as our new horizon for 2040 – resulting from the coming together of the Experience Economy and the Circular Economy. To foster more sustainable experiences and lifestyles, our aim is to help our customers go beyond the mechanistic thinking that dominated industry and the economy during the last century. Tomorrow's game-changers will be those who take inspiration from the living world to generate rather than consume, giving back to the planet as much as we take from it – what we call the "eco bill" – as they develop innovative solutions to improve the lives of consumers, patients and citizens.

This vision proved relevant in 2024, resonating strongly with our customers. Last year saw a series of major strategic partnerships, recognizing and endorsing the strengths of our **3DEXPERIENCE** platform in the three sectors we serve, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

Our **3DEXPERIENCE** platform is now employed by top-tier players that include Airbus, Lockheed Martin, Mahindra & Mahindra, Volkswagen, Jaguar Land Rover, Renault Group, BMW, Volvo, Bayer, Sanofi, CSADI, and BIAD. They are leveraging its scientific value, AI capabilities and cloud-enabled flexibility to transform their organizations, business models and product portfolios. With our Industry Solutions, Processes and Roles, they can elevate their value proposition, as well as the knowledge and know-how of their teams.

Similarly, 19 of the world's 20 largest pharmaceutical companies have selected our **MEDIDATA** platform to optimize data use, allowing them to fast-track the development of groundbreaking treatments.

Meanwhile, players in the Infrastructure & Cities sector have chosen Dassault Systèmes solutions to pursue disruptive approaches, especially in construction and energy.

As a result, and in constant currencies, our software revenue in 2024 grew by 6%, fueled by a 14% increase in 3DEXPERIENCE revenue. At the same time, we strengthened our investment capabilities and profitability, achieving a non-IFRS operating margin of 31.9% and non-IFRS diluted earnings per share (EPS) up by 9% compared to 2023.

Today, the world's most advanced players in the Manufacturing Industries and Infrastructure & Cities sectors - making airplanes, vehicles, machinery, robots, or high-tech and Medtech equipment - use our virtual twins to deliver the quality, performance and safety of their products and services, and to comply with standards and regulations.

Dassault Systèmes has developed the same approach in the Life Sciences & Healthcare sector, pioneering development of virtual twins of the living world – from cells to organs to patients.

These achievements are part of our vision for the Generative Economy – and they paved the way for the introduction of our "3D UNIV+RSES" strategy at the beginning of 2025.

For our customers, this strategic move will bring significant benefits comparable to those ushered in with the **3DEXPERIENCE** platform in 2012. This approach is a continuation of the industrial transformations powered by Dassault Systèmes for the past 40 years and more. Because this is what Dassault Systèmes does - creating representations of the world that offer customers new ways of designing and manufacturing: 3D design, digital mock-up (DMU), product data management (PDM), product lifecycle management (PLM), virtual twin experience, and virtual twin of the living world.

3D UNIV+RSES are the seventh generation of representations of the world introduced by Dassault Systèmes. They will sit at the heart of the Generative Economy - an economy that revolves around knowledge, where an organization's virtual assets of knowledge and know-how form its primary competitive advantage - serving as a powerful currency.

With its 3D UNIV+RSES strategy, Dassault Systèmes pledges to become the most trusted partner for generating and protecting the intellectual property of all its customers.

From now on, thanks to 3D UNIV+RSES, customers can create the “virtual twin of everything for everyone”. These new, highly secure spaces for representing the world will enable customers to fully leverage their extensive 3D design, virtual twin and PLM data assets. By combining modeling, simulation, real-world data and AI-generated content, 3D UNIV+RSES make it possible to tap into the vast capabilities of virtual-plus-real (V+R) experiences.

3D UNIV+RSES offer the most powerful environments for training our industrial AI engines as well as for protecting our customers’ intellectual property. Developed with the 3DEXPERIENCE platform, 3D UNIV+RSES embed generative AI technologies at the core of intellectual property lifecycle management (IPLM). In lockstep with the widespread adoption of AI, this disruptive innovation will enable

customers in all sectors to fully take advantage of AI at every stage in their product and services lifecycle, making them more sustainable and ultimately improving the lives of consumers, patients and citizens.

The rollout of 3D UNIV+RSES expands Dassault Systèmes’ portfolio with two new categories of solutions: Virtual Companions and Virtual Twin Experiences.

This rich array of AI-powered solutions will help customers develop both individual and collective learning possibilities, and innovate to drive progress.

We thank all our employees for their hard work and creative thinking. And we thank our customers for their ongoing trust. We are ready to work hand-in-hand with them to elevate their knowledge and know-how, and build the workforce of the future.

Welcome to the “new New World”!

1.1 Key data

A Global Company



25,000
employees



370,000+
customers ranging from entrepreneurs
to multinationals, in 12 industries



Headcount breakdown:

41% Europe
27% Americas
32% Asia



184
sites



13
brands

An Innovative Company



+2%
growth in R&D headcount

41%
share of employees in R&D



839
protected innovations



Within the **3DEXPERIENCE** Lab:

2,350
mentors involved

80
innovative projects with high
environmental and societal impact
supported worldwide since 2015

A Growing & High-Performance Company

+5%* **€6.21bn***
total revenue



+14%*
3DEXPERIENCE software revenue growth



+10%*
software revenue growth from subscription



+7%*
Cloud software revenue growth



31.9%*
operating margin

+9%*
diluted EPS growth

* Non-IFRS, growth rates in constant currencies.
See chapters 1.7 et 3.1 for IFRS figures.

A Sustainable & Responsible Company



#4
ranking in the software sector
S&P Global CSA; and also member of the
Dow Jones Sustainability World Index



AAA
rated "Leader" in the software sector
MSCI rating



69.8%
eligible revenue to the EU Taxonomy

35.0%
aligned revenue with EU Taxonomy



5
women among 13 members
of the Executive team

1.2 Dassault Systèmes – profile and purpose

The purpose of Dassault Systèmes is to provide business and people with 3DEXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life.



Dassault Systèmes, a global leading player in sustainable innovation, provides organizations and individuals with 3D UNIV+RSES – combinations of virtual twin experiences – based on a unique collaborative and secure software platform. 3D UNIV+RSES allow customers to create innovative products, services and experiences that contribute to the “Generative Economy” for a more sustainable world.

In three main sectors of the economy (Manufacturing Industries, Life Sciences & Healthcare, Infrastructure & Cities), Dassault Systèmes is developing **3D UNIV+RSES** that push the boundaries of innovation, learning and production.

This new representation of the real world, based on scientific laws and mathematical models and which combines virtual modeling with simulation, real-world data and artificial intelligence (AI), empowers organizations to imagine, design and deploy disruptive concepts and processes.

Dassault Systèmes helps customers address the major global challenges that have emerged over the past decade:

- How to make cities great places to live and work?
- How to care for the entire planet and for each individual
- How to conduct clinical trials to roll out a vaccine in less than a year?
- How to design the entire product lifecycle?
- How to make sustainable purchasing choices?
- How to prepare the workforce of the future for the jobs of the future?
- How to develop new paradigms in scientific observation and reasoning?

Dassault Systèmes is opening up a new horizon as part of the emerging Generative Economy. The result of the coming together of the experience economy and the circular economy, the Generative Economy is based on the premise of taking inspiration from the living world to develop knowledge and know-how – to generate rather than consume.

2012: The Experience Economy and virtual twin experiences

As early as 2012, Dassault Systèmes declared that “the product is no longer enough” to build a sustainable economy, and opened up the Experience Economy, centered on product usage.

That same year, Dassault Systèmes launched **3DEXPERIENCE**, a platform that provides organizations with real-time overview of their business and ecosystem. The **3DEXPERIENCE** platform connects people, ideas, data, and solutions in a unified environment, allowing organizations of all sizes to innovate, produce, and sell in entirely new ways.

Dassault Systèmes’ solutions transform the way products are designed, simulated, produced, marketed and supported, leveraging the virtual world to improve the real world. The Company has helped manufacturers disrupt how products are designed and manufactured – with 3D design, 3D digital mock-up (3D DMU), 3D PLM, and now with **3DEXPERIENCE**.

2020: From things to life

Asserting that industry had to shift “from things to life”, in 2020, Dassault Systèmes extended virtual twin experiences to living organisms – including human beings.

Today, as the global economy enters a new era, the Company is pushing this approach further. The Experience Economy and the Circular Economy are converging into the Generative Economy and Dassault Systèmes aims to catalyze this transformation. It is about learning from life: understanding and mimicking the metamorphic magic of life. Learning from life opens up an entirely new perspective on sustainable innovation.

2024: The Generative Economy and 3D UNIV+RSES

At the beginning of 2024, Dassault Systèmes revealed the Generative Economy as its new horizon for 2040 – resulting from the coming together of the Experience Economy and the Circular Economy. To foster more sustainable experiences and lifestyles, the Company’s aim is to help customers shift away from the mechanistic thinking that dominated industry and the economy during the last century. Tomorrow’s game-changers will be those who take inspiration from the living world to generate rather than consume, giving back to the planet as much as they take from it – what Dassault Systèmes calls the “eco bill” – as they develop innovative solutions to improve the lives of

consumers, patients and citizens. The Generative Economy is a knowledge economy based on virtual assets. As knowledge and know-how become organizations' primary competitive advantages, their virtual assets – a significant repository of intellectual property – account for the greater part of their value.

February 2025: Dassault Systèmes introduces 3D UNIV+RSES

With its 3D UNIV+RSES, Dassault Systèmes pledges to become the most trusted partner for harnessing and protecting customers' intellectual property.

3D UNIV+RSES are the seventh generation of solutions for representing the world introduced by Dassault Systèmes, following on from 3D design, 3D product data management (3D PDM), 3D DMU, PLM, virtual twins of the living world, and virtual twin experiences. 3D UNIV+RSES will sit at the heart of the Generative Economy – an economy that revolves around knowledge.

It is important to remember that virtual worlds were created to drive sustainable development. The purpose of the first 3D representations was to replace physical prototyping, saving raw materials, energy and resources. PLM solutions pioneered by Dassault Systèmes in the early 1990s helped foster a circular, more balanced approach within industry. Dassault Systèmes' ambition is to be the catalyst and enabler of both the 21st century Industry Renaissance and the Generative Economy. Combining the real and the virtual ushers in new ways of inventing, learning, producing, and doing business. Achieving a more sustainable future is only possible by leveraging the virtual world.

From now on, thanks to 3D UNIV+RSES, Dassault Systèmes' customers can create the "virtual twin of everything for everyone". These new, highly secure spaces for representing the world will enable them to fully leverage their extensive 3D design, virtual twin and PLM data assets. By combining modeling, simulation, real-world data and AI-generated content, 3D UNIV+RSES enable organizations to tap into the vast capabilities of virtual-plus-real (V+R) experiences.

3D UNIV+RSES offer the most powerful environments for training our industrial AI engines, as well as for protecting customers' intellectual property. Developed with the 3DEXPERIENCE platform, 3D UNIV+RSES embed generative AI technologies at the core of IPLM. In lockstep with the widespread adoption of AI, this disruptive innovation will enable customers in all sectors to fully take advantage of the AI revolution at every stage in their product and services lifecycle, making them more sustainable and ultimately improving the lives of consumers, patients and citizens.

Dassault Systèmes believes that virtual worlds extend and improve the real world. This is encapsulated in the Company's tagline, "Virtual Worlds for Real Life".

Dassault Systèmes is a European science-based, innovation-driven company with a deeply entrepreneurial spirit and focused on the long-term. Its 25,000 workforce across 184 sites worldwide all share this same mindset. This also translates into a high level of market confidence and trust among Dassault Systèmes' 370,000-plus customers.

Dassault Systèmes built its strategy around three words: "Human Industry Experiences".

"Human" reflects the Company's focus on people, drawing on their imagination, knowledge and know-how to make a lasting contribution for the benefit of all. "Industry" means that Dassault Systèmes wants to offer customers what they value most – sustainable outcomes. "Experiences" refers to the commitment to helping organizations and individuals thrive in today's new "New World".

To deliver on this strategy, Dassault Systèmes focuses on developing solutions in three main sectors: Manufacturing Industries, Life Sciences & Healthcare and Infrastructure & Cities. After modeling the object in its environment, Dassault Systèmes also wants to model the living.

The Company deploys its strategy through three strategic operational components: Brands, Industries and Geographies.

Brands create great user experiences and build vibrant user communities. Industries develop focused offerings that deliver value to organizations and users in a specific area of industry. The eleven Geographies (GEOs) are the driving force for business growth and for overseeing implementation of the Company's customer engagement model.

Dassault Systèmes offers a rich array of solutions delivered through its 3DEXPERIENCE platform, designed to facilitate the sharing and reuse of knowledge and know-how. In 2025, tying in with the rollout of 3D UNIV+RSES, Dassault Systèmes will round out its portfolio of Solution Experiences, Process Experiences and Roles with the introduction of two new categories of products: Virtual Companions and Virtual Twin Experiences.

The 3DEXPERIENCE platform aims to catalyze and enable innovation by allowing businesses to connect the dots inside and outside their organization - from upstream thinking to design, engineering, manufacturing, sales & marketing, all the way to ownership.

The 3DEXPERIENCE platform is a game-changer in value creation for organizations because it is the only platform that offers both a system for running their business and a model for transforming it. As a result, businesses can ramp up their operational excellence and, at the same time, develop highly innovative value networks.

The **3DEXPERIENCE** platform is structured into four quadrants encompassing thirteen brands. The **3DEXPERIENCE** portfolio comprises 3D modeling applications, simulation applications, social and collaborative applications, and information intelligence applications.

Dassault Systèmes' purpose

Established in 2012, Dassault Systèmes' purpose is to **provide business and people with 3DEXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life.**

This purpose reflects the Company's commitment to contributing positively to society and the environment, and "Harmonizing product, nature and life" is its specific vision of sustainable innovation. This is based on the premise that, in the 21st century, with a global population of nearly eight billion, we cannot continue to produce and consume in the same way we did in the 20th century. A product cannot be sustainable if its impact on the environment and on society has not been thought through. Conversely, product design can be improved by observing and taking inspiration from the living world.

Dassault Systèmes firmly believes that we should think about progress in terms of balance: what are we taking from and giving back to the planet? "Harmonizing product, nature and life" lies at the heart of the industry of the 21st century. It is the primary driver of innovation and the key to both sustainable enterprise in all sectors of the economy and progress in all spheres of society.

For over a decade, Dassault Systèmes has been defined as the **3DEXPERIENCE** Company. It anticipated very early on that the world would shift from a product-based economy to an experience economy that prioritizes product usage over ownership.

The experience economy is not just about "user experience". It is about the overall performance and impact of any service we provide to society – what Dassault Systèmes calls the "eco-balance". Rather than simply producing goods, industry must be seen as a value chain of creation. 21st century industry is a network of creation, production and experience sharing.

In 2012, Dassault Systèmes also boldly claimed that 3DEXPERIENCE universes would become the most powerful sustainable innovation enablers. The platform's overriding success clearly endorses this claim.

First, virtual twin experiences make it possible to represent hypotheses, which are then tested and verified against real-world data, with the aim of optimizing models within a loop process.

The virtual twin experience is a virtual representation of the world achieved by combining modeling, simulation, real-world data, and artificial intelligence. In some ways, the virtual twin experience can be seen as a library and a

workshop: it represents existing and potential knowledge and know-how, and it allows us to create use case scenarios which are then checked out against real-world data. With the cloud, all these technologies can be made available to every kind of organization, business and research lab.

Delivered through the **3DEXPERIENCE** platform, virtual twins are crucial to foster a more circular economy, which gives back as much as it takes away. Dassault Systèmes quantifies and demonstrates their impact based on customer use cases in several industries (see section 2.2.2.1 "European Taxonomy").

Second, virtual twin experiences rely on collaborative experience platforms, which have emerged as the key infrastructure for the 21st century.

Leveraging these platforms, companies like Amazon, Uber and Airbnb have shaken up the retail, transport and hospitality industries with disruptive experiences. Today, other industries are poised to experience something similar with their own platforms, unifying entire research and production ecosystems, rethinking public/private partnerships, and converging supply and demand. Far more than just a technology, virtual platforms offer a holistic approach to innovation and an inspiration for new offerings.

Sustainable innovation is intrinsically holistic, multi-disciplinary, multi-scale, and circular. Tomorrow's game-changers will not be those with the most automated production systems, but those with the best-developed knowledge and know-how assets, whose business environments involve subcontractors as full-fledged partners in value creation. Manufacturers must take a more balanced approach: reducing their negative impact (footprint) and improving their positive impact (handprint) across the entire product lifecycle. This is where platforms really come to the fore – elevating the role of businesses as sustainability leaders, sparking creativeness, and sharing knowledge and know-how.

There is an imperative now for manufacturers to consider the entire lifecycle of their products: where are the materials sourced? Is the production process frugal? What is the impact of the distribution channel? Does the product have a sustainable end-use? Can the materials be reused or repurposed? As we shift toward a more decarbonized and circular economy, we must embrace a system of systems approach – made possible today using virtual twin experiences of value chains, ecosystems, and collaborative platforms.

As it is adopted by new categories of innovators, the **3DEXPERIENCE** platform has become the catalyst and enabler of the Industry Renaissance, the global transformation underway that ushers in new ways of inventing, learning, producing, and trading.

The platform encompasses a highly complementary and resolutely unique scope of scientific disciplines, including biology, chemistry, materials science, mechanics, electromagnetics, etc.

Through augmented reality and realistic simulation, virtual experiences are revolutionizing our relationship with knowledge. The virtual experience adds knowledge and know-how, while eliminating the gap between experimentation and learning. Through the virtual world, new categories of manufacturers create new categories of experiences for new categories of customers.

Extending the focus from things to life.

Since its inception in 1981, Dassault Systèmes has been instrumental in fostering sustainable innovation for products. At the same time, its ambition to harmonize product, nature and life has led it to develop a new understanding of life and nature. Today, the Company is capable of applying knowledge and know-how acquired in the non-organic world to the organic – living – world.

While the surface of simple objects is represented with 3D design, it takes the 3D DMU to represent not only the surface but also the inside of complex systems. 3D PLM integrates the time dimension. Now, with **3DEXPERIENCE**, we are representing the usage.

In 2020, Dassault Systèmes announced its ambition to create the virtual twin experience of the human body, integrating modeling, simulation, information intelligence, and collaboration. This brings together biosciences, material and information sciences to project the data from an object into a complete living virtual model that can be fully configured and simulated. Industry, researchers, physicians and even patients can visualize, test, understand, and predict what cannot be seen - from the way drugs affect a disease to surgical outcomes – before a patient is treated.

In 2024, Dassault Systèmes led several groundbreaking initiatives for developing virtual twin experiences of the human body across the entire lifecycle of medical technologies, demonstrating its continuous commitment to revolutionizing healthcare and scientific research. These included collaborative research publications and visionary symposia, pioneering medical initiatives with industry and government agencies, and strategic partnerships with educational institutions:

- the Company hosted the 10th Annual Virtual Human Twin Experience Symposium, bringing together the largest vibrant communities in the field, with 500+ professionals from pharmaceutical firms, medical device companies, practitioners, and regulatory bodies to define and experience new medical twin-based practices;
- winner in the Digital Healthcare Acceleration Strategy category of the French government's France 2030 stimulus plan, the "TwinOnco" project was announced publicly on National Digital Health Innovation Day, attended by the Minister for Employment, Labor and Solidarity. The consortium, comprising Dassault

Systèmes as lead supplier and Assistance Publique – Hôpitaux de Paris public hospital authority, renowned for its medical and scientific excellence, aims to leverage artificial intelligence and virtual twins to develop best medical practices for cancer patient care;

- in collaboration with the U.S. Food & Drug Administration (FDA), Dassault Systèmes is involved in a groundbreaking project to revolutionize healthcare through the use of virtual twins and generative AI. Dubbed ENRICHMENT, the initiative aims to explore the use of in silico clinical trials (ISCT) to develop medical devices, focusing on potential benefits such as reducing the size and duration of clinical trials;
- lastly, Dassault Systèmes published a new whitepaper illustrating its Life Sciences strategy. It sets out the Company's vision of next-generation precision medicine propelled to new heights thanks to virtual twin experiences – from patients to the entire healthcare system. Dassault Systèmes explains how the combination of multi-scale modeling, simulation and real-world data is poised to revolutionize clinical decision-making, treatment plans, care delivery, and public healthcare management.

The IFWE Loop – the short- to mid-term lever for delivering this strategy.

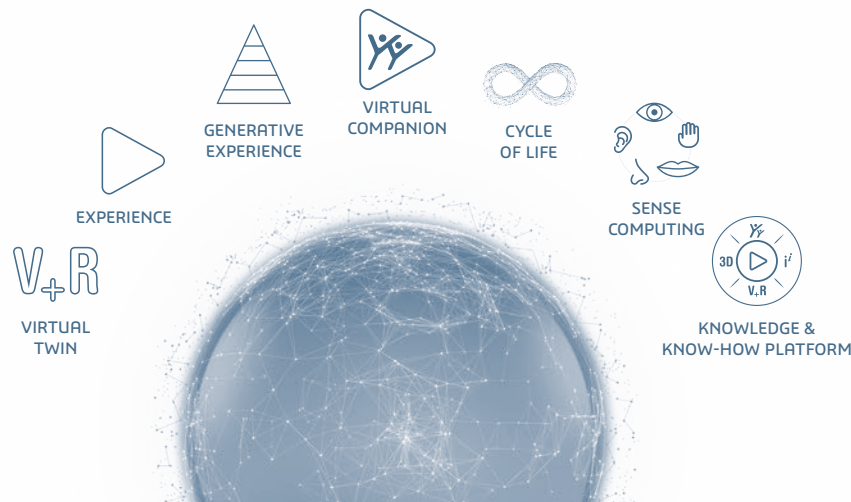
For 40 years, Dassault Systèmes has powered a positive spiral of innovation, encompassing everything from design to manufacturing. Today, as its most advanced customers already think in terms of lifecycle and systems of systems, Dassault Systèmes is extending this journey into an infinite loop by seamlessly connecting the virtual and the real with real-world data. In the Generative Economy, we can leverage data science to innovate and improve the user experience. This opens up new possibilities, including bringing objects to life: driven by real-world data, physical objects become augmented objects. Cars can be monitored and optimized in real-time through their virtual counterpart. This will enable "software-defined experiences", shifting the value from physical assets to software, all the while empowering customers to establish direct connections with their end-customers through tailored experiences. Crucially, this software must be cybersecurity ready. Dassault Systèmes is fostering groundbreaking ecosystems and promoting new kinds of public-private partnerships to tackle these challenges.

In addition, it is now possible to generate multiple lives for things – waste is becoming a resource for new products. This is the PLM of the 21st century: Dassault Systèmes invented product lifecycle management back in the 1990's; today, it has made it possible to create the virtual twin of multiple lifecycles for a given thing.

To this aim, the Company will leverage the power of numbers to broaden its value proposition in order to reach even more audiences, extending across all business users, consumers,

patients, and citizens. This will substantially expand its addressable market and serve as a catalyst for accelerating top-line growth.

3D UNIV+RSES



These developments paved the way for the launch of Dassault Systèmes' 3D UNIV+RSES strategy at the start of 2025.

An essential component of Dassault Systèmes' corporate purpose going forward, 3D UNIV+RSES will sit at the heart of the Generative Economy – an economy that revolves around knowledge, where an organization's virtual assets of knowledge and know-how form its primary competitive advantage – serving as a powerful currency.

With its 3D UNIV+RSES, Dassault Systèmes pledges to become the most trusted partner for harnessing and protecting customers' intellectual property.

This new UNIV+RSES strategy is underpinned by seven foundations:

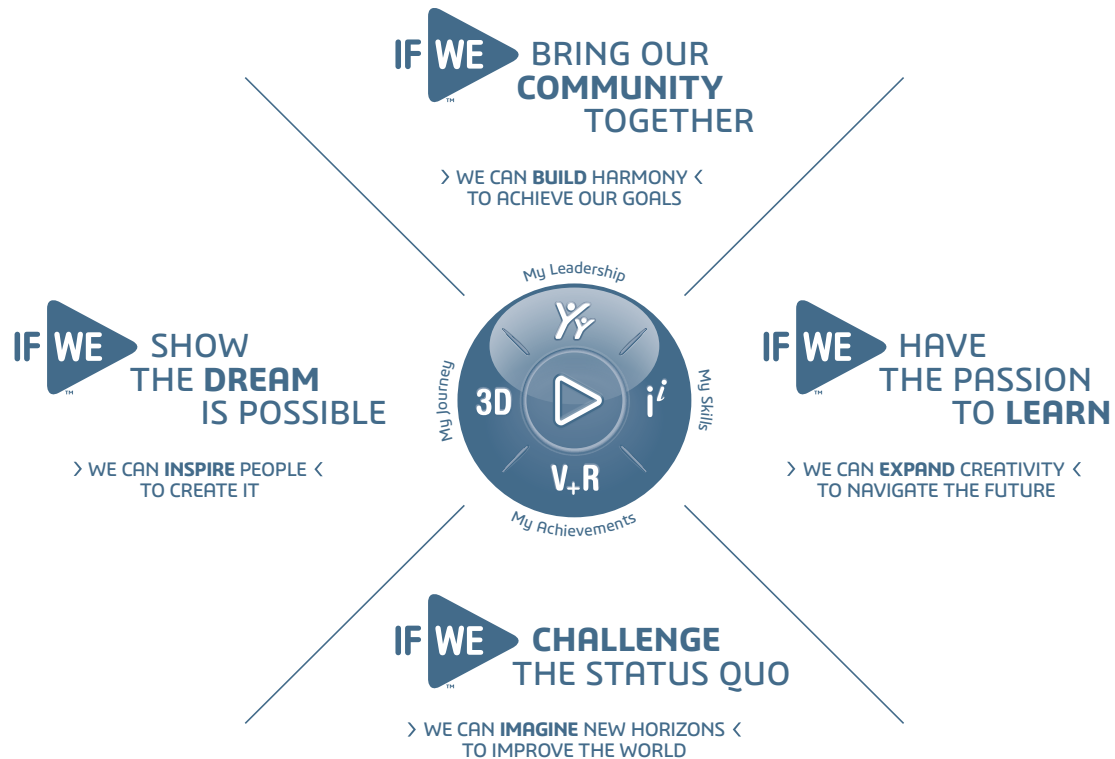
- Creating virtual twins of everything for everyone, encompassing an organization's entire ecosystem – not just products and services but processes, programs and business models;

- Experience at the core, providing environments for experimentation that integrate motion, transformation and time;
- Embedded AI technologies to fast-track the creation of game-changing generative experiences;
- In turn, these experiences will empower organizations to develop virtual companions for enhancing individual and collective knowledge and know-how and growing the workforce of the future;
- The virtualization of the entire product and service lifecycle, coupled with the integration of processes from the living world, such as regeneration, wound healing and aging;
- Multi-sensory immersive experiences (sense computing) to help elevate knowledge and know-how;
- The **3DEXPERIENCE** platform, Dassault Systèmes' knowledge platform, as the 3D UNIV+RSES development architecture, offering an unrivalled, powerful learning environment.

A culture of innovation

Dassault Systèmes is a science-based company geared to the future and to progress, with many of its customers pioneers in their field (including robotics, energy and transport). Its values are underpinned by innovation and a shared ambition to make a lasting, positive impact on everyone's lives. Within

the Company, this is known as the IFWE mindset: "IF" refers to the passion to explore new possibilities, and "WE" to the belief that, by connecting people, we can bring about meaningful change.



1.3 History and Development of the Company

1.3.1 Summary

Dassault Systèmes was founded in 1981 through the spin-off of a small team of engineers from Dassault Aviation, which was developing 3D surfacing modeling software to design wind tunnel models and reduce cycle times for wind tunnel testing. The Company entered into a distribution agreement with IBM the same year and started to sell its software under the CATIA brand. With the introduction of the Version 3 (V3) architecture in 1986, Dassault Systèmes laid the foundations of 3D modeling for product design.

Working with large industrial customers unveiled the need for a software solution that would support the design of highly diversified parts in 3D. The growing adoption of 3D design for all components of complex products, such as airplanes and cars, triggered the vision for transforming the 3D part design process into a systematic integrated product design. The Version 4 (V4) architecture was thus created in 1994, opening new possibilities to realize full digital mockups (DMU) of any product. V4-architected software solutions helped customers reduce the number of physical prototypes and substantially shorten product development cycle times, while making global engineering a reality as engineers were able to share their work across the globe virtually.

Introduced in 1999, Version 5 (V5) software architecture served as the foundation for a robust 3D PLM solution. In conjunction with its strategy and product portfolio development plans, Dassault Systèmes undertook a series of targeted acquisitions to expand software applications offering to include digital manufacturing, realistic simulation, product data management and enterprise business process collaboration.

Building on its knowledges and know-how in 3D, 3D DMU and 3D PLM, Dassault Systèmes unveiled in 2012 the **3DEXPERIENCE** platform (built on V6 architecture), designed to support our customers' innovation processes and deliver truly new and rewarding experiences for their end-users.

In 2020, Dassault Systèmes announced the extension of **3DEXPERIENCE** from things to life, with the ambition to invent the dynamic virtual twin of the human body.

In 2023, Dassault Systèmes unveiled its new horizon, 2040: catalyzing the Generative Economy, learning from life and its generative processes to open up a new perspective on sustainable ways of producing, treating, living and learning.

In 2024, as part of the Generative Economy, Dassault Systèmes revealed 3D UNIV+RSES that embed multiple generative AI technologies at the core of global IPLM for the benefit of its clients.

1.3.2 Our Timeline

3D Design and 3D Digital mock-up

1981 – Creation of Dassault Systèmes to design products in 3D through the spin-off of a team of engineers from Dassault Aviation.

1981 – The Company's flagship brand, CATIA, is launched.

1981 – Worldwide marketing, sales and support agreement with IBM, beginning of a long-standing partnership.

1981 – Initial industry focus: automotive and aerospace.

1986 – V3 software introduced for 3D Design.

1994 – V4 architecture introduced offering a new technology for creating the full 3D Digital Mock-Up ("DMU") of a product, enabling customers to significantly reduce the number of physical prototypes and to have a complete understanding of the virtual product.

1994 – Expansion of the Company's industry focus to seven industries, adding fabrication and assembly, consumer goods, high-tech, shipbuilding and energy.

1996 – Initial public offering in June.

1997 – Broadening of Dassault Systèmes' 3D Design offer to the entry 3D market, with the acquisition of the startup SOLIDWORKS, with Windows-native architecture, targeting principally the 2D to 3D market migration opportunity.

1997 – Formation of the Company's Professional channel, focused on marketing, sales and support of SOLIDWORKS.

1998 – Creation of the ENOVIA brand, focused initially on management of CATIA product data for larger clients with the acquisition of IBM's Product Manager software.

Expanding to 3D product lifecycle management

1999 – Launch of V5 architecture designed for both Windows NT and UNIX environments.

1999 – Unveiling of an expanded addressable market vision: 3D Product Lifecycle Management (PLM) for 3D design, simulation analysis, digital manufacturing and product data management.

1999 – ENOVIA's portfolio expanded to product data management for the small and mid-sized companies ("SMB") market with the SmarTeam acquisition.

2000 – Creation of the DELMIA brand, initially addressing digital manufacturing (digital process planning, robotic simulation and human modeling technology).

2005 – Creation of the SIMULIA brand, addressing realistic simulation, representing a significant expansion of the Company's simulation capabilities to leverage the acquisition of Abaqus.

2005 – Creation of the Company's Value Solutions sales channel, an indirect channel specifically focused on supporting SMB companies, including suppliers to OEMs. This channel rounded out Dassault Systèmes' other indirect channel, the Professional channel, which is focused on SOLIDWORKS users.

2006 – Expansion of the ENOVIA portfolio with the acquisition of MatrixOne, a global provider of collaborative PDM software and services.

2007 – Amendment of the IBM partnership agreement, outlining the Company's progressive assumption of full responsibility for the Value Solutions channel.

2007 – Creation of the 3DVIA brand, to bring 3D technology to new users to imagine, communicate and experience in 3D.

2007 – CATIA offer extended with ICEM acquisition, a company well known in the automotive industry for its styling and high-quality surface modeling and rendering solutions.

2008 – Unveiling of the Company's V6 architecture.

2010 – Full control of distribution sales channels with the acquisition of IBM PLM, the IBM business unit dedicated exclusively to the marketing, sale and support principally of the CATIA, ENOVIA and DELMIA brands.

2010 – Acquisition of Exalead, providing a new class of search-based applications for collaborative communities to imagine better user experiences.

2011 – Expansion of DELMIA's offering with the acquisition of Intercim, offering manufacturing and production management software for advanced and highly regulated industries.

2011 – 100% of the Company's total revenues are derived from its wholly-directed three sales channels, completing the transition from IBM begun in 2005.

Expanding to 3DEXPERIENCE

2012 – Expansion of the Company's strategy to 3DEXPERIENCE along with purpose: harmonize product, nature and life. See paragraph 1.2 "Profile and Purpose of Dassault Systèmes".

2012 – Creation of a new brand, GEOVIA, dedicated to modeling the planet; focus on a new industrial sector, Natural Resources, with the acquisition of Gemcom in the mining sector.

2012 – Acquisition of NETVIBES, bringing intelligent dashboarding capabilities, and SquareClock, providing cloud-based 3D space planning solutions.

2012 – **3DEXPERIENCE** launch announcement and introduction of the Company's first Industry Solution Experiences.

2013 – Unveiling of V6 Release 2014, available to select customers, on premise as well as Software as a Service (SaaS), featuring the controlled availability of existing and new industry-focused and user-focused offerings and the introduction of a new navigational user interface, the **3DEXPERIENCE** platform.

2013 – Broadening of the Company's manufacturing offerings to Manufacturing Operations Management with the acquisition of Apriso.

2014 – Introduction of **3DEXPERIENCE R2014x**, the first release of the Company's new **3DEXPERIENCE** platform, offering end-to-end and integrated scientific, engineering, manufacturing and business capabilities and services, with the V6 architecture as its foundation.

2014 – Creation of a new brand, **3DEXCITE**, with the acquisition of Realtime Technology AG ("RTT") providing professional high-end 3D visualization software, marketing solutions and computer-generated imaging services to extend the Company's offerings to marketing professionals.

2014 – Creation of a new brand, **BIOVIA**, principally addressing science-based industries, combining the acquisition of Accelrys and the Company's internal developments.

2014 – Quintiq acquisition in operations planning and optimization, expanding DELMIA's offering.

2015 – Introduction of **3DEXPERIENCE R2015x**, offering a simplified and improved user experience, with powerful enhancements that significantly increase productivity on premise as well as on public or private cloud. In addition, R2015x introduces groupings of applications called "roles", to cover industry-specific user needs.

2015 – Legal transformation of Dassault Systèmes from a French public limited company (*société anonyme*) to a European company (*Societas Europaea*, SE). The adoption of the status of European company reflected the Company's international dimension and growing presence throughout Europe.

2015 – CATIA's capabilities expanded to further enhance its coverage of complex mechatronics systems engineering, with the acquisition of Modelon GmbH, an expert in "ready-to-experience" content for systems' modeling

and simulation, which are strategic to transforming the Transportation & Mobility industry.

2016 – Introduction of **3DEXPERIENCE 2016x**.

2016 – Extension of SIMULIA's multi-physics, multi-scale offer with the acquisition of CST, a technology leader in electromagnetic simulation, and the addition of Next Limit Dynamics, bringing capabilities in computational fluid dynamics simulation.

2016 – Expansion of the Company's DELMIA's manufacturing portfolio with the acquisition of Ortems, focused on production planning and scheduling.

2016 – Acquisition of full ownership of 3DPLM Software Solutions Ltd (3DPLM), a joint venture in India with Geometric Ltd;

2017 – New extended partnership with The Boeing Corporation to expand its deployment of Dassault Systèmes products across its commercial aircraft, space and defense programs, adding the **3DEXPERIENCE** platform for Manufacturing Operations Management and for PLM and extending its usage of Dassault Systèmes' design, engineering simulation and digital manufacturing software.

2017 – Extension of Dassault Systèmes' simulation capabilities with the acquisition of Exa Corporation for highly dynamic fluid flow analysis throughout the design process.

2017 – Extension of CATIA's Marine and Offshore industry capabilities with the acquisition of AITAC B.V., where its "Smart Drawings" software application is used to automate the creation of drawings.

2017 – Increasing to a majority stake in Outscale, a global provider of enterprise-class cloud services, strengthening the management of our cloud resources and services.

2018 – Launch of Power'By to enable all customers to benefit from the **3DEXPERIENCE** platform's value immediately, without any need for migration of legacy data.

2018 – Acquisition of majority ownership of Centric Software, a PLM specialist for the fashion, apparel, luxury and retail sectors to accelerate the digital transformation for the increasingly complex development of collections that respond to on-trend and on-demand consumers.

2018 – Acquisition of No Magic for model-based systems engineering, architecture modeling for software, system of systems and enterprise business processes modeling – strengthening CATIA portfolio with continuous 3D digital processes.

2018 – Acquisition of Cosmologic, a developer of fluid phase modeling software.

2019 – Acquisition of IQMS, extending the **3DEXPERIENCE** platform to small and mid-sized manufacturing companies to optimize engineering, manufacturing and business processes.

2019 – Acquisition of Argosim to strengthen Dassault Systèmes' simulation and modeling portfolio for embedded systems.

2019 – Acquisition of Elecworks, the suite of CAD software developed by Trace Software, to better respond to the challenges posed by electrical product design and to develop smart products for the high-tech, equipment and energy industries.

2019 – Acquisition of MEDIDATA, the world leader in clinical testing. MEDIDATA's clinical expertise and cloud solutions enable development and marketing of smarter therapies. With this acquisition, the Life Sciences & Healthcare industry becomes the second largest source of revenue for Dassault Systèmes, positioning the Company at the forefront of a new era in personalized medicine and patient-centered care.

2019 – Acquisition of Distene, the developer of market-leading meshing software.

2019 – Launch of the **3DEXPERIENCE WORKS** family of applications aimed at small and mid-sized companies, bundling **SOLIDWORKS**, **DELMIAWORKS**, **ENOVIAWORKS** and **SIMULIAWORKS**.

From things to life

2020 – Acquisition of PROXEM, a firm specialized in semantics software and services based on artificial intelligence, to strengthen the collaborative data science capabilities of the **3DEXPERIENCE** platform.

2021 – Acquisition of INTEROPSY SAS (Iterop), a Business Process Management firm. Integration with the **3DEXPERIENCE** platform and OUTSCALE brings innovation within everybody's reach via the cloud.

2021 – "Together", Dassault Systèmes' first employee shareholding plan launched for approximately 98% of the workforce.

2021 – Dassault Systèmes joins the European Green Digital Coalition as a founding member.

2021 – Approval by the Science-Based Targets initiative (SBTi) of Dassault Systèmes' GHG reduction targets and publication of strategic roadmap to become carbon neutral.

2021 – Contract with Renault for the global deployment of the **3DEXPERIENCE** platform on the cloud, as part of the group's "Renaulution" strategic plan.

2021 – Acquisition of a majority stake in Bloom, an AI platform dedicated to qualitative, predictive and strategic analysis of social networks. The investment is coupled with a strategic partnership that will enable Dassault Systèmes to deliver combined offerings.

2022 – MEDIDATA expands and strengthens decentralized clinical trial capabilities through groundbreaking partnership with Circuit Clinical.

2022 – Inria and Dassault Systèmes form a strategic alliance for a European Digital Trusted Platform.

2022 – Life Cycle Assessment solution added to the **3DEXPERIENCE** platform to transform the sustainable innovation process.

2022 – Global beauty company Shiseido implements Dassault Systèmes' Manufacturing solutions worldwide as consumers' push for skincare and wellness.

2022 – Dassault Systèmes, the H. Hartmann Institute and the Institute Rafaël launch the VORTHEX project, the world's first 3D simulator for radiotherapy.

2022 – Dassault Systèmes extends agreement with Hyundai Motor by five years.

2022 – Acquisition of DIOTASOFT, bringing augmented reality and field control technology to its Manufacturing and Operations customers.

2022 – Docaposte, Dassault Systèmes, Bouygues Telecom and Banque des Territoires sign an alliance to offer the reference solution for trusted cloud services.

2022 – OUTSCALE added as a new brand as the leading sovereign and sustainable operator of trusted Business Experience as a Service.

2022 – Dassault Systèmes and Ecole Normale Supérieure Paris-Saclay sign MoU to boost virtual twin knowledge and know-how.

Virtual twin experiences for a sustainable world

2023 – Renault Group and Dassault Systèmes develop a new data science solution to optimize vehicle costs.

2023 – Dassault Systèmes' second employee shareholding plan launched for approximately 99% of the workforce.

2023 – UK Atomic Energy Authority to develop fusion energy plant with Dassault Systèmes' **3DEXPERIENCE** platform.

2023 – Dassault Systèmes strengthens its offering for Finance by integrating the Innova regtech solution.

2023 – Launch Therapeutics selects MEDIDATA AI Intelligent Trials to accelerate clinical trial development.

2023 – Dassault Aviation and Dassault Systèmes partner to bring secure, sovereign collaboration on the cloud to next generation defense programs.

2023 – Centric Software acquires AI-powered predictive pricing solution, aifora.

2023 – Renewal and expansion of partnership with Jaguar Land Rover (JLR) for a 5-year period, reaching a new milestone in the usage of the **3DEXPERIENCE**.

2023 – MEDIDATA and the National Cancer Institute extend their longstanding partnership for an additional five years to advance cancer research.

2023 – OUTSCALE becomes the first Cloud qualified with SecNumCloud 3.2, the highest distinction in France and Europe addressing the challenges of security and sovereignty delivered by ANSSI.

3D UNIV+RSES for a Generative Economy

2024 – Dassault Systèmes unveils its strategic horizon for 2040, the Generative Economy;

2024 – BMW Group partners with Dassault Systèmes to bring the **3DEXPERIENCE** platform to its future engineering platform.

2024 – Red Eléctrica transforms its design process and collaboration with Dassault Systèmes' **3DEXPERIENCE** platform.

2024 – Dassault Systèmes and Mistral AI partner to offer trusted, AI-Powered industry-grade solutions to accelerate the Generative Economy.

2024 – MEDIDATA launches Clinical Data Studio, leveraging AI to modernize the data experience in clinical trials.

2024 – Mahindra & Mahindra selects the **3DEXPERIENCE** platform on the cloud to accelerate its end-to-end new product development process.

2024 – MEDITWIN brings together French science and technology excellence around virtual twins for the future of medical care.

2024 – MEDIDATA drives diversity in clinical trials, passing 35,000 studies and 10 million participants.

2024 – Volvo Cars adopts the **3DEXPERIENCE** platform for electric vehicle development.

2024 – MEDIDATA announces Rave Lite to support growth in early and late-stage clinical trials.

2024 – Dassault Systèmes establishes a new joint venture with CSADI, a leading Chinese architecture and engineering institute, to address key challenges in China's urban development.

2024 – Volkswagen Group implements the **3DEXPERIENCE** platform to optimize vehicle development;

2024 – MEDIDATA advances new frontiers for Life Sciences through patient-centric experiences, AI-powered innovations, and new patient engaging alliances.

2024 – Dassault Systèmes reveals 3D UNIV+RSES and related AI-based services.

For further information on acquisitions over the last three years, see paragraph 1.5.4 "Investments" below.

1.4 Business Activities

› Dassault Systèmes' Corporate Model*

RESOURCES & CAPITAL

INTELLECTUAL CAPITAL

13 technology portfolios serving the full innovation cycle
40+ years accumulated industry knowledge
€1,286M R&D investment (+5%)
839 protected innovations

See chapters 1.4, 1.5, 3.1 & 4.1

HUMAN CAPITAL

25,000 employees
41% working in R&D
5 women among 13 members of the Executive team
26% women among *People managers*

See chapter 2.2.3

SOCIAL CAPITAL

14,000+ people in commercial partners' ecosystem
200+ scientific & research partners
10,000+ people in technology & marketplace partners' ecosystem

See chapters 1.4.1 & 1.5.1

FINANCIAL CAPITAL

Long term & stable shareholders structure

€1,459M net cash position

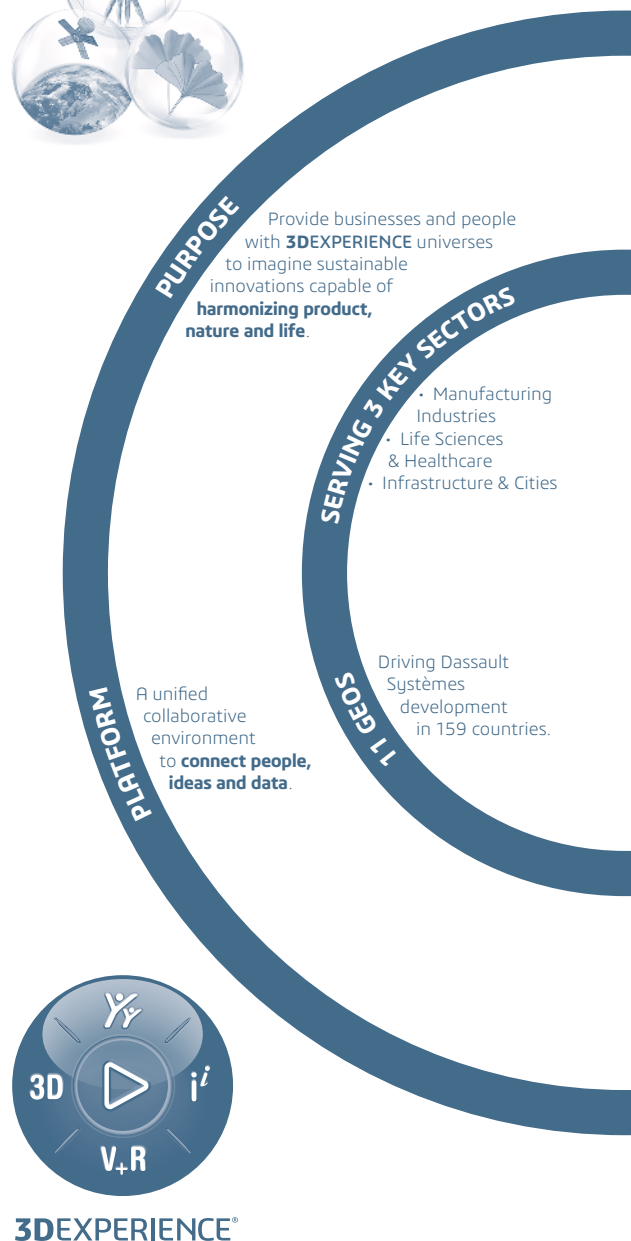
A Stable S&P credit rating

See chapters 1.8, 3.1 & 6

NATURAL CAPITAL

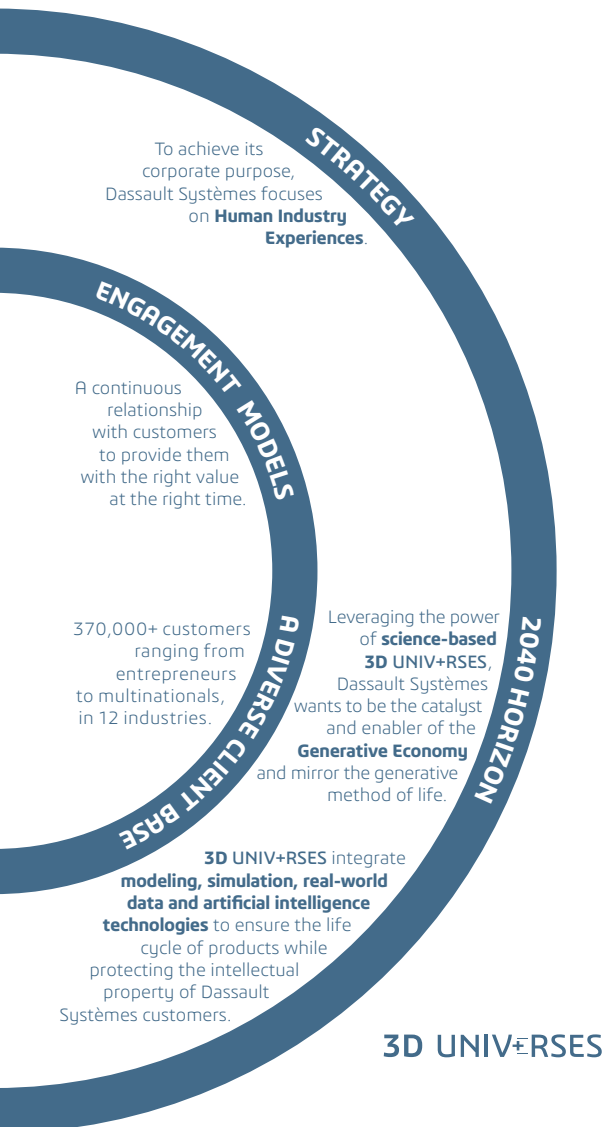
91% share of renewable electricity
47.9% share of suppliers (in CO₂ emissions) with a science-based emissions reduction target (50% by 2025)
-45% CO₂ emissions related to business travel and employees' commute compared to 2019

See chapters 2.5 & 2.7



* The Business Model.

BUSINESS MODEL



CREATED & SHARED VALUE

INTELLECTUAL CAPITAL & Customer Relationships

69.8% eligible revenue to EU Taxonomy

25+ years: average length collaboration with our 20 main clients

See chapters 1.4.2 & 2.2.2

HUMAN CAPITAL (Employees)

99% of employees trained

78.4% employees pride and satisfaction rate

98% of employees under permanent contract

1,400+ internship and apprenticeship offers posted

2,600+ job offers filled in 2024, 95% under permanent contract

See chapter 2.2.3

SOCIAL CAPITAL (Society)

€279,9M IFRS income tax expense (18.9% ETR)

51 community interest projects supported by *La Fondation Dassault Systèmes*

10M+ students using **3DEXPERIENCE** Edu solutions

97% employees trained on ethics & compliance

See chapters 2.2 & 3.1

FINANCIAL CAPITAL (Shareholders)

€1.28 non-IFRS EPS (diluted net earnings per share)

Dividend policy: **30%** of IFRS net income

See chapters 1.7 & 3.1

NATURAL CAPITAL (Environment)

-9% total CO₂ emissions compared to 2019

85% of workforce worldwide located in an ISO-certified site for its energy management

83% share of renewable energy supplies

See chapter 2.2

The methodology used to represent the resources Dassault Systèmes deploys and the shared value for society that it creates is the Integrated Reporting Framework proposed by the Value Reporting Foundation (now part of the International Sustainability Standards Board). The Integrated

Reporting Framework presents this stakeholder value creation process according to the five relevant “Capitals” for our sector: Intellectual, Human, Social, Financial, and Natural.

1.4.1 Dassault Systèmes

1.4.1.1 The Company’s strategy: Human Industry Experiences

To fulfill the ambition for sustainable innovation encapsulated in its corporate purpose, Dassault Systèmes’ strategy is to focus on Human Industry Experiences.

“Human” means that our ultimate ambition and primary resource are one and the same – human beings.

Dassault Systèmes builds on imagination, knowledge and know-how to make a lasting contribution for the benefit of all. The Company firmly believes that the greatest value of virtual worlds lies in the potential for imagining the future, much more than exponential computing capability. Dassault Systèmes is also convinced that tomorrow’s leaders will not be those with the most automated production systems, but those with the best-developed legacy of knowledge and know-how, whose business environments involve suppliers as full-fledged partners in value creation.

“Industry” is about offering what customers value the most: harnessing the knowledge and know-how needed to serve the needs of the industries served by Dassault Systèmes. To succeed in the experience economy, it is no longer enough to be an expert in a specific technology or production method: we need to be an expert in experience, with a deep understanding of usages. The “customer’s world” is what Dassault Systèmes calls “Industry”. Customers do not expect their supplier to provide simply a technology but rather provide a technology that helps their organization grow and move forward. To meet those challenges, Industry Solutions on the 3DEXPERIENCE platform are tailored for each of the industries served.

“Experiences” mean that Dassault Systèmes aims to help businesses and people build and live in today’s new “New World”. The 20th century was the century of products; the 21st century is about the experience economy, where usage holds more value than the object itself. This phenomenon is touching all sectors of the economy – from the very nature of offerings to the buying decision – and all areas of everyday lives, both at home and in the workplace.

To deliver on this Human Industry Experiences strategy, Dassault Systèmes will focus on developing its leadership in three strategic sectors of the economy: Manufacturing Industries, Life Sciences & Healthcare and Infrastructure & Cities.

These sectors share similar development processes and sustainability needs in their efforts to improve quality of life, whether through more affordable and precise therapies, optimized infrastructures, or better care of the environment.

1.4.1.2 Strategic operational elements

Dassault Systèmes rolls out its strategy through its Strategic Operational Elements: Brands, Industries and GEOs.

Brands

Dassault Systèmes’ brands create great user experiences and build vibrant user communities. With thirteen brands, powered by the 3DEXPERIENCE platform, the Company has the broadest portfolio of software applications in the market. Dassault Systèmes brands are organized into application families:

- social and collaborative applications: 3DEXCITE, CENTRIC PLM, ENOVIA;
- 3D modeling applications: SOLIDWORKS, CATIA, GEOVIA, BIOVIA;
- simulation applications: SIMULIA, DELMIA, 3DVIA;
- information intelligence applications: NETVIBES, MEDIDATA;
- infrastructure for business experiences: OUTSCALE.

Sectors

Dassault Systèmes develops Industry Solution Experiences, industry-focused offerings which deliver specific value to companies and users in a particular industry. Dassault Systèmes serves twelve industries grouped into three sectors: Manufacturing Industries (Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods - Retail) – Life Sciences & Healthcare – Infrastructure & Cities (Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services).

GEOs

Eleven GEOs are responsible for driving the development of the Company's business and implementing its customer-centric engagement model. Teams leverage strong networks of local customers, users, partners, and influencers.

These GEOs are structured into three groups:

- the "Americas" group, made of two GEOs;
- the group named "Europe", comprising Europe, Middle East and Africa (EMEA) and made of four GEOs;
- the group named "Asia", comprising Asia and Oceania and made of five GEOs.

1.4.1.3 Dassault Systèmes' Key Competitive Strengths

Dassault Systèmes, a world-leading player in industry transformation, has unique assets to sustain a long-term growth.

Global industry is entering into the Generative Economy. In this emerging era, companies must offer experiences rather than just products or services, and pay increasing attention to the sustainability of these experiences. Innovation happens through virtual twins that combine the virtual and the real. In this era, the value shifts from the real to the virtual: virtual assets are the new currency of the economy, and industry leaders are those mastering the capitalization of knowledge and know-how.

Dassault Systèmes is a science-based company. It is positioned at the heart of the Industry Renaissance by combining art, science and technology for a sustainable society.

The company's purpose is to "harmonize products, nature and life". Its distinctive DNA gives it the ability to scientifically model and accurately represent the world through a multidisciplinary, multiscale approach.

Dassault Systèmes has acquired its longstanding leadership position⁽¹⁾ by defining new markets and creating new offers, expanding from 3D design and 3D digital mock-ups to product lifecycle management, virtual twins and now 3D UNIV+RSES. This market leadership is underpinned by a clear and strong commitment to innovation in all its forms, both internally and with customers and their ecosystems.

3D UNIV+RSES are a new class of digital representation that integrates modeling, simulation, real-world data, and AI-generated content. They enable the virtualization of an

entire product lifecycle, linking virtual twins across design, engineering, manufacturing, and usage, and the combination of multiple virtual twins across companies. Those environments enable organizations to securely experiment, learn, and innovate with artificial intelligence, capitalizing on their knowledge and know-how.

With 3D UNIV+RSES, Dassault Systèmes becomes an IP generation and management company.

Dassault Systèmes therefore invests substantially in R&D, with a long-term view. Important areas of investment in R&D include the 3DEXPERIENCE business platform architecture, modeling technologies (3D, systems engineering, natural resources and biosystems), technologies for realistic simulation of products, production processes and usage, technologies for intelligence information (artificial intelligence, optimization, big data analytics, with a notable focus on healthcare), and connectivity technologies (for social or structured collaboration and program management & compliance). The Company's R&D efforts consistently aim to deliver breakthrough user experiences, incorporating knowledge and know-how elevation through artificial intelligence technologies, and expand the usage domain through immersive experiences, native cloud and mobility solutions.

Dassault Systèmes' long-term vision is supported by a solid financial model with a high level of recurring software revenue.

Retaining sustainable market leadership requires a long-term vision that is achieved by investing in people and maintaining a long-term financial model. The Company has a diverse, highly educated workforce, which, at the end of 2024 totaled 25,000 employees, up 5% compared to 2023. Its financial model, with a high level of recurring software revenue (representing 80% of total non-IFRS software revenue in 2024), has helped to maintain but also increase investments in R&D and customer support.

The significant level of diversification of Dassault Systèmes revenue across twelve industries and eleven GEOs supports its sustained growth and resilience, even in unstable macroeconomic times.

Dassault Systèmes has a diverse customer base in terms of size and geographic origin, from small startups to global leaders and disruptors who are redefining their industry. Dassault Systèmes solutions help them develop a unique patrimony of knowledge and know-how. The Company distributes its products through direct and indirect sales channels, working with commercial partners.

(1) Dassault Systèmes evaluates its competitive positioning based on third-party studies (D&B, Oxford Economics, Omdia, IDC, Gartner).

Dassault Systèmes has forged a strong and vibrant ecosystem of commercial and software development partners, technology and education institutes, research bodies and systems integrators. Dassault Systèmes also supports a wide ecosystem of startups through the **3DEXPERIENCE Lab**, an open innovation program focused on accelerating disruptive, sustainable innovation. Dassault Systèmes also contributes to the transformation of industries by creating new jobs for the workforce of the future, notably around its **3DEXPERIENCE Edu** initiatives.

Since its inception in 1981, Dassault Systèmes has worked in close partnership with other professionals in software development and technology, in sales and marketing, in services and in education and research. More recently, relationships have been extended with systems integrators offering strong industry expertise and regional presence for both sales and services. This pool of commercial partners, from value-added resellers to system integrators, brings together a total of more than 14,000 people. Moreover, the Company has an extensive ecosystem of more than 400 software development partners building applications to complement its software portfolio. With its sights on the future, Dassault Systèmes is working closely with academic, research and medical organizations around the world to equip students with a learning environment augmented by virtual technologies.

1.4.1.4 Growth Strategy

Based on its **3DEXPERIENCE** platform and software portfolio, Dassault Systèmes estimates that the current total addressable market (TAM) in the software domain is approximately \$45 billion. Dassault Systèmes benefits from large levers for further growth with a potentially accessible market (PAM) of around \$100 billion. This addressable market is split across the three main economic sectors served by Dassault Systèmes: Manufacturing Industries (around \$25 billion TAM), Life Sciences and Healthcare (around \$10 billion TAM), and Infrastructure & Cities (around \$10 billion TAM).

Dassault Systèmes is developing its business through several growth drivers, notably:

- **3D UNIV+RSES strategy:** launched in early 2025, 3D UNIV+RSES are the seventh generation of representation of the world introduced by Dassault Systèmes. 3D UNIV+RSES are at the heart of the Generative Economy thought as a knowledge economy, and should enable Dassault Systèmes' customers to create "the virtual twins of everything for everyone". These new highly secured environments will permit its client base to fully exploit their rich, high-quality patrimony of 3D design, virtual twins and PLM data. 3D UNIV+RSES make it possible to take full advantage of the dialogue between virtual and real (V+R) because they combine modeling, simulation, real-world data and content generated by AI;
- **virtual twins:** Dassault Systèmes is helping companies of all sizes to create virtual twins of everything, from products to processes, to organizations. Virtual twins are a scientifically grounded model that goes beyond a pure digital representation because it's connected and constantly re-calibrated with real world data. This continuous loop generates new knowledge that can be reused, turning virtual twins into a deep source and reference of industrial intellectual property. This strategy applies in every domain everywhere, for everyone. Examples range from virtual twins of Material or Biologics for researchers, virtual twins of production systems to manage sustainable global industrial operations for supply chains and virtual twin of an enterprise to sustain a responsible and profitable business model;
- **the 3DEXPERIENCE platform:** this collaborative platform brings together applications and communities in a single environment to create and operate end-to-end product experiences, from the virtual creation of these products to their operation in the real world. The platform is the hub of innovation for the company, connecting not only its employees but also customers and partners in virtual universes. The platform is also the preferred channel for the relationship between Dassault Systèmes, its customers and the entire ecosystem to capitalize on and accelerate customer experience;
- **progressive adoption of the Cloud, protection of know-how and sovereignty:** working on the Cloud accelerates gains in deployment, continuous improvement of solutions and enhanced collaboration across businesses from anywhere, anytime. It allows for quick implementation of value-added services for clients' virtual twins, helping clients shape the world of tomorrow while protecting their know-how in a complex geopolitical landscape. Dassault Systèmes is committed to investing continuously to offer clients an unmatched combination of Cloud performance, security, and sovereignty;
- **the transition to subscription models:** the gradual adoption of the Cloud and the flexibilities offered by subscription models are encouraging an increasing number of Dassault Systèmes' clients to opt for subscription, accelerating the adoption of Dassault Systèmes' experiences and driving innovation;
- **industry diversification:** Dassault Systèmes is constantly working to expand its presence in each of its twelve target industries, in particular through the coverage of new sub-segments. For further information, see paragraph 1.4.2.1 "Industries and Customers";
- **domain diversification beyond product innovation:** Dassault Systèmes continues to invest in expanding the coverage of each of its brands and in broadening their respective bases. With a rich history in serving research and engineering teams, the Company constantly introduces new solutions to new communities of users engaged in the marketing, production, operation, and circularity of the products, services, and experiences of its clients. These new communities bridge the gap between the virtual world of innovation and the real

world of operations and experience. Virtual twins thus become the universal medium for these communities gathered in virtual universes. For further information, see paragraph 1.4.2 "Dassault Systèmes' offering";

- **capitalization of knowledge and know-how:** Dassault Systèmes enables its clients to build virtual twins of everything by harnessing enormous data patrimony. In 3D UNIV+RSES, clients elevate this data patrimony into knowledge and know-how thanks to artificial intelligence. They combine modeling, data analysis and artificial intelligence to generate new value. Dassault Systèmes provides a platform to generate and manage their knowledge and know-how, an IPLM platform;
- **sustainable innovation for industry:** through its support for customers in developing sustainable innovations, Dassault Systèmes continues to enrich its solutions to enable all industries to minimize the environmental impact of their products, services, and experiences, and to facilitate product and material circularity;

- **geographic diversification:** Dassault Systèmes has active customers in 159 countries and has identified opportunities to step up its presence and expand its global footprint through eleven regional field organizations designed to prioritize and drive the Company's growth initiatives at the local level and stay closely aligned with customers' needs;
- **acquisitions expanding the addressable market:** Dassault Systèmes acquisition policy is in line with its purpose and strategy. The Group seeks potential acquisitions that expand the domain expertise of its brands, enhance its industry offering, leverage and elevate knowledge and know-how in new ways and address its customers' growing needs. Dassault Systèmes also complements its internal solutions developments through key selected acquisitions. For further information, see paragraphs 1.4.2 "Dassault Systèmes' offering," 1.5 "Research and development" and 1.5.4 "Investments".

For a description of the challenges that must be met to maintain growth, see paragraph 1.9.1 "Risks Related to the Business."

1.4.2 Dassault Systèmes' Offering

1.4.2.1 Industries and Customers

The **3DEXPERIENCE** platform - combining applications, content and services - helps companies to develop innovative solutions for final users.

Dassault Systèmes has a diversified client base, comprised of global leaders, mid-market companies, small companies

and startups, and also includes government and educational institutions, establishing a long term relationship which translates into an average length collaboration of more than 25 years with its 20 main clients. Its market strategy is industry-based (Manufacturing Industries, Life Sciences & Healthcare, and Infrastructures & Cities) with a very close proximity to customers and offers adapted to its industries, which are themselves divided into market segments.

SECTOR/Industry	Market Segments Addressed by Dassault Systèmes
MANUFACTURING INDUSTRIES	
Transportation & Mobility	Cars & Light Trucks OEMs, Racing Cars, Motorcycles, T&M Industry Suppliers, Trucks & Buses, Trains, Mobility Services
Aerospace & Defense	Commercial Aviation, Aerospace & Defense Suppliers, Propulsion, Defense, Air Transportation, Space
Marine & Offshore	Naval Shipyards, Commercial Shipyards, Offshore, Yachts & Workboats, Marine Suppliers, Marine & Offshore Specialists
Industrial Equipment	Industrial Robots, Machine Tools & 3D printers, Specialized Manufacturing Machinery, Heavy Mobile Machinery & Equipment, Building Equipment, Power & Fluidic Equipment, Fabricated Metal & Plastic Products, Tire Manufacturers, Professional Services
High-Tech	Consumer Electronics, Security, Control & Instrumentation, Computing, Software & Communications, Contract Manufacturing Services, Technology Suppliers, Semiconductors, Telecom & Media Operators
Home & Lifestyle	Furniture & Home Goods, Sports & Leisure Goods, Fashion & Luxury Goods, Specialist Retailers
Consumer Packaged Goods – Retail	Food & Beverage, Beauty & Personal Care, Household Products, Packaging, General Retailers
LIFE SCIENCES & HEALTHCARE	
Life Sciences & Healthcare	Pharmaceuticals & BioTechs, Medical Devices & Equipment, Patient Care
INFRASTRUCTURE & CITIES	
Infrastructure, Energy & Materials	Mining, Metals & Minerals, Oil & Gas, Chemicals, Power, Civil & Transportation Infrastructure
Architecture, Engineering & Construction	Utilities, Building & Facilities, Construction Products & Services, Agriculture & Forestry
Business Services	Banking & Insurance, Rail Freight, Postal, Express & Air Cargo, Sea Freight & Integrated Logistics
Cities & Public Services	Cities & Territorial Authorities, Public Contractors, Public Funded Centers of Innovation, Education

The breakdown of our non-IFRS software revenue in 2024 for our three sectors was as follows: Manufacturing Industries 70%, Life Sciences & Healthcare 22% and Infrastructure & Cities 8%. Within the Manufacturing Industries sector, main industries were Transportation &

Mobility, Industrial Equipment and Aerospace & Defense representing respectively 22%, 17% and 14% of non-IFRS software revenue in 2024. In 2024, Dassault Systèmes made around 5% of its revenue with customers within the Defense industry.

1.4.2.2 3DEXPERIENCE platform

Dassault Systèmes' 3DEXPERIENCE platform catalyzes and fuels innovation, enabling businesses to connect the dots within and outside their organization, from upstream thinking to design, engineering, manufacturing and sales & marketing, all the way to ownership.

Virtual experience platforms for industry, urban development and healthcare are the infrastructures of the 21st century.

Today, sustainable innovation is predicated on creating holistic experiences. Only by connecting all the dots

between people, ideas, and data can a business create differentiating customer experiences and drive consumer loyalty, engagement, and value.

Dassault Systèmes offers both a fresh approach to innovation by connecting R&D, engineering, production, marketing and end-users in an innovative business model directly linking sellers and buyers, purchasers and subcontractors, service providers and end-customers.

The 3DEXPERIENCE platform enables businesses to enhance their operational excellence and helps them create the most innovative value networks.

Architecture for 3D UNIVERSES

With a consistent
Software as a Service
Operator enabling
a **Unified Cyber
Governance**

DS OUTSCALE

Dedicated Cloud
Confined Collaboration

Sovereign Cloud
Trusted Collaboration

International Cloud
Secured Collaboration

Platform
Augment people
& ideas by revealing
knowledge
& know-how



Experience as a Service

Industry Solution Experiences



Virtual Twin Experiences

Industry Process Experiences

Roles & apps



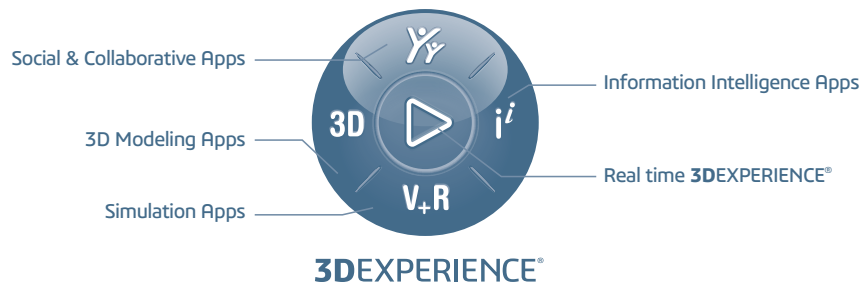
Virtual Companions



The 3DEXPERIENCE platform is a platform for knowledge and know-how, a game-changing collaborative environment that empowers businesses and people to innovate in entirely new ways.

- digital experience platforms for industry, urban development and healthcare are becoming critical to operate a business. They have already transformed the retail, transportation and hospitality industries, and are now set to transform all industries;

- creating experiences is a complex process, requiring diverse knowledge and know-how, and connecting the dots between people, ideas, and data – inside and outside the company – between complex interconnected systems;
- tomorrow's game changers will be those that empower the workforce of the future with the best knowledge and know-how assets and not those with the most automated production systems.



The 3DEXPERIENCE platform offers an entire universe of experiences to connect people, businesses and ideas.

First, through OUTSCALE, a Dassault Systèmes' brand and a strategic sovereign cloud operator, the Company offers cyber governance declined in three levels:

- Dedicated Cloud for sovereign collaboration in the customer's space;
- Sovereign Cloud for trusted collaboration within a common legal and fiscal space;
- International Cloud for secure collaboration anywhere.

Then, Dassault Systèmes provides a platform to empower people to manage and transform their business.

As a system of operations, the 3DEXPERIENCE platform enables businesses to innovate and operate with operational excellence, from idea to modeling and simulation to market delivery and usage.

It empowers everyone by embracing and extending their skills and knowledge, connecting people, teams and businesses. It allows everyone involved in an innovation project – from the research lab to the factory to the consumer – to interact and work together. As a result, innovators can virtually design and test consumer experiences, before physically producing them.

Finally, Dassault Systèmes provides Experiences as a Service, which include:

- Industry Solution Experiences for company performance and innovation;
- Industry Process Experiences for efficient teams;
- Roles for champion users.

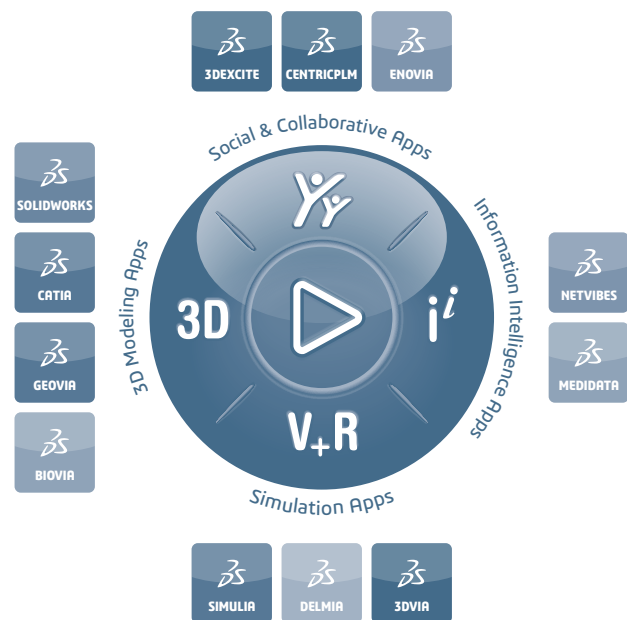
With 3D UNIV+RSES launched in February 2025, the Company's portfolio evolves with two new product categories:

- **Virtual Companions**, augmenting users towards a new level of productivity and innovation;
- **Virtual Twin Experiences**, centered on a virtual twin, incorporating virtual twin specific knowledge and know-how to simulate its evolution in the real world.

1.4.2.3 Software Applications Portfolio

Dassault Systèmes brands by quadrants of the Compass

Symbolized by the Compass, the 3DEXPERIENCE platform is structured into four quadrants.



3D Modeling Applications

SOLIDWORKS – Authentic Design Experience

SOLIDWORKS is focused on providing powerful yet simple and easy-to-use 3D product development solutions accessible to all innovators, from students to makers to professionals. These solutions enable clients to innovate and streamline their design processes. By augmenting SOLIDWORKS with the 3DEXPERIENCE platform services, businesses have new ways to create, collaborate, and innovate.

Focused on delivering powerful design experiences, the expanded portfolio that also includes SOLIDWORKS browser-based and mobile-ready solutions brings leading edge capabilities, such as artificial intelligence, machine learning and generative design, to every designer.

True to its mission to democratize 3D design, SOLIDWORKS continues to empower its passionate community: millions of students, educators, makers, professionals and life-long learners who create cutting-edge products and develop countless world-changing innovations.

In 2019, Dassault Systèmes introduced **3DEXPERIENCE Works** to create a new family of specialized business applications on the **3DEXPERIENCE** platform for small and medium sized companies, typically SOLIDWORKS users, that want to expand their business to become experience providers. Small and midsize firms worldwide need cloud based solutions to grow but have long been challenged to find ones that are right for their size.

In 2025 this new family of applications will be called "SOLIDWORKS Value Offers", and by introducing them, Dassault Systèmes brings the platform benefits to all SOLIDWORKS Clients. The SOLIDWORKS Value Offers extend the ease of use and simplicity to a new category of solutions composed of fine-tuned and simplified applications. SOLIDWORKS Value Offers uniquely combine collaboration with design, simulation, manufacturing and manufacturing ERP capabilities in a single virtual collaborative environment to help growing businesses become more inventive, efficient and responsive. The SOLIDWORKS Value Offers family includes applications from SOLIDWORKS, DELMIA, DELMIWorks, ENOVIA, SIMULIA, NETVIBES and 3DEXCITE.

CATIA – Shape the World We Live in

CATIA is the leading solution⁽¹⁾ spanning the complete innovation and development processes – from vision to certification – to imagine, design, simulate and operate sustainable products and systems.

CATIA shifts traditional 3D CAD (computer-aided design) expectations to cognitive-augmented design. Leveraging knowledge, know-how and proven technology to automate design and systems engineering combined with modeling, simulation, and AI, CATIA wants to provide AI-driven Generative Experiences to all its users.

The brand offers a differentiating approach to Generative AI to solve industry challenges based on fine-tuned models trained on industry-specific datasets and models coming from knowledge and know-how of industry processes.

CATIA provides an intuitive user experience, powered by 3D, web services, as well as mobile and augmented reality technologies to collaborate virtually, and empowering co-design experiences. Lastly, through its cyber-physical systems modeling and simulation capabilities, CATIA is integral to **3DEXPERIENCE**-based Industry Solutions for

model-based systems engineering, enterprise architecture, concept modeling and system simulation.

These solutions enable global industry leaders to act as game changers in key sectors like Manufacturing Industries, where 85% of electric vehicles are using CATIA solutions, or in Infrastructure & Cities, where Dassault Systèmes' design software is adopted in 80% of new nuclear projects.

GEOVIA – Model the Sustainable Planet

GEOVIA provides end-to-end digital solutions focusing on the intersection of natural resources, infrastructure and urban planning. The brand empowers a diverse community of geoscientists, earth engineers, and urban planners to access the information and insights they need to make informed decisions that balance economic, environmental, and social considerations, ensuring the responsible use and development of the earth's resources.

As part of the **3DEXPERIENCE** platform, GEOVIA makes it possible to create virtual twins of the Earth's surface, subsurface and infrastructure that enable users to analyze and visualize the impacts of their decisions through a dynamic and comprehensive view of assets and processes, helping to improve operational efficiency and optimize resource utilization through real-time monitoring, predictive analytics, and continuous improvement.

GEOVIA is driven by a vision to model a sustainable future where technology, knowledge and know-how play a crucial role in promoting responsible natural resources management, improving the quality of life for all people, and safeguarding the planet for generations to come.

BIOVIA – Model the Biosphere

BIOVIA empowers scientists to shape the biosphere by discovering and developing novel chemicals, biologics, and materials to improve lives and create a more sustainable world. Through collaboration and experiences, BIOVIA connects the virtual world of modeling and simulation with the real world of scientific laboratory experimentation. BIOVIA partners with science-based organizations bringing the best of knowledge and know-how with a comprehensive set of experiences, spanning across five portfolios: biosciences, materials science & engineering, lab informatics, scientific informatics and total quality and regulatory. Our software solutions are orchestrated in end-to-end workflows on the **3DEXPERIENCE** platform.

BIOVIA provides deep scientific heritage and technology expertise advances to the highest levels of research and collaborative innovation across science-driven industries including Life Sciences & Healthcare, Consumer Packaged Goods, Infrastructure, Energy & Materials, Transportation & Mobility, Aerospace & Defense and High-Tech. Organizations around the world are transforming digitally, advancing innovation and increasing productivity and quality while assuring regulatory compliance and shortening time to market.

(1) Dassault Systèmes evaluates its competitive positioning based on several third-party studies (D&B, Oxford Economics, Omdia, IDC, Gartner).

Simulation Applications

The 3DEXPERIENCE platform lets you test possible scenarios against reality.

3DEXPERIENCE is made possible by real-time realistic simulation. Dassault Systèmes has made big investments in technologies and services to simulate complex behaviors, production system execution, additive manufacturing processes, logistics operations and consumer usages in everyday life. It has unique assets for complexity management and multiscale, multidiscipline simulation (structures, fluids, electromagnetics, acoustics, etc.). Building simulation into the design and virtual manufacturing process makes it possible to optimize product design in accordance with the manufacturing process and with robustness, weight, and cost constraints.

SIMULIA – Reveal the World We Live in

SIMULIA delivers science-based multiscale, multiphysics simulation solutions that enable designers, engineers, scientists, and all innovators to create and experience virtual twins. Leveraging data science and state-of-the-art AI, the 3DEXPERIENCE platform unifies modeling and simulation (MODSIM) and enables all stakeholders to collaborate on accelerating innovative product development, optimizing infrastructure for living as well as its sustainability, and accelerating innovations in the Life Sciences industry. Our end-to-end industry processes capture knowledge and know-how, putting the power of MODSIM in the hands of all users to eliminate material waste, reduce costly time-consuming physical testing, improve quality and safety, and meet global sustainability mandates.

DELMIA – Make It Happen

A key feature of Dassault Systèmes' 3DEXPERIENCE platform is the connection between the virtual and real worlds. Operational excellence requires harmonized design, production, distribution, human resources management and processes. DELMIA enables global industrial operations to design and test the manufacturability of products in a simulated, virtual environment, optimize the supply chain, and operate factories, warehouses and distribution to sustainably manage and fulfill customer demand.

3DVIA – Shape Your Dream

3DVIA currently helps over 35 million consumers make important buying decisions in their daily lives by delivering a fast, rich and visually stunning experience for 3D space planning. The brand is driving growth and proliferation of 3D among consumers via two separate target audiences.

For consumers and interior designers, HomeByMe offers a free tool for consumers and is used by millions of people to create virtual twins of their home. Its professional subscriptions enable interior designers to offer their customers a game-changing level of speed, responsiveness, ease of use and visual impact with 360° virtual reality and augmented reality.

For retailers, 3DVIA offers two products that support a virtual omnichannel buying experience: HomeByMe for Kitchen Retailers and HomeByMe for Home Retailers. These products afford an interactive 3D room-planning experience dedicated to furniture retailers and their millions of customers.

Information Intelligence Applications

The 3DEXPERIENCE platform allows you to calibrate and contextualize experiences considering all the information within and outside the Company.

The 3DEXPERIENCE platform provides unique intelligent information, artificial intelligence, semantic indexing and search capabilities. Leveraging the ultimate new data science, machine learning technologies and modeling, the 3DEXPERIENCE platform makes it possible to understand, analyze, correlate, infer, describe, predict and prescript very complex information. This profound dialogue between the virtual model and data is unique to Dassault Systèmes and is not found elsewhere.

NETVIBES – Reveal Information Intelligence

NETVIBES augments people in business with Virtual Twin Experiences, elevating data to knowledge and know-how, providing contextualized, actionable insights to reach their goals. This is set in motion for enterprises:

- Value Network with AI-driven standardization & sourcing optimization, for resilient supply-chain;
- Virtual Product Development with KPI-driven design decisions (Sustainability, Cost, Weight);
- Customer Experience with 360° insights on assets in operations, toward enhanced availability & customer satisfaction;
- Planning with empowerment to deliver programs & projects on cost, on quality, on schedule, and to understand market trends and secure competitive portfolio.

MEDIDATA – Power Smarter Treatments and Healthier People

MEDIDATA is powering smarter treatments and healthier people through digital solutions to support clinical trials. Celebrating 25 years of ground-breaking technological innovation across more than 35,000 trials and 10 million patients, MEDIDATA offers industry-leading expertise, analytics-powered insights, and the largest patient-level historical clinical trial data set in the world.

MEDIDATA has a pivotal role to play in shaping the Generative Economy. Dassault Systèmes' vision of creating virtual twins of humans, with a focus on patient centricity, sets the trend in the industry and is an inspiration for the future.

More than 1 million registered users across approximately 2,300 customers trust MEDIDATA's seamless, end-to-end platform to improve patient experiences, accelerate clinical breakthroughs, and bring therapies to market faster.

Social and Collaborative Applications

The 3DEXPERIENCE platform allows you to bring together and catalyze a diversity of talents towards Collaborative Innovation.

The 3DEXPERIENCE platform allows any business to become innovative by building on structured and unstructured collaboration. The platform connects people, ideas, data and solutions driving collaborative innovation.

ENOVIA – Plan your Definition of Success

ENOVIA enables all people in business to plan their definition of success. That is because ENOVIA applies the power of the 3DEXPERIENCE platform across all industries, connecting people, knowledge and processes to streamline collaboration across the value network and product lifecycle.

With ENOVIA, companies of all sizes eliminate silos of operation to maintain agility and more efficiently manage their configured, multi-discipline, design, engineering and manufacturing process across the lifecycle. Using the power of virtual twin experiences across the enterprise, clients facilitate continuous innovation and accelerate time to market while maintaining compliance with business, sustainability and regulatory objectives.

The ENOVIA portfolio provides dedicated business roles and industry processes to connect users across multiple domains like quality, sourcing, procurement and planning.

CENTRIC PLM – Plan your Collection's Success

CENTRIC PLM provides an innovative product concept to launch platform for retailers, brands and manufacturers

of all sizes and segments of the consumer goods industry including fashion, footwear, luxury, outdoor, consumer electronics, cosmetics & personal care and food & beverage.

CENTRIC PLM enables digital transformation to achieve strategic and operational goals such as orchestrating and executing a competitive retail and product strategy, increasing agility, speeding time to market and getting closer to consumers resulting in maximized revenues and margins. All solutions are highly configurable and built hand-in-hand with market-leading companies:

- Centric PLM streamlines product design, development, sourcing, quality & compliance, packaging & proofing, sustainability and digital product creation.
- Centric Planning™ delivers best-in-class, easy-to-use and visually-driven financial, merchandise and assortment planning as well as store & vendor forecasting for seamless and fast, pre and in-season execution;
- Centric Visual Boards™ improves team collaboration for optimized product assortments and a streamlined omni-channel buying and sell-in process;
- Centric Pricing™ provides AI-driven competitive product and price assortment benchmarking information and market trend insights.

3DEXCITE – Engineer the Excitement

3DEXCITE drives commercial innovation through software and services based on the 3DEXPERIENCE platform.

In the experience economy, manufacturers' business models are changing, and engineering is becoming more important than artistry in commercialization.

Service ecosystems now extend the value of sophisticated products through applications, fueling demand for more accurate and appealing content, representing products in their context of use. 3DEXCITE delivers software and professional services to transport product knowledge into end-user virtual universes.

OUTSCALE – The Leading Sovereign and Sustainable Operator of Trusted Business Experience as a Service

OUTSCALE, a brand of Dassault Systèmes since 2022, is the first sovereign and sustainable operator of Trusted Business Experience as a Service. It is the first ever Infrastructure as a Service (IaaS) company certified SecNumCloud by ANSSI – French National Agency for the Security of Information Systems.

OUTSCALE's strategy and its offer are unique in the industry.

First, OUTSCALE is the strategic sovereign cloud operator that enables governments and corporations from all sectors to access digital autonomy through a cloud experience and cyber governance declined in three levels:

- Dedicated Cloud: a cloud dedicated to sovereign collaboration in the customer's space;
- Sovereign Cloud: a sovereign trusted cloud for trusted collaboration within a common legal and fiscal space;
- International Cloud: an international cloud for secure collaboration.

Secondly, OUTSCALE aims to be the value creation enabler for new business experiences through holistic collaborative worlds that combine data science, virtual twin experiences, process modeling, supported by collaboration tools. OUTSCALE delivers business experience twins that enable all business users to excel in their roles by leveraging data science, breaking down silos, and capturing knowledge and expertise across their organization and ecosystem: from market intelligence and cost optimization to talent management, innovation acceleration, asset intelligence, and quality control.

Finally, OUTSCALE strengthens cyber governance and develops business experiences through a new cloud ecosystem via its *Marketplace* or alliances such as NumSpot.

1.4.2.4 Portfolio of Experiences for 3D UNIV+RSES

Dassault Systèmes provides a portfolio of Experiences as a Service that offer knowledge and know-how to maximize outcomes for its clients.

The Company's portfolio is structured with Industry Solution Experiences and Industry Process Experiences that are meaningful combination of roles developed by brands:

- Industry Solution Experiences meet the challenges of an industry and support an enterprise transformation: for example, Engineered to Fly allows Aerospace & Defense suppliers to accelerate production and go-to-market lifecycles from bid to delivery.
- Industry Process Experiences improve a team performance: they correspond to the business process used by a team in the context of the solution. Let us take the example of Aerospace Composite Engineering in Engineered to Fly: this industry process experience aims at helping to design, optimize and produce composites parts with process-oriented applications.
- Roles empower one individual for excellence in his job: they correspond to the work of one individual in the context of the industry process – for example, Composites Braiding & Forming Engineer in the context of Aerospace Composite Engineering correspond to the job of an engineer.

By December 31, 2024, Dassault Systèmes offered 114 Industry Solution Experiences, 735 Industry Process Experiences and 554 Roles.

Dassault Systèmes' industry portfolio is forward looking. It is carefully crafted by industry segment based on "what my industry values the most" – its most important challenges. The Company's portfolio aims at helping to meet these challenges and ensure its customers that they become innovation and sustainability front-runners.

Each Industry Solution and Industry Process Experiences has a set of Key Value Indicators to explain the value to customers and allow them to monitor it – these key value indicators can be as broad as acceleration of innovation lifecycle, operational efficiencies, reduction of time loss, reduction of CO₂ emissions or increase of revenues.

While crafting this portfolio, specific attention is paid to ensure that Dassault Systèmes' industry portfolio also helps customers become even more sustainable, by limiting footprint and increasing handprint – for example: reducing physical testing and increase virtual testing; optimizing factory operations; simulating the environmental impact of a product or process, etc.

This commitment to help customers across all industries to develop new products, materials and processes needed to build a more sustainable economy is at the heart of Dassault Systèmes' purpose. See sections 1.8 "Environmental, Social, and Governance Performance" and 2.7.2 "EU Taxonomy Indicators" for more information about the Company's approach to sustainable development and its ambitions.

This well-structured portfolio allows companies to embark on significant digital transformation, while having a clear overview of the impact and desired outcomes for their organizations, as well as the jobs and skills of their people. Both C-level and operational teams can understand and track the outcomes of transformation projects at their own level.

The portfolio also encompasses industry-specific knowledge and know-how in the industries served, a capacity greatly accelerated with artificial intelligence based services.

With 3D UNIV+RSES launched in February 2025, the Company's portfolio evolves with two new product categories:

- **Virtual Companions**, augmenting users towards a new level of productivity and innovation;

- **Virtual Twin Experiences**, centered on a virtual twin, incorporating virtual twin specific knowledge and know-how to simulate its evolution in the real world.

1.4.2.5 How Dassault Systèmes engages with customers

Dassault Systèmes customers extend from startups, small and mid-sized companies to the largest firms in the world and also include educational institutions and government departments. Dassault Systèmes leverages its **3DEXPERIENCE** platform to engage seamlessly with all customers, accelerate its growth, define and execute sales processes.

Together with the Company's partners, four ways have been developed to engage with customers and provide them with the right value at the right time:

- **Customer Solution Experiences**: a direct engagement approach for companies that are under transformation and are looking for the greatest value for their customers;
- **Customer Process Experiences**: a partnership-based approach for organizations that seek optimal operational performance from their industrial processes;
- **Customer Role Experiences**: a partnership-based approach for organizations whose users want to achieve excellence and need to be provided with knowledge and know-how to perform on their job;
- **Life Science Engagement**: an engagement approach for Life Sciences & Healthcare organizations.

In addition, Dassault Systèmes provides an Online Store for organizations which expect end-to-end, full online engagement, for SaaS roles. This Online engagement triggers continuous relationship with users and helps growing SaaS businesses become more inventive, efficient and responsive.

1.4.2.6 Estimated Addressable Market Size, Market Position and Competitors

Total addressable market

The total addressable market is estimated at approximately \$45 billion. The total addressable market sizing uses third party estimates of software domains, analyzed and compared to the software capabilities of the company's offer. Third party estimates do not take into account internally developed software by companies but only commercially sold software.

Market positioning

Dassault Systèmes is leader⁽¹⁾ in the 3D PLM market, which includes 3D software for design, simulation, digital manufacturing, product data management and collaboration. Dassault Systèmes is also one of the world's leading 3D design and engineering simulation software providers with CATIA, SOLIDWORKS and SIMULIA brands. The **3DEXPERIENCE** provides the most complete user experiences, as they go beyond the simulation of the individual physics or multi-physics capabilities.

By industrial sector, Dassault Systèmes is one of the leading software vendor in Manufacturing Industries and Life Sciences & Healthcare. In Infrastructure & Cities, with the **3DEXPERIENCE** platform, the Company's approach meets the growing needs of infrastructure operators and public authorities to transform their services and their organizations in the face of the accelerated virtualization of the world.

Competitive landscape

The software market is highly-competitive. Dassault Systèmes broadens the addressable market by expanding its product portfolio, diversifying its client base, and developing new applications and markets. The level of competition also increases from new competitors ranging from technology startups to the largest technology and industrial companies in the world.

In Manufacturing Industries, competitors in the PLM market include but are not limited to Siemens Digital Industries, Autodesk, PTC, simulation vendors with Ansys⁽²⁾, Altair Engineering⁽³⁾, MSC Software (owned by Hexagon), collaborative enterprise business processes and industrial operations software vendors like Oracle and SAP.

Life Sciences & Healthcare sector is a highly fragmented market with the three largest players, including Dassault Systèmes, representing less than 30% of market shares. There is a wide range of competitors in research and discovery (Schrödinger and Benchling), in preclinical development (Labware and Thermo Fisher Scientific), in clinical testing (Oracle and Veeva Systems), in manufacturing (SAP, SAS and Tibco) and in commercialization (Veeva Systems and Model N).

Other actors, mostly software developers, that directly or indirectly compete with Dassault Systèmes include but are not limited to Adobe, ARAS, Aveva Group (owned by Schneider Electric), Bentley Systems, Epicor, Infor, Intergraph (owned by Hexagon), JDA Software, Microsoft, Nemetschek, Palantir Technologies, Plex, Salesforce, and other software companies in the mining sector or offering information intelligence, social enterprise innovation, collaboration software capabilities or digital marketing.

(1) Dassault Systèmes evaluates its competitive positioning based on third-party studies (D&B, Oxford Economics, Omdia, IDC, Gartner).

(2) On January 16th, 2024, Synopsys announced a definitive agreement to acquire Ansys. The transaction is anticipated to close in the first half of 2025.

(3) On October 30th, 2024, Siemens announced an agreement to acquire Altair Engineering. The transaction is anticipated to close in the second half of 2025.

1.4.3 Material Contracts

Other than contracts entered into by the Company in the ordinary course of business, Dassault Systèmes' material contracts are principally the distribution agreements with its value-added retailers and systems integrators. See paragraph 1.4.2.6 "How We Engage with Customers", strategic partnerships in paragraph 1.5 "Research and Development", and in particular paragraph 1.5.1 "Overview".

Business contracts

JLR

In 2023, JLR and Dassault Systèmes renewed and expanded their partnership for a five-year period to support the "Reimagine" strategy of JLR to become a "Digital First" company, expanding the usage of the **3DEXPERIENCE** platform from 8,500 to more than 18,000 users.

JLR continues to deploy Dassault Systèmes' **3DEXPERIENCE** platform globally, to support the end-to-end development of all its modern luxury vehicles. Users across all JLR business areas and suppliers will make use of virtual twins to increase efficiency, improve production management, save time, and reduce waste and costs.

JLR's decision to deploy the **3DEXPERIENCE** platform at this scale further confirms the role that Dassault Systèmes plays in JLR's commitment for a good and responsible business in an industry that demands high levels of excellence and personalization.

The Boeing Corporation

In 2017, The Boeing Corporation and Dassault Systèmes entered into a new, extended strategic partnership agreement pursuant to which Boeing will expand its deployment of Dassault Systèmes' software on the **3DEXPERIENCE** platform across its commercial aviation, space and defense divisions. Following an extensive evaluation process, Boeing selected Dassault Systèmes as its technological partner for its digital transformation strategy: PLM, authoring and manufacturing operations management tools.

Airbus

In December 2024, Airbus and Dassault Systèmes signed a new long-term strategic partnership agreement to accelerate the digital transformation of its Commercial, Helicopters and Defense and Space entities and contribute to the preparation of its new generation programs.

The **3DEXPERIENCE** platform, confirmed as the backbone for the organization of the life cycle of new-generation

Airbus programs, will be gradually deployed on the sovereign SaaS Cloud at a global scale to more than 20,000 users to support the entire development chain for all its civil and military aircraft and helicopters. Users, coming from all areas of activity, and Airbus suppliers will be able to collaborate together more efficiently and use virtual twins to reduce development cycles, anticipate and improve the efficiency of production and after-sale support while reducing costs.

Financing

Bond

In September 2019, Dassault Systèmes SE issued its four-tranche fixed rate bond for a total of €3.65 billion. This issuance was part of the financing of the acquisition of Medidata Solutions, Inc., completed in October 2019. See paragraph 3.1.6 "Capital Resources" and Note 19 to the consolidated financial statements. The first tranche of €900 million was reimbursed on September 16, 2022. The second tranche of €700 million was reimbursed on September 16, 2024.

Term loans and lines of credit

To finance the acquisition of Medidata Solutions Inc., Dassault Systèmes also subscribed to two loans on October 28, 2019 with maturities on October 28, 2024 in the amount of €500 million and \$530 million, respectively. These loans were voluntarily repaid in full by Dassault Systèmes between October 2020 and February 2022.

In connection with this acquisition, Dassault Systèmes also received a financing commitment in the form of a revolving line of credit of €750 million for a period of five years as of October 28, 2019. In 2020, and then in 2021, Dassault Systèmes extended its maturity for an additional year each time, bringing the maturity date of this credit facility to October 28, 2026. As of December 31, 2024, the line of credit had not been drawn.

Negotiable European Commercial Paper

In July 2022, Dassault Systèmes launched a short-term program, the Negotiable European Commercial Paper (NEU CP) program, with a maximum limit authorized by the Board of Directors of €750 million. The Company issued a cumulative total in 2024 of €2,227 million (while remaining under the limit) with a maximum maturity of three months, and repaid €2,027 million under this program.

See paragraph 3.1.6 "Capital Resources" and Note 19 to the consolidated financial statements.

Leases

Dassault Systèmes signed long-term leases (for twelve years) for its corporate headquarters in Vélizy-Villacoublay, France (the "3DS Paris Campus") in 2008 and for its offices, technology lab and data center in Waltham, outside Boston, United States (the "3DS Boston Campus") in 2010. In 2013, Dassault Systèmes entered into a new lease for its headquarters facilities for a non-cancelable initial term of ten years starting from the delivery date of an additional building of approximately 13,000 square meters. Close to this site, Dassault Systèmes has also leased since 2010 approximately 11,000 additional square meters in a building located in Meudon-La-Forêt. In 2016, the 3DS Boston Campus lease was extended for 25 months, to end on June 30, 2026.

In December 2019, Dassault Systèmes signed a new lease contract for an additional building of approximately 28,000 square meters of office space within the 3DS Paris Campus, for a fixed term of ten years starting in the second quarter of 2023. The minimum future lease payments over the lease term amount to approximately €81.1 million. In this

context, leases of existing buildings have been renegotiated, notably to extend their term to 2032.

On February 14, 2020, Dassault Systèmes acquired the leasehold rights, for a period of 75 years, for two buildings located near the Dassault Systèmes offices in Pune, India (the "3DS Pune Campus"), for an amount equivalent to €42.8 million, as part of the expansion plan for this campus. One of the two buildings was fully fitted-out and delivered in October 2021, and the fitting-out of the second building began mid-2022 and was completed in the fourth quarter of 2024.

In November 2022, the Company signed a new lease contract on a Paris office building for a fixed term of twelve years effective as of the fourth quarter of 2023. The minimum future lease payments on this building amount to approximately €42.4 million.

See paragraph 1.9.2.4 "Liquidity Risk" and Note 18 to the consolidated financial statements.

1.5 Research and development

1.5.1 Overview

Principal areas of investment in R&D are related to the **3DEXPERIENCE** business platform foundations and services.

Moreover, with more than 200 scientific and research partners, the Company's R&D effort mainly aims at providing major breakthrough on user experiences and on the expansion of its portfolio's reach with immersive, mobile and native cloud solutions.

As of December 31, 2024, the Group's R&D teams included 10,250 employees, compared to 10,097 at year-end 2023, representing approximately 41% of the total headcount. The Group increased its total R&D headcount by 1.5% in 2024, after a 7.3% increase in 2023. (Refer to methodology reported in paragraph 2.2.3.1.3 Managing Strategic Matter 6: Fostering Employees' Engagement to improve Retention).

The Company has R&D facilities in the countries where its clients and high-talent employees are located: in Europe (mainly France, Germany, the United Kingdom, the Netherlands, Poland, and Lithuania), America (mainly the United States) and Asia (mainly India, Malaysia and Australia).

In 2024, R&D expenses totaled €1,286.2 million, compared to €1,228.3 million for 2023, increasing 5%. Dassault Systèmes benefited from government grants and other governmental programs supporting R&D of €50.0 million in 2024 and €38.3 million in 2023. These government grants

principally include research and development tax credits received in France.

The Company conducts its R&D in close cooperation with customers and users in their respective industries to develop a deeper understanding of the unique business processes of these industries as well as the future product directions and requirements of these industries, customers and users.

The Company has established long-standing, scientific and technical collaborations with key partners in order to maximize the benefits from available technology and increase the value for shared customers. These research and technology alliances are established with three objectives:

- to cover end-to-end solutions with holistic offerings;
- to participate in the development of future structure of industries;
- and to integrate the most advanced features of technology into our solutions.

In 2024, Dassault Systèmes counted more than 10,000 people in its ecosystem of technology and marketplace partners. Further, the Company is a participant in several hundred public-private projects (for example under the aegis of the FDA, prestigious universities such as Harvard or MIT, and world leading institutes such Inria and INSERM), collaborates with renowned scientists (including Nobel Prize winners) and is engaged in technology partnerships across the twelve industries (and industry sub-segments) it serves.

Dassault Systèmes has software development partners working in each domain of its software solutions. Its global affiliate program enables developers to create and market their own applications fully integrated with and complementary to the Company's software solutions.

Dassault Systèmes is deeply committed to creating quality solutions that allow its customers to meet the critical business requirements of the industries in which they operate. This commitment to quality is evidenced by its well-established Quality Management System certified ISO 9001:2015 – the latest version of the standard focusing on operational excellence and performance.

1.5.2 SaaS offering and Services

The MEDIDATA platform is built to protect data's privacy, security, and quality. These critical elements are built in at the design phase of its technology. This validated core is certified by multiple independent certification bodies to reinforce this commitment. MEDIDATA's robust accreditation and certification portfolio defines its industry's gold standards around data privacy, information security, and quality management.

The MEDIDATA platform has been certified by the highest security standards, including ISO 27001:2022, ISO 27017:2015, SOC1 Type 2 and SOC2 Type 2 plus, as well as ISO 27018:2019 for Privacy Information Management. The MEDIDATA brand of Dassault Systèmes was the first life sciences company to achieve compliance with the ISO/IEC 27701:2019 Privacy Standard. In addition to having a moderate FISMA (Federal Information Security Management Act) authority to operate for over ten years, MEDIDATA is compliant with regulations such as ICH E6 (R2), 21 CFR Part 11, EU GMP Annex 11, the Ministry of Health, Labour and Welfare (MHLW) of Japan, and the National Medical Product Administration of China (NMPA).

CENTRIC PLM innovations drive digital transformation for the most prestigious companies such as retailers, brands and manufacturers of consumer goods. In 2022, in addition to its SOC-2 type 2 certification, the CENTRIC PLM platform was certified by the highest security standards: IS 27001:2013, ISO 27017:2015 and ISO 27018:2019 for Privacy.

Since 2010, OUTSCALE has been providing companies and public organizations with stable, scalable and secure Infrastructure as a Service (IaaS) cloud computing services deployed on trusted industrial infrastructure. OUTSCALE's sovereign cloud provides complete governance in terms of digital security and sovereignty. The compliance with market standards of these cloud computing services allows OUTSCALE customers to deploy their applications with effective performance control.

OUTSCALE is the strategic sovereign cloud operator that enables governments and corporations from all sectors to access digital autonomy through a Cloud experience and cyber governance declined in three levels:

- Dedicated Cloud: a cloud dedicated to sovereign collaboration in the customer's space;
- Sovereign Cloud: a sovereign trusted cloud for trusted collaboration within a common legal and fiscal space;
- International Cloud: an international cloud for secure collaboration.

OUTSCALE aims to be the value creation enabler for new business experiences through holistic collaborative worlds that combine data science, artificial intelligence, virtual twin experiences, and process modeling. OUTSCALE delivers business experience twins that enable all business users to excel in their roles by leveraging data science, breaking down silos, and capturing knowledge and expertise across their organization and ecosystem: from market intelligence and cost optimization to talent management, innovation acceleration, asset intelligence, and quality control.

OUTSCALE's portfolio leverages the company's extensive knowledge and expertise to host all of its platforms on a scalable cloud and facilitate the cloud adoption.

Finally, OUTSCALE strengthens cyber governance and develops business experiences through a new cloud ecosystem via its marketplace or alliances such as NumSpot.

OUTSCALE supports the strategic digital autonomy of France and Europe by providing a trusted industrial cloud, efficient and respecting European values and commitments. OUTSCALE is a founding member of Gaia-X, the project to federation of European cloud services, and a member of European Alliance for Industrial Data, Edge and Cloud, of the European Commission, aiming to foster the development and deployment of next generation edge and cloud technologies.

On December 4, 2019, OUTSCALE announced that it had obtained ANSSI's (National Cybersecurity Agency of France) Security Visa, that is, the SecNumCloud qualification, for its entire Public Sector Cloud offering, aimed at public and para-public organizations and Operators of Vital Importance (OIV): a first for a cloud service provider. This Security Visa vouches for the highest level of commitment and compliance with security regulations.

OUTSCALE is fully certified ISO 27001 (information security management), ISO 27017 (cloud security), ISO 27018 (privacy protection in the cloud) and Health Data Hosting delivered by ASIP Santé.

Launched in 2021, OUTSCALE's marketplace expands its portfolio of high-added-value innovative solutions to transform the world of tomorrow. Companies and public decision-makers can choose the applications that meet their needs from the marketplace's trusted ecosystem of recognized software vendors and service platforms.

In 2022, OUTSCALE became a brand of Dassault Systèmes, and the first sovereign and sustainable operator of Trusted Experience as a Service. OUTSCALE's strategy and its offer are unique in the industry.

In 2023, OUTSCALE became the first cloud operator to obtain SecNumCloud 3.2 qualification, the highest requirement in France and Europe for meeting security and sovereignty challenges, awarded by ANSSI.

1.5.3 Intellectual Property

Dassault Systèmes protects its technology by applying a combination of intellectual property rights including copyrights, patents, trademarks, domain names and trade secrets. The Company distributes its software products to its customers via licenses that grant software utilization rights without transfer of ownership. The contracts contain various provisions protecting the Company's intellectual property rights over its technology, as well as related confidentiality rights.

The source code (set of instructions under an intelligible form, and used, once compiled, to generate the object code licensed to customers and partners) of Dassault Systèmes' products is protected both as a copyrighted work and as a trade secret. In addition, some of the key capabilities of its software products are protected through patents whenever possible.

However, no assurance can be given that others will not copy or otherwise obtain and/or use Dassault Systèmes' products or technology without authorization. In addition, effective copyright, trade secret, trademark and patent protection or enforcement may be unavailable or limited in certain countries.

Dassault Systèmes is nevertheless engaged in an active anti-piracy and compliance policy and takes systematic measures to prevent the illegal use and distribution of its products, ranging from regularizing illegal use to initiating legal proceedings.

In order to protect its technology and key product capabilities, Dassault Systèmes generally files patent applications in countries where many of its main customers and competitors are located. At year-end 2024, Dassault Systèmes' portfolio comprised over 839 protected inventions, including 71 new patents filed in 2024, i.e. 27% more filings than in 2023. Patents have been granted in one or more countries for more than 70% of these inventions, and patents for the others are pending. When a patent protection is deemed unsuitable, certain inventions are kept secret, with the proof of creation being saved. Dassault Systèmes also has a cross-license policy for patents with major players in its industry. In recent years, Dassault Systèmes has signed a number of transaction protocols and patent licensing agreements with companies identified as infringing its patents.

With respect to trademarks, the Company's policy is to register trademarks for its main products and services in the countries where it does business. Trademark protection may combine international, European Union and/or national trademark filings.

See paragraph 1.9.1 "Risks Related to the Business", and particularly paragraph 1.9.1.3 "Protection of Dassault Systèmes' Intellectual Property Rights and Assets" for the difficulties in ensuring adequate protection for the Company's own intellectual property, and paragraph 1.9.1.14 "Infringement of Intellectual Property Rights and of Third-Party Technology Licenses" for risks concerning the alleged unauthorized use of third-parties' intellectual property rights by Dassault Systèmes.

1.5.4 Investments

1.5.4.1 Overview

Dassault Systèmes is focused on three strategic sectors of the economy: Manufacturing Industries, Life Sciences & Healthcare and Infrastructure & Cities. The Company's ability to define and penetrate new markets has been critical to its success, underpinned by a clear and strong commitment to technological and business innovation.

The investments, in R&D and acquisitions, are aligned with the Company's strategy. They are the principal driver of our product innovations and enhancements. Acquisitions also complement and extend the business value Dassault Systèmes can bring to industrial sectors, clients and users.

R&D expenses totaled €1.29 billion in 2024, €1.23 billion in 2023 and €1.09 billion in 2022. Acquisitions, net of cash acquired, amounted €22.5 million in 2024, €16.1 million in 2023 and €46.4 million in 2022.

Dassault Systèmes' investments are in line with its purpose to (i) broaden its offer to answer clients' multi-discipline challenges, (ii) expand market coverage in the three sectors, and (iii) extend the power of the **3DEXPERIENCE** platform as a system of operations.

For further information, see paragraphs 1.2 "Profile and Purpose of Dassault Systèmes", 1.4.1.1 "The Company's strategy: Human Industry Experiences" and 1.4.1.2 "Strategic operational elements".

1.5.4.2 Main acquisitions between 2019 and 2024

Integrated Manufacturing ERP Solution for small and mid-sized companies

On January 3, 2019, Dassault Systèmes completed the acquisition of IQMS, a manufacturing ERP software company offering an all-in-one solution for managing engineering, manufacturing and business ecosystems by digitally connecting order processing, scheduling, production and shipping processes in real time. This acquisition allows small and mid-sized manufacturing companies to digitally transform their business operations and access the **3DEXPERIENCE** platform, extending the value proposition of **SOLIDWORKS**, and expanding the market coverage of the **DELMIA** brand.

Clinical Software Leader in Life Sciences & Healthcare

On October 28, 2019, Dassault Systèmes completed the acquisition of Medidata Solutions, Inc., a company specialized in clinical development and data intelligence, and whose clinical expertise and cloud solutions enable the development and commercialization of smarter therapies. This investment opened up a new world of virtual twin experiences in Life Sciences & Healthcare. The combination of **MEDIDATA** solutions and the **3DEXPERIENCE** platform connects the dots between research, development, clinical trials, manufacturing and commercial deployment and positions Dassault Systèmes as a leading partner for the digital transformation of Life Sciences & Healthcare industry in the age of precision medicine and patient-centered experiences.

Enhanced Collaborative Data Science

On June 9, 2020 Dassault Systèmes completed the acquisition of **PROXEM**, a specialist in artificial intelligence-based semantic processing software and services, and provider of consumer experience analysis solutions. With this acquisition, Dassault Systèmes extends information intelligence on the **3DEXPERIENCE** platform to semantics with natural language processing technologies. Customers can automate the interpretation of unstructured text data to become more innovative, agile and sustainable.

Advanced 3DEXPERIENCE platform cloud and data science strategy

On December 10, 2020 Dassault Systèmes completed the acquisition of **NuoDB**. Founded in 2010, **NuoDB** develops the most advanced distributed elastic database for cloud environments. The cloud-native distributed SQL database capitalizes on the competitive advantages of the cloud, with on demand scalability, continuous availability and transactional consistency, and is built for mission critical applications.

Enhanced collaborative business process management

On July 16, 2021, Dassault Systèmes acquired France-based **Iteop**, a Business Process Management company leveraging **BPMN 2.0** standard - a neutral, graphical language. **Iteop**'s cloud-based, agile and inclusive technology gives customers better control of processes, in individual, agile team and regulated industry contexts. Together, Dassault Systèmes and **Iteop** will enhance the **3DEXPERIENCE** platform and **OUTSCALE** to extend inclusive innovation via the cloud.

New business planning cloud experiences

On November 15, 2021, Centric Software, a Dassault Systèmes Company, acquired the innovative end-to-end retail planning solution provider, Armonica Retail: Founded in 2018 in Milan, Italy, Armonica provides innovative cloud-native solutions enabling companies to orchestrate an integrated process from planning to development to delivery to omni-channel sales. Armonica's solutions and CENTRIC PLM will deliver digital transformation that provides users significant potential value via the ability to plan, visualize and execute business, based on real-time plan versus actual feedback throughout the entire product lifecycle.

Expanding 3DEXPERIENCE platform with augmented reality and field control technology

In July 2022, Dassault Systèmes announced the acquisition of DIOTASOFT, a developer of assembly assistance and quality control software solutions for manufacturing and operations. Founded in 2009 in France, DIOTASOFT provides software solutions for digital-assisted operations and digital-based robotics inspection that help industrial companies enter a new era of digital transformation. This acquisition expands Dassault Systèmes' 3DEXPERIENCE platform with actionable virtual twin experiences on the shop floor, enabling industries to optimize the performance of complex industrial processes and boost their operational efficiency.

Offering the reference solution for trusted cloud services through a consortium

In October 2022, Dassault Systèmes announced an alliance with Docaposte (digital subsidiary of La Poste group), with Bouygues Telecom and Banque des Territoires, uniting their expertise and strengths at the core of a French industrial consortium in order to create NumSpot, a company dedicated to the development of a full offering of sovereign and trusted cloud services in Europe. Available in 2023 in France, NumSpot is targeting commercial development in the European marketplace with the ambition to become the benchmark in trusted cloud offerings.

Enlarged Centric Software Platform

In November 2022, Centric Software announced the acquisition of StyleSage, a company offering AI-powered tools for competitive assortment benchmarking, and price and product trend insights. StyleSage provides product trend data and competitive pricing intelligence to enable fashion, beauty and home retailers and brands to understand the pricing and style trends shaping their market and to visualize the product and pricing mix of their competitors. The combination of Centric PLM, Centric Planning, Centric Visual Boards and StyleSage enables brands and retailers to position themselves optimally vis-à-vis both the market and consumers.

Making OUTSCALE the trusted partner for financial institutions

In June 2023, Dassault Systèmes announced the acquisition and integration of the Innova Regulatory – Technology solution. This strategic move reinforces the ambition to make OUTSCALE the trusted partner for financial institutions. Innova leverages artificial intelligence to automate investment compliance controls. It offers precise semantic analysis and automatic detection of investment rules, adding a new dimension to Dassault Systèmes' Business Experience for Finance offering, which promotes optimized management of compliance controls and stimulates collaboration and collective intelligence within organizations.

Acquiring an AI-Powered Predictive Pricing Solution

In September 2023, Centric Software announced the acquisition of aifora, the artificial intelligence-powered price and inventory optimization solution. Focused on the needs of trend-driven, highly seasonal goods such as fashion, apparel, footwear and home, aifora's easily configured, easy to use SaaS platform offers predictive algorithms and machine learning models to interactively optimize pricing across various stages of the retail lifecycle. Aifora's solution also enhances inventory allocation and replenishment, enabling businesses to optimize supply chains and reduce overstock or stockouts to align with sustainability initiatives.

Providing the only complete end-to-end electric machinery MODSIM solution

In March 2024, SIMULIA announced the acquisition of EOMYS. Based in Lille, France, the company founded in 2013 provides a software solution used for the assessment and control of magnetic noise and vibrations in electric drives, from electric machine conceptual design to system-level detailed design stage. The combination of EOMYS and Dassault Systèmes technologies enables Dassault Systèmes to provide the only complete end-to-end electric machinery MODSIM solution in the industry.

Enhancing OUTSCALE's managed services offering with highly secure Kubernetes solutions

In April 2024, Satelliz joined OUTSCALE enhancing its position as a Cloud technology leader with new capabilities. Satelliz is specialized in the development and operation of Kubernetes services, bolstered by its 24/7 management expertise. The acquisition of Satelliz by OUTSCALE heralds a new era for customers, allowing them to directly benefit from the agility of Cloud Computing without the complexities traditionally associated with infrastructure management. Satelliz's managed solutions, combined with OUTSCALE's expertise, facilitate simplified application management in a dynamic market context.

Bringing the simulation power of virtual twins to the next level

In May 2024, Dassault Systèmes acquired AMCAD Engineering. Founded in 2004, AMCAD is a French company which offers a suite of reliable and adaptable radio frequency modeling and testing software solutions that support

engineers in accurately designing and optimizing microwave circuits. AMCAD solutions complement SIMULIA's leading 3D simulation capabilities, by adding the modeling and characterization capabilities for the active network part.

Our principal acquisitions with an individual purchase price greater than €100 million over the last three years include:

Acquisition	Year	Purchase Price
Medidata Solutions, Inc.	2019	€5.1 billion (\$5.8 billion)
IQMS	2019	€379 million
Centric Software (majority ownership acquired in 2018, and acquisition of the balance of shares of non-employees in 2020) ⁽¹⁾	2018-2020	€228 million

(1) As of 12/31/2024, Dassault Systèmes holds 93% of the share capital of Centric Software.

1.6 Company Organization

1.6.1 Dassault Systèmes SE's Position within the Company

Dassault Systèmes SE, Dassault Systèmes' parent company, fulfills several roles: first, it is one of the Company's largest operating entities and one of its principal R&D centers, responsible for the development of a number of the Company's software solutions integrated in the 3DEXPERIENCE platform. Dassault Systèmes SE is also the holding company that owns directly or indirectly all the companies that make up the Company. Dassault Systèmes SE plays a centralizing role, defining the Company's overall strategy and the means for its deployment, as well as the marketing and sales policy and the three engagement models (described in paragraph 1.4.2.6 "How Dassault Systèmes

engages with customers"). The parent company generally manages cash for subsidiaries whose currency is the euro, and provides support to the Company for a number of activities, including finance, communication, marketing, legal affairs (including management and protection of intellectual property), ethics and compliance, human resources and IT, and pools certain costs for its subsidiaries.

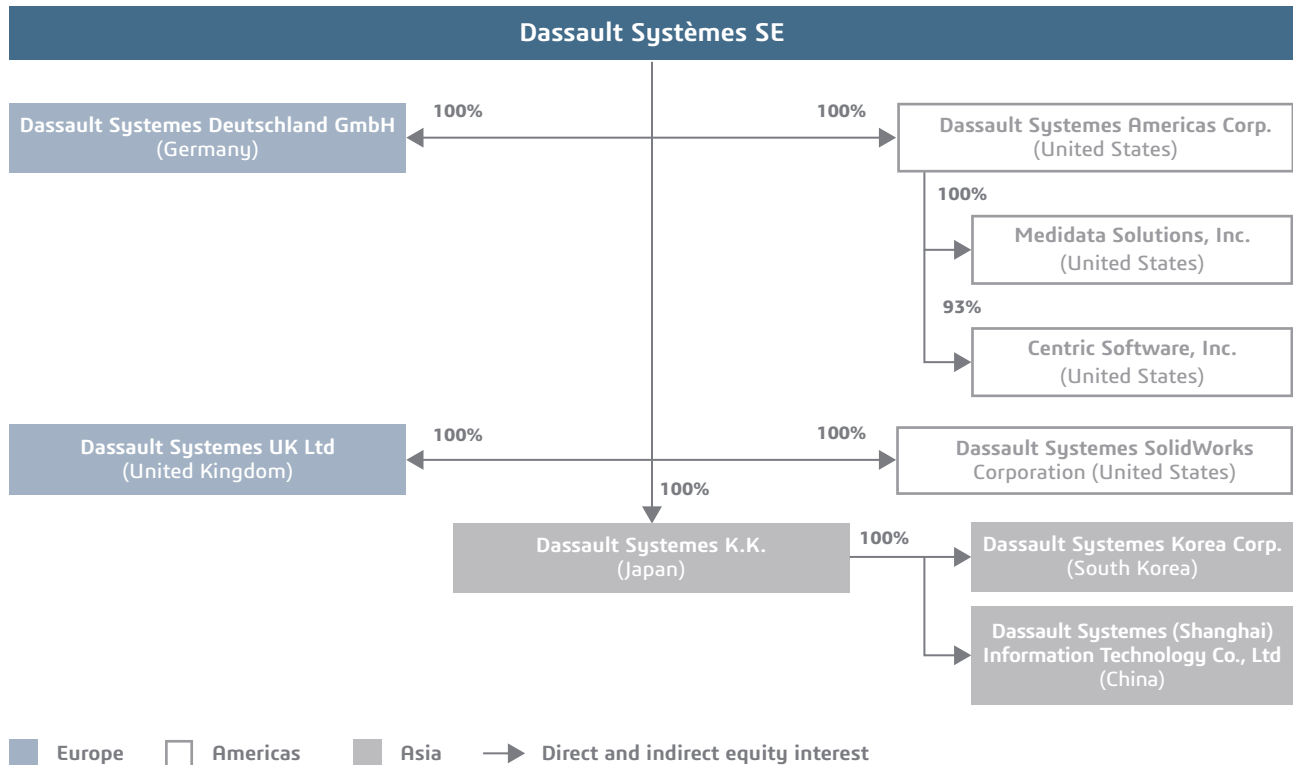
Dassault Systèmes SE receives royalties related to the intellectual property it holds and separately charges centralized services to the subsidiaries benefiting from support services and cost pooling. It receives dividends paid by its subsidiaries.

1.6.2 Principal Subsidiaries of the Company

As at December 31, 2024, Dassault Systèmes was composed of Dassault Systèmes SE and its 88 operating subsidiaries. On December 31, 2023, the Company had 88 operating subsidiaries. This stability is due to the acquisitions made in

2024, which were offset by the execution of its simplification program, the goal of which is to reduce the number of legal entities existing in each country.

The chart below sets forth Dassault Systèmes' main subsidiaries:



See also Note 27 to the consolidated financial statements and the table of subsidiaries and shareholdings under Note 24 to the parent company financial statements.

1.7 Financial Summary: five-year historical information

Sustaining Growth over the Long-term

Dassault Systèmes' performance historically relies on a financial model with a strong focus on recurring software revenue, which represented over 80% of the total software revenue during 2024.

Five-year Financial Summary

We have provided below summary income statement and balance sheet information for the last five years. The selected financial data in the table below have been prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted in the European Union, unless otherwise indicated.

A financial review including a comparison of 2023 and 2024 can be found in Chapter 3 "Financial Review and Prospects".

Income statements and dividends

	Year ended December 31,				
	2024	2023	2022	2021	2020
<i>(in millions of euros, except per share data and percentages)</i>					
Total revenue	€6,213.6	€5,951.4	€5,665.3	€4,860.1	€4,452.2
Software revenue	5,613.3	5,360.0	5,144.0	4,402.6	4,012.6
Operating income	1,359.6	1,241.9	1,302.9	1,019.4	669.7
<i>As a percentage of total revenue</i>	<i>21.9%</i>	<i>20.9%</i>	<i>23.0%</i>	<i>21.0%</i>	<i>15.0%</i>
Net income attributable to equity holders of the Company	1,200.2	1,050.9	931.5	773.7	491.0
Diluted net income per share ⁽¹⁾	€0.90	€0.79	€0.70	€0.58	€0.37
Dividend per share ⁽¹⁾	€0.26 ⁽²⁾	€0.23	€0.21	€0.17	€0.11
Dividend per share growth	13.0%	9.5%	23.5%	54.5%	(20.0)%

(1) Figures before 2021 have been restated in order to reflect the five-for-one share split on Dassault Systèmes' share effected on July 7, 2021.

(2) To be proposed for approval at the General Meeting of Shareholders scheduled for May 22, 2025.

Supplemental non-IFRS financial information

The supplemental non-IFRS financial information are subject to inherent limitations. They are 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 various definitions and methods of which can be found in Note 2 Material accounting policy information of the consolidated accounts. In addition,

Dassault Systèmes' non-IFRS supplementary financial data may not be comparable to other data also called "non-IFRS" and used by other companies. Non-IFRS financial information definitions can be found in 3.1.2.3 "Non-IFRS financial information definitions". The reconciliation between this financial information and the IFRS framework can be found in 3.1.4 "IFRS non-IFRS Reconciliation".

	Year ended December 31,				
	2024	2023	2022	2021	2020
<i>(in millions of euros, except per share data and percentages)</i>					
Total revenue	€6,213.6	€5,951.4	€5,665.5	€4,861.7	€4,464.8
Software revenue	5,613.3	5,360.0	5,114.3	4,404.0	4,024.0
Operating income	1,983.7	1,925.6	1,892.0	1,666.2	1,349.8
<i>As a percentage of total revenue</i>	<i>31.9%</i>	<i>32.4%</i>	<i>33.4%</i>	<i>34.3%</i>	<i>30.2%</i>
Net income attributable to equity holders of the Company	1,705.1	1,597.9	1,512.2	1,265.3	994.7
Diluted net income per share ⁽¹⁾	€1.28	€1.20	€1.13	€0.95	€0.75

(1) Figures before 2021 have been restated in order to reflect the five-for-one share split on Dassault Systèmes' share effected on July 7, 2021.

Balance sheets and net cash provided by operating activities

(in millions of euros)	Year ended December 31,				
	2024	2023	2022	2021	2020
ASSETS					
Cash, cash equivalents and short-term investments	€3,952.6	€3,568.3	€2,769.0	€2,979.5	€2,148.9
Trade accounts receivable, net	2,120.9	1,707.9	1,661.6	1,366.3	1,229.1
Goodwill and intangible assets, net	7,687.1	7,647.0	8,273.6	8,174.9	7,937.3
Other assets	1,785.4	1,699.2	1,556.9	1,698.0	1,648.9
TOTAL ASSETS	€15,545.9	€14,622.5	€14,261.1	€14,218.7	€12,964.2
LIABILITIES					
Contract liabilities	1,663.4	1,479.3	1,536.6	1,304.4	1,169.1
Borrowings	2,493.6	2,990.7	2,996.0	3,869.7	4,190.4
Other liabilities	2,322.4	2,318.3	2,417.8	2,847.3	2,543.4
Parent shareholders' equity	9,066.6	7,834.1	7,310.7	6,197.3	5,061.3
TOTAL LIABILITIES	€15,545.9	€14,622.5	€14,261.1	€14,218.7	€12,964.2
(in millions of euros)	Year ended December 31,				
	2024	2023	2022	2021	2020
Net cash provided by operating activities	€1,659.8	€1,565.2	€1,525.2	€1,613.1	€1,241.3

1.8 Non – Financial Summary

Dassault Systèmes' sustainable development strategy, inspired by its purpose, is built around three pillars:

- maximizing Dassault Systèmes' Handprint;
- committing to environmentally sustainable operations;
- developing an inclusive and ethics culture.

These pillars all include targets for 2025 or 2027.

1.8.1 Key metrics

1.8.1.1 Maximizing Dassault Systèmes' Handprint

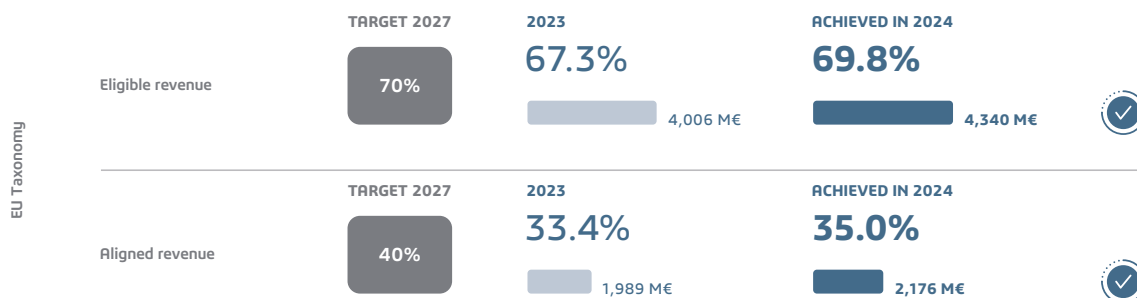
The EU Taxonomy of Sustainable Activities regulation, voted in 2020 by the European Parliament, applies to Dassault Systèmes, as a company subject to the CSRD, registered in the European Union and exceeding certain thresholds set by Regulation (EU) 2020/852 supplemented by Delegated Regulation (EU) 2023/2486. Among the text's six environmental objectives, Dassault Systèmes deemed its contribution to be essentially material to the mitigation of climate change and the transition to a circular economy.

Multiple use cases representative of the implementation of the Company's solutions were documented on the relevant engineering, simulation, manufacturing, digitalization and logistics disciplines, as described in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology". For each use case, the contribution of solutions to climate change mitigation and circular economy objectives has been quantified. The reference data and data specific to each use case, as well as the calculation methods, have been implemented in

compliance with the standard methods and examination criteria mentioned in the delegated regulations. The definition of the architecture, governance and method for linking and articulating Dassault Systèmes' portfolio of solutions with the objectives described in the delegated regulations was the subject of work involving many of the Company's organizations, beyond the non-financial communication process. Indeed, the approach by which Dassault Systèmes estimates, links and evaluates the contribution of its solutions' impacts to the EU Taxonomy's environmental objectives is taken into account in the value creation and articulation processes of its solutions portfolio (current and in development), as well as in its value articulation consulting approaches. In 2025, Dassault Systèmes will pursue its efforts and continue to document new use cases representative of the impact of its solutions for the Climate and Circularity objectives in order to meet disclosure requirements for EU Taxonomy alignment.



Maximizing Dassault Systèmes Handprint



1.8.1.2 Committing to environmentally Sustainable Operations

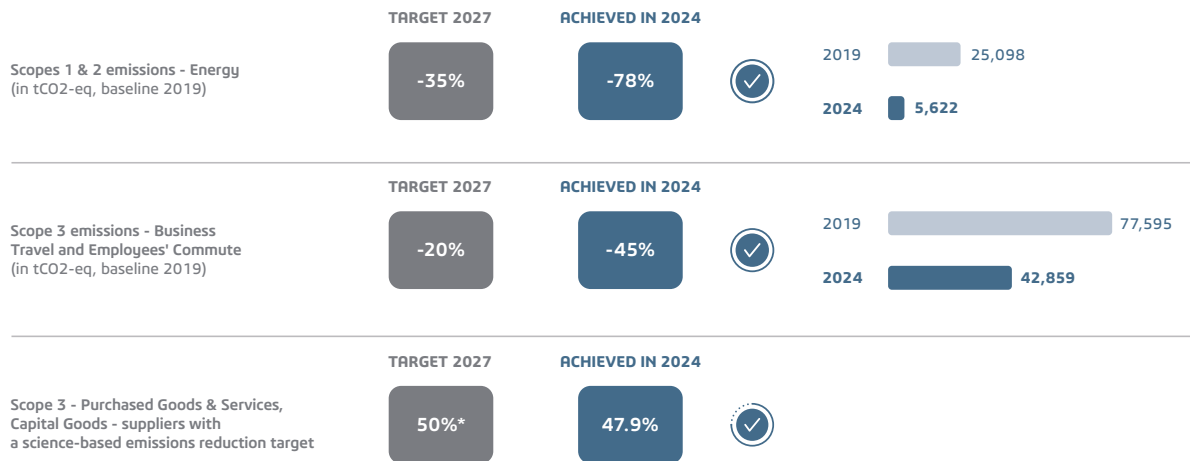
In 2021, Dassault Systèmes joined the Science-Based Targets initiative (SBTi) and aligned itself with a target of limiting global temperature increases to 1.5°C by the end of the century. The trajectory was validated in 2023 by the SBTi and is broken down as follows:

- Scope 1 and 2: 35% reduction in GHG emissions by 2027 compared with 2019;
- Scope 3:
 - business travel and employee’s commute: 20% reduction in GHG emissions by 2027 compared with 2019,
 - purchased goods and services and capital goods: 50% of suppliers (measured in terms of carbon emissions) must have defined science-based emission reduction targets.

At the same time, Dassault Systèmes has strengthened its environmental reporting by integrating new sources of impact, including water consumption, and by improving several estimation methodologies, notably through the use of a hybrid method combining spend-based emission factors and actual data provided by certain suppliers for the purchase of goods and services and capital goods. These changes enable a more accurate and exhaustive assessment of environmental impacts, and partly explain the variations observed since 2022. The environmental reporting methodology is detailed in the chapter 2.2 “Sustainability Statement”.



Committing to environmentally Sustainable Operations



* In GHG emissions.

1.8.1.3 Developing an Inclusive and Ethics Culture

Dassault Systèmes' commitment to developing an inclusive and ethics culture is reflected in its desire to:

- achieve a balanced representation of women and men;
- develop its employees' commitment and give meaning to their professional lives;
- ensure that employees have mastered the fundamentals of ethics and compliance.

The policies related to this commitment concern the year 2024 and are applicable only in compliance with applicable local and national regulations. They are reviewed annually and can be adjusted, when necessary, with regard to changes in the legal framework around the world, for example in the United States.

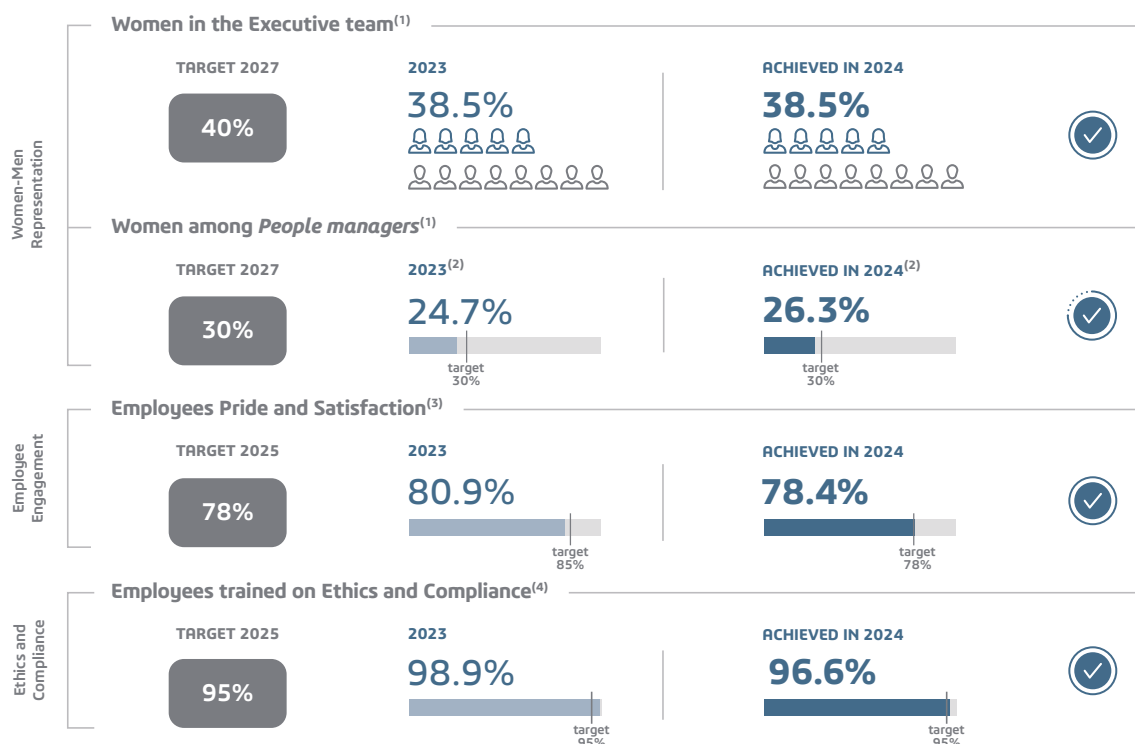
The proportion of women on the Executive Committee is 38.5%, stable since 2020. The proportion of women among *People managers* is up 1.6 points on 2023, corresponding to an increase of 12% in the number of women in this role. The pride and satisfaction rate is down 2.5 points on 2023. This decrease follows the reminder sent to all employees by the

general management on the importance of respecting the flexible word policy, defined at the end of 2021, under which employees are authorized to work remotely up to a limit of two days per week. Dassault Systèmes is convinced of the power of collective intelligence; to this end, the frequency and quality of face-to-face interactions between its employees are key to maintaining its ability to explore new frontiers, both today and in the future. Given the essential role of employee engagement in terms of motivation, sense of belonging and loyalty, Dassault Systèmes has set a target rate of pride and satisfaction. Reviewed at the beginning of 2025, this was brought down to 78% to take into account the Company's future transformations and the strict application of the flexible word policy. In line with the Company's recurrence policy, over 96% of employees have taken training in the Code of Business Conduct and the Personal Data Protection.

The Company's policies, actions and performance monitoring metrics are detailed in paragraphs 2.2.3 "Social and Societal Information" and 2.2.4 "Corporate Governance Information".



Developing an inclusive and ethics Culture



(1) Objective only applicable to the extent permissible under local and national laws.

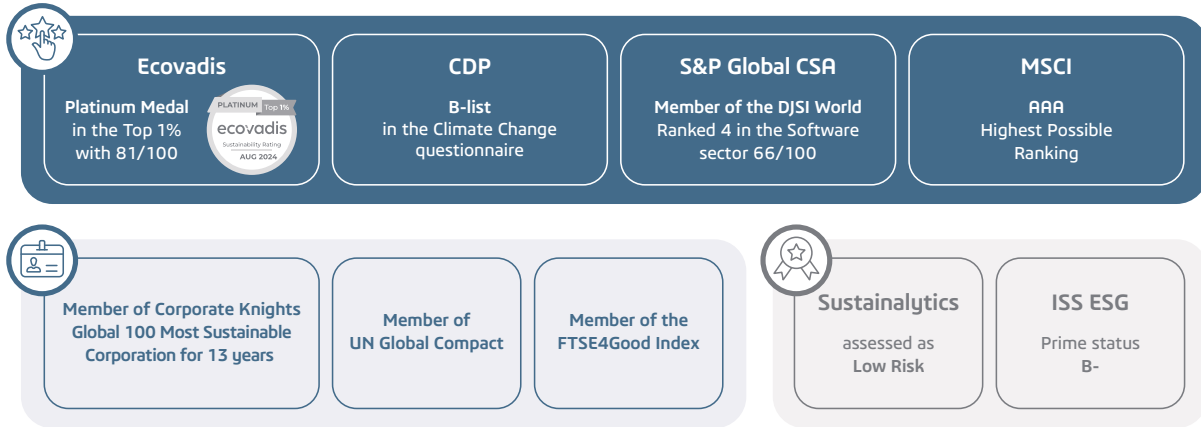
(2) Calculated on a headcount basis. As a change in methodology compared with previous years' reporting, the 2023 result has been revised applying this new calculation rule.

(3) Percentage measured by an annual satisfaction survey. Initially set at 85%, this target is revised in 2024 to 78% by 2025.

(4) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, Personal Data Protection and Anti-Corruption.

1.8.2 Main Ratings and Awards

Recognized for its transparency and commitment to Environmental, Social and Governance matters, Dassault Systèmes was awarded the following ratings in 2024:



Dassault Systèmes' commitment to sustainability, related actions and achievements, as well as key metrics and their integration into the Company's strategy, are detailed in the sustainability statement in chapter 2 "Environmental, Social, Societal and Governance Responsibility".

1.9 Risk Factors

The risk factors are set out hereafter in two main categories: risks related to Dassault Systèmes' business (1.9.1) and financial and market risks (1.9.2). These are the main risks identified as being material, specific to the Company and likely to have a negative impact on its business and financial position as of the date on which this Universal registration document was filed with the French Financial Markets Authority (AMF).

The presentation of the risks is the result of regular analysis as part of the risk management policy referred to in paragraph 5.2 "Internal Control Procedures and Risk Management". In each category, the risk factors are classified in descending order of importance taking into account the probability of seeing them materialize and the estimated scale of their negative effect, and after taking into account the mitigation measures put in place by Dassault Systèmes. However, other risks not mentioned or not yet identified can affect Dassault Systèmes, its financial position, its reputation, its outlook or its share price.

1.9.1 Risks Related to the Business

Once mitigation measures taken into consideration, Dassault Systèmes considers risks 1 to 5 to be of great importance, risks 6 to 13 of medium importance and risks 14 and 15 of low importance.

1.9.1.1 An Uncertain Global Environment

In light of the uncertainties regarding economic, business, social, health 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 the automotive, aerospace, energy or natural resources industries, to reduce, postpone or cancel 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 negatively affect Dassault Systèmes' business, and in particular its revenue, for example due to stricter export compliance rules, or the introduction of new customs barriers or controls on the exchange of goods and services;
- continued pressure or volatility on raw materials and energy prices could also slow down Dassault Systèmes' diversification efforts in new industries;

- uncertainties regarding the extent and duration of costs inflation could adversely affect the financial position 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 both for the health and safety of Dassault Systèmes' employees and for the Company. It could also adversely impact the financial situation or financing and supply capabilities of Dassault Systèmes' existing and potential customers, commercial and technology partners, some of whom may be forced to temporarily close sites or to cease operations. A deteriorating economic environment could generate increased price pressure and affect the collection of receivables, which would negatively affect Dassault Systèmes' revenue, financial performance and market position.

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

1.9.1.2 Security of Systems and Facilities

As Dassault Systèmes' Research and Development and operations are largely computer-based, their effectiveness is dependent on the proper functioning of complex software and integrated hardware systems. It is not possible to guarantee the uninterrupted operation and complete security of these systems. Computer viruses, whether deliberately or unintentionally introduced, could cause damage, loss or delays. Moreover, in a context of increased cyber-attacks and the emergence of cyber-terrorism, Dassault Systèmes may be subject to computer attacks or intrusions that could

interfere with the proper functioning of its systems and cause substantial delays or damage to its activities, not to mention disclosures or thefts of data. Such attacks or intrusions, potentially targeted, could also cause damage to, losses or disclosures of customer data hosted by Dassault Systèmes or some of its service providers as part of its cloud offerings, or interruptions to the online service, for which it may be held liable and which may impact its reputation. The increasing use of mobile devices (cellular telephones, tablets and laptops) linked to certain Dassault Systèmes information systems tends to increase the risk of unauthorized access.

Likewise, some transactions require the use of off-the-shelf interconnection systems, for example with most of the banking partners of Dassault Systèmes and many other suppliers. Dassault Systèmes requires from its services and partners high levels of security and control so as to protect the messages' integrity and prevent attacks and intrusions in Dassault Systèmes' systems. However, these controls do not eliminate all risks of indirect impact from cyber-attacks affecting Dassault Systèmes' partners.

In addition, because Dassault Systèmes' key facilities and data centers are located in a limited number of sites, particularly Japan and California, which may be exposed to earthquakes or climate risks, substantial physical damage to any one of Dassault Systèmes' sites, caused by natural causes (as a direct or indirect result of climate change) or by terrorist attacks or local violence, could materially reduce its ability to continue its normal business operations.

1.9.1.3 Protection of Dassault Systèmes' Intellectual Property Rights and Assets

Dassault Systèmes' success is heavily dependent upon its proprietary software technology. Dassault Systèmes relies on a combination of copyright, patent, trademark, trade secret law and contractual restrictions to protect its technology. These legal protections may not provide a full coverage of the Company's products and could be breached by third parties. In addition, some countries do not have effective protection against infringements of copyright, trademarks, trade secrets or patents, or they may be limited in comparison to what exists in Western Europe or the United States. If, despite Dassault Systèmes' policy for protecting its intellectual property, third parties are able to develop similar technology, notably using artificial intelligence, or to successfully challenge the Company's intellectual property rights, a reduction in the Company's software revenue may ensue. Furthermore, although Dassault Systèmes enters into confidentiality agreements with its employees, distributors, customers and potential customers and limits access to and carefully controls the distribution of its software, documentation and other proprietary information, the measures taken may be inappropriate to deter misuse of

its technology, the unauthorized disclosure of confidential information, or prevent its utilization by third parties.

In addition, like most of its competitors, Dassault Systèmes faces a significant level of piracy of its leading products, both by individuals and companies operating worldwide, which could potentially affect Dassault Systèmes' growth and revenue in specific markets.

Litigation may be necessary to enforce Dassault Systèmes' intellectual property rights and determine the validity and scope of the proprietary rights of third parties. Any litigation could entail substantial costs and the mobilization of Company resources and could significantly weigh on Dassault Systèmes' operating income. Dassault Systèmes may not prevail in all such litigation and its intellectual property rights may be found invalid or unenforceable.

1.9.1.4 Complex Regulatory and Compliance Environment

Dassault Systèmes operates in a legal environment with multiple, sometimes conflicting, regulations that are constantly changing and becoming more complex as the Group expands into various countries and business lines and toward new customers and users (in particular individuals). These regulations apply to many different fields, such as general business practices, competitive practices, the fight against corruption, the processing of personal data (including health data), consumer protection, financial reporting standards, securities law and corporate governance, internal controls, employment laws and human rights protection, environmental regulations, local and international tax regulations, export control regulations for high-tech products and sanction programs. Besides, the introduction of newly created or stricter regulations in countries where Dassault Systèmes operates or will operate could materially increase compliance costs. Enforcement of digital economy or climate change-specific taxes could also negatively affect the net result of Dassault Systèmes.

In order to conduct its business in a wholly ethical manner, the Company requires all of its employees, subsidiaries, retailers and intermediaries to comply with all applicable laws and regulations. Dassault Systèmes broadly relies on a large number of distributors and retailers to support the licensing of its software products and the deployment of its solutions (as described in paragraph 1.9.1.7 "Relations with Partners in the Company's Ecosystem"). Although Dassault Systèmes has implemented a program to ensure that these third parties fully comply with all applicable laws and regulations, especially the highest ethical standards, export compliance regulations, sanctions programs or competition law, Dassault Systèmes' business and reputation could be negatively impacted in the event such third parties were to breach local or international laws.

The failure or suspected failure to comply with these regulations may result in inquiries or investigations by the relevant authorities, or even fines and sanctions, as well as an increase in Dassault Systèmes' litigation risk or a negative effect on its business operations, revenue or reputation. A number of these adverse consequences could occur even if it is ultimately determined that there has been no failure to comply.

1.9.1.5 Deployment Delays and Errors

Deploying sophisticated software solutions becomes increasingly complex and these projects are often critical to Dassault Systèmes' customers. Such projects need to take into account the customers infrastructure and diverse software environment. Appropriate project and change management controls are also critical to the success of deploying complex software solutions that affect a large number of users across multiple organizations and processes. Customers may implement Dassault Systèmes' solutions using system integrators that Dassault Systèmes does not control. Moreover, when it is responsible for the deployment of its solutions, Dassault Systèmes could run into difficulties in finding and mobilizing sufficient resources to complete the projects within the time frames and budgets given, which could negatively impact operating income.

Sophisticated software can also contain errors, defects, vulnerabilities or other performance problems when first introduced or when updates or new versions are released. The integration of such software also involves the services of third parties, whose quality is not controlled by Dassault Systèmes. Dassault Systèmes may not be able to correct such errors or defects in a timely manner and may need to expend additional resources.

Similarly, the growing adoption of cloud-based software solutions by our customers, particularly in areas or processes critical to their operations, could result in customer complaints related to the performance and availability of online services or data loss, which may be caused by data migrations, service interruptions or attacks on the infrastructure providers used to host these online services.

Such difficulties may also lead to the loss of customers, or even in the case of the largest customers a potentially significant loss of revenue with their subcontractors. Technical problems, or the loss of a customer with a global reputation, could also damage Dassault Systèmes' own business reputation and cause the loss of new business opportunities. Were customers to suffer financial or other damage because of product errors, delays or defects in

the software solutions provided, including online, such customers could pursue claims against Dassault Systèmes. Any resulting claim brought against Dassault Systèmes, even if not successful, would likely be time-consuming for its management and costly to defend and could adversely affect Dassault Systèmes' marketing efforts and reputation.

1.9.1.6 Organizational and Operational Challenges

Dassault Systèmes has continued to expand through acquisitions and internal development and has substantially increased its addressable market through launching 3DEXPERIENCE.

The Company's management policies and internal systems must be adapted on an on-going basis to meet the needs of a larger, more complex structure and implement Dassault Systèmes' strategy to reach a broader market. It must regularly reorganize to maintain efficiency and operational excellence while ensuring customer retention and the integration of newly acquired companies. It must also continue to focus on quality of execution while maintaining innovation.

Dassault Systèmes must also ensure that the profile and skill sets of its employees are continually updated to reflect the Company's development and retain employees, notably from newly acquired companies.

If Dassault Systèmes fails to resolve these issues effectively and in a timely manner, its product development, cost management and business operations may be affected or may not adequately meet market and customer expectations. This could have a negative impact on its operational or financial performance.

Furthermore, consolidating newly acquired companies, particularly large ones, is a challenge. Newly acquired companies may also carry risks (such as litigation or events related to pre-acquisition practices potentially unknown at the date of acquisition and sometimes identified post-acquisition, e.g. tax, ethics and compliance or intellectual property claims).

Furthermore, these acquisitions, including of non-controlling interests, may also require Dassault Systèmes to recognize amortization expenses on intangible assets and/or impairments of goodwill in (see Note 2 to the consolidated financial statements). When making new acquisitions or investments, Dassault Systèmes may need to allocate significant financial resources, to make potentially dilutive issuances of equity securities or to incur debt.

1.9.1.7 Relations with Partners in the Company's Ecosystem

Dassault Systèmes' 3DEXPERIENCE strategy requires a fully integrated platform with access to computer-aided design ("CAD"), simulation, collaboration, manufacturing and data management products, which are increasingly complex and the deployment of which represents significant enterprise projects for customers. Dassault Systèmes has continued to develop an extended enterprise model and implement its model in partnership with other companies in areas such as:

- computer hardware, infrastructure and technology, to maximize benefits from available technology;
- product development, to enable software developers to create and market their own software applications using Dassault Systèmes' open product architecture; and
- consulting and professional services, to support and assist customers as needed to deploy Industry Solution Experiences on the 3DEXPERIENCE platform.

Dassault Systèmes believes that its partnering strategy allows it to benefit from complementary resources and skills and to reduce costs while achieving broader market coverage, especially in diversification industries or emerging markets. Dassault Systèmes' broad partnering strategy nevertheless creates a degree of dependency on certain partners and suppliers. For example, a disruption to hardware supply (servers, computers) or access to infrastructure (cloud), in particular due to geopolitical, regulatory or health factors, or due to a natural or climate disaster, could have an adverse impact on the Company's financial results.

In addition to its own sales force, Dassault Systèmes also relies on an international network of distributors and value-added retailers. The type of relationship that the Company has with its distributors and value-added retailers, as well as their financial and technical reliability and their ability to invest, especially in diversification industries, could affect Dassault Systèmes' ability to sell and deploy its product and service offerings.

Dassault Systèmes' ability to establish partner relationships for the development, distribution and deployment of its 3DEXPERIENCE platform, and its solutions more generally, is an important element of its strategy.

Serious difficulties in the Company's relationships with its partners, or an unfavorable change of control or consolidation of these partners, may adversely affect the development and distribution of Dassault Systèmes' products and business operations and could cause it to lose the contribution of the employees or suppliers of said partners. In addition, any failure or significant changes in the terms and conditions of its partners or a change in its ecosystem could result in delays, defects or other damaging consequences for Dassault Systèmes.

Due to the rapid evolution of the software development and distribution sectors, it is difficult to ensure the long-term success of Dassault Systèmes' relationship with any particular partner.

1.9.1.8 Ability to Attract and Retain Talents

Dassault Systèmes' success mainly depends on its ability to attract, motivate and retain key executives, as well as employees with a high level of skills and the diverse talent required for the Group's various activities.

Competition for such employees is high, and if Dassault Systèmes loses the ability to hire and/or retain key employees and executives, in particular those at its newly acquired companies, its activities, revenue and operating income could be negatively impacted.

Dassault Systèmes does not insure against the loss of key personnel.

1.9.1.9 Competition and Business Model Transformation

In the past few years, there have been fewer competitors in Dassault Systèmes' historical software markets. As the various players compete for market share, adoption by competitors of business models different from Dassault Systèmes' could lead to substantial declines in pricing, which could require Dassault Systèmes to adapt to a substantially different commercial environment. These competitive pressures on pricing and the nature of the offer could lead to competitors winning contracts, negatively affecting Dassault Systèmes' revenue, financial performance and market position.

At the same time, by regularly expanding its product portfolio, entering new geographic markets, diversifying its customer base in new sectors of activity and developing new applications for its products, Dassault Systèmes encounters new competitors. Dassault Systèmes may also encounter new players in markets where local policies encourage the emergence of national solutions. Because of their size or local presence in these markets, such competitors could have greater resources, particularly financial or human resources, and be able to withstand current or future technological breakthroughs.

The development of SaaS offers and artificial intelligence may also lead to new participants entering the market. Dassault Systèmes' ability to expand its competitive position may thus be impaired. Indeed, Dassault Systèmes continues to grow and promote its portfolio of software solutions and processes available on the cloud. The introduction of such solutions with the appropriate pricing model and with the right level of quality, especially in the face of varying customer demands in terms of scale, quality, security, availability and performance of these online services, could affect Dassault Systèmes' growth and future results.

The progressive roll-out of these services and their distribution also requires the deployment of new sales, support and management processes and expertise in those areas, in particular to support changes of subscription methods for some customers.

In the event the Company has difficulties setting up the organization needed to manage its businesses and the new competitive environment, Dassault Systèmes' revenue, financial performance, market position and reputation could be negatively affected.

1.9.1.10 Legal Proceedings and Reputation Risks

Dassault Systèmes' risk of inquiries, litigation and administrative proceedings increases as it expands into new activity areas (including product distribution and online services), economic sectors (in particular in the healthcare and infrastructure businesses) or geographic regions, and as it grows and enhances its position and visibility on the market. These can be lengthy and expensive, disrupt the management of the Company's operations, and damage its reputation, including in cases of actions that have no legal basis.

In particular, stakeholders' expectations in the ESG (Environment, Social and Governance) fields are growing and may exceed the legal and regulatory requirements in force (for example, in the fight against climate change or the protection of human rights). The Company's commitment is particularly reflected in action plans, which are described in Chapter 2.2. Sustainability Report. Despite its action plans, the Company could be the target, directly or through its ecosystem, of legal or media actions, the effects of which could damage its reputation even in the event of compliance with regulations or benchmarks, particularly with respect to ESG.

The outcome of legal or administrative investigations and proceedings is uncertain and may differ from the team's expectations, which could result in an adverse effect on its financial position and operating income, or even the conduct of its operations and reputation.

1.9.1.11 Variability in Dassault Systèmes' Quarterly Operating Income

Dassault Systèmes' quarterly operating income may vary significantly, depending on factors such as:

- the timing and the cyclical nature of revenue received due to the signing of important new customer orders, the completion of service contracts and customer deployments;
- the timing of any significant acquisition or divestiture;
- fluctuations in foreign currency exchange rates;
- Dassault Systèmes' ability to develop, introduce and market new and enhanced versions of its products and customer order deferrals in anticipation of these new or enhanced products;
- the number, timing and significance of product enhancements or new products that either Dassault Systèmes markets or that are released by its competitors;
- general conditions in the software markets (as a whole or on a regional basis) and the software industry generally; and
- the growing difficulty in planning and forecasting due to new business models being introduced in the industry alongside the traditional licensing model.

A substantial portion of Dassault Systèmes' orders and shipments typically occur in the last month of each quarter; therefore, if any delay occurs in the timing of significant orders, Dassault Systèmes may experience quarterly fluctuations in its operating income. Additionally, as is typical in the software industry, Dassault Systèmes has historically experienced its highest licensing activity for the year during the last quarter of the year, in particular the last month. Delays in orders and shipments can also affect Dassault Systèmes' revenue and income.

The trading price of Dassault Systèmes' shares may be subject to wide fluctuations in response to quarterly variations in its operating income and in the income of other software application developers in Dassault Systèmes' markets.

1.9.1.12 Emerging and Rapidly Changing Technologies

Dassault Systèmes' software solutions are characterized by the use of rapidly changing technologies and through upgrades to existing products or frequent new product introductions. These solutions must address complex engineering needs in various areas of product design, simulation and manufacturing and must also meet sophisticated process requirements, especially when it comes to change management, industrial collaboration and cross-enterprise work.

As a result, Dassault Systèmes' success is highly dependent upon its ability to:

- understand its customers' complex needs in different business sectors;
- support customers with their efforts to improve key product lifecycle processes;
- enhance its existing solutions by developing more advanced technologies;
- anticipate and take timely advantage of quickly evolving technologies and standards, including in relation to artificial intelligence;
- ensure that its employees are trained to the newest technologies; and
- introduce new solutions in a cost-competitive and timely manner.

Dassault Systèmes also continues to face the challenge of the increasingly sophisticated integration of its products' different functionalities to address customers' requirements. As a result, more difficult development work is required for new releases and offerings, with technical limitations, for example in managing data migration or the options for interfacing with third-party systems used by customers. In addition, if Dassault Systèmes is not successful in anticipating technological leaps and developing new solutions and services that address its customers' increasingly sophisticated expectations, demand for its products could decline and Dassault Systèmes' operating income and financial condition could be negatively affected.

1.9.1.13 Volatility of Technology Stocks

Under conditions of increased market uncertainty, the trading price of Dassault Systèmes' shares could be volatile. The market for shares of technology companies is generally more volatile than the general stock market.

1.9.1.14 Infringement of Intellectual Property Rights and of Third-Party Technology Licenses

Third parties, including Dassault Systèmes' competitors, may own or obtain copyrights, patents or other intellectual property rights that could restrict Dassault Systèmes' ability to further develop, use or sell its own product portfolio,

potentially inherited from acquisitions. Dassault Systèmes has received, and may in the future receive, letters of complaint alleging that its products infringe the patents and other intellectual property rights of others. Such claims could cause Dassault Systèmes to incur substantial costs to defend itself in any litigation that may be brought, regardless of its merits. In the event that its legal defense fails, Dassault Systèmes may be required to take one or more of the following actions:

- obtain and pay for licenses from the holder of the infringed intellectual property right, which might not be available on acceptable terms for Dassault Systèmes, if at all; or
- redesign its products or services, which could involve substantial costs and require Dassault Systèmes to interrupt product licensing and product releases. This may not be feasible at all and may require product enhancements to be put on hold.

In addition, Dassault Systèmes embeds in its products third-party components selected either by Dassault Systèmes itself or by companies it has acquired. Dassault Systèmes has implemented strict approval processes to certify the originality of third-party components and verify any corresponding licensing terms. The same approval processes may not have been adopted by companies acquired by Dassault Systèmes before their acquisition. As a result, the use of third-party embedded components in Dassault Systèmes' products generates exposure to the risk that a third party may claim that such components infringe their intellectual property rights. There is also a risk that such license(s) might expire or terminate without renewal, thereby affecting certain Dassault Systèmes products.

If any of the above situations were to occur for one of the Company's significant product, it could have a material adverse effect on Dassault Systèmes' financial condition and operating income.

1.9.1.15 Shareholder Base

Groupe Industriel Marcel Dassault SAS ("GIMD"), the main shareholder of Dassault Systèmes SE and of which the Chairman until January 2025 was Charles Edelstenne, Founder and Honorary Chairman of Dassault Systèmes SE, owned 39.97% of Dassault Systèmes SE's outstanding shares, representing 53.91% of the exercisable voting rights (53.19% of theoretical rights) as of December 31, 2024.

1.9.2 Financial and Market Risks

Dassault Systèmes overall risk management policy is based upon the prudent management of the Company's market risks, primarily foreign currency exchange risk and interest rate risk. Dassault Systèmes' management of these risks, including the use of hedging instruments, is discussed in Note 20 to the consolidated financial statements. Dassault Systèmes' exposure to these risks may change over time and there can be no assurance that the benefits of the Company's risk management policies will exceed the related costs. Such changes could have a materially adverse impact on the Company's financial results.

Dassault Systèmes generates positive cash flows from operations and has financial borrowings and liabilities (e.g., bonds, bank loans, loan facilities, employee profit-sharing).

Taking into account the mitigation measures implemented, the Group considers risk 1 to risk 3 of medium importance and risks 4 of low importance (all four risks discussed below herein).

1.9.2.1 Foreign Currency Risk

Dassault Systèmes' operating income can be affected by changes and high volatility in exchange rates. In particular, exchange rate fluctuation of the Japanese yen, the U.S. dollar and to a lesser extent of the British pound, the South Korean won and the Chinese yuan relative to the euro, can affect revenue and expenses recorded in Dassault Systèmes' statement of income upon translation of other currencies into euro.

Dassault Systèmes bills its customers in major currencies, principally euros, U.S. dollars and Japanese yen. Dassault Systèmes also incurs expenses in different currencies, principally euros, U.S. dollars and Japanese yen, depending on Dassault Systèmes' employees and suppliers' location in different countries. Moreover, Dassault Systèmes engages in mergers and acquisitions, particularly outside the euro zone and may lend money in different currencies to its wholly- or partially-owned subsidiaries or affiliates.

Although Dassault Systèmes currently benefits from a natural coverage of most of its exposure to the U.S. dollar from an operating margin perspective, exchange rate fluctuation of the U.S. dollar relative to the euro may impact its' revenue and consequently its operating income, net income and earnings per share. In addition, Dassault Systèmes' revenues denominated in Japanese yen, Chinese yuan, Korean won and British pound substantially outweigh its expenditures in these currencies. As a result, any depreciation in the value of these currencies – in particular the Japanese yen, and to a lesser degree the Chinese yuan, British pound and South Korean won – relative to the euro, would affect the revenue, operating income and margin, net income and earnings per share.

Dassault Systèmes' net financial income can also be significantly affected by changes in exchange rates between the time the income is recognized and when payments are received and between the time an expense is recorded and when it is paid. Any such differences are accounted for in the "Foreign exchange gain/loss, net" caption of Dassault Systèmes' financial statements.

The main items of financial income subject to fluctuations linked to exchange rates are:

- the difference between the exchange rate used to record invoices in foreign currencies and the exchange rate when Dassault Systèmes receives or makes the payment; and
- the revaluation of monetary assets and liabilities denominated in foreign currencies.

Since market growth rates for Dassault Systèmes' software applications and the revenue growth rates of its significant competitors are computed in U.S. dollars, such growth rates from period to period may not be comparable to Dassault Systèmes' euro-computed revenue growth rates for the same periods.

See Note 20 to the consolidated financial statements.

1.9.2.2 Credit or Counterparty Risk

The financial instruments which could expose Dassault Systèmes to credit risk include principally its cash equivalents, short-term investments and customer receivables. The hedging agreements entered into with financial institutions pursuant to its policy for managing currency and interest rate risks also expose the Company to credit and counterparty risk. See Notes 12, 13 and 20 to the consolidated financial statements. Dassault Systèmes uses a rigorous selection process for its counterparts according to credit quality, based on several criteria including agency ratings and depending on the maturity dates of the transactions.

1.9.2.3 Interest Rate Risk

Dassault Systèmes' interest rate risk would primarily translate into a reduction of its net financial revenue. See Notes 19 and 20 to the consolidated financial statements.

1.9.2.4 Liquidity Risk

Dassault Systèmes' liquidity risk corresponds to the risk of not being able to meet its monetary needs thanks to its financial resources. It depends in particular on the level of Dassault Systèmes' exposure to changes in the main market parameters, which could lead to higher credit costs, or even temporary limitation of access to external sources of financing.

Dassault Systèmes manages this risk by anticipating its liquidity needs and ensures its coverage with short and long-term financial resources.

On November 15, 2024, Standard & Poors Global Ratings reaffirmed their "A" rating with a stable outlook for Dassault Systèmes SE and its long term debt.

As of December 31, 2024, Dassault Systèmes' cash, cash equivalents and short-term investments totaled €3.95 billion. See Note 12 to the consolidated financial statements.

Dassault Systèmes has analyzed the amounts it will be required to pay under its contractual commitments as of December 31, 2024 and believes that it will be able to meet such obligations.

The following table summarizes Dassault Systèmes' principal contractual obligations to make future payments as of December 31, 2024:

Contractual obligations

(in millions of euros)	Total	Payments due by period			
		Less than 1 year	1-3 years	3-5 years	More than 5 years
Operating lease obligations ⁽¹⁾	656.1	113.8	190.7	163.8	187.8
Loan facilities ⁽²⁾	2,523.1	455.9	909.8	1,157.4	-
Employee profit-sharing	58.9	58.9	-	-	-
TOTAL	3,238.1	628.6	1,100.5	1,321.2	187.8

(1) Corresponds to undiscounted lease liabilities payments (refer to Note 18 to the consolidated financial statements).

(2) Including financial interest on commercial papers, interest on bond stocks as well as interest on the revolving line of €750.0 million (refer to Note 19 to the consolidated financial statements).

1.9.3 Insurance

Dassault Systèmes has contracted with several insurance companies for all significant risks incurred. Most of these risks are covered either by insurance policies underwritten in France for all Dassault Systèmes companies, or by a US policy that covers the US subsidiaries and their own subsidiaries and branches around the world. In addition, the Company subscribes to specific coverage and/or local policies to comply with applicable local regulations or to meet the specific needs of certain activities or projects.

All of the Group's companies are protected by a policy covering professional and product liability as well as civil liability for operations for a total insured value of €150 million for 2024.

Dassault Systèmes has also taken out other insurance policies covering, in particular, damage to the property of the Company's various sites, equipment and computer goods.

Based on the legal requirements applicable in each country, the US companies of Dassault Systèmes and most of their

subsidiaries have specific insurance coverage. This insurance includes coverage for property damage and professional civil liability. In connection with this insurance, Dassault Systèmes also has coverage for work-related accidents in the United States in accordance with applicable regulations. As additional coverage for the various insurance policies covering US companies and their subsidiaries, Dassault Systèmes carries an "umbrella" policy for a maximum amount of \$25 million.

The insurance policies are regularly reviewed and may be modified to reflect changes in the revenue, the activities and risks incurred by Dassault Systèmes worldwide, as well as the integration of newly acquired companies.

Dassault Systèmes has not established captive insurance coverage.

ENVIRONMENTAL, SOCIAL, SOCIETAL AND GOVERNANCE RESPONSIBILITY

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2.1 Introduction to the Sustainability Statement

Back in 2012, Dassault Systèmes formulated its purpose and its desire to provide business and people with **3DEXPERIENCE** universes to imagine sustainable innovations capable of harmonizing product, nature and life.

Since the creation of the Company, and at every stage of its history, Dassault Systèmes has been committed to having a positive impact on society through the implementation of sustainable solutions and practices. Its purpose is driven by its employees, and by the passion they demonstrate. Day after day, it gives meaning to its business. It nurtures a shared state of mind and develops positive energy. Above all, its purpose enables Dassault Systèmes to constantly raise market standards and requirements, while keeping the common good in mind. Sustainable innovation is at the heart of the Company's business. Dassault Systèmes is convinced that this culture of continuous innovation will drive sustainable social progress. The Company has positioned its business model to support those who imagine and innovate on a daily basis.

Dassault Systèmes is convinced that virtual worlds are an invaluable asset for imagining, designing and testing the new products, materials and industrial processes that will be needed for tomorrow's social progress and sustainable economy. The advantages of the convergence of virtual and real worlds are to the benefit of sustainable innovation.

The virtual twins of the **3DEXPERIENCE** platform enhance reality by making it possible to model, simulate and optimize products, materials, manufacturing processes and entire systems. More than just a representation of the imaginary, they give concrete form to the sustainable innovation needed for customer transition. The Company is working towards the emergence of more efficient business models for a more sustainable and generative economy, drawing on its "*forces vives*" and an ecosystem of external stakeholders.

By virtue of this purpose, and in addition to the environmental targets measured, in particular, using the EU Taxonomy reference framework, Dassault Systèmes also contributes to sustainable development goals, as defined within the framework of the United Nations Sustainable Development Goals (SDGs), including in the field of Life Sciences & Healthcare.

The Company actively contributes to the following goals:



The SDG3, empowering people to live healthy lives and promoting well-being at all ages, are realized through the MEDIDATA and BIOVIA brands;



SDG4, to ensure equitable access to quality education for all and to promote lifelong learning opportunities, is the very essence of Dassault Systèmes;



One of the main missions of the CATIA, SIMULIA and SOLIDWORKS brands is SDG7, to guarantee access for all to reliable, sustainable and modern energy services at an affordable cost;



The CATIA, SOLIDWORKS, SIMULIA, DELMIA and ENOVIA brands are driven by the SDG9: building a resilient infrastructure. These brands promote sustainable industrialization that benefits all, and they encourage innovation;



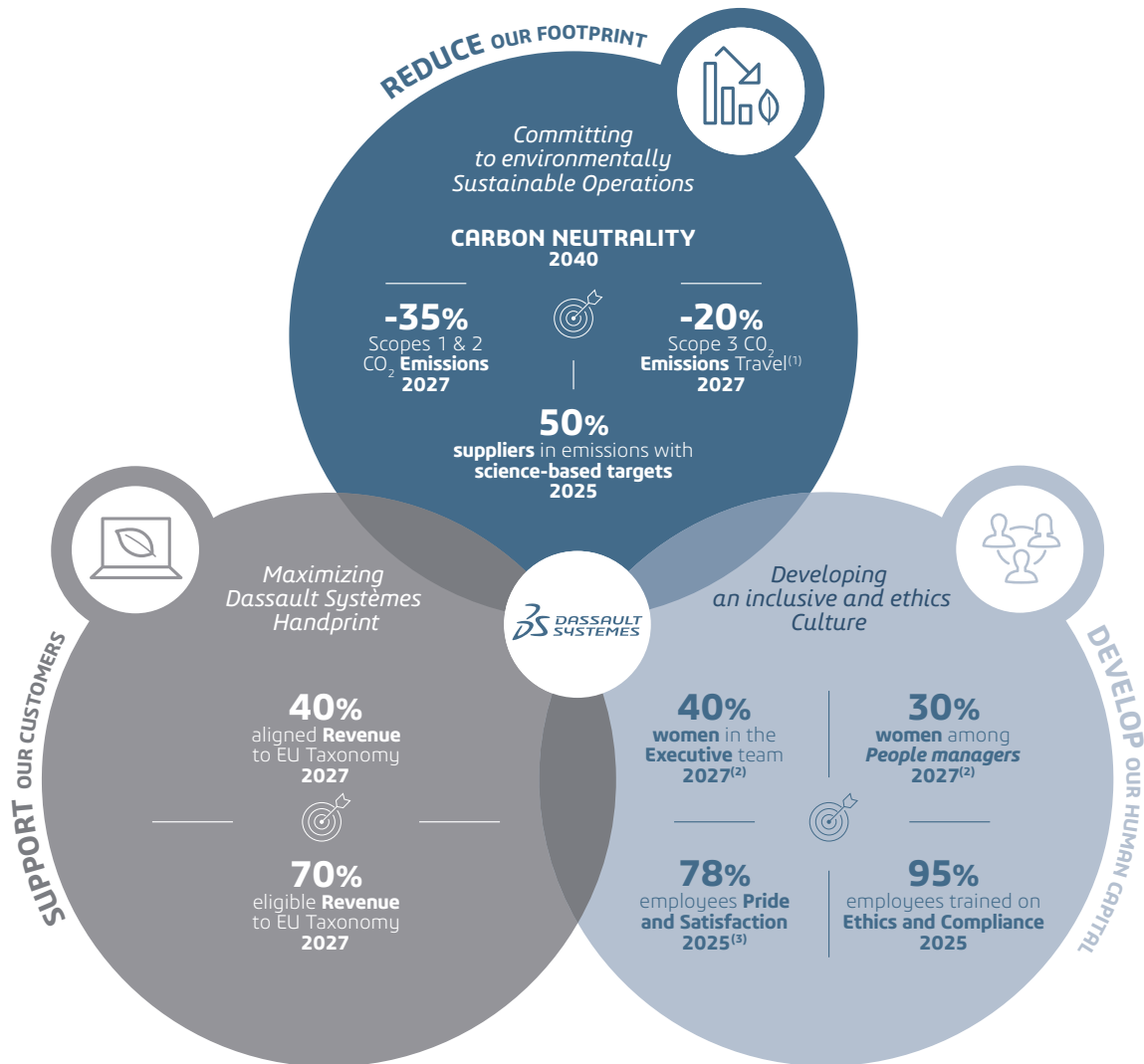
The BIOVIA, SIMULIA and DELMIA brands are committed to meeting the targets set by SDG12, which is to establish sustainable consumption and production patterns;



Finally, SDG13, to take urgent action to fight climate change and mitigate its repercussions, is integrated into all Dassault Systèmes solutions. Reducing greenhouse gas emissions is directly linked to all the sustainable actions that solutions are able to deliver for Dassault Systèmes customers, today and tomorrow.

In 2021, Dassault Systèmes shared with its stakeholders' new sustainability targets on the three ESG pillars, illustrating its commitments to climate transition, social practices and business ethics.

› Sustainability Targets:



(1) Business travel and Employees' commute.

(2) Only applicable to the extent permissible under local and national laws.

(3) Initially set at 85%, this target is revised in 2024 to 78% by 2025.

This chapter presents, for the year 2024, the sustainability information published by the Company pursuant to Article L. 233-28-4 of the French Commercial Code (the "Sustainability Statement"), as well as the information relating to the vigilance plan and its implementation pursuant to Article L. 225-102-1 of the French Commercial

Code. These two sections are intended to meet separate regulatory requirements. Consequently, each adopts its own risk-based approach, implemented through dedicated methodologies and processes.

2.2 Sustainability Statement

Sustainability information has been drawn up as part of the initial application of the legal and regulatory requirements resulting from the transposition into French law of the European Directive on the publication of sustainability-related information of companies (Corporate Sustainability Reporting Directive, "CSRD").

This first year of implementation of the CSRD Directive is marked by many uncertainties. In addition to those inherent in the state of scientific and economic knowledge, and in the quality of the external data used, several interpretations of the new European Sustainability Reporting Standards (ESRS) remain ambiguous, and simplifications and clarifications are expected from standard-setting and regulatory bodies.

Dassault Systèmes has endeavored to comply with the requirements of the ESRS that are in effect at the date of preparation of this sustainability statement, based on available information relevant to the Company's strategy and business model.

Sustainability reporting has also been complicated by the lack of reliable comparative data and benchmarks, particularly at the sector level, as well as by difficulties in gathering market data, particularly within the Company's value chain.

In some cases, limited access to reliable data has led Dassault Systèmes to resort to estimates, which may be refined as the quality of available data improves. Explanations of these estimates are provided in the "Methodologies" paragraphs of the relevant sections, and in particular in paragraphs 2.2.1.2 "BP_2" and 2.2.2.3.B.2 "Methodologies and Methods for calculating GHG Emissions and other E1 Metrics".

The main limitations and uncertainties encountered by the Company in preparing the information presented, are as follows:

- Dassault Systèmes' Transition plan for climate change mitigation: this plan aims to provide an understanding of the Company's past, current and future efforts to ensure the contribution of its strategy and business model to the transition to a sustainable economy. However, there is as yet no consensus on greenhouse gas emission reduction targets or trajectories at the Company level that would guarantee the contribution of a strategy with a scenario that limits global warming to 1.5° C, in line with the Paris Agreement (see paragraph 2.2.2.1.A "Transition Plan for Climate Change Mitigation");
- transition risk assessment: this remains a complex task, marked by a high level of uncertainty;
- data collection and communication: it is sometimes difficult to obtain reliable and consistent information. This is particularly true for the upstream and downstream value chains, as well as for companies acquired during the period and in the year following their acquisition;

- setting targets for all key metrics: detailed projection methodologies are not yet fully established;
- methodological limitations of certain environmental metrics: particularly for Scope 3 emissions, which are, in some cases, calculated on the basis of spend-based emission factors. This is especially true for Scope 3 emissions "Purchased Goods and Services" and "Capital Goods" (see paragraph 2.2.2.3.B.2 "Methodologies and Methods for calculating GHG Emissions and other E1 Metrics").

In order to take into account best practices and recommendations in the field, as well as a better knowledge of new regulations and standards, where appropriate, the Company may be required to develop certain reporting and communication practices, as well as an internal control system relating to the production of sustainability information. This is part of a continuous improvement process.

Disclaimer concerning Statements relating to the Company's forward-looking Sustainability Information

The statements contained in this chapter which are not historical facts but which express scenarios, trajectories or targets for the future are forward-looking statements. This includes statements concerning certain information relating to objectives and/or targets in terms of sustainability and in particular climate-related. Such forward-looking statements or scenarios, including those expressed in financial terms, are based on views and assumptions believed to be reasonable as of the date of this document. However, they remain subject to known and unknown risks and uncertainties. Actual results or performance may differ materially from those indicated in these statements as a result of a number of factors. Investors are cautioned that forward-looking statements involve numerous risks and uncertainties.

Given the significant uncertainties inherent in these forward-looking statements, they should not be taken as a representation or warranty, by Dassault Systèmes or any other person, that Dassault Systèmes will achieve its goals, objectives, aspirations, metrics, plans or targets within a particular time frame, or at all. This includes sustainability matters and their potential financial impacts. Accordingly, these forward-looking statements should be treated with caution.

The forward-looking statements contained in this section speak only as of the date of publication of this Universal registration document. Except as required by applicable law or regulation, Dassault Systèmes undertakes no obligation to update or revise any forward-looking information or statements.

Disclaimer concerning Policies relating to Social, Societal and Governance Matters

Policies on social, societal and governance matters relate to the year 2024 and are applicable only to the extent permissible under local and national regulations. They are

reviewed annually and can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States.

2.2.1 ESRS2 – General Information

2.2.1.1 BP_1

2.2.1.1.1 General Methodology

This sustainability statement presents, for the year 2024, Dassault Systèmes' material sustainability matters identified in accordance with the following regulatory provisions:

- the obligations arising from the new European Directive 2022/2464/EU, known as the Corporate Sustainability Reporting Directive or CSRD, adopted by the European Parliament on December 14, 2022 and transposed into French law by ordinance on December 6, 2023. It replaces and extends the requirements of Directive 2014/95/EU on the publication of non-financial information. It aims to harmonize and strengthen non-financial reporting by companies;
- European regulation 2020/852 of June 18, 2020 (known as the "EU Taxonomy" regulation), which establishes a framework to facilitate sustainable investments within the European Union.

In this context, Dassault Systèmes has endeavored to apply the normative requirements set by the ESRS, as applicable on the date of preparation of the sustainability statement, based on the information available within the timeframe for preparation of the sustainability statement. On a case-by-case basis, difficulties in accessing certain data within the allotted deadlines have forced the Company to use estimates for certain information, as provided for in the ESRS standards, notably for certain environmental data (including GHG emissions, among others).

Dassault Systèmes hopes to reduce these uncertainties as additional guidance is issued by the standard-setter, as the number of registrants increases and reporting practices in the sector consolidate, and as the Company improves data collection and reporting processes for CSRD data in a continuous improvement approach within the Company and its value chain.

The Company's non-financial reporting methodologies are detailed in paragraph 2.2.1.2 "BP_2" and in the paragraphs dealing with ESRS metrics.

2.2.1.1.2 Scope of Consolidation

The scope of consolidation used for this sustainability statement is the same as that used for the financial statements, and includes all the Group's consolidated companies. No specific entity has been isolated, given the

Company's highly homogeneous activities. The scope of consolidation does not include non-consolidated entities, as the Group has no operational control over its value chain.

When, for certain metrics, the scope covered is more limited due to collection difficulties, this is indicated in the relevant paragraphs, along with the estimation approach used. This may be the case, for example, for companies acquired during the period and in the year following their acquisition. The metrics concerned are limited in number and the scope covered is in all cases at least 91%. They include, in particular, the metrics for strategic matter 5 for which the reported information covers 95.5% of the Company's employees as of 31 December 2024 (see paragraph 2.2.3.1.2.B "Metrics and Targets relating to Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market"). These metrics also include certain components of the carbon footprint, including Scope 1 GHG emissions, which cover 91% of the Company's employees (see paragraph 2.2.2.2.3.B.2 "Methodologies and Methods for calculating GHG Emissions and other E1 Metrics").

2.2.1.1.3 Upstream and Downstream Value Chain

Upstream and downstream value chains are taken into account by Dassault Systèmes in its double materiality assessment (DMA), and are therefore covered by its sustainability statement according to the material value chain Impacts, Risks and Opportunities (IROs), as specified in paragraph 2.2.1.4.3 "SBM_3 – Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model".

The two main upstream value chains considered as material are the IT equipment manufacturing and the data hosting value chain.

With regard to the environmental impacts of the downstream value chain, since software represents a very small proportion of the resources used by Dassault Systèmes' customers, only the energy impact of the use of the solutions sold has been considered as material, whatever the sector of activity served, that are within the limits of the "3DS Acceptable Use" policy (see paragraphs 2.4.3.3.4 "Misuse of Dassault Systèmes Solutions" and 2.2.1.4.1 "SBM_1 – Strategy, Business Model and Value Chain").

Information relating to upstream and downstream value chains has been taken into account where available and relevant. Among other things, Dassault Systèmes' carbon footprint includes Scope 3 elements relating to the purchase and use of the solutions sold.

2.2.1.1.4 Permitted omitted Information

The Company has exercised its option to omit certain information relating to intellectual property, know-how and innovation results. It therefore does not publish quantitative targets for the metrics relating to the opportunity and the positive impact in the Life Sciences & Healthcare sector mentioned in paragraph 2.2.3.3.3 "Management of Strategic Matter 10: Improve Patient Health providing innovative and secured Solutions for a faster and more efficient access to Treatment and Care".

2.2.1.2 BP_2**2.2.1.2.1 Time Horizons**

In accordance with ESRS 1, Dassault Systèmes has assessed the time horizon for the occurrence of each material IRO, in terms of both impact materiality and financial materiality. The horizons have been set in accordance with the implementation guidelines published by EFRAG:

- short-term: one year (the period adopted by the Company as the reference period in its financial statements);
- medium-term: more than one year up to five years;
- long-term: more than five years.

Dassault Systèmes' uses the same definitions throughout the statement, unless otherwise specified, notably in the paragraphs covering physical and transition risks, as well as those dealing with the Transition plan.

2.2.1.2.2 Sources of Uncertainty regarding Estimates and Results

Sustainability information may be subject to uncertainty inherent in the state of scientific economic knowledge and in the quality of the internal and external data used (data calculated on the basis of emission factors for the value chain, for example). Details of the methodologies used to estimate value chain emissions are given in topical sections E1, E5 and S2. In addition, information such as:

- prospective data;
- missing data, in particular relating to the last few weeks of the reporting period or to a missing perimeter; and
- the quantification of certain sustainability data, in particular environmental data;

are subject to estimates and judgments based, in particular, on the historical experience of experts or contributors involved in the preparation of this reporting, and based on internationally recognized sustainability standards. These estimates are sensitive to methodological choices and to the assumptions used in their preparation. The nature and scope of the estimates used, or the limitations on the scope

of data collection, applied on a case-by-case basis to certain data, are explained in the "Methodologies" paragraphs of the relevant sections.

2.2.1.2.3 Changes in Preparation or Calculation Method

The main changes in calculation methods for the 2024 financial year concern three subjects, the first two of which give rise to restatements of data published in 2023:

- headcount: the methodology for calculating the headcount has been revised to align with the requirements of ESRS2, S1 "Own Workforce". This methodological change involves taking into account each employee for one unit, regardless of working hours. The methodology used previously was based on a "full-time equivalent" calculation. As a result, certain 2023 data have been revised to apply this new calculation rule. This change has an impact not only on S1 metrics, but also on carbon intensity ratios calculated on the basis of headcount;
- use of solutions sold: in 2024, Dassault Systèmes improved its methodology for calculating Scope 3 GHG emissions from "Use of solutions sold". This change in methodology is the result of changes in assumptions about the power consumption of customers' hardware when using the Company's software solutions. Previously, the Company used standard ADEME energy consumption estimates (dating from 2021) corresponding to particularly energy-intensive video game-type use. In 2024, actual measurements of the energy consumption of typical Dassault Systèmes software solutions on equipment prescribed to its customers were carried out. The results are much lower than the estimates previously used, and more consistent with publications by similar companies. This change of method has a material impact, requiring a restatement of data for the year 2023. As a result, adjusted Scope 3 "Use of solutions sold" GHG emissions for 2023 now amount to 104,718 tons, a reduction of 390,321 tons compared to published 2023 data;
- purchased goods and services and capital goods: in 2024, Dassault Systèmes developed the use of specific emission factors for certain products purchased, based on a catalog of IT equipment. The impact recorded in 2024 is not considered material enough to justify an adjustment to the prior period. Nevertheless, the integration of these actual supplier-specific data compared with the predominantly used spend-based emission factor method represents a favorable reduction of 11,821 tCO₂-eq in 2024. This corresponds to 7.5% of the sum of Scope 3 GHG emissions for "Goods and services" and "Capital goods", and 5.8% of the total Scope 3 considered (excluding use of solutions sold).

2.2.1.2.4 Other Regulations or Standards used in the Preparation of the Publication

Dassault Systèmes complies with the following regulations and standards, which reinforce the quality of the information provided:

- in terms of carbon accounting, the Company's GHG emission metrics are calculated in accordance with the GHG Reporting Protocol;
- ISO type standards related to ESRS topics are presented in each relevant section;
- finally, the Company follows the recommendations of the *AFEP-MEDEF* corporate governance code for listed companies and is subject to the *Sapin 2* law.

2.2.1.2.5 Incorporation by Reference

The table below shows all the information incorporated by reference to other sections of the management report in the sustainability statement, in accordance with section 9.1 "Incorporation by reference" of the ESRS 1:

Sections of the Sustainability Statement	Incorporation by Reference	Paragraph in the Sustainability Statement	"Reference" Paragraph in the URD
General Information (ESRS2)	Information on the "3DS Acceptable Use" policy	2.2.1.1.3 Upstream and Downstream Value Chain	2.4.3.3.4 Misuse of Dassault Systèmes Solutions
General Information (ESRS2)	General risk management and internal control processes	2.2.1.3.1 GOV_1 – The Role of Administrative, Management and Supervisory Bodies	5.2 Enterprise Risk Management and Internal Control
General Information (ESRS2)	Information on members of the three committees of the Board of Directors	2.2.1.3.2 GOV_2 – Information provided to and Sustainability Matters addressed by the Company's Administrative, Management and Supervisory Bodies	5.1.1.2 Practices of the Board of Directors
General Information (ESRS2)	Information on the Audit & Risks department	2.2.1.3.2 GOV_2 – Information provided to and Sustainability Matters addressed by the Company's Administrative, Management and Supervisory Bodies	5.2 Enterprise Risk Management and Internal Control
General Information (ESRS2)	Information on the general internal control process	2.2.1.3.5 GOV_5 – Risk Management and Internal Controls over Sustainability Statement	5.2.2 Organizational Framework
General Information (ESRS2)	Information on the general risk management process	2.2.1.3.5 GOV_5 – Risk Management and Internal Controls over Sustainability Statement	5.2.3 Processes
General Information (ESRS2)	Information on internal control points Information on the inclusion of internal control of sustainability reporting in the internal control process	2.2.1.3.5 GOV_5 – Risk Management and Internal Controls over Sustainability Statement	5.2.3.2 Internal Control Process
General Information (ESRS2)	Information on strategy, markets and solutions portfolio Information on the business model and its value chains	2.2.1.4.1 SBM_1 – Strategy, Business Model and Value Chain	1.4 Business Activities
General Information (ESRS2)	Information on the brands and application families	2.2.1.4.1 SBM_1 – Strategy, Business Model and Value Chain	1.4.2 Dassault Systèmes' Offering
General Information (ESRS2)	Information on the characteristics of each brand	2.2.1.4.1 SBM_1 – Strategy, Business Model and Value Chain	1.4.2.3 Software Applications Portfolio

Sections of the Sustainability Statement	Incorporation by Reference	Paragraph in the Sustainability Statement	"Reference" Paragraph in the URD
General Information (ESRS2)	Downstream value chain and customer information	2.2.1.4.1 SBM_1 – Strategy, Business Model and Value Chain	1.4.2.6 How Dassault Systèmes engages with customers
General Information (ESRS2)	Information on resilience and other financial effects	2.2.1.4.3 SBM_3 – Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model (Resilience and other financial effects)	1.4.1.4 Growth Strategy
Social and Societal Information	Information on the gender breakdown of the Executive Committee	2.2.3.1.4. B Metrics and Targets relating to Strategic Matter 7: Promoting professional Opportunities for all Employees nurturing Inclusion and Creativity	5.1.2 Executives of Dassault Systèmes
Social and Societal Information	Allocation with regards to Long-Term Incentive Plan	2.2.3.1.3. A Policies and key Actions relating to Strategic Matter 6: Fostering Employees' Engagement to improve Retention	5.1.5 Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE
Social and Societal Information	Independent directors representing employees at Board of Directors	2.2.3.1.3. A. Policies and key Actions relating to Strategic Matter 6: Fostering Employees' Engagement to improve Retention	5.1.1 Composition and Practices of the Board of Directors
Social and Societal Information	Average number of employees over the reporting period	2.2.3.1.3. B. Metrics and Targets relating to Strategic Matter 6: Fostering Employees' Engagement to improve Retention	4.1.1 Consolidated financial statements – Note 6: Personnel Costs
Social and Societal Information	Compensation of the Chief Executive Officer	2.2.3.1.4. A. Policies and key Actions relating to Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity	5.1.3.2 Compensation Policy Applicable to the Chief Executive Officer
Information on Business Conduct	Information on responsible and transparent tax policy	2.2.4.1.3 For a Responsible and Transparent Tax Policy	3.1 Operating and Financial Review

2.2.1.3 GOV – Governance

2.2.1.3.1 GOV_1 – The Role of Administrative, Management and Supervisory Bodies

Composition of the Board of Directors

At December 31, 2024, the Board of Directors of Dassault Systèmes was made up of 12 members, whose term of office was 4 years renewable, including one executive member, Mr. Pascal Daloz, Chief Executive Officer of Dassault Systèmes.

The Board of Directors also includes two directors representing employees, appointed, in accordance with Article L. 225-27-1 of the French Commercial Code and Article 14 of the Company's Articles of Association. They were appointed by each of the two trade unions having received the highest number of votes in the first round of elections.

The proportion of independent directors on the Board of Directors is 50%, excluding directors representing employees in accordance with the AFEP-MEDEF Code, and 42% including the latter. Dassault Systèmes also bases its assessment of independence on the definition set out in the AFEP-MEDEF Code and included in the Board's internal rules, according to which a director is independent when he or she has no relationship with Dassault Systèmes SE, the Company or its management that could compromise the exercise of his or her freedom of judgment.

Diversity and Expertise on the Board of Directors

In its composition, the Board of Directors seeks a balance between experienced and new directors, between independent and non-independent directors, between women and men, and a diversity of skills, profiles and nationalities. Dassault Systèmes monitors the evolution of the Board's composition by making projections based on all these criteria, which has led to an increase in the Board's diversity in recent years.

In particular, Dassault Systèmes is committed to ensuring a balanced representation of men and women on the Board.

At December 31, 2024, the Board of Directors comprised 50% women, excluding directors representing employees, and 58% including the latter. On January 9, 2025, Ms. Marie-Hélène Habert-Dassault was replaced by Mr. Olivier Costa de Beauregard as permanent representative of Groupe Industriel Marcel Dassault, temporarily bringing the percentage of women on the Board to 40% excluding directors representing employees, and 50% including the latter.

In line with its internationalization policy, at December 31, 2024 the Board of Directors included one director of foreign nationality (Indian), who is also a British resident, and one Swiss resident director, representing 17% of the Board.

Dassault Systèmes' directors have complementary expertise and experience, in line with the Company's strategy to best meet the strategic matters it faces. Of the five independent directors, three have sector-specific expertise (manufacturing industry, life sciences and new technologies) and two have accounting and financial expertise. The non-independent directors give the Board the benefit of their extensive knowledge of the Company, its sectors of activity and its businesses.

Each member of the Board of Directors has developed expertise in business conduct and ethics through the exercise of their various mandates, particularly the members of the Audit Committee, who regularly review ethics, compliance and fraud issues. In addition, the members of the Board of Directors annually review Dassault Systèmes' compliance program, its evolution and its key metrics.

Dassault Systèmes' intention is to maintain the proportion of men, women and independent directors on the Board at 50%. In this context, the Compensation and Nomination Committee assesses each year the areas of expertise of Board members and their suitability for the Company's business and specificities, particularly when appointing a new director or renewing a term of office, before making proposals for changes to the composition of the Board.

In recent years, sustainability matters have been the focus of particular attention by all Board committees and Dassault Systèmes' Executive team, enabling the Board to gain a good understanding of these topics:

- every year, Dassault Systèmes directors are invited to take part in a special information day at the 3DS Paris Campus. In 2022, this day was entirely devoted to sustainability. In 2023 and 2024, several sessions addressed these topics (transformation of economic sectors and circular economy in particular);
- every year in September, all independent directors (e.g. all members of the Board's three committees) meet for a session dedicated to sustainable development matters;
- the Executive team has systematically responded to requests from members of the Audit Committee and proposed the organization of sessions dedicated to non-financial reporting (EU Taxonomy, CSRD);
- sustainability, in terms of product development strategies to help customers become more sustainable (Handprint), has been and remains at the heart of the Scientific Committee's work.

The skills of the committees have been put to good use in working and review sessions (see paragraph 2.2.1.3.2 "GOV_2 – Information provided to the Company's administrative, management and supervisory bodies, and sustainability matters addressed by these bodies"), where the impacts of operations on the environment and on stakeholders, as well as risks and opportunities, have been discussed and approved.

	2024 ⁽⁷⁾	2023 ⁽⁷⁾
ESRS DATAPOINTS		
Number of executive directors	1	2
Number of non-executive directors ⁽¹⁾	11	10
Percentage of women within the Board of Directors ^{(2) (3)}	58.0%	41.7%
Board's gender diversity ratio ^{(2) (3)}	1.4	0.7
Percentage of independent directors ⁽⁴⁾	50.0%	50.0%
ENTITY-SPECIFIC DATAPOINTS		
Percentage of women within the Board of Directors excluding directors representing employees ^{(5) (6)}	50.0%	50.0%
Board's gender diversity ratio excluding directors representing employees ^{(5) (6)}	1.0	1.0

(1) 11 out of 12 directors in 2024 and 10 out of 12 directors in 2023.

(2) Includes the two directors representing employees appointed by the trade unions (in accordance with Dassault Systèmes SE's by-laws) and, in 2024, the permanent representative of the legal entity that is a director.

(3) 7 women for 5 men in 2024 and 5 women for 7 men in 2023.

(4) Excluding two directors representing employees, not taken into account for the calculation of this percentage in application of the AFEP-MEDEF code.

(5) Includes, in 2024, the permanent representative of the legal entity that is a director.

(6) 5 women for 5 men in 2024 and 2023.

(7) Data at December 31 of each year.

Missions of the Board of Directors and its Lead director of Sustainable Development

The Board of Directors takes sustainability matters into account in defining and reviewing strategy, in accordance with its internal regulations and French law. In accordance with the AFEP-MEDEF Code, it sets out multi-year strategic plans in this area. In addition, the Board of Directors has appointed Ms. Geneviève Berger, an independent director, as its Lead director of Sustainable Development. Ms. Geneviève Berger, a physicist, medical doctor and Doctor of State in human biology, headed the CNRS from 2000 to 2003. She, then, headed research at Unilever and Firmenich for several years. From 2015 to 2023, she was a director and member of Air Liquide's Environment and Society Committee, after having spent nine years as an independent director of AstraZeneca, responsible for sustainability matters and a member of the Scientific Committee. She thus benefits from a strong expertise in ESG and more generally in the field of science.

In her role as Lead director of Sustainable Development, Ms. Geneviève Berger carries out an initial review of the impacts, risks and opportunities (IROs) identified in the Company's double materiality assessment (DMA). She ensures that these IROs are consistent with Dassault Systèmes' policies, action plans and targets. She prepares the working session of all independent directors (i.e., all members of the Board's three committees) on this topic, before reporting to the Board.

In line with their respective missions and the Audit Committee Charter reviewed in 2024, the three Board committees (composed exclusively of independent directors) include aspects of sustainability in their missions:

- the Scientific Committee examines the development of Dassault Systèmes' portfolio of solutions, particularly with regard to customers' environmental and social challenges, and analyzes potential technological breakthroughs impacting its market. This committee comprises two independent members (one man and

one woman), including the Lead director of Sustainable Development;

- the Audit Committee includes in its annual program a review of new sustainability reporting requirements, particularly in relation to Climate matters as set out in the CSRD and ESRS. The Audit Committee reviews the quality of the process for reporting quantitative information and internal controls. The committee reviews any difficulties encountered by the Company in applying the ESRS as well as during the verification work carried out by the Auditors of non-financial information, whose work it monitors. In this respect, and in accordance with its mission under the CSRD, the Audit Committee reports to the Board of Directors on the results of the assurance provided by the Auditors authorized to certify non-financial information, the contribution of this assurance to the integrity of sustainability information, and the Committee's role in this process;

The committee is made up of three independent members (two women, one man), each with financial expertise;

Committee members have received training on sustainability matters, including reporting, once a year over the past three years;

- the Compensation and Nomination Committee reviews certain governance matters, including succession plans for executive officers and Executive Committee members, their compensation packages, and long-term compensation plans for the Company's managers and employees. In particular, the committee reviews the performance criteria, notably those based on a multi-criteria ESG indicator, for the variable annual compensation and vesting of performance shares of the Chief Executive Officer, Executive Committee members and senior executives eligible for these plans (see paragraph 2.2.1.3.3 "GOV_3 – Integration of Sustainability-related Performance in Incentive Schemes" below for a description of sustainability criteria in these incentive mechanisms). It also reviews the

consistency of Climate targets, employee engagement and inclusion.

This committee is made up of two independent members (one woman, one man).

When the CSRD was transposed into French law, a governance structure was established to ensure that members of the Audit Committee and the Lead director of Sustainable Development jointly review the information published in this sustainability statement in accordance with the new European Sustainability Reporting Standards (ESRS). A dedicated session was devoted to this review prior to formal validation by the Audit Committee.

Executive Committee

The Executive Committee, under the direction and leadership of the Chief Executive Officer, comprises 13 members, 5 of whom are women (i.e. 38.5% women), including the Executive Vice-President, Industry, Marketing & Sustainability. Ms. Florence Verzenen is in charge of Dassault Systèmes' sustainable development roadmap, in its aspects of product and solution development strategy facilitating the decarbonization of customer activities (Handprint), and the trajectory of the Company's environmental footprint (Footprint).

Sustainability Steering Committee

The Sustainability Steering Committee is co-chaired by the Executive Vice-President, Industry, Marketing & Sustainability, and the General Secretary. The Chief Sustainability Officer acts as secretary.

The Sustainability Steering Committee meets quarterly to monitor the Company's policies, actions and non-financial performance in terms of both Handprint and Footprint. It reports regularly to the Executive Committee, to which it submits analyses of the impacts, risks and opportunities associated with non-financial performance. The Sustainability Steering Committee also leads discussions with the various departments responsible for implementing this strategy, notably Human Resources, IT and Real Estate, Research & Development and Cloud Infrastructure, Sustainable Finance & Procurement, and Legal.

This committee plays a central role in communicating information between the various administrative and departmental bodies. The Sustainability Steering Committee keeps general management informed of progress made in implementing the Company's strategy. Board committees, notably via their chairmen, may interact with the Sustainable Development department in the course of their work.

At least once a year, the Chief Executive Officer and the Executive Vice-President, Chief Financial Officer attend a meeting of the Sustainability Steering Committee to validate the year's priorities, targets and any financial implications.

The targets associated with the IROs are proposed by the functions in charge of managing them. They are discussed by the Sustainability Steering Committee before being reviewed by the Executive Committee and all the independent directors (i.e. all the members of the three Board committees).

The most strategic targets integrated into the salary incentive schemes are reviewed by the Compensation and Selection Committee before being submitted to the Board of Directors.

Over the past two years, the Committee has reviewed the following matters:

- improving the methodology used to determine the rate of alignment of revenue to the EU Taxonomy, and the process of verification by an independent third party;
- the results of the double materiality assessment and the definition and relevance of the associated IROs;
- financial analysis of risks and opportunities relating to the climate transition, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD);
- follow-up of the CSRD implementation readiness project, including review of the initial findings of the double materiality assessment and identification of additional metrics to be published;
- validation of the extended submission of science-based targets (SBTi);
- continued work on a carbon-neutral strategy for 2040;
- marketing, external communication and employee awareness of environmental and eco-design matters;
- the strategy for responding to non-financial questionnaires and monitoring the ratings obtained for the year in question.

The general risk management and internal control process described in paragraph 5.2 "Enterprise Risk Management and Internal Control" covers all enterprise risks, including, with regard to sustainability, negative risks to and impacts of the Company. This process is based in particular on the monitoring of action and mitigation plans using metrics close to or identical to those prescribed by the ESRS. The Sustainable Development department and the Audit & Risks department are working to extend this system to include positive impacts and opportunities, as well as risks relating to the value chain. Opportunities, for their part, are monitored by Brand or Sector Boards, which include the relevant members of general management.

SUSTAINABILITY AT THE CORE OF DASSAULT SYSTÈMES' GOVERNANCE



- A NETWORK OF SUSTAINABILITY LEADS drives the implementation of the sustainability strategy across each geography, brand and industry
- AN ENVIRONMENTAL REPORTING NETWORK consolidates environmental indicators on a quarterly basis and shares best practices
- GREEN TEAMS initiate and coordinate local sustainability initiatives
- 3DEXPERIENCE UNIVERSITY delivers training to raise awareness among employees about sustainability topics

2.2.1.3.2 GOV_2 – Information provided to and Sustainability Matters addressed by the Company's Administrative, Management and Supervisory Bodies

As mentioned above,

- the Executive Committee is informed via the Sustainability Steering Committee of progress made in implementing the strategy. At least once a year, the Chief Executive Officer and the Executive Vice-President, Chief Financial Officer attend the Sustainability Steering Committee to validate the year's priorities, targets and any financial challenges;
- all independent directors (i.e. all members of the three Board Committees) meet in two annual sessions: one dedicated to sustainability matters, and the other to risk prevention and management within the Company, including ESG risks (see "Sessions of independent directors (annual executive sessions)" in paragraph 5.1.1.2 "Practices of the Board of Directors"). As part of these meetings, the Sustainable Development, Sustainable Finance and Audit & Risks functions communicate progress and key actions relating to policies, action plans and targets, as well as on the implementation of due diligence (see paragraph 2.2.1.3.5 "GOV_5 – Risk Management and Internal Controls over Sustainability Statement");
- the chairmen of the three committees of the Board of Directors (Scientific Committee, Audit Committee and Compensation and Nomination Committee) and the Lead director of Sustainable Development have full latitude to interact with the heads of the Sustainable Development or Sustainable Finance departments in preparation for the dedicated meetings;
- to this end, the functions in charge of the topics provide summaries of progress on the roadmap, as well as training materials to help committee members understand the new regulations on sustainability reporting;
- in 2024, the Audit Committee received three presentations on the progress of the CSRD adoption program, including the results of the double materiality assessment process, its audit, the identification of metrics linked to IROs, their production process and the challenges of digitizing the reporting process. They also benefited from a special training session, led by the Sustainable Finance department, on ESRS and the challenges of auditing sustainability statements. In addition, the Audit & Risks function regularly informs the Audit Committee of the results of audits carried out on ESG topics and on changes to the internal control framework for sustainability reporting (see paragraph 2.2.1.3.5 "GOV-5 – Risk Management and Internal Controls over sustainability statement");

- the session devoted to risk management enabled the Company's Risk Management Steering Committee to share the details and conclusions of its work since September 2023, in particular the update of the risk map integrating existing sub-maps for specific risks, notably in the area of Corporate Social Responsibility (CSR);
- the session dedicated to sustainable development themes enabled the independent directors to review in detail Dassault Systèmes' strategy in this area, and the progress made in each of its pillars: reducing the Company's environmental Footprint, maximization of Dassault Systèmes' Handprint, and developing an inclusive and ethics culture. The strategy implemented by Dassault Systèmes in response to current regulatory changes (EU Taxonomy) was also reviewed and discussed on this occasion.

The Committees draw on the work and analyses provided by the Sustainable Development department, the Sustainable Procurement department, the Sustainable Finance department and the Audit & Risks department.

All four departments report to a member of the Executive Committee, who is represented on the Sustainable Development Committee, and aim is to ensure consistency with the Company's strategy, as well as the proper integration of sustainability matters into the business models and performance management systems.

The main aim of this operational governance is to assess and manage IROs related to the environment, particularly climate change, as well as social and societal matters within the upstream value chain, in line with Dassault Systèmes' sustainable development strategy over short, medium and long-term time horizons. It uses the various areas of expertise mobilized to provide the best possible information for defining and steering the sustainability strategy.

The main missions of these departments are detailed below:

The Sustainable Development department

It orchestrates the Company's environmental and societal actions by carrying out the following main missions:

- support for the development of solutions promoting the sustainability of customers and sectors served, with a particular focus on the reduction of greenhouse gas emissions (mainly the assessment, monitoring and reduction of emissions), and on the circular economy (this includes eco-design and optimization of the use of natural resources right from the design phases, improving the recyclability of products, traceability of recycling processes and support for the reuse of secondary materials, etc.);

- analysis and documentation of the criteria used to prepare EU Taxonomy metrics, and qualification of the portfolio of solutions to define eligibility and alignment rates;
- support in assessing and managing the physical and transitional impacts, risks and opportunities associated with climate change;
- management of environmental reporting and greenhouse gas emissions performance;
- defining the path for reducing greenhouse gas emissions as part of the Company's environmental strategy;
- preparing for carbon neutrality and orchestrating the voluntary carbon offsetting strategy;
- review of the environmental policies of the Company's main functions;
- monitoring and coordinating environmental and climate adaptation plans implemented by the main functions, in particular for optimizing water consumption, energy consumption, and waste management;
- management of responses to non-financial questionnaires, including the Carbon Disclosure Project's (CDP) climate change questionnaire;
- creation of training and awareness-raising programs on sustainable development, according to role. In addition to the training programs developed for its employees, the Company runs several internal networks on a daily basis, some of which, like the Green Teams, are dedicated to sustainability education and the transfer of know-how relating to the circular economy. These Green Teams have mobilized more than 250 members worldwide, notably through the organization of two theme months dedicated to sustainable development (April and September);
- support for internal communication initiatives, in particular those carried out as part of the Sustainable Development Month and sustainable innovation;
- interaction with all institutional partners, academic partners, analysts and integrators on sustainable development matters and the management of non-financial ratings;
- participation in external professional networks on sustainable development and the circular economy;
- participation in discussions organized by COP29 and European industry federations;
- managing a network of over 40 internal Sustainability Leads who implement the Company's sustainability strategy in the GEOs, brands and industries in which it operates;
- global regulatory watch in the area of sustainability, aimed at analyzing the impacts for the Company's customers and designing appropriate solutions that enable them to respond effectively to the various regulatory challenges;
- reporting to the Executive Committee and the Board of Directors on progress towards targets and key action plans.

The Sustainable Procurement department

It supports the Company's efforts to decarbonize its activities by encouraging its main suppliers to take an active approach, in particular by setting science-based targets, e.g. "SBTi" targets. The Sustainable Procurement department is constantly involved in the discussions and actions led by the Sustainable Development department, in order to support the operational functions in analyzing the feasibility of their environmental policies, and in planning the actions to be implemented in the supply chain and as part of the Company's Travel policy.

The Sustainable Finance department

It contributes its expertise in managing reporting and financial evaluation processes, and supports functions in their management of climate and social matters by carrying out the following actions and missions:

- regulatory watch in particular concerning the Corporate Sustainability Reporting Directive (CSRD);
- the gradual implementation of CSRD and ESRS to ensure the Company's compliance with these new sustainability reporting standards from fiscal year 2024, including the documentation of the Company's double materiality assessment;
- review and consistency of the valuations used in the double materiality assessment with regard to financial materiality, and consistency of the latter with the valuations carried out as part of the risk management work;
- plan to digitize the ESG metrics derived from the double materiality assessment, and introduction of a sustainability performance management tool enabling the Sustainable Development department, the Procurement department and the functions contributing to decarbonization to track the impacts of the activities and action plans implemented;
- quarterly consolidation of ESG metrics, improving and monitoring the reliability of the reporting process, in particular by developing carbon accounting principles and improving the level of internal control over the data and estimates used;
- support for operational functions in analyzing the feasibility of their environmental policies, and in planning actions to be implemented in the supply chain and within the framework of the Company's Travel policy;
- support for the selection of climate scenarios and review of the financial evaluation of climate hazards, whether physical or transitional, proposed by the Corporate Strategy and Sustainable Development departments; and recording any consequences on the Company's financial statements;
- training for Audit Committee members on CSRD expectations.

The Audit & Risks department

It is described in Chapter 5, in paragraph 5.2 “Business Risk Management and Internal Control”, and the internal control and risk management system for sustainable development is set out in paragraph 2.2.1.3.5 “GOV_5 – Risk Management and Internal Controls over Sustainability Statement”.

2.2.1.3.3 GOV_3 – Integration of Sustainability-related Performance in Incentive Schemes

In order to involve managers and employees in the Company’s development and performance, Dassault Systèmes sets up short- and medium-long term incentive mechanisms:

- annual compensation may be structured as a fixed and a variable component, the latter being indexed to the performance of the employee concerned or of the Company; and
- performance shares or Dassault Systèmes stock options may be granted annually, with acquisition subject to a condition of presence and performance assessed over a 3-year period.

These incentive mechanisms systematically include financial performance criteria, such as growth in earnings per share or operating margin.

In line with the Company’s sustainable development roadmap, ESG criteria were included for the first time in 2020 in the performance criteria conditioning the Chief Executive Officer’s variable annual compensation. In 2021, these criteria were extended to the other members of the Executive Committee.

For *People managers* (i.e. 14.1% of the total population), a criterion linked to inclusion and engagement of their teams has been included, since 2022, in the objectives to measure their annual performance.

Lastly, since 2023, the Company’s Long-Term Incentive plans⁽¹⁾, which cover 12% of the Company’s employees including the Chief Executive Officer and members of the Executive Committee, have also included ESG criteria.

In 2024, the weighting of ESG criteria (in relation to all applicable criteria) represented:

- for the Chief Executive Officer’s variable annual compensation: 15%;
- for the annual variable compensation of Executive Committee members: 5% for the common base of ESG criteria, then each member in charge more specifically of the pillars of the Company’s sustainable development policy is assigned targets specific to his or her area, bringing the weighting of ESG criteria for two Executive Committee members to 25%;
- for Long-Term Incentive plans: 20%;
- for measuring the annual performance of *People managers*: 15%.

With regard to the nature of the criteria, for the variable annual compensation of the Chief Executive Officer and Executive Committee members, it was decided to adopt a common set of criteria known as the “ESG Indicator”.

In 2024, the ESG Indicator broke down as follows:

- a social criterion (representing a quarter of the ESG Indicator): employee pride and satisfaction measured by an annual internal survey;
- a governance criterion (representing a quarter of the ESG Indicator): proportion of women on the Board of Directors, the Executive team and among *People managers*;

- two climate-related criteria (representing two quarters of the ESG Indicator):

	Handprint	Footprint
Type of criterion	Share of total IFRS revenue (software and services) considered eligible to EU Taxonomy (see also paragraph 2.2.2.2.2.B “Metrics and Targets relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes’ Sustainability Portfolio”).	Reduction of greenhouse gas emissions in line with targets submitted to the Science-Based Targets initiative (SBTi) (see also paragraph 2.2.2.2.3.B.1 “Metrics and Targets relating to Dassault Systèmes’ Carbon Footprint”): — emissions from Dassault Systèmes’ own operations (Scope 1 and 2) and business travel and employees’ commute (Scope 3); and — percentage of suppliers (by weight of emissions) with science-based reduction targets.
Weighting within climate-related criteria	50%	50%

(1) Dassault Systèmes performance share and stock option plans.

For Long-Term Incentive plans, three ESG criteria have been selected:

- the same governance criterion as the one included in the ESG Indicator (weighting of one-third); and
- the same two climate-related criteria as those included in the ESG Indicator (weighting of two-thirds with the same 50%/50% split between the two criteria).

Climate-related criteria thus accounted for:

- 7.5% of the criteria governing the Chief Executive Officer's variable annual compensation;
- respectively 22.5% and 12.5% of the criteria governing the variable annual compensation of the two Executive Committee members specifically in charge of the pillars of the Company's sustainable development policy;
- 13.3% of criteria included in Long-Term Incentive plans awarded in 2024.

For 2025, it has been decided, for the Handprint part, to supplement the criterion of eligibility of total IFRS revenue to EU Taxonomy with a criterion linked to alignment, with a 50%/50% weighting between the two criteria. This change applies to the variable annual compensation of the Chief Executive Officer and Executive Committee members, as well as to Long-Term Incentive plans.

The two environmental criteria selected measure Dassault Systèmes' contribution to the decarbonization of the economy, by activating two levers whose performance measurement is based on standardized and recognized metrics,

namely the Science-Based Targets initiative (SBTi) and the EU Taxonomy reference framework. The two levers are:

- reducing the Company's environmental footprint: the targets set and validated by the Science-Based Targets initiative are aligned, for Scopes 1 and 2, with the trajectory of limiting global warming to 1.5°C⁽¹⁾ and, for Scope 3, with current best environmental practices; and
- reducing the environmental footprint of its customers: Dassault Systèmes has undertaken, within the framework of the EU Taxonomy, a structured approach to documenting its positive impact on the reduction of greenhouse gas (GHG) emissions generated by operations, as well as products or services designed by its customers. The inclusion of the criterion linked to the growth in revenue considered as aligned within the meaning of this standard in the variable compensation mechanisms encourages the development of the portfolio and the growth in sales linked to these solutions.

The principles and criteria applicable to the variable compensation of the Chief Executive Officer and Executive Committee members are reviewed by the Compensation and Nomination Committee and, in the case of the Chief Executive Officer, approved by the Board of Directors before being submitted to the General Meeting of Shareholders for approval.

The principles and criteria applicable to Long-Term Incentive plans are set by the Board of Directors, after review and on the recommendation of the Compensation and Nomination Committee.

With regard to ESG criteria, the proposal was made by the Sustainability Steering Committee.

(1) By the end of the century, compared with pre-industrial levels.

2.2.1.3.4 GOV_4 – Statement on Due Diligence

A reconciliation table between the topics covered by the due diligence process and the material strategic matters identified in the double materiality assessment is provided below.

Core Elements of Dassault Systèmes' Due Diligence Process		Paragraphs in the Sustainability Statement	Paragraph Number
a)	Embedding due diligence in governance, strategy and business model	GOV_2 – Information provided to and Sustainability Matters addressed by the Company's Administrative, Management and Supervisory Bodies	2.2.1.3.2
b)	Engaging with affected stakeholders at all key steps of the due diligence	SBM_2 – Interests and Views of Stakeholders	2.2.1.4.2
c)	Identifying and assessing adverse impacts	SBM_3 – Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities	2.2.1.4.3 2.2.1.5
d)	Taking actions to address those adverse impacts	ESRS2 – General Information E1 – Climate Change S1 – Own Workforce S4 – Consumers and End-Users	2.2.1 2.2.2.2 2.2.3.1 2.2.3.4
e)	Tracking the effectiveness of these efforts and communicating	GOV_1 – The Role of Administrative, Management and Supervisory Bodies	2.2.1.3.1

2.2.1.3.5 GOV_5 – Risk Management and Internal Controls over Sustainability Statement

The general risk management and internal control process is described in paragraph 5.2.3 "Processes" and the associated governance is described in paragraph 5.2.2 "Organizational Framework". All the Company's risk typologies are covered, particularly those relating to Sustainability.

Risk management relies on a dedicated team within the Audit & Risks department and on a Risk Management Steering Committee. Both ensure that risks are identified and dealt with at the level of Dassault Systèmes entities and organizations, or at the level of the Company. Under the supervision of the General Secretary, the Steering Committee comprises the Audit & Risks department, the Legal department, the Sustainable Finance department (responsible within the Finance department for orchestrating the entire non-financial reporting process), and the Human Resources department. Since 2022, the Audit & Risks department has been under the responsibility of the General Secretary.

During its meetings in 2024, the Risk Management Steering Committee worked in particular on the methodological consistency between the risks, impacts and opportunities linked to CSRD and the Company's overall risk management and risk evaluation.

The methodology used for the ESRS1 double materiality assessment is presented in paragraph 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities". It has been drawn up

in line with Company risk management methodology, in particular with regard to:

- the scale for estimating the likelihood and the scale for estimating the materiality of impacts;
- correspondences between the risks addressed in the Company's risk management and the risks, impacts or opportunities identified within the CSRD. These correspondences did not require any significant changes to the existing risk map;
- assessment of materiality in the short and medium term: this assessment is consistent with the severity of impact assessed within the Company's risk management.

The Audit & Risks department reviewed the double materiality assessment regularly during its preparation.

In 2024, the Audit & Risks department oversaw the implementation of internal controls relating to quantitative reporting on sustainability topics, which is based on the following pillars:

- an operational reporting chain which, with the necessary segregation of duties, covers the functions of collecting basic information internally and from third parties, estimating and calculating datapoints, checking these data, periodically closing the accounts and reporting to the head office;
- a central sustainability reporting function responsible for consolidating sustainability performance metrics and published datapoints;
- the documentation of ESG information accounting and consolidation principles, covering reporting on

quantitative datapoints in Environment, Social and Societal, Governance; and

- ICSR” (Internal Control over Sustainability Reporting) internal control points, defined and integrated into the Company’s internal control framework and processes, itself associated with risk mapping (see paragraph 5.2.3.2 “Internal Control Process”). ICSR internal control points will be regularly assessed as part of the Company’s internal control assessment program.

The Audit & Risks department carries out targeted audits using a risk-based approach. To this end, it has reinforced sustainable development topics in its recent audits (for example, in 2023: audit of the electrical/electronic waste management policy and in 2024: audit of the anti-corruption system).

All teams involved in the sustainability reporting chain have been trained in the Company’s internal control principles. The Audit & Risks department has been trained in the specific challenges of sustainability reporting.

The Audit & Risks department is committed to ensuring that controls are in place over quantitative datapoints, in line with COSO standards and in parallel with the implementation of reporting principles, processes and systems. Some of these controls have been integrated into new or existing reporting systems.

The main risks were identified by analyzing the reporting systems in place, the central functions involved and the contributions of the various entities. In view of the highly centralized nature of the information systems used or established at Dassault Systèmes, priority was given to:

- the methodological risk of collection, calculation and estimation;
- integrity risks (“greenwashing”).

The Audit & Risks department has identified six potential sources of risks to the quality of quantitative sustainability information:

- ill-defined collection, calculation and estimation methodology;
- errors in calculation or estimation parameters;
- lack of quality control and integrity of master data from the Company’s own or third-party management systems;
- deficient collection and consolidation processing;
- the absence of final validation by the responsible executive;
- the main risks associated with information systems: secure access, data security and change management.

To control these risks, four categories of internal control points have been defined: Methodology validation, Data validation, Reporting systems control, Management certification:

These controls have been adapted to the environmental, social and societal, and governance domains. They are carried out by roles assigned to designated actors in the organizations contributing to sustainability reporting, and defined in such a way as to ensure segregation of duties in order to guarantee the integrity of the reporting.

Existing internal controls on information systems have been extended, as necessary, to sustainability information by the Information Systems department. These controls will be adapted as the information system evolves.

The Audit & Risks department has substantially tested the existence of collection, calculation and estimation methodologies for all the quantitative datapoints communicated for 2024.

The sustainability reporting chain was set up using DPEF (“*Déclaration de Performance Extra Financière*”- Annual non-financial performance report) contributors, mainly from the Sustainable Development, Legal and Human Resources departments as well as the Sustainable Finance department, with the addition of new participants. Concerning the qualitative metrics:

- the internal control points thus defined were presented to the responsible members in the reporting chain, and in particular to the new contributors of basic information or estimates;
- from 2025 onwards, these checkpoints will be carried out on a quarterly or half-yearly basis, to ensure the quality of the datapoints and make action monitoring and management more reliable.

As explained in paragraph 2.2.1.3.1 “GOV_1 – The role of Administrative, Management and Supervisory Bodies” on the Board of Directors’ approach to sustainability, the conclusions of the Sustainability Steering Committee’s work are presented to all independent directors (e.g. all members of the three committees of the Board of Directors), at a session devoted to risk prevention and management.

In 2024, at a special ESRS training session, the Audit & Risks department presented the Audit Committee with an assessment of the implementation of the internal control over sustainability reporting. The assessment of this internal control has been incorporated into the Company’s standard internal control assessment program, and will be summarized at regular Audit Committee meetings from 2025 onwards (see paragraph 5.2.3.2 “Internal Control Process”).

2.2.1.4 SBM – Strategy and Business Model

2.2.1.4.1 SBM_1 – Strategy, Business Model and Value Chain

Strategy, Markets and Solutions Portfolio

The Company's strategy and product portfolios are described in Chapter 1, particularly in paragraph 1.4 "Business Activities", some of which are summarized below.

At the start of 2024, Dassault Systèmes unveiled its horizon for 2040: that of the generative economy, the fruit of the convergence of the experience economy and the circular economy. To enable more sustainable uses and lifestyles, the Company's ambition is to help its customers move beyond the mechanistic logic that governed industry and the economy in the last century. Tomorrow's leaders will be those who know how to draw inspiration from the living to generate rather than consume. It's about innovating in a balanced approach (giving back to the planet as much as we take from it) to improve the lives of consumers, patients and citizens. The generative economy is a knowledge economy, and therefore a virtual economy. As knowledge and know-how become Dassault Systèmes' customers' primary competitive assets, virtual assets – where this intellectual property is developed – concentrate most of the value.

Dassault Systèmes' commitment stems from this long-term strategy: it must be remembered that virtual worlds were created for sustainable development.

Indeed, the first 3D representations were designed to replace physical prototyping, thereby saving materials, energy and resources. Invented by Dassault Systèmes in the early 1990s, Product Lifecycle management (PLM) is part of a balanced and circular approach to industry. The Company's solutions enable its customers to transform the way they invent, learn, manufacture and sell, by enhancing the real with the virtual. In particular, they optimize weight, material consumption and energy use, while guaranteeing both environmental and functional sustainability.

In 2020, Dassault Systèmes announced its ambition to create a virtual twin of the human body. This representation, which combines the virtual and the real, integrates modeling, simulation and data analysis. It brings together biosciences, material sciences and information sciences to harness the data of an object in a virtual model that can be configured and simulated.

Based on the 3DEXPERIENCE platform, Dassault Systèmes' 13 brands play a key role in designing more sustainable products and experiences.

These brands are grouped into five application families (see paragraph 1.4.2 "Dassault Systèmes' Offering"):

- collaborative applications: 3DEXCITE, CENTRIC PLM, ENOVIA;

- 3D modelling applications: SOLIDWORKS, CATIA, GEOVIA, BIOVIA;
- simulation applications: SIMULIA, DELMIA, 3DVIA;
- information intelligence applications: NETVIBES, MEDIDATA;
- infrastructure for business experiences: OUTSCALE.

Dassault Systèmes is also developing virtual twin experiences as part of its Industry Solution Experience portfolio, enabling it to push back the boundaries of innovation, learning and production.

Dassault Systèmes operates in the ESRS information technology sector, and its portfolio covers twelve industries, divided into three main business sectors:

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

Dassault Systèmes' software solutions are not subject to any prohibitions, with the exception of any restrictions resulting from applicable export regulations and sanction programs which the Company complies with. Nevertheless, as part of its commitment to sustainable innovation, the Company has defined a "3DS Acceptable Use" Policy. In accordance with this policy, Dassault Systèmes does not engage with new customers meeting certain criteria in four market segments, and/or does not develop products or services in these segments. These market segments are: coal (for energy purposes), tobacco (including the production of electronic cigarettes), "universally prohibited" weapons, and oil and gas (where no public commitment to reduce carbon emissions has been made).

The brand portfolio and industries served by the Company did not change significantly during 2024, particularly in the absence of any major acquisitions, and continue to be analyzed as a single, homogeneous sector in the double materiality assessment.

Some solutions make a greater contribution than others to environmental matters such as energy, climate, resource use and circularity. The specific characteristics of each brand are described in Chapter 1, paragraph 1.4.2.3 "Software Applications Portfolio", then detailed in paragraph 2.2.2.1 "EU Taxonomy".

Similarly, among the twelve industries served, Transportation & Mobility, Aerospace & Defense, and Infrastructure & Cities face particularly urgent sustainability challenges. However, decarbonization remains an imperative for all industries, including the brown sectors defined by the EU Taxonomy.

However, the following points are worth noting:

- that the Transportation & Mobility industry is moving towards a more sustainable business model, with cars designed to last, be repairable and recyclable. Virtual twins help customers to simulate and optimize vehicles, in particular by reducing their weight to limit the consumption of raw materials and energy. Dassault Systèmes has made supporting the electrification of transport a strategic priority;
- secondly, that the Company is strengthening its Circularity strategy by integrating eco-design and optimization of material flows. The solutions provided by the GEOVIA, BIOVIA and SIMULIA brands, in particular, enable the emergence of new materials and the simulation of their reliability and behavior, while DELMIA models and simulates the new disassembly, recycling and logistics processes that will have to accompany the implementation of circular practices.

To define its circular economy priorities, Dassault Systèmes works closely with experts such as the Ellen MacArthur Foundation and Circul'R. The targets are to create solutions that enable all sectors served by Dassault Systèmes to develop innovative and efficient circular economy practices.

In addition, the Company's portfolio of solutions for the Life Sciences & Healthcare sectors, based on its 3D modeling and information intelligence capabilities, is making a growing contribution to societal healthcare matters and to the Company's growth. By 2024, this product line will account for 20% of the Company's IFRS software revenue.

Company's Business Model and Value Chains

They are structured around the following key elements, as described in chapter 1, paragraph 1.4 "Business Activities".

The development of all Dassault Systèmes software solutions, whether available on premise or in the cloud, relies on in-house Research & Development, carried out by the Company's 25,000 employees, 41% of whom work in Research & Development. The Company marginally uses third-party components under license, the origin of which is scrupulously verified.

The production of software solutions relies on a powerful IT infrastructure requiring servers and network equipment, as well as hosting and data storage supplied by web services or data center colocation providers who provide the space and technical resources (mainly water, energy and complete cooling systems) needed to run the Company's servers.

To support its activities, the Company rents offices in the countries where it operates, to accommodate its employees and foster a climate of collaboration and innovation. Only in exceptional cases does the Company own its offices. Its "Responsible real estate" policy (see paragraph 2.2.2.2.3.A "Policies and Key Actions relating to Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context") aims to reduce the energy footprint of its buildings and improve their energy efficiency.

The Company also ensures that its development and production activities have the necessary resources in terms of quantity, quality and lead times. Equipment supply chain management is overseen by the central departments, in collaboration with the Procurement department, which is responsible for selecting suppliers. Procurement is organized by category, in line with Dassault Systèmes' critical needs. The "Responsible procurement" policy guarantees the diversification of sources of supply and integrates criteria of sustainability and medium- and long-term resilience into the selection of suppliers. The Company's main suppliers essentially relate to purchase of IT equipment, data and software hosting networks, real estate leases and numerous professional services.

The professional services subcontracting chain is non-material in the eyes of the other actors.

With regard to its downstream value chain, Dassault Systèmes serves more than 370,000 customers through a multi-channel sales and support model (see paragraph 1.4.2.6 "How Dassault Systèmes engages with Customers"):

- in-house teams dedicated to sales and support for major customers;
- a sales force of more than 14,000 people within a network of value-added resellers promoting the Customers Process Experiences and Customers Role Experiences engagement modes, and a network of integrators. These business partners, trained and certified, guarantee customers optimal adoption of the Company's technologies;
- fully online distribution, with online delivery and deployment of solutions, including on premise solutions.

The use of Dassault Systèmes software requires a suitable IT infrastructure and sufficient resources to guarantee optimal performance, particularly for large companies. To reduce the carbon and energy footprint of these infrastructures, the Company offers cloud solutions, enabling its customers to reduce their hardware requirements.

Dassault Systèmes has also developed an ecosystem of partners covering several fields:

- research, with over 200 partners from universities and research institutes;
- education, supporting more than ten million students as they prepare for the careers of tomorrow through a dedicated EDU offering;
- accessibility to solutions and services, via a network of partners structured around its Marketplace.

Dassault Systèmes considers the pressure on planetary boundaries to be a crucial issue of sustainability. This requires economic actors to think in depth about their consumption of resources on the one hand, and the development of solutions on the other, to reduce resource consumption right from the innovation process and reduce the Climate impact of

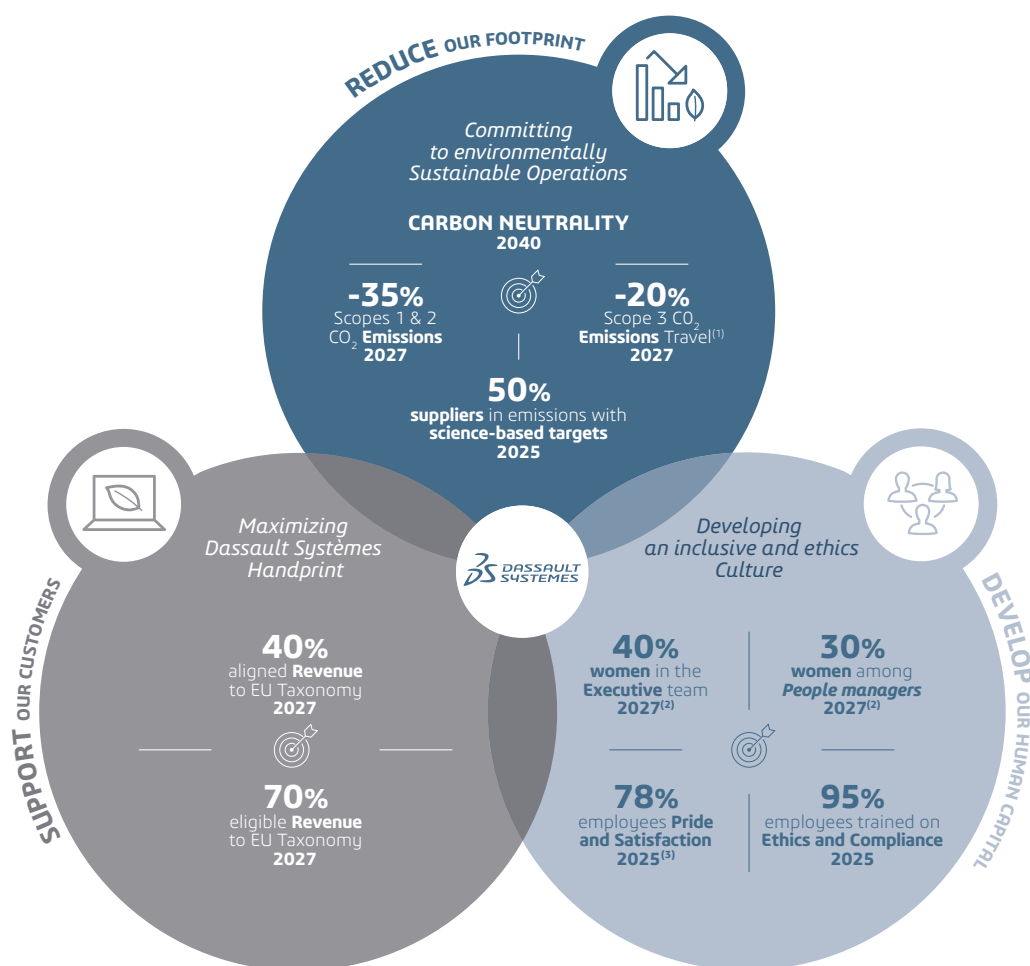
industries. Dassault Systèmes' virtual twins make it possible to optimize material, energy and water consumption right from the design stage. In addition, the Company maintains lasting relationships of trust with its customers, partners and suppliers.

	2024	2023		Variation 2024-2023
ESRS DATAPOINTS				
Headcounts ^(*)	25,000	24,633	367	1.5%
Revenue IFRS (in millions of euros)	6,214	5,951	262	4.4%

(*) Headcounts on December 31, 2024. Includes employees with permanent employment contracts, and employees with fixed-term employment contracts, including apprenticeship contracts.

› Sustainability Targets

The Company's sustainability strategy is based on a set of medium- and long-term targets summarized in the Sustainability Compass and widely shared with stakeholders.



(1) Business travel and Employees' commute.

(2) Only applicable to the extent permissible under local and national laws.

(3) Initially set at 85%, this target is revised in 2024 to 78% by 2025.

2.2.1.4.2 SBM_2 – Interests and Views of Stakeholders

Dassault Systèmes has identified twelve key stakeholder categories, including public authorities and regulators, investors, customers, suppliers, business partners, employees, users (some of them influencers), professional unions and networks, competitors, Academia and associations.

In 2023, Dassault Systèmes carried out an in-depth review of its stakeholder mapping in order to more accurately assess their expectations and influence on the Company. To this end, the Sustainable Development department conducted two internal surveys. The first assessed the level of influence

of the twelve stakeholder typologies on Dassault Systèmes' business, with regard to its sustainability challenges. The second survey involved employees who interact with these stakeholders on a regular basis, in order to assess both their level of expertise on the criteria defined by the ESRS and SASB, and their level of expectation and interest vis-à-vis the Company on these same criteria.

Cross-analysis of the results of these surveys enabled Dassault Systèmes to draw up a stakeholder mapping classified according to their level of influence and expectations vis-à-vis the Company. This map was then divided into priority quadrants:

STAKEHOLDERS MAPPING



A) Dialogue and Interaction with Stakeholders

In 2024, Dassault Systèmes maintained its dialogue with stakeholders. This dialogue was structured around exchanges with investors, customers, influencers, suppliers, Academia, associations, professional networks and unions.

The Company has maintained its quarterly meetings with investors and adapted its annual employee consultation. It has also initiated a direct dialogue with its customers and suppliers on CSR issues, in addition to its annual forums. This consultation, conducted with an independent consultant, drew on the conclusions of the double materiality assessment to ensure that it met the expectations of these stakeholders.

Discussions confirmed strong alignment between customers, suppliers and Dassault Systèmes on the twelve strategic sustainability matters, notably on the relevance of its software offering and the ambition of its decarbonization commitments. However, there is still room for improvement, particularly in terms of exploring new opportunities for cooperation.

A.1) Customers

Dassault Systèmes continues to expand its portfolio of solutions to support its customers in all aspects of sustainability. It interacts regularly with them to adjust its products and innovations to their specific needs and challenges.

A.2) Suppliers

Increased dialogue on sustainability matters, particularly in the IT equipment and cloud services value chain, should accelerate the decarbonization of the digital industry as a whole. Other supplier dialogue processes are described in paragraph 2.2.4.1.1 "Management of Strategic Matter 11: Promoting Sustainable Procurement". It should be noted that through the EcoVadis Platinum rating obtained in 2024 and the responses to the CDP (Carbon Disclosure Project) questionnaire, the Company meets a large proportion of the ESG requirements as expressed by its business relations, both customers and suppliers.

A.3) Employees

Employees are at the heart of the Company's mission and long-term development. It is therefore essential to understand their interests and points of view, within a framework of open communication. Employees have a number of direct and indirect channels of communication at their disposal:

- an annual satisfaction survey enables them to express their views on five dimensions: (i) the meaning of work, including understanding of the Company's strategy and its commitment to sustainable development, (ii) the quality of management, (iii) the competitiveness of the working environment, (iv) the quality of collective life and (v) pride in working for Dassault Systèmes;

- the exchange communities available on the 3DEXPERIENCE platform enable employees to comment on information shared by the Company, ask questions and share ideas, which are analyzed, qualified and potentially give rise to initiatives;
- occasional surveys to target specific topics or particular moments in employees' experience;
- dialogue with employees' representatives in the countries concerned, in the form of information or consultation, providing an opportunity to express employees' concerns, expectations and rights.

The main orientations derived from this, and which have inspired the 2024 action plans as well as those for the next three years, are: skills development and professional evolution, contribution, recognition and employees' engagement, in particular the meaning of work, professional equity and inclusion.

A.4) Business partners

Each year, Dassault Systèmes brings together representatives of its two major indirect distribution networks at global or regional events in order to involve them in the Company's strategy and hear their needs. This ensures mutually beneficial business development over the long term. Details of the events held in 2024 can be found in topical section S2 in paragraph 2.2.3.2.2 "Management of Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems".

A.5) Consumers and end-users (for some influencers)

End-users (for some influencers) can express their needs and difficulties at numerous professional forums and conferences, hosted by Dassault Systèmes or other actors. The Company pays particular attention to patients and non-professional users of MEDIDATA solutions in clinical trials. To improve the user experience and ensure that expectations are optimally taken into account, including in terms of data protection, Dassault Systèmes has set up Patient Advisory Boards, notably the MEDIDATA Patient Insight Board. These boards, made up of patient partners, encourage direct dialogue with the Company to improve Dassault Systèmes' solutions proposed.

A.6) Investors

As a company listed on Euronext Paris and a member of the CAC 40 index, Dassault Systèmes maintains a regular dialogue with the financial community to present its financial situation, strategy and outlook. These exchanges take place through its periodic communications, including the publication of financial results, investor conferences, the Annual General Meeting and Capital Markets Day, as well as during specific meetings on ESG matters. In 2024, the Company met with over 1,200 investors.

A.7) Public Authorities and Regulators

Interactions with public authorities as regulators focus mainly on industrial and digital sovereignty (national and European), disruptive innovations serving the ecological transition and innovation in the context of public health policies. In terms of ESG and ecological transition, these interactions focus on regulations, environmental innovation and the promotion of digital technology to support the transition.

In addition, the Company seeks to build relationships of trust with the authorities, both national and European, based on transparency and cooperation in mutual respect. For example, in November 2023, Dassault Systèmes SE entered into a Tax Partnership with the French tax authorities, based on a principle of transparency, and aimed at establishing a long-term working relationship.

Finally, Dassault Systèmes' commitment to public authorities is based on transparency, in line with applicable regulations and best practices, and explicitly respects the Corporate Social Responsibility Principles enshrined in the United Nations Global Compact, of which Dassault Systèmes is a signatory.

A.8) Academia, Associations, Unions and Networks

Dialogue with these stakeholders takes place either within the framework of business relations, notably with the academic world, or through the results of rating agency questionnaires, which enable this broad ecosystem to evaluate and question Dassault Systèmes' sustainability themes.

The Company pays particular attention to academic institutions, as developing the skills needed for a more sustainable industry is critical for future generations. This translates into the dissemination of innovative approaches such as product Life Cycle Assessment (LCA), with the ambition of spreading more sustainable design practices within the academic world. These activities are strengthened through various engagements with government bodies, such as the strategic partnership established in October 2024 with the French Ministry of Education to accelerate vocational education in the professions of the industry of the future. Dassault Systèmes coordinates several student competitions aimed at rewarding sustainable projects; thus, the Aakruti competition saw over 8,000 students from 339 schools in 11 countries in Europe and Asia compete in 2024.

For other stakeholders, the dialogue is conducted primarily through the results of questionnaires issued by rating agencies or associations, enabling this broad ecosystem to assess and question Dassault Systèmes' sustainability themes. In 2024, the Company voluntarily responded to several benchmark ESG questionnaires, such as MSCI, EcoVadis, S&P Global CSA, CDP, Sustainalytics and ISS ESG, as well as to that of FIR (*Forum des investisseurs*

responsables). The results, up on the previous year, confirm the Company's good position within its sector in all three ESG dimensions, and testify to the high level of transparency in its practices.

A.9) Competitors

There is no direct dialogue with competitors, apart from discussions held within the framework of digital industry trade associations.

B) Other Stakeholder Information

Feedback from the various forums for dialogue with stakeholders confirms their overall understanding of the Company's strategy, with no major challenges to markets served, products or social responsibility practices. This dialogue also makes it possible to better understand certain expectations and to implement actions to meet the information or operational needs of stakeholders in the value chain, in particular own employees of Dassault Systèmes or its suppliers, who are the subject of action plans and new orientations (see paragraph 2.2.1.4.2.A "Dialogue and Interaction with Stakeholders").

In-depth dialogue with customers also enables the "Handprint" strategy to evolve in line with their expectations and the challenges of industry transition. Although no new expectations on the part of the Company's stakeholders are anticipated, the Company will continue to pursue a more in-depth dialogue with some stakeholders in the years to come.

In 2024, the governance bodies (the Sustainability Steering Committee, the general management and the independent directors) were informed of the ESG ratings, which represent the expectations of a broad spectrum of stakeholders, notably from the associative world but also from business relations. The governance bodies were also informed of changes in employee and investor perceptions through various committees, but did not receive formal feedback on certain in-depth dialogues held late in the year, the conclusions of which could not be communicated.

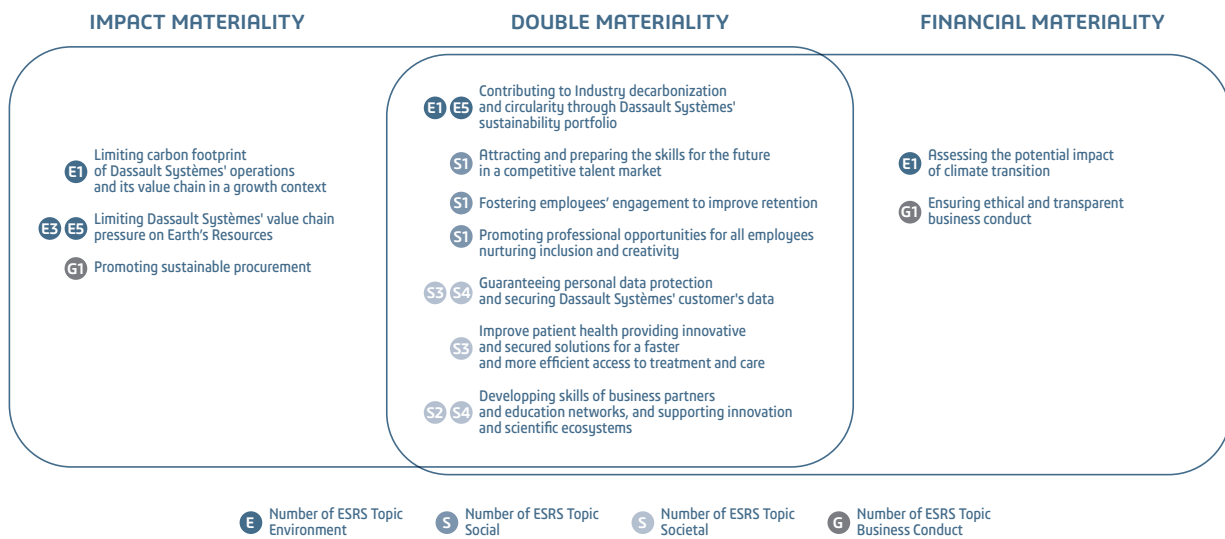
Last but not least, the Company's adherence to the main principles of corporate social and environmental responsibility, its business ethics and compliance policy, as well as its Sustainable Charter with Suppliers demonstrate the interest and importance it attaches to its stakeholders, particularly in terms of Human rights vis-à-vis its employees and those in its value chain, as well as vis-à-vis affected communities and end-users. The policies implemented for each of these categories are described in the corresponding topical sections (S1, S2, S3, S4), and particular attention is paid to ensuring that the strategy and evolution of the business model do not exacerbate the potential negative impacts identified, particularly in terms of data protection, discrimination or harassment.

2.2.1.4.3 SBM_3 – Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model

As part of its double materiality assessment (DMA), the Company identified 30 material impacts, risks and opportunities (IROs) according to a process described in paragraph 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and

Opportunities"). These 30 IROs have been grouped into 12 strategic matters to better articulate the Company's sustainability strategy and supporting policies. The graph below gives a simplified representation of the results of this DMA.

TWELVE MATERIAL STRATEGIC MATTERS



The description of material IROs grouped by strategic matter is detailed below by topic: environment, social and societal, and business conduct.

➤ Environment Topic – Material IROs, Strategic Matters and related Policies

Material IROs associated to Strategic Matters

(ESRS Topic, Paragraph of the Statement)

Description of the IROs

Nature of IRO, Scope, Horizon

STRATEGIC MATTER 1: CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO

C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions <i>(Topic E1, paragraph 2.2.2.2)</i>	Dassault Systèmes offers its customers a wide range of software solutions to help them limit the impact of their products, services and experiences on the climate. The brand portfolio integrates Climate sustainability levers as defined by current certification standards, enabling customers in the three sectors of Manufacturing Industries, Infrastructure & Cities and Life Sciences & Healthcare to accelerate their mitigation actions. Within strategic matter 1, this IRO addresses the design of Dassault Systèmes' solutions portfolio for Industry decarbonization.	– Positive Impact – Downstream value chain – Short, medium to long term
C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives <i>(Topic E1, paragraph 2.2.2.2)</i>	The positive impact of the Company's software solutions on reducing its customers' GHG emissions creates a material financial opportunity in its downstream value chain, stemming from related prospective sales opportunities. In 2024, 68.0% of Dassault Systèmes' revenue is eligible to the EU Taxonomy Climate objective, and 34.6% meets the alignment criteria, illustrating the materiality of this current and potential opportunity for Dassault Systèmes in a context of accelerated industry transformation. Within strategic matter 1, this IRO addresses the design of Dassault Systèmes' solutions portfolio for Industry decarbonization.	– Opportunity – Operations – Short to Medium Term
C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure <i>(Topic E1, paragraph 2.2.2.2)</i>	Through its OUTSCALE brand, the Company offers its customers an optimized cloud infrastructure, enabling them to significantly reduce their IT infrastructure requirements and also their energy consumption. This positive impact results from the pooling of customers' needs, as well as OUTSCALE's implementation of an optimized operating system for its cloud infrastructures. Industry studies show that moving software solutions to the cloud saves customers at least 30% in infrastructure energy consumption. In 2024, Dassault Systèmes' cloud-based revenue represented 24% of non-IFRS software revenue and grew by +7% at constant currencies, demonstrating the materiality of the impact. Within strategic matter 1, this IRO addresses the design of Dassault Systèmes' solutions portfolio for Industry decarbonization.	– Positive Impact – Downstream Value Chain – Short to Medium Term
R3 – Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development <i>(Topic E5, paragraph 2.2.2.4)</i>	Dassault Systèmes offers its customers a range of software solutions to enable them to engage in an eco-design approach for their products. The brand portfolio integrates Circularity levers enabling customers in the Manufacturing Industries and Infrastructure & Cities sectors in particular to accelerate their mitigation actions. This IRO addresses, within strategic matter 1, the design of a solutions portfolio for circularity.	– Positive Impact – Downstream Value Chain – Short, Medium to Long Term

Material IROs associated to Strategic Matters

(ESRS Topic, Paragraph of the Statement)

Description of the IROs

Nature of IRO, Scope, Horizon

R4 – Financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy objectives

(Topic E5, paragraph 2.2.2.4)

The positive impact on the preservation of natural resources linked to the use of the Company's eco-design software solutions by its customers described in the IRO R3 creates a material financial opportunity by revealing more prospective customers and sales opportunities.

In 2024, 65.2% of Dassault Systèmes' revenue is eligible to the EU Taxonomy's Circularity objective, and 20.6% of its revenue meets both the Climate and Circularity alignment criteria, illustrating the materiality of this current and potential opportunity for Dassault Systèmes in a context of accelerated industry transformation.

This IRO addresses, within strategic matter 1, the design of a solutions portfolio for circularity.

- Opportunity
- Operations
- Short to Medium Term

STRATEGIC MATTER 2: LIMITING CARBON FOOTPRINT OF DASSAULT SYSTÈMES' OPERATIONS AND ITS VALUE CHAIN IN A GROWTH CONTEXT

C1 – Negative impact on carbon footprint related to growing intensive digital activity

(Topic E1, paragraph 2.2.2.2)

According to several sector studies, the digital sector accounts for a non-marginal and growing share of global GHG emissions: 3.5% of global GHG emissions in 2019, with an increase rate of around +8% per year according to independent studies. This increase is driven by the growing energy requirements in the production processes of IT equipment, software, networks, data centers and their use, as well as the storage and operation of a growing volume of data notably driven by the development of Artificial Intelligence (AI). Given its sector of activity and its growth, Dassault Systèmes contributes to this negative impact on Climate, and is committed to strong action to reduce its carbon footprint. This impact results from the Company's own operations, its upstream value chain and the use of its solutions by its customers.

- Negative Impact
- Operations and Up- and Downstream Value Chain
- All time horizons

C2 – Negative impact of increasing carbon footprint related to growing needs of offices, Business Travel & Employees' Commute

(Topic E1, paragraph 2.2.2.2)

Dassault Systèmes' carbon footprint includes GHG sources linked to office use, business travel, employees' commute, and the use of various professional services. These GHGs are closely linked to the Company's growing headcount, and weigh heavily on its carbon footprint. This impact is considered essentially on the Company's own operations, and is likely to persist.

- Negative Impact
- Operations
- All time horizons

STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES

W1 – Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and Hosting services supply chain

(Topic E3, paragraph 2.2.2.3)

The digital industry consumes water throughout the entire IT equipment production process, in particular for the manufacture of microprocessors and the plastic chain. According to industry studies, the production of a laptop could consume several thousand liters per unit. The Company operates several data centers, which consume water in their cooling systems. Given its growth strategy, and in particular its cloud offering, it is increasing its indirect impact on freshwater consumption, even though its own operations have no material impact on water.

This IRO addresses, within strategic matter 3, the limitation of the pressure exerted by the Dassault Systèmes value chain on water and marine resources.

- Negative Impact
- Upstream Value Chain
- Short to Medium Term

Material IROs associated to Strategic Matters*(ESRS Topic, Paragraph of the Statement)***Description of the IROs****Nature of IRO, Scope, Horizon**

R1 – Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management

(Topic E5, paragraph 2.2.2.4)

The manufacture of IT equipment necessary for the Company's business and the use of the software solutions it develops involves the use of natural resources.

Moreover, the limited lifespan of IT equipment creates a problem for the management of electronic waste, the recycling of which is still limited.

In this context, the Company considers that its potential negative impact on natural resources is a material matter, largely localized in its value chain, with a long-term effect due to the low recycling rate of this waste.

This IRO addresses, within strategic matter 3, the limitation of the pressure exerted by the Dassault Systèmes value chain on Earth's resources, in connection with the circular economy.

- Negative Impact
- Operations and Up- and Downstream Value Chain
- All time horizons

STRATEGIC MATTER 4: ASSESSING THE POTENTIAL IMPACT OF CLIMATE TRANSITION

C3 – Financial risk related to climate change scenarios, including carbon tax

(Topic E1, paragraph 2.2.2.2)

In view of the latest publications by the Intergovernmental Panel on Climate Change (IPCC) concerning the most likely climate change scenarios and their potential physical, political, legal, technological and socio-economic impacts, the climate transition represents a financial risk for the Company. This risk is from the GHGs emitted by its own activities as well as its upstream value chain, and the potential impact of this transition on its customers and their markets.

In the medium to long term, some of Dassault Systèmes' customers could find it difficult to meet the demands of the energy and sustainable transition, which could have an indirect negative impact on the Company's revenue and operating income. The implementation of poorly anticipated regulatory restrictions impacting customers, such as the introduction of a carbon tax at Europe's borders as early as 2026, or the banning of new cars with internal combustion engines from 2035 within the European Union, could have a significant impact on the markets concerned.

- Risk
- Operations
- All time horizons

C4 – Potential financial and reputation risks related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits)

(Topic E1, paragraph 2.2.2.2)

The transition risk described above in IRO C3, such as climate inaction or failure to meet Climate objectives, could damage Dassault Systèmes' reputation and fail to meet the expectations of its stakeholders (see paragraph 2.2.1.4.2 "SBM_2 – Interests and Views of Stakeholders") especially considering the Company's promise to develop solutions promoting a rapid transition to a decarbonized and circular economy.

Failure to meet sustainability targets, in particular objectives relating to the Company's solutions for reducing its customers' environmental footprint (in line with the EU Taxonomy), as well as targets relating to the decarbonization of its own activities, could result in a loss of confidence in the Company, adversely affecting its revenue, operating income, its employer brand and the interest of SRI investors.

- Risk
- Operations
- Short to Medium Term

➤ Social and Societal Topic – Material IROs, Strategic Matters and related Policies

Material IROs associated to Strategic Matters

(ESRS Topic, Paragraph of the Statement)

Description of the IROs

Nature of IRO, Scope, Horizon

STRATEGIC MATTER 5: ATTRACTING AND PREPARING THE SKILLS FOR THE FUTURE IN A COMPETITIVE TALENT MARKET

OW3 – Negative impact of skills & knowledge obsolescence on workforce employability (Topic S1, paragraph 2.2.3.1)	Technological innovations lead to the continuous evolution and emergence of new skills, which are increasingly in demand on the job market. In this context, the Company must facilitate employees' ability to evolve and adapt, by implementing skills management, learning, knowledge sharing and acquisition programs. Otherwise, on the employees' career evolution and employability could be negatively impacted.	– Negative Impact for the employees – Operations – Short, medium and long term

OW5 – Financial risk related to inability to attract workforce with high level of expertise (Topic S1, paragraph 2.2.3.1)	Dassault Systèmes' growth relies, in particular, on its ability to attract talents with high levels of expertise and skills that are increasingly in demand on the job market. If, therefore, Dassault Systèmes was unable to recruit such talents, this would represent a risk on the knowledge and know-how acquisition and consolidation, on the performance of the teams needed for innovation, and on the marketing of its solutions. This could impact its revenue and its operating profit.	– Risk – Operations – Short, medium and long term

OW6 – Financial & reputation risk related to skills & knowledge obsolescence (Topic S1, paragraph 2.2.3.1)	Skills, knowledge and know-how are one of the Company's assets for its long-term development. Dassault Systèmes must secure their adaptation to the evolution of the Company and the environment in which it operates. Inadequacy or obsolescence of these skills could lead to a risk for its competitiveness and reputation, resulting in financial loss.	– Risk – Operations – Short, medium and long term

STRATEGIC MATTER 6: FOSTERING EMPLOYEES' ENGAGEMENT TO IMPROVE RETENTION

OW1 – Negative impact due to lack of employees' reward and recognition (Topic S1, paragraph 2.2.3.1)	Recognition of employees' performance and achievements has a direct impact on their motivation and engagement at work. The absence of rewarding programs affects their pride and satisfaction in working for the Company, leading to a loss of meaning at work, as well as an increase in employees' turnover.	– Negative Impact – Operations – Short, medium and long term

OW4 – Financial risk due to high employees' turnover rate (Topic S1, paragraph 2.2.3.1)	Dassault Systèmes' operational performance depends in particular on its ability to secure the required human resources. An increase in employees' attrition, especially among key talents, would affect the Company's business operations and lead to a risk on its revenue and operating income.	– Risk – Operations – Short, medium and long term

OW8 – Positive impact of responsible employment practices on employment security (Topic S1, paragraph 2.2.3.1)	Dassault Systèmes strives to be recognized as a responsible employer that favors the long-term employment of locally recruited employees, thus contributing to sustainable employability within each country in which it operates. This approach aims to provide employees long-term employment prospects and financial resources.	– Positive Impact – Operations – Medium and Long Term

Material IROS associated to Strategic Matters*(ESRS Topic, Paragraph of the Statement)***Description of the IROs****Nature of IRO, Scope, Horizon****STRATEGIC MATTER 7: PROMOTING PROFESSIONAL OPPORTUNITIES FOR ALL EMPLOYEES NURTURING INCLUSION AND CREATIVITY**

OW2 – Negative impact of inequalities leading to pay and career development gaps <i>(Topic S1, paragraph 2.2.3.1)</i>	Multiple factors, including stereotypes, prejudices and cognitive biases, influence the reasoning process and distort decision-making. Within the Company, these factors could contribute to potential professional inequalities, resulting in gaps in career development and compensation.	– Negative Impact – Operations – Short, medium and long term

OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation process <i>(Topic S1, paragraph 2.2.3.1)</i>	Various studies tend to demonstrate a link between diversity levels of employees' profiles and value creation, innovation, and operational and financial performance of companies. Limited diversity in teams would be detrimental to innovation by failing to foster the mutual enrichment of knowledge and creativity through the synergy of diverse ideas, cultures, experiences and points of view. This could create a market or brand image risk.	– Risk – Operations – Short, medium and long term

STRATEGIC MATTER 8: DEVELOPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORTING INNOVATION AND SCIENTIFIC ECOSYSTEMS

V2 – Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees <i>(Topic S2, paragraph 2.2.3.2)</i>	In a context of rapidly evolving technologies, it is essential to actively adapt one's skills or acquire new ones throughout one's working life in order to maintain employability. Dassault Systèmes believes that the recognized quality of the certifications it offers and the experience acquired on the solutions of one of the market leaders give employees in its value chain a materially positive advantage in terms of their employability. This IRO addresses, within strategic matter 8, the development of business partner network skills.	– Positive Impact – Downstream Value Chain – Short Term

V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention issues <i>(Topic S2, paragraph 2.2.3.2)</i>	In addition to its own sales forces, Dassault Systèmes relies on worldwide networks of value-added distributors and resellers, as well as integrators of its software solutions. Dassault Systèmes' business depends on the performance of these indirect sales forces, which accounts for a third of its revenue in 2024. If resellers and integrators of the Company's software solutions were to lose their ability to recruit, retain and train their technical sales engineers, particularly through their level of training in the Company's solutions, Dassault Systèmes' revenue and operating profit could be adversely affected. This IRO addresses, within strategic matter 8, the development of business partner network skills.	– Risk – Downstream Value Chain – Short to Medium Term

Material IROS associated to Strategic Matters

(ESRS Topic, Paragraph of the Statement)

Description of the IROS

Nature of IRO, Scope, Horizon

EU2 – Positive impact on engineers' lifelong learning thanks to Dassault Systèmes' education offers, and support to innovation ecosystems

(Topic S4, paragraph 2.2.3.4)

As with IRO V2, the Company believes that its impact on the employability of engineers can be materially positive, given the recognized quality of the academic offerings it provides.

In addition, the Company believes it has a positive impact on its innovation ecosystems through its collaborations with research and education partners, the ecosystem of startups it supports, and its philanthropic actions to support research and the dissemination of scientific culture.

Within strategic matter 8, this IRO addresses the development of skills in education networks, as well as support for innovation and scientific ecosystems.

- Positive Impact
- Operations and Downstream Value Chain
- Short Term

STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING DASSAULT SYSTÈMES' CUSTOMER'S DATA

AC1 – Potential negative impact on privacy due to data leaks, notably health and financial personal data

(Topic S3, paragraph 2.2.3.3)

Personal data leaks are likely to entail high risks for the rights, freedoms, reputation, health or financial situation of the people concerned. The Company considers the protection of personal data collected, used, disclosed and transferred via its software solutions as a major issue; as such, the impact it could have on employees, users including patients and other business relations is considered material.

This IRO addresses, within strategic matter 9, the guarantee of personal data protection in general and those of the Company's customers in particular.

- Negative Impact
- Operations and Up- and Downstream Value Chain
- Short to Medium Term

AC2 – Potential reputation and market risks linked to personal data leaks (citizens & patients)

(Topic S3, paragraph 2.2.3.3)

The negative impact of any leaks of personal data, particularly of a financial or health nature, creates a significant reputational and market risk. Indeed, the disclosure of citizen or patient data, hosted by Dassault Systèmes or some of its service providers as part of its cloud offerings, may engage its liability. It increases the risk of investigations and legal proceedings, which can be long and costly, disrupt the Company's operations, damage its reputation and employer brand, and have a negative impact on its sales and results.

This IRO addresses, within strategic matter 9, the guarantee of personal data protection in general and those of the Company's customers in particular.

- Risk
- Operations and Up- and Downstream Value Chain
- Short to Medium Term

EU1 – Potential reputation and financial risks linked to penetration of Dassault Systèmes' systems or its value chains'

(Topic S4, paragraph 2.2.3.4)

Against a backdrop of increasing cyberattack attempts and the emergence of cyberterrorism, Dassault Systèmes or its value chain could be subject to hackings that could interfere with the correct performance of its systems and cause delays or major damage to its business or that of its customers. The growing use of remote access to Dassault Systèmes' environments and the exchange of necessary data between Dassault Systèmes and its entire ecosystem tend to increase the risks of unauthorized access. Such attacks can significantly reduce Dassault Systèmes' ability to properly run its business and damage its reputation.

Within strategic matter 9, this IRO specifically addresses data and system security.

- Risk
- Operations and Downstream Value Chain
- Short to Medium Term

Material IROS associated to Strategic Matters*(ESRS Topic, Paragraph of the Statement)***Description of the IROS****Nature of IRO, Scope, Horizon****STRATEGIC MATTER 10: IMPROVE PATIENT HEALTH PROVIDING INNOVATIVE AND SECURED SOLUTIONS FOR A FASTER AND MORE EFFICIENT ACCESS TO TREATMENT AND CARE**

AC4 – Positive impact on patients through acceleration of introduction of new drugs, vaccines, treatments and improvement of medical devices and medical practices

(Topic S3, paragraph 2.2.3.3)

The Company's Life Sciences & Healthcare software solutions and strategy aim to improve the experience of patients and practitioners, enable better access to healthcare for everyone, everywhere in the world, and accelerate medical research through technology. In this respect, the Company estimates that it has a potential positive impact on patients, with around 70% of molecules approved by the Food and Drug Administration (FDA) in 2024 clinically tested on the MEDIDATA platform

The positive impact is reinforced when it comes to treating or preventing potentially serious pathologies such as COVID-19, 60% of whose vaccines have been the subject of clinical trials managed on the MEDIDATA platform. The aim is to boost immunity and treat pathologies more rapidly, while improving diagnosis and medical practice for greater safety and efficiency.

- Positive Impact
- Operations and Downstream Value Chain
- Short, Medium and Long Term

AC3 – Financial opportunity linked to Dassault Systèmes' solutions enabling accelerated introduction of drugs, vaccines and medical treatments and improvement of medical devices and medical practices, meeting Life Sciences & Healthcare industry challenges

(Topic S3, paragraph 2.2.3.3)

The positive health impacts linked to the acceleration of new drugs, vaccines and treatments on the market, and to the improvement in medical devices and practices for patients previously explained (see IRO AC4) create a material financial opportunity stemming from the sales prospects they open up. The Life Sciences product line accounts for 20% of IFRS software revenue.

The impact on Dassault Systèmes' revenue and operating income could be material.

- Opportunity
- Operations
- Short to Medium and Long Term

► Business Conduct Topic – Material IROs, Strategic Matters and related Policies

Material IROs associated to Strategic Matters

(ESRS Topic, Paragraph of the Statement)

Description of the IROs

Nature of IRO, Scope, Horizon

STRATEGIC MATTER 11: PROMOTING SUSTAINABLE PROCUREMENT

G1 – Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms

(Topic G1, paragraph 2.2.4.1)

Payment terms play a crucial role in the financial health of companies. Failure to meet contractual payment terms with suppliers could have a negative impact on their cash flow.

- Negative Impact
- Upstream Value Chain
- Short Term

STRATEGIC MATTER 12: ENSURING ETHICAL AND TRANSPARENT BUSINESS CONDUCT

G2 – Reputation risk linked to business conduct and company culture breach

(Topic G1, paragraph 2.2.4.1)

Although Dassault Systèmes has implemented a program to ensure that its employees and partners comply with all applicable regulations, including the highest ethical standards, export control regulations, sanctions programs or competition law, violation of local or international regulations could generate a risk for Dassault Systèmes' business or reputation. Actual or suspected non-compliance with these regulations could have a negative impact on Dassault Systèmes' reputation.

- Risk
- Operations
- Short and Medium Term

G3 – Reputation and financial risks linked to potential fraud and corruption cases

(Topic G1, paragraph 2.2.4.1)

Although Dassault Systèmes has implemented a program to ensure that its employees and partners comply with the highest ethical standards, violation of these rules, as evidenced by cases of fraud or corruption, could generate a risk for the Company's business or reputation. Actual or suspected cases of fraud or corruption could lead to inspections or investigations by the relevant authorities, or even to fines or sanctions, as well as an increase in the risk of litigation and thus a negative impact on Dassault Systèmes' business, revenue, employer brand or reputation. However, this risk would only have a temporary impact due to the Company's mitigation policies and measures.

- Risk
- Operations
- Short and Medium Term

Resilience and other Financial Effects

Resilience of the Company's Strategy and Business Model

The main matters relating to resilience identified in the double materiality assessment carried out in accordance with the CSRD methodology are as follows:

- adaptation to climate change: the risk that Dassault Systèmes fails to prepare for the adverse effects of climate change and transition scenarios. This risk is covered in strategic matter 4 – Assessing the potential impact of climate transition;
- recruiting and retaining talent: the risk that Dassault Systèmes may fail to attract or retain talent with the necessary skills could adversely affect the Company's ability to implement its strategy and achieve its targets. These risks are covered in strategic matter 5 – Attracting and preparing the skills for the future in a competitive talent market and 6 – Fostering employees' engagement to improve retention;

- cybersecurity and personal data protection: the risk that Dassault Systèmes may be subject to cyberattacks or intrusions that could interfere with the proper operation of its systems and cause delays or damage to its business, or even data disclosure or theft. These risks are covered in strategic matter 9 – Guaranteeing personal data protection and securing Dassault Systèmes' customer's data;

These ESG risks are monitored by the Company's Risk Management Steering Committee, and are addressed through the policies and actions described in the Environmental, Social and Societal sections of this sustainability statement.

Furthermore, the resilience of the Company's business model in the context of the main risks set out above is underpinned by policies and strategies that have been in place for many years, and are the subject of action plans that demonstrate:

- its ability to design a portfolio of solutions serving the decarbonization of industry and the circular economy (strategic matter 1) and to develop innovative, secure solutions for faster, more efficient access to treatment and care for patients (strategic matter 10);
- its ability to attract and retain the best talent (strategic matters 5 and 6);
- and its expertise in cybersecurity and personal data protection (strategic matter 9).

Financial Impact of the Company's negative Impacts and Risks

Dassault Systèmes' risk management framework already covers the material risks identified in the DMA. These identified material risks are gross risks, in application of the methodologies developed by the European Commission; they therefore do not take into account any mitigation measures in place to reduce the potential net financial effects. Consequently, no significant risks of material adjustment to the carrying amounts of assets and liabilities to be reported in the financial statements in the next annual reporting period have been identified.

Finally, Dassault Systèmes, thanks to its scientific dimension, its historic leadership position, its long-term vision, its solid financial model and its highly diversified products, markets, geographies and customers, has strong assets to continue to grow and invest in the service of industry (see paragraph 1.4.1.4 "Growth Strategy").

Other

The material IROs are all covered by disclosure requirements of the standard, with the exception of the following IROs covered by Company-specific topics:

- **OW5 – Financial risk related to inability to attract workforce with high level of expertise:** attached to a Company-specific sub-topic "Recruitment";
- **OW1 – Negative impact due to lack of employees' reward and recognition:** attached to a Company-specific sub-topic "Recognition";
- **OW4 – Financial risk due to high employees' turnover rate:** attached to a Company-specific sub-topic for the Company "Employee retention";
- **EU1 – Potential reputation and financial risks linked to penetration of Dassault Systèmes' systems or its value chains':** attached to a Company-specific sub-topic "Cybersecurity".

2.2.1.5 IRO – Impacts, Risks and Opportunities

2.2.1.5.1 IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities

The implementation of the CSRD has been prepared as part of a Company program launched in early 2023 and comprising six stages, the first of which is the double materiality assessment and the sixth, the preparation of the sustainability statement.

A) Process for determining IROs

Dassault Systèmes launched its DMA process in May 2023, which concluded in September 2024 with a review of the findings by all independent directors (i.e. all members of the three committees of the Board of Directors). The Lead director of Sustainable Development brought these findings to the attention of the Board of Directors in December 2024.

In accordance with French regulations, an information-consultation process with Dassault Systèmes SE's employee bodies began on March 6, 2025 and will be completed in the second half of 2025.

This process, implemented to determine the information to be published in accordance with the CSRD standards (i.e. double materiality assessment), involved three main stages: identification of material matters by ESRS topic, consolidation and consistency of the various IROs, dialogue with stakeholders and reviews by the Company's governance bodies as described in paragraph 2.2.1.3.1 "GOV_1 – The Role of Administrative, Management and Supervisory Bodies".

A.1) Workshops to identify Matters by ESRS Topic

The standard and the concept of double materiality were presented to the participants: typology of impacts, risks and opportunities, topics to be covered, evaluation grids, scope to be considered, clarification of the notion of value chain and identification within the value chain of the occurrence of impacts (own operations, upstream or downstream business relationships);

The workshops were organized by topic and sub-topic, as proposed by the standard. These workshops brought together ESG experts and managers from the functions responsible for these topics. Thus, 30 workshops were held, bringing together some fifty participants between May and September 2023 and led by the Sustainable Finance and Sustainable Development teams.

Specific support was provided for each workshop, including questions to ask, horizons to consider and evaluation matrices to use. The entire process was digitized.

A.2) Consolidation, Consistency and Adjustments

The Sustainable Finance function consolidated the results of the workshops and completed the rating of each IRO with the dimensions required by the standard that could not be fully completed during the workshops. An initial consolidation file of material and non-material IROs listed all exchanges and evaluation criteria, including:

- a review of material IROs was carried out with the main workshop and function managers to validate the relevance and level of materiality, as well as within the framework of the operational sustainability committees held at the end of 2023 on the following topics:
 - environmental matters,
 - social matters,
 - societal matters,
 - governance matters;
- given the Company's homogeneous global business model and organization, no geographic or business specificities have been taken into account;
- with regard to business conduct, particular attention has been paid to partner relations, public-sector customers, authorities and suppliers, in order to correctly determine the scope of materiality. Results concerning the identification of impacts linked to operations and the value chain were reviewed by the Sustainability Steering Committee, as well as by the Risks Committee, to ensure the overall consistency of both the Enterprise Risk Management (ERM) and DMA processes. These reviews covered, in particular, the scales of assessment and likelihood, as well as the identification of material impacts mapped in the ERM process from the perspective of financial risks linked to reputational impact or dependency issues;
- financial risks and opportunities have been determined according to the ERM methodology, which takes three dimensions into account market exposure, reputational exposure and financial exposure. "Financial materiality" is the average of these three dimensions. It is based on the following analyses:
 - assessing the Company's level of dependence on certain negative impacts, which could entail a financial risk if the impact were to worsen,
 - for positive environmental impacts, the financial materiality of the corresponding opportunity has been assessed according to the level of alignment with the climate mitigation and circularity objectives of the EU Taxonomy, and the levels of financial materiality,
 - for other topics, the financial materiality of risks and opportunities has been determined according to the valuation thresholds described below;
- the selection process for material opportunities took into account their alignment with the Company's solutions and markets portfolio strategy, as defined and implemented by the Board of Directors and the Company's general management;
- this consolidation process was interrupted during the preparation of the Universal registration document 2023, and resumed at the beginning of 2024 to complete the Dassault Systèmes materiality assessment model on approximately 200 topics inventoried during the workshops, in particular the irremediability of the impact taken into consideration to determine materiality. The inclusion of new positive impacts and opportunities not identified during the workshops helped to finalize the analysis. Particular attention was paid to ensuring consistency between material negative impacts and the assessment of associated financial risks;
- these results were also submitted to the Risk Management Steering Committee for review, to ensure overall consistency between the ERM and DMA processes, particularly in terms of assessment scale, likelihood and identification of material impacts and risks. A correspondence table has been established between the Company's financial, reputational and strategic risks and the negative impacts and risks identified during the DMA exercise. Despite the higher level of granularity of the IROs, the consistency of the results was established;
- the DMA process will be updated annually, based on a review of emerging risks and impacts carried out in conjunction with the Audit & Risks department, as well as on changes in stakeholder expectations within the framework of joint governance;
- additional analysis of the value chain, based on sector studies, was also carried out at this stage to assess the materiality of impacts linked to suppliers further down the value chain, particularly those involved in the manufacture of IT equipment. Only impacts related to energy, water and equipment resources were considered. Potential indirect impacts linked to biodiversity and pollution have been determined as non-material;
- overall consistency with regard to stakeholders has also been achieved, based on the consultation or identification process described in paragraph 2.2.1.4.2.A "Dialogue and Interaction with Stakeholders". To take into account the value chain dimension, Dassault Systèmes carried out a specific consultation process involving interviews and questionnaires with thirty suppliers and twenty customers. None of these consultations brought to light any material subject that had not already been identified by the DMA process described above.

A.3) Dialogue and Interaction with Stakeholders

As regards the review process by the governance bodies, once the final methodological adjustments had been taken into account to finalize the DMA, the final result was presented in July 2024 to general management and in September 2024 to all independent directors of the Board of Directors (i.e. all members of the three Board Committees) as presented in paragraph 2.2.1.3.1 "GOV_1 – The Role of Administrative, Management and Supervisory Bodies". The final result has then been presented to the representative bodies of the employees, the Dassault Systèmes SE Social and Economic Committee "CSE" during a first information phase on March 6, 2025, then the European Works Council on March 12, 2025. The consultation phase of the "CSE" of Dassault Systèmes SE will take place by October 30, 2025 in accordance with the Company's information-consultation cycle.

B) Materiality Assessment (scoring)

As required by the ESRS standards, the level of materiality has been assessed according to the following dimensions, covering impacts, risks and opportunities. The scales used are identical to those in the ERM reference framework, with the exception of the severity scales for impacts, which have been specified for each ESRS Topic on the basis of thresholds similar to those used in the ERM methodology:

- level of severity: the notion of severity covers:
 - magnitude, assessed according to the following scale: 1- low, 2- moderate, 3- significant, 4- critical: applicable to all Impacts, Risks and Opportunities. The scale for risks and opportunities is based on operating

income percentages, aligned with those of the ERM methodology,

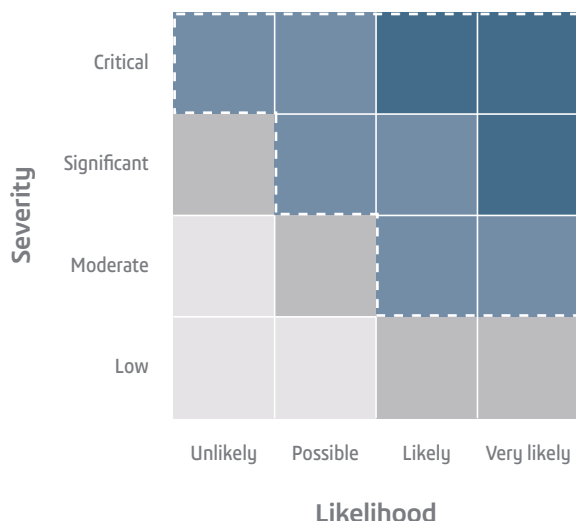
- extent or perimeter, measured on the following scale: 1- none or limited, 2- concentrated to moderately extensive, 3- extensive, 4- total, (applicable only to impacts),
- irremediable: remediable or irremediable (applicable only to negative impacts).

These three criteria are combined to determine the final severity level;

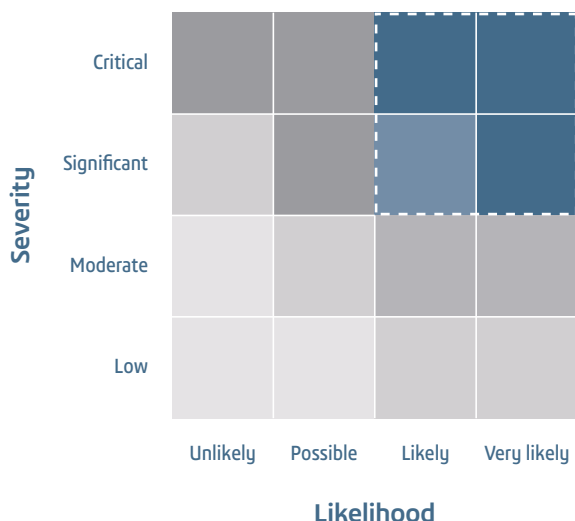
- level of likelihood: the level of likelihood, as retained in the ERM methodology, is measured according to the following scale:
 - 1- unlikely: less than 10% likelihood,
 - 2- possible: happens from time to time, between 10% and 40% likelihood,
 - 3- likely: between 40% and 70% likelihood,
 - 4- very likely: with more than 70% likelihood;
- determination of final materiality.

The final materiality of the IROs results from the combination of the level of severity and the level of likelihood. It should be noted that the materiality threshold for positive impacts and opportunities is more stringent than for negative impacts and risks. This is to avoid, as a precaution, any over-evaluation that could be interpreted as an attempt at greenwashing. The materiality zones for negative impacts and risks, as well as for positive impacts and opportunities, are illustrated in the following graphs.

Negative impacts/Risks



Positive impacts/Opportunities



C) Specific Environmental Information

The double materiality assessment reveals material IROs only in the areas of climate, water and resources. No IROs were identified for pollution or biodiversity matters.

The process of identifying the Company's negative impacts related to climate change was based on the measurement of its GHG emissions and the analysis of their main sources. These negative impacts are addressed by Dassault Systèmes as described in paragraph 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context".

The process of identifying positive impacts is based on an analysis of revenue aligned to the EU Taxonomy's climate change mitigation objective, as described in paragraph 2.2.2.1 "EU Taxonomy". The strategies, policies and main actions related to these positive impacts are described in paragraph 2.2.2.2 "Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio".

C.1) ESRS E1 – Risks related to Climate Change

The process of identifying risks linked to climate change has been based on the analysis of prospective transition and climate change scenarios, as described below, and the consequences for the physical assets and operations of the Company and part of its value chain, as well as for its end markets.

C.1.a) Physical Risks related to Climate Change

Process for identifying and assessing Physical Risks linked to Climate Change

An ongoing detailed climate change risk assessment was launched in 2021, in order to gain a better understanding of the physical risks to the Company and its value chain. This analysis is carried out in line with TCFD recommendations.

In 2024, all Dassault Systèmes sites and data centers were evaluated in detail with regard to climate hazards on the basis of several prospective climate change scenarios, in order to obtain a rating of the level of risk per site and per nature of physical risk, in the short, medium and long term. This analysis was carried out using the climate hazard assessment databases of the MunichRé reinsurance company, the Aqueduct Water Risk Atlas and the Intergovernmental Panel on Climate Change (IPCC).

A similar analysis was carried out on the Company's value chain: nine regions of the globe, representing areas of exchange with the Dassault Systèmes value chain, were analyzed by nature of physical risk, in the short, medium and long term, using the Group I Interactive Atlas of the Intergovernmental Panel on Climate Change (IPCC) and IPCC databases. The result is a level of climate hazard by geographic zone and type of risk, over different time horizons, covering 100% of expenses and sales.

The time horizons considered are:

- 2024 to 2030 for the short term;
- 2031 to 2050 for the medium term;
- 2051 to 2100 for the long term.

This analysis was based on several prospective scenarios for transition and climate change as proposed by the IPCC. The following scenarios use assumptions whose degree of reliability remains uncertain:

- the SSP 1 – 2.6 climate scenario: this scenario is the combination of the SSP 1 and RCP 2.6 trajectories. It depicts a world moving towards sustainable practices thanks to strong international cooperation, limiting the global temperature rise to 1.8°C by 2050. In this scenario, GHG concentrations peak in 2020, then decline steadily. It is aligned with the Sustainable Development Scenario drawn up by the International Energy Agency;
- the SSP 5 – 8.5 climate scenario: this scenario is a combination of the SSP 5 and RCP 8.5 trajectories, known as the "status quo", based on a fossil fuel-based economy, with no change in policies and increasing greenhouse gas emissions. This scenario leads to an increase of 4.4°C by 2100. GHG concentrations would rise until 2100. This pessimistic scenario is commonly used to assess resilience in the face of a "worst-case scenario", where multiple, strong physical impacts would occur.

It covers the following climatic hazards:

- for the Company's operations: chronic risks, that are related to temperature change and variability, heat stress and drought, changes in precipitation patterns and types, water stress, sea level rise, changes in wind regimes. There are also acute risks related to heat waves or cold snaps, wildfires, cyclones and hurricanes, floods, probability of hail and thunderstorms;
- for its value chain: chronic risks of rising temperatures, heavy rainfall, drought, changes in wind patterns and rising sea levels.

Risk ratings for Dassault Systèmes sites have been shared with the team in charge of health and safety for the Company's sites and employees. The goal is to put in place additional risk prevention and reduction measures for the Company's operations.

Results of the Assessment of Physical Risks linked to Climate Change

The analysis reveals a relatively low level of overall risk for Dassault Systèmes across all scenarios, risk types and time horizons. The main physical risks to which the Company's operations are exposed are drought, high temperatures and heavy rainfall. India, China, Korea, Japan and North America are the main regions that may be impacted by these risks. However, they remain moderate outside the long-term horizon of the "worst case" scenario, and in certain regions of China and India. Once the risk prevention and mitigation criteria have been taken into account, the residual risk levels (for operations) and the Company's exposure level (for the value chain) are low or very low.

In 2022, the potential financial impact of physical risks linked to climate change (before risk prevention and mitigation measures) has been estimated at less than 20 million euros per year for all scenarios and time horizons. The exception is the “worst case” scenario (“status quo”) over the long term (2100), for which the impact is estimated at less than 40 million euros. Once risk prevention and mitigation measures have been taken into account, the potential financial impact of physical risks linked to climate change is estimated at less than 5 million euros per year for all scenarios and time horizons. Again, the exception is the “worst case” scenario over the long term (2100), for which the impact is estimated at less than 6 million euros.

As no significant events or new implementations have altered the outcome of this assessment, it was not reviewed in 2024.

C.1.b) Transition Opportunities and Risks

i) Process for identifying and assessing Transition Opportunities Risks

The assessment of transition risks and opportunities is based on the following methodology, developed by the Company's Strategy department:

- risks linked to policies and legal, technological, market, and reputational levers have been specifically assessed in the main markets potentially impacted;
- opportunities related to energy efficiency, new energy sources, products and services, new market trends, and the ability of the Company and its customers to respond to them have been similarly assessed;

The methodology is based on the IEA World Energy Outlook's Sustainable Development Scenario (SDS). It incorporates the following assumptions for short-, medium- and long-term horizons, set at 2030, 2040 and 2050 respectively, and takes into account the Company's resilience to transition events:

- Risks:
 - policy and legal risks, including changes in regulations that could affect business models and their relevance, generate compliance costs or additional litigation,

- technological risks, mainly through technological breakthroughs affecting companies' strategic processes, products and services, or the positioning of certain actors in the value chain,
- market risks, through unfavorable changes in consumer behavior and expectations, and profound changes in market structure, dynamics and the competitive environment;
- Opportunities:
 - energy efficiency, through savings linked to the optimized use of raw materials,
 - energy sources, through the use of decarbonized alternative sources,
 - of products and services: opportunities generated by the emergence of new business models based on products and services adapted to new economic conditions,
 - market opportunities, through the dynamics of diversification and adaptation of business models to consumer expectations and behaviors.

The methodology also takes into account the Company's level of preparedness and ability to adapt in the short, medium and long term, in order to measure the level of resilience of the business model. The methodology also considers the potential reputational risks arising from an inability to adapt to the expectations of customers, investors and stakeholders in the broadest sense.

Dassault Systèmes has focused its efforts on assessing downstream market risks and opportunities, as well as a transition risk impacting its operations and upstream value chain.

ii) Process for identifying and assessing Transition Opportunities and Risks – End Markets

The following approach has been applied to 17 segments covering 7 of the 12 industries in which the Company operates, and for which the probability of transition risk has been assessed as high. These 7 industries are Transportation & Mobility; Aerospace & Defense; High-Tech; Industrial Equipment; Infrastructure, Energy & Materials; Architecture, Engineering & Construction; and Life Sciences & Healthcare. The segments selected for analysis cover around 73% of the Company's 2023 software Revenue.

The work consisted of:

- providing a qualitative description of the transformation taking place in the industrial segment concerned, in the context of climate change and the ecological transition. For example, the transition from internal combustion engine vehicles (fossil fuels) to battery-powered vehicles (electrification);
- translating this transformation into a metric associated with the segment's overall market and sub-metrics associated with the transforming sub-markets making up this segment. The metrics used are, for example, demand for a product, market size (in volume or value), or projected energy consumption. An example of a metric is

market size (projected number of units sold) of vehicles, the metric being equal to the sum of its sub-metrics. In this case, an example of a sub-metric is the number of electric vehicles in relation to the number of ICE (internal combustion engine) vehicles sold);

- describing the quantitative evolution of sub-metrics: growth, stagnation or decline in the market concerned, depending on the transition assumptions for the market in question;
- analyzing metric trends over three time horizons: short term (between 2022 and 2030), medium term (between 2022 and 2040) and long term (between 2022 and 2050);
- performing an initial quantitative analysis of transition risks and opportunities:
 - identification of a transition risk when the evolution of a sub-metric over intervals is negative (market shrinkage). The impact of the risk is calculated over three periods (2030, 2040 and 2050) by multiplying, for a chosen period, the shrinkage rate by Dassault Systèmes' Revenue (base 2022);
 - identification of a transition opportunity when the evolution of a sub-metric over intervals is positive (market expansion). The impact of the opportunity is calculated over three periods (2030, 2040 and 2050) by multiplying, for a chosen period, the growth rate by Dassault Systèmes' Revenue (base 2022);
- once the variation linked to transition risks and opportunities has been estimated, a second level of quantitative analysis is carried out. This analysis is based on the assumption that a proportion of companies positioned in a declining market will be able to reposition themselves in a transitional, expanding market, and therefore be less vulnerable. An "actor turnover ratio" is thus determined, corresponding to the market share that traditional participants to the market will occupy in the new, expanding market (linked to the transition opportunity). This ratio makes it possible to weight the risks and opportunities by reducing the transition risk,

and reducing the opportunity by the same amount. The net opportunity is equal to the sum of the net transition risk, the net transition opportunity, and the business opportunity in a transition market.

iii) Process for identifying and assessing Transition Opportunities and Risks – Operations and its Upstream Value Chain:

As the nature of the risks is quite varied, the Company has adopted a simplified methodology by assigning to its residual carbon footprint projections an implicit carbon price that varies over time. This corresponds either to the risk of a carbon tax being introduced, or to the potential cost of a carbon compensation strategy progressively applied to the Company's various Scopes.

iv) Results of the Transition Opportunities and Risks Assessment

In its End Markets

On the basis of an in-depth analysis carried out in 2023, Dassault Systèmes evaluates the opportunities related to the transition as greater than the risks from this same transition. This is, in particular, the result of the analyses initiated for the industries mentioned above (see the above paragraph "Process for identifying and assessing transition opportunities and risks" above), which are already engaged in transforming their business models. With its virtual twin solutions on the **3DEXPERIENCE** platform, Dassault Systèmes supports its major customers as well as new customers in integrating the challenges of Climate transition and Circularity efforts into the design of their products and services. This is most notable in the Transportation & Mobility, Aerospace & Defense, High-Tech, Industrial Equipment, and Architecture, Engineering & Construction industries.

The potential financial impact of the net risks and opportunities associated with the Company's end-market transition risk is estimated at an additional net opportunity of approximately:

Horizon	2022	2030	2040	2050
Opportunities (net of risks) (in millions of euros)	Reference year	+600	+1,200	+2,000

It should be noted that this assessment, carried out in 2023, was based on reference sales for 2022, and does not take into account the market share that Dassault Systèmes could gain by positioning its virtual twin solutions to solve its customers' environmental problems. This assessment is to be put into perspective with the percentage of eligible and aligned revenue with the EU Taxonomy, also aimed at estimating the potential climate opportunities to which

Dassault Systèmes' solutions could respond as described in paragraphs 2.2.2.1 "EU Taxonomy" and 2.2.2.2 "Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio".

As no significant events changed the outcome of this assessment, it was not reviewed in 2024.

On its Operations and Upstream Value Chain

As transition costs or the amount of a carbon tax applied to the software sector are very difficult to estimate, both in terms of the level of such a tax and its base, the following assessments are provided for information only and have no forecasting value. The carbon cost or tax transition scenario used was proposed by the International Energy Agency (IEA) at the end of 2023 in the STEPS scenario for European Union countries. This corresponds to the policies undertaken or planned by the main governments, i.e. a carbon price of 120 U.S. dollars/tCO₂-eq in 2030, 129 U.S. dollars in 2040 and 135 U.S. dollars in 2050, converted hereafter at the rate of 1 euro equivalent to 1.1 U.S. dollar:

- less than 1 million euros per year by 2030, using a carbon price of 109 euros tCO₂-eq applied to Scope 1 and 2;

- 12 million euros per year by 2040, using a carbon price of 117 euros/tCO₂-eq applied to Scope 1 and 2 and to business travel and employees' commute;
- 117 million euros per year by 2050, using a carbon price of 123 euros/tCO₂-eq applied to Scopes 1, 2 and 3 in their entirety, and also considering business projections consistent with the Company's latest medium-term growth plan as well as with the decarbonization efforts begun as part of its SBTi commitment projected over the more distant horizons of 2040 and 2050.

Horizons	2030	2040	2050
		Scopes 1, 2 and 3 (business travel & employees' commute)	Scopes 1, 2 and 3
Progressive scope of eligibility for the carbon tax	Scopes 1 and 2		
Carbon Price (in U.S. dollars/tCO ₂ -eq) (STEPS-IEA scenario)	120	129	135
Carbon Price (in euros/tCO ₂ -eq)	109	117	123
Risk assessment (in millions of euros) over 100% of the eligibility scope	(0.8)	(12)	(117)
Risk assessment (in millions of euros) on 50% of Scope 3 (purchased goods & services and capital goods)	(0.8)	(12)	(67)

It should be noted that the carbon offsetting of residual emissions planned as part of the Company's 2040 carbon neutrality strategy has not been taken into account, in order for the transition risk simulation exercise to remain relevant. All these assumptions retain a high level of uncertainty. Lastly, these transition risks for operations should be contrasted against the net transition opportunities identified for end markets, as discussed in the paragraphs above.

Given the results of the assessment of short-, medium- and long-term physical and transitional risks, no impacts have been taken into account in the financial statements on these subjects, particularly in terms of the value of intangible assets.

C.2) ESRS E2 – IROs related to Pollution

The Company has not carried out a detailed analysis to identify possible sources of pollution on its sites, given its non-industrial software production process. The Company uses only manufactured products and processes its electronic waste through authorized channels.

The Company has not specifically consulted affected communities on the pollution topic, as the software industry is not classified as a polluting sector. None of the Company's stakeholders raised any concerns or expectations in this area,

particularly in the interviews conducted with customers and suppliers in 2024.

The double materiality assessment concluded that the pollution matters should be excluded solely on the basis of the SASB and GRI impact frameworks. In fact, although certain sector studies on the digital industry as a whole mention pollution matters in the distant upstream value chain, notably linked to metal extraction, Dassault Systèmes considered that the software sector has a second-order impact in terms of materiality compared with the network and telecoms infrastructure sector.

C.3) ESRS E3 – IROs related to Water and Marine Resources

In 2024, the Company carried out an analysis of its sites' exposure to climate hazards, notably by assessing water stress on all its sites and on the sites of its data hosting suppliers (colocation data centers).

On the other hand, the Company has not specifically consulted affected communities on the topic of water and marine resources. None of the stakeholders raised any concerns or expectations regarding water and marine resources, particularly in the interviews conducted with customers and suppliers in 2024.

However, since ESG rating agencies require all companies to report their clean water consumption, whatever their sector of activity, Dassault Systèmes publishes its clean water consumption despite it is not linked to any material IRO.

For this reason, the double materiality assessment focused only on the impacts on water of its upstream value chain linked to the manufacture of IT equipment and the hosting of data in the data centers used, based on the SASB and GRI impact frameworks.

C.4) ESRS E4 – IROs related to Biodiversity

The Company has not carried out a detailed analysis of possible impacts on biodiversity at its sites, given that its software production process does not use raw materials derived from biodiversity. In fact, Dassault Systèmes' operations do not involve any dependence or direct material interaction with biodiversity. Nevertheless, Dassault Systèmes takes biodiversity targets into account when choosing new office and catering facilities, notably by using existing buildings wherever possible.

The Company has not specifically consulted affected communities on the topic of biodiversity, as the software sector is not classified among the business sectors commonly considered to have an impact on this topic. None of the Company's stakeholders raised concerns or expectations, particularly during the interviews conducted with customers and suppliers in 2024.

The double materiality assessment concluded that biodiversity topics should be excluded solely on the basis of the SASB and GRI impact frameworks. In fact, although certain sector studies, on the digital industry as a whole, do mention biodiversity topics in the distant upstream value chain, notably linked to metal extraction, Dassault Systèmes

considered that the software sector has a second-order impact in terms of materiality compared with the network and telecommunications infrastructure sector. It therefore considers that it does not materially disrupt ecosystem services, and is not dependent on these services.

As a result, it has not carried out an assessment of transitional, physical or systemic risks and opportunities relating to biodiversity and ecosystems.

To the best of the Company's knowledge, none of its sites are located in biodiversity protection zones. Consequently, it has not implemented any specific measures to protect biodiversity.

C.5) ESRS E5 – IROs related to Resource Use and the Circular Economy

The double materiality assessment for resource use and circular economy was based in part on the work carried out as part of the EU Taxonomy objective of transition to a circular economy, which identified positive impacts and matters related to this ESRS, as well as based on the SASB and GRI impact frameworks.

It also revealed that none of the Company's assets are materially at risk in relation to this ESRS.

Nevertheless, the analysis identified as material an impact linked to its own operations and value chain, given its needs and those of its customers in terms of IT equipment, which involve the extraction and exploitation of natural resources.

The Company has not specifically consulted any of its stakeholders on the topic of Circularity. None of them questioned the conclusions of the Company's double materiality assessment on this topic, particularly during the interviews conducted with customers and suppliers in 2024.

2.2.1.5.2 IRO_2 – ESRs Disclosure Requirements covered by Dassault Systèmes' Sustainability Statement**A) ESRs2 Appendix B – List of Datapoints in Cross-Cutting and Topical Standards that derive from other EU Legislations**

Disclosure Requirement	Name and related Datapoints	Paragraph
ESRS2		
ESRS2 – GOV1 (05 & 06)	Board's gender diversity (§ 21(d))	2.2.1.3.1
ESRS2 – GOV1 (07)	% of board members who are independent (§ 21(e))	2.2.1.3.1
ESRS2 – GOV4 (01)	Statement on due diligence (§ 30)	2.2.1.3.4
ESRS2 – SBM1 (09 to 14)	Involvement in activities related to fossil fuel activities (§ 40 (d) i)	Not important
ESRS2 – SBM1 (15 & 16)	Involvement in activities related to chemical production (§ 40 (d) ii)	Not important
ESRS2 – SBM1 (17 & 18)	Involvement in activities related to controversial weapons (§ 40 (d) iii)	Not important
ESRS2 – SBM1 (19 & 20)	Involvement in activities related to cultivation and production of tobacco (§ 40 (d) iv)	Not important
E1		
E1_1 (01)	Transition plan to reach climate neutrality by 2050 (§14)	2.2.2.2.1. A
E1_1 (12)	Undertakings excluded from Paris-aligned Benchmarks (§16(g))	2.2.2.2.1. A.2
E1_4 (02 to 24)	GHG emission reduction targets (§34) (02, 04, 07, 10, 13, 18, 20, 21, 22, 23, 24) (03, 05, 06, 08, 09, 11, 12, 14, 15, 16, 17, 19)	2.2.2.2.1/3/4 Not important
E1_5 (10 to 14)	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) (§38)	2.2.2.2.3. B.1
E1_5 (01 to 08)	Energy consumption and mix (§37)	2.2.2.2.3. B
E1_5 (18 to 23)	Total energy consumption from activities in high climate impact sectors (§ 40 to 43)	Not important
E1_6 (01 & 07 to 15)	Gross Scope 1, 2, 3 and Total GHG emissions (§44) (01, 07-13, 15) (14)	2.2.2.2.3. B Not important
E1_6 (30 & 31 & 32)	Gross GHG emissions intensity (§ 53 to 55)	2.2.2.2.3. B
E1_7 (01 & 02)	GHG removals and carbon credits (§56)	2.2.2.2.3. B.3
E1_9 (07 to 13)	Exposure of the benchmark portfolio to climate-related physical risks k (§66)	Not important
E1_9 (05)	Location of significant assets at material physical risk (§66(c))	Not important
E1_9 (01 to 04 & 06)	Disaggregation of monetary amounts by acute and chronic physical risks (§66(a))	Not important
E1_9 (17)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes (§67(c))	Not important
E1_9 (41 to 44)	Degree of exposure of the portfolio to climate- related opportunities (§69)	Not important

Disclosure Requirement	Name and related Datapoints	Paragraph
E2		
E2_4 (01 to 07)	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil (§28)	Not important
E3		
E3_1 (13)	Water and marine resources (§9)	Not important
E3_1 (07 & 08)	Dedicated policy (§ 13) (07) (08)	2.2.2.3.2. A Not important
E3_1 (09 to 12)	Sustainable oceans and seas (§14)	Not important
E3_4 (03)	Total water recycled and reused (§28(c))	Not important
E3_4 (08)	Total water consumption in m ³ per net revenue on own operations (§29)	Not important
E4		
ESRS 2 – SBM3 – E4	§16 (a) i	Not important
ESRS 2 – SBM3 – E4	§ 16 (b)	Not important
ESRS 2 – SBM3 – E4	§ 16 (c)	Not important
E4_2 (18)	Sustainable land/agricultural practices or policies (§ 24(b))	Not important
E4_2 (19)	Sustainable oceans/seas practices or policies (§24 (c))	Not important
E4_2 (20)	Policies to address deforestation (§24 (d))	Not important
E5		
E5_5 (10 & 11)	Non-recycled waste (§37 (d))	2.2.2.4.3
E5_5 (15 & 16)	Hazardous waste and radioactive waste (§39)	Not important
S1		
S1_SBM_3 (07 & 08)	Risk of incidents of forced labor (§ 14 (f))	2.2.3.1.3. A
S1_SBM_3 (09 & 10)	Risk of incidents of child labor (§ 14 (g))	2.2.3.1.3
S1_1 (03 to 06)	Human rights policy commitments (§ 20) (03, 04, 06) (05)	2.2.3.1.2/3/4 2.2.4.1
S1_1 (07)	Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8 (§ 21)	2.2.3.1.3. A
S1_1 (08)	Processes and measures for preventing trafficking in human beings (§ 22)	2.2.3.1.4
S1_1 (09)	Workplace accident prevention policy or management system (§ 23)	2.2.3.1.3. A
S1_3 (05)	Grievance/complaints handling mechanisms (§ 32 (c))	2.2.3.1.2/3/4
S1_14 (02 to 05)	Number of fatalities and number and rate of work-related accidents (§ 88 (b) and (c))	Not important
S1_14 (07)	Number of days lost to injuries, accidents, fatalities or illness (§ 88 (e))	Not important
S1_16 (01)	Unadjusted gender pay gap (§ 97 (a))	2.2.3.1.4
S1_16 (02)	CEO pay ratio (§ 97, point b)	2.2.3.1.4

Disclosure Requirement	Name and related Datapoints	Paragraph
S1_17 (01 & 02 & 14)	Incidents of discrimination (§103 (a)) (14) (01, 02)	Not important 2.2.3.1.3. B
S1_17 (08 to 10)	Non-respect of UNGPs on Business and Human Rights and OECD (§ 104 (a))	2.2.3.1.3
S2		
S2_SBM_3 (04)	Significant risk of child labor or forced labor in the value chain (§ 11 (b))	2.2.3.2.3
S2_1 (01 to 04)	Human rights policy commitments (§ 17)	2.2.3.2.3
S2_1 (05 to 07)	Policies related to value chain workers (§ 18) (05, 06) (07)	2.2.3.2.3 Not important
S2_1 (08)	Non-respect of UNGPs on Business and Human Rights principles and OECD Guidelines (§ 19)	2.2.3.2.3
S2_1 (09)	Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8 (§ 19)	2.2.3.2.3
S2_4 (11)	Human rights issues and incidents connected to its upstream and downstream value chain (§ 36)	2.2.3.2.3
S3		
S3_1 (02 to 05)	Human rights policy commitments (§ 16) (02, 04, 05) (03)	2.2.3.3.4 Not important
S3_1 (06 & 07)	Non-respect of UNGPs on Business and Human Rights, International Labor Organization principles or and OECD Guidelines (§ 17)	2.2.3.3.4
S3_4 (11)	Human rights issues and incidents (§ 36)	2.2.3.3.4
S4		
S4_1 (02 to 05)	Policies related to consumers and end-users (§ 16)	2.2.3.4.
S4_1 (06 & 07)	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines (§h 17)	2.2.3.4.4
S4_4 (11)	Human rights issues and incidents (§ 35)	2.2.3.4.4
G1		
G1_1 (03 & 04)	United Nations Convention against Corruption (§ 10 (b))	Not important
G1_1 (06 & 07)	Protection of whistleblowers (§ 10 (d))	Not important
G1_4 (01 & 02)	Fines for violation of anti-corruption and anti-bribery laws (§ 24 (a))	2.2.4.1.2. B
G1_4 (03)	Standards of anti-corruption and anti- bribery (§ 24 (b))	2.2.4.1.2. A.3.a

B) List of ESRS Disclosure Requirements

Disclosure Requirement Number	Disclosure Requirement Name	Paragraph
ESRS2		
BP_1	General Basis for preparing Sustainability Statement	2.2.1.1
BP_2	Publication of Information on special Circumstances	2.2.1.2
GOV_1	The Role of the Administrative, Management and Supervisory Bodies	2.2.1.3.1
GOV_2	Information provided to and Sustainability Matters addressed by the Company's Administrative, Management and Supervisory Bodies	2.2.1.3.2
GOV_3	Integration of Sustainability-related Performance in Incentive Schemes	2.2.1.3.3
GOV_4	Statement on Due Diligence	2.2.1.3.4
GOV_5	Risk Management and Internal Controls over Sustainability Statement	2.2.1.3.5
SBM_1	Strategy, Business Model and Value Chain	2.2.1.4.1
SBM_2	Interests and Views of Stakeholders	2.2.1.4.2
SBM_3	Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.1.4.3
IRO_1	Description of the Processes to identify and assess material Impacts, Risks and Opportunities	2.2.1.5.1
IRO_2	Disclosure Requirements in ESRS covered by Dassault Systèmes' Sustainability Statement	2.2.1.5.2
E1		
E1_GOV_3	Disclosure Requirement related to ESRS2 GOV_3: Integration of Sustainability-related Performance in Incentive Schemes	2.2.1.3.3
E1_1	Transition Plan for Climate Change Mitigation	2.2.2.2.1. A
E1_SBM_3	Disclosure Requirement related to ESRS2 SBM_3: Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.2.2.1. B
E1_IRO_1	Disclosure Requirement related to ESRS2: Description of the Processes to identify and assess material Climate-related Impacts, Risks and Opportunities	2.2.1.5.1
E1_2	Policies related to Climate Change Mitigation and Adaptation	2.2.2.2.2. A & 2.2.2.2.3.A & 2.2.2.2.4.A
E1_3	Actions and Resources in relation to Climate Change Policies Metrics and Targets	2.2.2.2.2. A & 2.2.2.2.3.A & 2.2.2.2.4.A & 2.2.2.2.4.B
E1_4	Targets related to Climate Change Mitigation and Adaptation	2.2.2.2.1. A.2 & 2.2.2.2.3.A & 2.2.2.2.3.B.1 & 2.2.2.2.4.C
E1_5	Energy Consumption and Mix	2.2.2.2.3. B.2
E1_6	Gross Scopes 1, 2, 3 and Total GHG Emissions	2.2.2.2.3. B
E1_7	GHG Removals and GHG Mitigation Projects financed through Carbon Credits	2.2.2.2.3. B.3
E1_8	Internal Carbon Pricing	2.2.2.2.3. B.4
E1_9	Anticipated financial Effects from material Physical and Transition Risks and potential Climate-related Opportunities	2.2.2.2.3. B.5

Disclosure Requirement Number	Disclosure Requirement Name	Paragraph
E2		
E2_IRO_1	Disclosure Requirement related to ESRS2 IRO_1: Description of the Processes to identify and assess material Pollution-related Impacts, Risks and Opportunities	2.2.1.5.1
E3		
E3_IRO_1	Disclosure Requirement related to ESRS2 IRO_1: Description of the Processes to identify and assess material Water and Marine Resources-related Impacts, Risks and Opportunities	2.2.1.5.1
E3_1	Policies related to Water and Marine Resources	2.2.2.3 & 2.2.2.3. A
E3_2	Actions and Resources related to Water and Marine Resources	2.2.2.3.2. B
E3_3	Targets related to Water and Marine Resources	2.2.2.3.2. C
E3_4	Water Consumption	2.2.2.2.5.1 & 2.2.2.2.5.2
E4		
E4_IRO_1	Disclosure Requirement related to ESRS2 IRO_1: Description of the Processes to identify and assess material Biodiversity and Ecosystem-related Impacts, Risks and Opportunities	2.2.1.5.1
E5		
E5_IRO_1	Disclosure Requirement related to ESRS2 IRO_1: Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	2.2.1.5.1
E5_1	Policies related to Resource Use and Circular Economy	2.2.2.4.2. A & 2.2.2.4.3.A
E5_3	Targets related to Resource Use and Circular Economy	2.2.2.4.2. C & 2.2.2.4.3.D
E5_4	Resource Inflows	2.2.2.4.3. C & 2.2.2.5.2
E5_5	Resource Outflows	2.2.2.4.3. A & 2.2.2.4.3.C & 2.2.2.4.3.D & 2.2.2.5.2
S1		
S1_SBM_2	Disclosure Requirement related to ESRS2 SBM_2: Interests and Views of Stakeholders	2.2.1.4.2
S1_SBM_3	Disclosure Requirement related to ESRS2 SBM_3: Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.3.1.1 & 2.2.3.1.2 & 2.2.3.1.3 & 2.2.3.1.3.A & 2.2.3.1.4
S1_1	Policies related to Own Workforce	2.2.3.1.1 & 2.2.3.1.2.A & 2.2.3.1.2.B & 2.2.3.1.3.A & 2.2.3.1.3.B & 2.2.3.1.4.A & 2.2.3.1.4.B & 2.2.3.3.2.E

Disclosure Requirement Number	Disclosure Requirement Name	Paragraph
S1_2	Processes for engaging with Own Workers and Workers' Representatives about Impacts	2.2.3.1.1 & 2.2.3.1.2.A & 2.2.3.1.3.A & 2.2.3.1.4.A
S1_3	Processes to remediate negative Impacts and Channels for Own Workers to raise Concerns	2.2.3.1.2. A & 2.2.3.1.3.A & 2.2.3.1.4.A
S1_4	Taking Action on material Impacts on Own Workforce, and Approaches to mitigating material Risks and pursuing material Opportunities related to Own Workforce, and Effectiveness of those Actions	2.2.3.1.1 & 2.2.3.1.2.A & 2.2.3.1.1.B & 2.2.3.1.3.A & 2.2.3.1.3.B & 2.2.3.1.4.A
S1_5	Targets related to managing material negative Impacts, advancing positive Impacts, and managing material Risks and Opportunities	2.2.3.1.1
S1_6	Characteristics of the Undertaking's Employees	2.2.3.1.1 & 2.2.3.1.2.B & 2.2.3.1.3.B & 2.2.3.1.B
S1_8	Collective Bargaining coverage and Social Dialogue	2.2.3.1.2. B & 2.2.3.1.3.B & 2.2.3.1.4.B
S1_9	Diversity Metrics	2.2.3.1.2. B & 2.2.3.1.3.B & 2.2.3.1.4.B
S1_13	Training and Skills Development Metrics	2.2.3.1. B & 2.2.3.3.2. E & 2.2.3.4.2. C & 2.2.4.1.2. B
S1_14	Health and Safety Metrics	2.2.3.5.2
S1_16	Compensation Metrics (Pay Gap and total Compensation)	2.2.3.1.4. B
S1_17	Incidents, Complaints and severe Human rights Impacts	2.2.3.1.3. B
S2		
S2_SBM_2	Disclosure Requirement related to ERS2 SBM_2: Interests and Views of Stakeholders	2.2.1.4.2
S2_SBM_3	Disclosure Requirement related to ERS2 SBM_3: Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.1.4.3. B & 2.2.1.5.2.A & 2.2.3.1.1 & 2.2.3.2.1 & 2.2.3.2.2 & 2.2.3.2.3
S2_1	Policies related to Value Chain Workers	2.2.3.2.3
S2_2	Processes for engaging with Value Chain Workers about Impacts	2.2.3.2.2. C & 2.2.3.2.3
S2_4	Taking Action on material Impacts on Value Chain Workers, and Approaches to managing material Risks and pursuing material Opportunities related to Value Chain Workers, and Effectiveness of those Action	2.2.3.2.2. B & 2.2.3.2.2.D & 2.2.3.2.3

Disclosure Requirement Number	Disclosure Requirement Name	Paragraph
S2_5	Targets related to managing material negative Impacts, advancing positive Impacts, and managing material Risks and Opportunities	2.2.3.2.2. D
S3		
S3_SBM_2	Disclosure Requirement related to ESRS2 SBM_2: Interests and Views of Stakeholders	2.2.1.4.2
S3_SBM_3	Disclosure Requirement related to ESRS2 SBM_3: Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.3.3.1 & 2.2.3.3.2
S3_1	Policies related to Affected Communities	2.2.3.3.2. A & 2.2.3.3.3.A & 2.2.3.3.4.A & 2.2.3.3.4.B
S3_2	Processes for engaging with Affected Communities about Impacts	2.2.3.3.2. B to 2.2.3.3.2.D & 2.2.3.3.3.A & 2.2.3.3.3.C
S3_3	Processes to remediate negative Impacts and Channels for Affected Communities to raise Concerns	2.2.3.3.2. D
S3_4	Taking Action on material Impacts on Affected Communities, and Approaches to managing material Risks and pursuing material Opportunities related to Affected Communities, and Effectiveness of those Actions	2.2.3.3.2. B & 2.2.3.3.2.E & 2.2.3.3.3.B & 2.2.3.3.4.A & 2.2.3.3.4.B
S3_5	Targets related to managing material negative Impacts, advancing positive Impacts, and managing material Risks and Opportunities	2.2.3.3.2. E & 2.2.3.3.3.D
S4		
S4_SBM_2	Disclosure Requirement related to ESRS2 SMB_2: Interests and Views of Stakeholders	2.2.1.4.2
S4_SBM_3	Disclosure Requirement related to ESRS2 SBM_3: Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	2.2.1.4.3 & 2.2.3.1.1 & 2.2.3.4.1
S4_1	Policies related to Consumers and End-Users	2.2.3.4.2. A & 2.2.3.4.3.A & 2.2.3.4.3.C & 2.2.3.4.4.A & 2.2.3.4.4.B
S4_2	Processes for engaging with Consumers and End-Users about impacts	2.2.3.4.3. C
S4_4	Taking Action on material Impacts on Consumers and End-Users, and Approaches to managing material Risks and pursuing material Opportunities related to Consumers and End-Users, and Effectiveness of those Actions	2.2.3.4.2. B & 2.2.3.4.2.C & 2.2.3.4.3.B & 2.2.3.4.2.D & 2.2.3.4.4.A & 2.2.3.4.4.B
S4_5	Targets related to managing material negative Impacts, advancing positive Impacts, and managing material Risks and Opportunities	2.2.3.4.2. C & 2.2.3.4.3.D

Disclosure Requirement Number	Disclosure Requirement Name	Paragraph
G1		
G1_GOV_1	Disclosure Requirement related to ERS2 GOV_1: The Role of the Administrative, Supervisory and Management Bodies	2.2.1.3.1
G1_IRO_1	Disclosure Requirement related to ERS2 IRO_1: Description of the Processes to identify and assess material Impacts, Risks and Opportunities	2.2.1.5.1
G1_1	Business Conduct Policies and Corporate Culture	2.2.4.1.2. A.1 & 2.2.4.1.2.A.1.b & 2.2.4.1.2.A.1.c & 2.2.4.1.2.A.3.a & 2.2.4.1.3
G1_2	Management of Relationships with Suppliers	2.2.4.1.1. A & 2.2.4.1.1.B & 2.2.4.1.2.B
G1_3	Prevention and Detection of Corruption and Bribery	2.2.4.1.2. A.3.a to 2.2.4.1.2.A.3.c
G1_4	Confirmed Incidents of Corruption or Bribery	2.2.4.1.2. A.3.b & 2.2.4.1.2.B
G1_5	Political Influence and Lobbying Activities	2.2.4.1.2. A.2 & 2.2.4.1.2.B & 2.2.4.2
G1_6	Payment Practices	2.2.4.1.1. B & 2.2.4.1.1.C

C) Explanation of how material Information for IROs has been defined

Information relating to the double materiality assessment and the determination of topics considered as material is detailed in paragraph 2.2.1.5.1.B "Materiality Assessment (scoring)".

2.2.2 Environmental Information

2.2.2.1 EU Taxonomy

2.2.2.1.1 General Context and Scope for 2024

Adopted in 2020, Regulation (EU) 2020/852, known as the EU Taxonomy, establishes a classification system for sustainable economic activities. This regulation applies to Dassault Systèmes, as a company subject to CSRD, registered in the European Union and exceeding the thresholds set by the standard.

The EU Taxonomy is based on six environmental objectives:

- climate change mitigation;
- climate change adaptation;
- the sustainable use and protection of aquatic and marine resources;
- pollution prevention and control;
- the transition to a circular economy;
- the protection and restoration of biodiversity and ecosystems.

During the first two years of application (2021 and 2022), only activities contributing to climate change were subject to the publication financial metrics. From 2023 onwards, the four other objectives not directly related to climate change are also included in the publication obligations, in accordance with the Delegated Act of June 27, 2023.

Application Principles and Calculation Methodology

Since 2021, Delegated Acts have defined the criteria for an economic activity's substantial contribution to an environmental objective and the conditions for avoiding any prejudice to other objectives. They also specify calculation methods and information related to eligible and aligned activities, including the share of revenue, capital expenditure (CapEx) and operating expenditure (OpEx).

In 2021, only eligible activities had to be declared. In 2022, alignment was introduced with no requirement for comparison. In 2023, climate objectives required comparative data with 2022, while the new environmental objectives remained limited to eligibility.

An economic activity is eligible when it is explicitly described in the list included at this stage in Delegated Regulation (EU) 2023/2486 or the Delegated Regulation (UE) 2021/2139 supplementing Regulation (EU) 2020/852 of the European Parliament, and is likely to make a substantial contribution to each environmental objective. Activities are considered

aligned to the EU Taxonomy when they meet the technical review criteria and verification conditions, which are specific conditions and performance thresholds for demonstrating the substantial contribution to the environmental objectives, and otherwise, when they do not harm the other environmental objectives and meet the Minimum Safeguards specified in the regulations as well as in the FAQs on the EU Taxonomy published at this stage.

Expansion to Circular Transition and Aligned Reporting from 2024 onwards

Starting in fiscal year 2024, Dassault Systèmes will publish eligible and aligned revenue not only for the objective of climate change, but also for the objective related to the transition to a circular economy. This marks an important step in regulatory compliance and transparency, taking into account the integration of new requirements introduced by the Delegated Act of June 2023.

For fiscal year 2024, the metrics will be reported as follows:

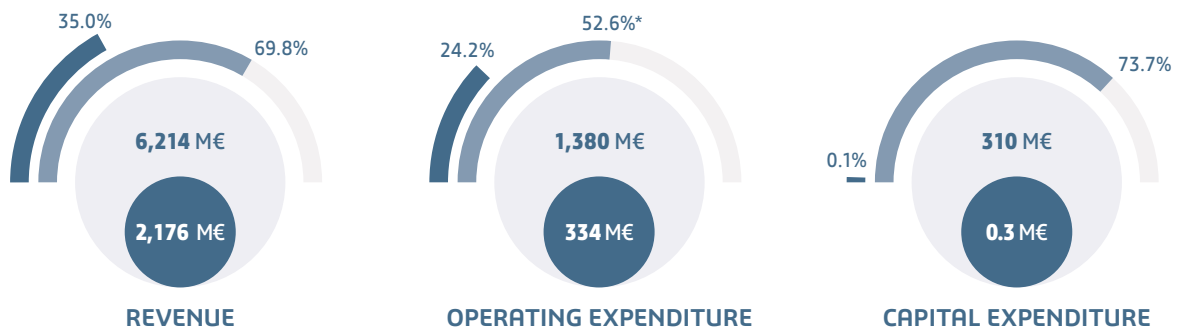
- climate-related objectives: comparative data on eligibility and alignment with 2023, covering revenue, operating expenditure and capital expenditure;
- circularity objectives: introduction of alignment data on the share of revenue and associated expenditure, enabling an assessment of activities contributing to the circular economy, such as:
 - eco-design of products,
 - integration of recycled materials,
 - product lifespan extension,
 - recycling and waste management.

Strategic Commitments and Impacts

The Company is committed to the continued evolution of its software solutions, particularly with regard to their ability to accelerate and enable the sustainability levers implemented and sought by its customers for the decarbonization and circularity of their activities.

EU Taxonomy Metrics

The chart below shows the metrics required by the EU Taxonomy: eligible and aligned revenue, operating expenditure and capital expenditure. These metrics are explained in paragraphs 2.2.2.1.3 "Eligible and Aligned Revenue (Software and Services) as of December 31, 2024", 2.2.2.1.4 "Eligible and Aligned Operating Expenditure as of December 31, 2024" and 2.2.2.1.5 "Eligible and Aligned Capital Expenditure as of December 31, 2024".



Percentages of eligibility and alignment to EU Taxonomy

- Eligibility
- Alignment

Absolute values

- Total Revenue, Total Operating expenditure in the scope of EU Taxonomy, Total Capital expenditure
- Aligned Revenue, Aligned Operating expenditure, Aligned Capital expenditure

* The percentage of eligible operating expenditure excludes from the numerator and denominator the types of expenditure considered by the EU Taxonomy regulation to be outside of scope.

2.2.2.1.2 Sustainability Levers

Sustainability levers represent areas of improvement for customers, enabled by Dassault Systèmes software, to reduce their greenhouse gas emissions and implement Circularity strategies. The development of these levers takes into account the recommendations and structure of the EU Taxonomy, and has been the subject of collaboration between Dassault Systèmes industry experts and independent third parties. These levers enabled the Company to quantify the contribution of solutions to the objectives of climate change

mitigation and transition to a circular economy, and to identify the associated aligned revenue. The collection and analysis of use cases representative of Dassault Systèmes' activities has demonstrated the relevance of these levers and enabled them to be applied to each sector of the Company's customers (see paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology"). In all, some twenty levers have been identified to justify the contribution of Dassault Systèmes' solutions to the climate change mitigation objectives, for the three Dassault Systèmes sectors. Some of these levers are relevant to both Climate and Circularity matters.

Sustainability Levers – Manufacturing Industries Sector

	Climate Change Mitigation	Transition to a Circular Economy
Improve operations during product design and engineering phases	✓	
Select less carbon-intensive alternative materials in smaller quantities	✓	✓
Purchase less carbon-intensive materials or compounds from alternative suppliers	✓	✓
Reduce the energy required during the production phase	✓	
Reduce material waste during the production phase	✓	✓
Improve transport and distribution of semi-finished and finished products	✓	
Reduce a product's energy consumption during its use phase	✓	
Extend a product's lifespan	✓	✓
Change the nature of the energy used by the product during its use phase (e.g. electrification).	✓	
Apply the Reduce, Reuse, Renovate, Recycle (RRRR) principle at the end of the product life cycle	✓	✓

Sustainability Levers – Infrastructure & Cities Sector	Climate Change Mitigation	Transition to a Circular Economy
Improve the efficiency of infrastructure design, engineering and construction activities	✓	
Enable the development of low-carbon materials and processes	✓	✓
Identify alternative suppliers for low-carbon materials	✓	✓
Reduce the amount of materials and natural resources consumed	✓	✓
Optimize the energy consumption of operating infrastructures	✓	
Facilitate changes in the type of energy used by infrastructures during the operations phase (e.g. electrification, H ₂ , ENR, etc.).	✓	
Optimize transport and logistics	✓	
Extend the lifespan of infrastructures	✓	✓
Optimize dismantling	✓	✓
Preserve the local environment	✓	

Sustainability Levers – Life Sciences & Healthcare Sector	Climate Change Mitigation	Transition to a Circular Economy
Reduce the carbon footprint of clinical trials	✓	

This analysis is gradually being integrated into all Dassault Systèmes operations. From the offer creation process to portfolio optimization and value proposition, sustainability levers are used to qualify and highlight the environmental benefits provided by the Company's solutions.

2.2.2.1.3 Eligible and Aligned Revenue (Software and Services) as of December 31, 2024

Eligible revenue reached 69.8% in 2024, an increase of +2.5 points on 2023. Aligned revenue reached 35% in 2024, corresponding to an increase of + 1.6 points. The method used to calculate these metrics is presented in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology". This method is comparable to the one used in 2023, and

has been supplemented and clarified in 2024, in particular with regard to the assessment of the objectives related to the transition to the circular economy. In addition, new representative case studies have been produced in 2024 for both the climate change mitigation and circularity objectives.

Economic activities⁽¹⁾	Revenue⁽²⁾ (in millions of euros)	% of Revenue
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	2,176	35.0%
CCM (8.2) Data-driven solutions for GHG emissions reductions	2,151	34.6%
CE (4.1) Provision of IT/OT data-driven solutions	24	0.4%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	2,164	34.8%
CCM (8.2) Data-driven solutions for GHG emissions reductions	2,076	33.4%
CE (4.1) Provision of IT/OT data-driven solutions	88	1.4%
A. TOTAL FOR ELIGIBLE ACTIVITIES (A1 + A2)	4,340	69.8%
B. NON-ELIGIBLE ACTIVITIES	1,873	30.2%
Revenue of EU Taxonomy-non-eligible activities	1,873	30.2%
TOTAL (A + B)	6,214	100.0%

(1) CCM stands for "Climate Change Mitigation", CE stands for "Circular Economy".

(2) The revenue breakdown is detailed in paragraph 4.1.1 "Consolidated Financial Statements".

	Proportion of Revenue/Total Revenue ⁽²⁾	
	EU Taxonomy-aligned per objective	EU Taxonomy-eligible per objective
CCM ⁽¹⁾	34.6%	68.0%
CE ⁽¹⁾	20.6%	65.2%

(1) CCM stands for "Climate Change Mitigation", CE stands for "Circular Economy".

(2) The revenue breakdown is detailed in paragraph 4.1.1 "Consolidated financial statements".

2.2.2.1.4 Eligible and Aligned Operating Expenditure as of December 31, 2024

The operating expenditure published relates to both, the objectives Climate Change Mitigation ("CCM") and transition to a Circular Economy ("CE"). The table below shows, for 2024, the proportions of operating expenditure considered eligible and aligned, as contributing to the climate change mitigation and transition to a circular economy objectives. They are calculated on the basis of the methodology detailed in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology". They correspond, on the one hand, to

operating expenditure linked to assets or processes associated with the Company's economic activities that are eligible and aligned to the EU Taxonomy, specifically for data-driven solutions aimed at reducing greenhouse gas emissions (activity CCM 8.2 Data-driven solutions for GHG emissions reductions) and moving to a circular economy (activity CE 4.1 Provision of IT/OT data-driven solutions). On the other hand, they correspond to operating expenditure related to production purchases of eligible and aligned economic activities, specifically activity CCM 8.1 Data processing, hosting and related activities.

Economic activities	Operating Expenditure (in millions of euros)	% of Operating Expenditure
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	334	24.2%
CCM (8.1) Data processing, hosting and related activities	0	0.0%
CCM (8.2) Data-driven solutions for GHG emissions reductions	327	23.7%
CE (4.1) Provision of IT/OT data-driven solutions	6	0.5%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	392	28.4%
CCM (8.1) Data processing, hosting and related activities	34	2.5%
CCM (8.2) Data-driven solutions for GHG emissions reductions	331	24.0%
CE (4.1) Provision of IT/OT data-driven solutions	27	1.9%
A. TOTAL FOR ELIGIBLE ACTIVITIES (A1 + A2)	726	52.6%
B. NON-ELIGIBLE ACTIVITIES	654	47.4%
Operating Expenditure of EU Taxonomy-non-eligible activities	654	47.4%
TOTAL (A + B)	1,380	100.0%

The Dassault Systèmes operating expenditure considered eligible and not aligned relate, among other things, to operating expenditure for data processing activities hosted in colocation data centers and by cloud service providers. None of these activities is considered aligned, given the particularly stringent requirements of the Regulation's substantial contribution criteria, in particular the implementation of the "expected practices" of the European Code of Conduct for data centers and their regular audit by an independent

third party, as well as the global warming potential of the refrigerants used.

2.2.2.1.5 Eligible and Aligned Capital Expenditure as of December 31, 2024

The published capital expenditure relates to the objective climate change mitigation ("CCM"). The table below shows, for 2024, the percentage of capital expenditure considered eligible and aligned, as contributing to the climate change mitigation objective. They are calculated on the basis of the

methodology detailed in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology". In 2024, the Company's capital expenditure eligible to EU Taxonomy mainly corresponds to investments analyzed independently of Dassault Systèmes' activities, that are related to building acquisition and ownership activities (activity CCM 7.7), and data processing, hosting and related activities (activity CCM 8.1).

Economic activities	Capital Expenditure <i>(in millions of euros)</i>	% of Capital Expenditure
A1. ELIGIBLE ACTIVITIES ALIGNED WITH EU TAXONOMY	0.3	0.1%
CCM (7.4) Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	0.3	0.1%
A2. ELIGIBLE ACTIVITIES NOT ALIGNED WITH EU TAXONOMY	228	73.6%
CCM (6.5) Transport by motorbikes, passenger cars and light commercial vehicles	9	2.9%
CCM (7.1) Construction of new buildings	24	7.8%
CCM (7.2) Renovation of existing buildings	30	9.7%
CCM (7.3) Installation, maintenance and repair of energy efficiency equipment	0	0.0%
CCM (7.4) Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	0	0.0%
CCM (7.7) Acquisition and ownership of buildings	80	25.8%
CCM (8.1) Data processing, hosting and related activities	85	27.4%
A. ELIGIBLE ACTIVITIES (A1 + A2)	228	73.7%
B. NON-ELIGIBLE ACTIVITIES	82	26.3%
Capital Expenditure of EU Taxonomy-non-eligible activities	82	26.3%
TOTAL (A + B)	310	100.0%

In 2024, Dassault Systèmes does not publish any aligned real estate investments with activity CCM 7.7 Acquisition and ownership of buildings.

In addition, no aligned real estate investments are reported under activities 7.2 and 7.3, which can be explained by the Company's recourse to leasing. As a result, Dassault Systèmes generally only carries out interior fit-out work with no specific focus on energy performance. Energy performance is at the heart of the criteria for making a substantial contribution to the EU Taxonomy.

A large proportion of Dassault Systèmes' capital expenditure is focused on IT equipment and associated software. Nearly half of these investments support the data processing business, notably in colocation data centers (CCM business 8.1). As explained in the previous paragraph, no data center is considered aligned in view of the particularly stringent requirements of the Regulation's substantial contribution criteria. These include the implementation of the "expected practices" of the European Code of Conduct for data centers

and their regular audit by an independent third party, as well as the global warming potential of the refrigerants used.

As a result, only 0.1% of the Company's capital expenditure is considered as eligible and aligned.

2.2.2.1.6 Demonstrate how Dassault Systèmes Solutions contribute to Climate Change Mitigation through EU Taxonomy Use Cases

In 2024 Dassault Systèmes certified 8 new use cases to demonstrate the contribution of the Company's solutions to climate change mitigation. These new cases, in addition to the 16 certified in 2023 by an independent third party, were carried out using the methodology described in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology". The documentation of these cases helps to determine the Company's percentage of alignment to the EU Taxonomy (as described in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology"). Above all, these cases are a tool for demonstrating and assessing the Company's solutions with regard to environmental objectives.

A) Manufacturing Industries Sector

Every year, for the launch of new vehicle models, automakers carry out marketing campaigns requiring the new vehicles to be transported to filming locations. Working with a Korean car company, Dassault Systèmes enabled its customer to digitize its marketing campaigns using computer-generated imagery. By using 3DEXCITE, the customer did not need to organize a physical photoshoot, and impacts related to vehicle shipping were avoided.

With packaging accounting for over 40% of the world's plastic use, it is crucial to rethink packaging design to reduce plastic consumption. Dassault Systèmes helped an American consumer goods company optimize the design of its packaging to reduce the amount of plastic used. Thanks to SIMULIA, the Company was able to reduce the thickness of a bottle's packaging, while guaranteeing the product's robustness and compliance with health standards.

To mitigate the environmental impacts of the global food system, optimizing transportation, and particularly delivery, is key, as the sector emits 19% of total emissions. By deploying a distribution planning management solution, Dassault Systèmes helped an American food delivery company reduce its fuel consumption. DELMIA was used to optimize routes and reduce the number of kilometers traveled.

By 2023, the world's wind farms will have increased their electricity production by almost 13%. To meet

the growing demand for this renewable energy, wind turbine manufacturers are stepping up production. Dassault Systèmes has helped a Chinese company specializing in renewable energies to optimize the design of its wind turbine spindles in order to reduce the amount of material used. Using SIMULIA, the company was able to reduce the amount of material needed to manufacture one spindle, while meeting the technical requirements associated with wind turbine operation.

B) Infrastructure & Cities Sector

Fiberglass, an essential material in the construction of wind turbine components, is partly made of plastic. To reduce the consumption of this raw material, Dassault Systèmes helped an American company specializing in renewable energies to optimize the production of its wind turbine blades in order to reduce fiberglass waste. Using CATIA, the company was able to model exact cut-outs during production, thus reducing its scrap rate.

The Company helped a Chinese architecture and construction company to reduce its steel consumption during the construction of a building. By using CATIA to model the building, design errors were minimized significantly reducing avoiding steel waste.

Thanks to DELMIA, Dassault Systèmes also helped a port terminal operator optimize terminal planning of container terminal, and reduced waiting times within the port, and also reducing fuel consumption.

C) Life Sciences & Healthcare Sector

Dassault Systèmes has enabled an American medical research Company to digitize the transmission of its clinical trial results. The use of MEDIDATA has made it possible to avoid the transport associated with physically shipping each patient's results.

► Summary of Use Cases 2024 and 2023 – Climate Change Mitigation Objective**Use case s2024 – Climate Change Mitigation**

- 1 – Reducing fiberglass scrap in wind turbine production
- 2 – Digitalizing physical marketing photoshoots
- 3 – Reducing packaging weight to cut plastic consumption
- 4 – Digitizing the transmission of clinical trial results
- 5 – Reducing steel scrap during building construction
- 6 – Optimize port scheduling to reduce waiting times
- 7 – Optimizing food delivery schedules and routes
- 8 – Designing lighter wind turbine spindles

Use cases 2023 – Climate Change Mitigation

- 9 – Accelerating the deployment of electric car programs
- 10 – Designing lighter car models
- 11 – Improving car aerodynamics
- 12 – Designing lighter SUV models
- 13 – Reducing aerodynamic drag on trucks
- 14 – Reducing aircraft composites material scrap
- 15 – Improving aircraft aerodynamics
- 16 – Facilitating the integration of recycled materials in packaging and reducing packaging thickness
- 17 – Producing less carbon-intensive steel rolling mills by substituting materials
- 18 – Reducing steel scrap by combining orders
- 19 – Optimizing logistics and delivery schedules
- 20 – Facilitating the reuse of components and spare parts
- 21 – Accelerating certification of nuclear equipment
- 22 – Decentralizing and digitizing clinical trials
- 23 – Avoiding producing physical train prototypes
- 24 – Reducing raw material waste and optimizing the energy consumed in train production

2.2.2.1.7 Demonstrate how Dassault Systèmes' Solutions contribute to the Transition towards a Circular Economy using the EU Taxonomy Use Cases

In 2024, for the first time, Dassault Systèmes produced use cases to demonstrate the contribution of the Company's solutions to the transition to a circular economy. A specific methodology has been developed to assess all Circularity matters. Described in paragraph 2.2.2.1.9 "EU Taxonomy Reporting Methodology", the method was built in line with that used for the Climate use cases. Only circularity-enabling use cases that could be documented both qualitatively and quantitatively enabled Dassault Systèmes to determine the percentage of its revenue aligned to EU Taxonomy with regards to the Circular economy objective. It is also a strategic tool for accelerating the development of circular offers and projects.

A) Manufacturing Industries Sector

Among the 14 Circularity use cases, 3 describe how Dassault Systèmes solutions facilitate the eco-design of packaging. Indeed, the Company has enabled three major retailers to optimize the design of their packaging in order to reduce the amount of plastic used and increase the proportion of recycled materials. This was made possible by the use of SIMULIA during the design phase. The three companies succeeded in reducing the thickness of their packaging, integrating more recycled materials and increasing the recyclability of their products at end-of-life, while guaranteeing the necessary robustness and compliance with health standards. For a bottle of shampoo, for example, the weight of the packaging was reduced by 17% and the proportion of recycled material has increased by 66%.

Circularity is also a key matter for the automotive industry. Three case studies focus on the eco-design of electric vehicles. In each case, CATIA was used to minimize waste during the product production phase, optimize product design to facilitate disassembly and reparability, and reduce the number of physical prototypes. The ability of Dassault Systèmes' solutions to facilitate the collaborative and transparent creation and sharing of information during the design and engineering processes played a significant

role in achieving these results. Another use case from a company in the automotive industry demonstrates how the optimization of the reuse of unused components can reduce waste. By using NETVIBES to inventory its stocks, the automotive supplier avoided almost 2.7 tons of waste.

B) Infrastructure & Cities Sector

Among the 14 Circularity use cases, 2 involve heavy industry actors, steel and aluminum respectively. One of the main Circularity levers for these industries is the reduction of scrap. Dassault Systèmes has enabled these two industries to optimize their production process and reduce their material waste. Using DELMIA, the steel producer was able

to combine orders of the same dimensions during cutting, reducing scrap by almost 39%. For the aluminum producer, the use of DELMIA has had a significant impact on the circularity of its production processes, since its share of reused materials has increased by almost 10%.

In the construction industry, modularity is a significant lever for Circularity. Dassault Systèmes has enabled two architectural companies to improve the circularity of two of their infrastructure projects. The use of CATIA facilitated and increased precision in the design of construction modules, as well as in the final assembly of the infrastructure, enabling a reduction in resource consumption.

Use case 2024 – Transition to a Circular Economy

- 1 – Eco-design of shampoo bottles
 - 2 – Reusing unused component inventory
 - 3 – Developing more recyclable packaging
 - 4 – Eco-design of plastic bottles
 - 5 – Optimizing steel cutting processes to minimize scrap
 - 6 – Building with minimum waste
 - 7 – Optimizing aluminum manufacturing processes to reduce scrap
 - 8 – More modular buildings
 - 9 – Optimizing wind turbine design to reduce resource consumption
 - 10 – Improving traceability of materials during production*
 - 11 – Eco-design of electric cars*
 - 12 – Optimizing prototyping to reduce waste*
 - 13 – Eco-design of electric commercial vehicles*
 - 14 – Eco-design of electric scooters*
-

* Use cases documented qualitatively only, these were not taken into account in determining the percentage of income aligned for the transition to a circular economy objectives.

2.2.2.1.8 EU Taxonomy Appendices

In line with its obligations, Dassault Systèmes presents the EU Taxonomy indicators, two of which have been integrated into the sustainability objectives set as part of its sustainability strategy: by 2027, 70% and 40% of revenue must be respectively eligible and aligned with this regulation.

A) Revenue

Financial year 2024	2024			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)									
Economic activities	Code(s)	Turnover	Proportion of Turnover, year 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular Economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular Economy	Biodiversity and ecosystems	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or –eligible (A.2) turnover, year 2023	Category enabling activity	Category transitional activity
		€M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Data-driven solutions for GHG emissions reductions	CCM 8.2	2,151.3	346%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	33.4%	E	
Provision of IT/OT data-driven solutions	CE 4.1	24.4	0.4%	N/EL	N/EL	N/EL	N/EL	Y	N/EL	Y	Y	Y	Y	Y	Y	Y	-	E	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		2,175.7	35.0%	34.6%	-	-	-	0.4%	-	Y	Y	Y	Y	Y	Y	Y	33.4%		
Of which enabling		2,175.7	35.0%	34.6%	-	-	-	0.4%	-	Y	Y	Y	Y	Y	Y	Y	33.4%	E	
Of which transitional		-	-																
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Data-driven solutions for GHG emissions reductions	CCM 8.2	2,076.5	33.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								33.9%		
Provision of IT/OT data-driven solutions	CE 4.1	88.0	1.4%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								-		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		2,164.5	34.8%	33.4%	-	-	-	1.4%	-								33.9%		
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		4,340.2	69.8%	68.0%	-	-	-	1.8%									67.3%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		1,873.4	30.2%																
TOTAL		6,213.6	100.0%																

	Proportion of Turnover/Total Turnover	
	EU Taxonomy-aligned per objective	EU Taxonomy-eligible per objective
CCM	34.6%	68.0%
CCA	-	-
WTR	-	-
CE	20.6%	65.2%
PPC	-	-
BIO	-	-

CCM: Climate Change Mitigation.
CCA: Climate Change Adaptation.
WTR: Water and Marine Resources.
CE: Circular Economy.
PPC: Pollution Prevention and Control.
BIO: Biodiversity and ecosystems

B) Operating Expenditure

Financial year 2024	2024			Substantial Contribution Criteria						DNSH criteria (Does Not Significantly Harm)						Proportion of Taxonomy- aligned (A.1.) or eligible (A.2.) OpEx, year 2023	Category enabling activity	Category transitional activity		
Economic activities	Code(s)	Operating Expenditure (OpEx)	Proportion of OpEx, year 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems				Minimum safeguards	
		€M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N				Y/N	%
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Data processing, hosting and related activities	CCM 8.1	-	0.0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N	-	-	-	-	-	-	Y	-	E	
Data-driven solutions for GHG emissions reductions	CCM 8.2	327.5	23.7%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	Y	22.1%	E	
Provision of IT/OT data-driven solutions	CE 4.1	6.3	0.5%	N/EL	N/EL	N/EL	N/EL	Y	N/EL	Y	Y	Y	Y	Y	Y	Y	Y	-	E	
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		333.7	24.2%	23.7%	-	-	-	0.5%	-	Y	Y	Y	Y	Y	Y	Y	Y	22.1%	E	
Of which enabling		333.7	24.2%	23.7%	-	-	-	0.5%	-	Y	Y	Y	Y	Y	Y	Y	Y	-	E	
Of which transitional		-	-																	
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL											
Data processing, hosting and related activities	CCM 8.1	34.0	2.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									2.2%		
Data-driven solutions for GHG emissions reductions	CCM 8.2	331.3	24.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL									24.4%		
Provision of IT/OT data-driven solutions	CE 4.1	26.8	1.9%	N/EL	N/EL	N/EL	N/EL	EL	N/EL									-		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		392.1	28.4%	26.5%	-	-	-	1.9%	-									26.6%		
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		725.9	52.6%	50.2%	-	-	-	2.4%	-									48.8%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
OpEx of Taxonomy-non-eligible activities		654.3	47.4%																	
TOTAL		1,380.2	100.0%																	

	Proportion of Operating Expenditure/Total Operating Expenditure	
	EU Taxonomy-aligned per objective	EU Taxonomy-eligible per objective
CCM	23.7%	50.2%
CCA	-	-
WTR	-	-
CE	14.1%	46.2%
PPC	-	-
BIO	-	-

CCM: Climate Change Mitigation.
CCA: Climate Change Adaptation.
WTR: Water and Marine Resources.
CE: Circular Economy.
PPC: Pollution Prevention and Control.
BIO: Biodiversity and ecosystems.

C) Capital Expenditure

Financial year 2024	2024			Substantial Contribution Criteria							DNSH criteria (Does Not Significantly Harm)							Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) CapEx, year 2023		Category enabling activity	Category transitional activity
Economic activities	Code(s)	Capital Expenditure (CapEx)	Proportion of CapEx, year 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum safeguards					
		€M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T		
A. TAXONOMY-ELIGIBLE ACTIVITIES																					
A.1 ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)																					
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0.3	0.1%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	-	E			
Acquisition and ownership of buildings (*)	CCM 7.7	0.0	0.0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	21.8%	E			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.3	0.1%	0.1%	-	-	-	-	-	-	-	-	-	-	-	-	21.8%				
Of which enabling		0.3	0.1%	0.1%	-	-	-	-	-	-	-	-	-	-	-	-	21.8%				
Of which transitional		-	-																		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																					
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL												
Transport by motorbikes, passenger cars, and light commercial vehicles	CCM 6.5	8.9	2.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.6%				
Construction of new buildings	CCM 7.1	24.1	7.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.3%				
Renovation of existing buildings	CCM 7.2	30.1	9.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								9.1%				
Installation, maintenance and repair of equipment related to energy efficiency	CCM 7.3	0	0	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%				
Acquisition and ownership of buildings	CCM 7.7	79.8	25.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								26.5%				
Data processing, hosting, and related activities	CCM 8.1	84.8	27.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								13.9%				
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		227.8	73.6%	-	-	-	-	-	-								54.4%				
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		228.1	73.7%	-	-	-	-	-	-								76.2%				
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																					
CapEx of Taxonomy-non-eligible activities		81.5	26.3%																		
TOTAL		309.6	100.0%																		

(*) Activity presented for 2023 comparability purpose.

	Proportion of Capital Expenditure/Total Capital Expenditure	
	EU Taxonomy-aligned per objective	EU Taxonomy-eligible per objective
CCM	0.1%	73.7%
CCA	-	-
WTR	-	-
CE	-	-
PPC	-	-
BIO	-	-

CCM: Climate Change Mitigation.
 CCA: Climate Change Adaptation.
 WTR: Water and Marine Resources.
 CE: Circular Economy.
 PPC: Pollution Prevention and Control.
 BIO: Biodiversity and ecosystems.

D) Nuclear Power and Fossil Gas Activities

Nuclear Energy related Activities

1)	The Company carries out, funds or has exposure to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2)	The Company carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3)	The Company carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO

Fossil Gas related Activities

4)	The Company carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5)	The Company carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6)	The Company carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

2.2.2.1.9 EU Taxonomy Reporting Methodology

A) Revenue

A.1) Main Methodological Steps in identifying Eligible Revenue

Eligibility for CCM Objective – Climate Change Mitigation

The description of activities in Section 8 “Information and Communication” of Appendix 1 of the European Delegated Act defines the objectives specific to digital solutions that are developed mainly for reducing emissions. After a comprehensive review of all the activities described in

section 8, Dassault Systèmes has identified that its activities fit the description of section 8.2 “Data-driven solutions to reduce GHG emissions” and can be considered “enabling activities” as they have the potential to enable its customers to improve their own sustainability. A detailed assessment of the Dassault Systèmes portfolio was carried out to identify offerings marketed with a view to reducing greenhouse gas emissions.

The calculation of the eligibility of Dassault Systèmes’ business activities is based on their capacity to reduce greenhouse gas emissions, while excluding revenue from oil, gas and mining activities (e.g. revenue from solutions sold to companies with oil gas and mining activities).

Eligibility for CE Objective – Transition to a Circular Economy

The analysis of eligibility for the Circularity objective is carried out on all the Company's brands. Only brands meeting the technical selection criteria set out in the description of section 4.1 "IT/OT data solutions" were selected. To reinforce this analysis, experts from each brand were surveyed. Each technical criterion in section 4.1 "IT/OT data solution provision" was presented to brand experts, who confirmed that the selected brands met these criteria.

The method for calculating the proportion of revenue eligible for the Circularity objective remains the same as that used for the assessment described in section 8.2.

Summary of eligibility Metrics for CCM Objective – Climate Change Mitigation and CE – Transition to a Circular Economy

Eligible revenue is calculated by identifying the proportion of revenue eligible for only one of the two environmental objectives, and the proportion of revenue eligible for both objectives.

A.2) Main Methodological Steps in identifying Aligned Revenue***Alignment with CCM Objective – Climate Change Mitigation***

In order to demonstrate the alignment of Dassault Systèmes' revenue to the EU Taxonomy's climate change mitigation objective, the Company has developed a methodology based on the use of representative use cases meeting the technical criteria of the activity described in section 8.2 "Data-driven solutions to reduce GHG emissions".

In 2023, work to identify the most representative projects led to the documentation of a selection of use cases. These cases had been carried out in collaboration with external firms with expertise in Climate strategy. The calculations of greenhouse gas emissions reduced or avoided by the application of the Company's solutions had been verified by an independent third party. In 2024, as these projects have not been impacted by significant changes, they have thus not been re-audited by an independent third party.

In 2024, new representative projects were selected and documented in collaboration with the same external experts in Climate strategy. The calculations of greenhouse gas emissions reduced or avoided by the application of the Company's solutions were verified by the same independent third party.

As in 2023, in the absence of a generally accepted and commonly used reference framework for estimating reduced or avoided greenhouse gas emissions, the Company has developed, under its own responsibility, a methodology for calculating emissions. This methodology was developed in line with the recommendations of the EU Taxonomy and in collaboration with external firms with expertise in Climate strategy. The standards used to guide the calculations include ISO 14067:2018 and ISO 14064-2:2019, as well as the WBCSD (World Business Council for Sustainable Development) Guide to Avoided Emissions.

Each case study analyzes the potential of Dassault Systèmes' solutions to contribute to the reduction of greenhouse gas emissions for its customers. Given the heterogeneity of its solutions, and in order to select projects that are representative of its activities, the use cases selected relate to the design of more virtuous products and the optimization of operations. Estimating reductions requires considerable judgment, and is based on key assumptions and parameters used by the Company to calculate reduced or avoided greenhouse gas emissions, including, in particular, the choice of:

- functional units consistent with the products and services of customer companies using Dassault Systèmes' solutions;
- reference scenarios that do not include the use of Dassault Systèmes' solution by corporate customers;
- scenarios for the application of Dassault Systèmes' solution by the Company's customer companies, based on the life cycle stages linked to the use of the solution, as well as other key assumptions specific to each case study.

The choice of these key assumptions and parameters may have an impact on the identification of aligned revenue, given the inherent degree of uncertainty.

In order to harmonize the calculation of use cases and enable extrapolation to Dassault Systèmes' global revenue, sustainability levers have been established (see paragraph 2.2.2.1.2 "Sustainability Levers"). These levers are key to categorizing use cases. They describe how Dassault Systèmes' solutions contribute to reducing GHG emissions, and propose a method for calculating avoided emissions in line with the recommendations of the technical criteria in activity 8.2. These cases were investigated collectively, and involved a total of over 150 experts within the Company. To organize the calculation of the alignment, a dedicated collaborative interface was implemented on the Dassault Systèmes internal platform to facilitate the governance, traceability and auditability of the calculations.

The main methodological steps in calculating aligned revenue are as follows:

- mapping the contribution of each Dassault Systèmes brand to GHG emission reduction levers;
- identification of representative customer case studies to demonstrate how Dassault Systèmes solutions contribute to the reduction of GHG emissions;

- calculation of avoided GHG emissions for each case study using the ISO 14067:2018 and ISO 14064-2:2019 standards recommended by the regulations;
- extrapolation of calculations from the levers and estimation of the percentage of aligned revenue.

Extrapolation is based on the use of a case study as a sample to represent a more generic scope of use cases. A case study is an in-depth analysis of a particular business scenario of a Dassault Systèmes customer. It explores in detail the processes involved and the customer's targets. When a case study is used as a sample, this means that it is considered sufficiently representative to reflect the characteristics or trends of a broader typology of customers using the same processes and seeking to achieve similar targets. These customer typologies, whether private or public companies, are classified into business segments which serve as a basis for extrapolating the alignment.

Alignment with CE Objective – Transition to a Circular Economy

For the first time, Dassault Systèmes has published an alignment metric for the Circularity. To demonstrate the alignment of the Company's revenue with this objective, the Company has developed a methodology based on the use of representative use cases, consistent with that described above and employed for the CCM objective.

Work to identify the most representative projects led to the documentation of a selection of use cases. These cases and the associated methodology were developed in collaboration with an external firm with expertise in Circularity. In the absence of a generally accepted and commonly used reference framework for measuring Circularity, the Company has developed, under its own responsibility, an assessment methodology. Among the standards used to guide the assessments are ISO 59004 and publications by experts in the circular economy such as the Ellen MacArthur Foundation, the National Institution for the Circular Economy (INEC), Circle Economy, the Platform for Accelerating the Circular Economy (PACE), WBCSD, etc.).

Each case study analyzes the potential of Dassault Systèmes' solutions to improve the circularity of its customers' operations. Given the heterogeneity of its solutions, and in order to select projects that are representative of its activities, the selected use cases focus on the design of more virtuous products and the optimization of operations. To be consistent with the work carried out for the Climate objective and to describe the circular benefits provided by the solutions, a list of specific levers has been drawn up. Each circular economy transition lever meets one or more of the technical criteria in section 4.1 "Providing IT/OT data solutions", and includes metrics from CSRD-ESRS E5 and ISO 59020:2024. The association of a use case with a lever reveals the Circularity benefits provided by the Company's solutions.

The Company's key assumptions and parameters for the contribution of use cases to the circular economy include:

- the choice of a functional unit consistent with the products and services of customer companies using Dassault Systèmes' solutions;
- development of a reference scenario that does not include the use of Dassault Systèmes' solution by customer companies;
- the development of a scenario for the application of Dassault Systèmes' solution by the Company's corporate customers, based on the life cycle stages linked to the use of the solution, as well as other key assumptions specific to each case study;
- comparing the two scenarios and calculating or qualifying improvements in terms of the circular economy.

The choice of these key assumptions and parameters may have an impact on the identification of aligned revenue, given the inherent degree of uncertainty. Sustainability levers have also been established in order to harmonize the evaluation of use cases and to enable extrapolation to Dassault Systèmes' global revenue.

These cases were investigated collectively, and involved a total of over 150 experts within the Company. To organize the alignment calculations, a dedicated collaborative interface was implemented on the Dassault Systèmes internal platform to facilitate the governance, traceability and auditability of the calculations. The same interface was used for the Climate and Circularity cases.

The main methodological steps in calculating CE-aligned revenue are as follows:

- mapping the contribution of each Dassault Systèmes brand to Circularity levers;
- identification of representative customer case studies to demonstrate how Dassault Systèmes' solutions contribute to the transition towards a circular economy;
- assessment of the contribution to the circular economy for each case study, using, in particular, the ISO 59020:2024 standard;
- extrapolation of calculations from the levers and estimation of the percentage of revenue aligned.

Summary of alignment Metrics with regards to the Objectives CCM – Climate Change Mitigation and CE – Transition to a Circular Economy

Aligned revenue is calculated by identifying the share of revenue aligned only with one of the two environmental objectives, and the share of revenue aligned with both objectives.

DNSH Compliance Assessment

The assessment of Dassault Systèmes' compliance with the DNSH criteria ("Do No Significant Harm") as required by the EU Taxonomy, was carried out at the Dassault Systèmes level rather than at the brand or use case level, in order to align with the level of information required by the regulations (business process, risks procedure, policies, etc.). To carry out this assessment, a detailed questionnaire was drawn up and sent to the department in charge of CSRD alignment. This questionnaire listed the key DNSH considerations taken from the appendices and regulatory documents accompanying the EU Taxonomy, ensuring that Dassault Systèmes' activities complied with the standards described in these texts.

Furthermore, Dassault Systèmes interprets the DNSH pollution criterion in the light of the conclusion concerning software suppliers formulated by the Commission in FAQ 108 of December 2024. As such, the Company is not required to comply with this criterion.

The Company has reached the same conclusion for the DNSH Water criterion in activity 4.1. The Company's compliance with the DNSH criterion on climate change mitigation can be found in section 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities", in paragraph C.1 "ESRS E1 – Risks related to Climate Change".

Assessment of Dassault Systèmes' compliance with Minimum Social Safeguards

In this assessment, Dassault Systèmes examined the compliance of its activities with the minimum social safeguards of the EU Taxonomy. In order to gather the information required for the compliance assessment, the following documentation was analyzed:

- Universal registration document 2023;
- Corporate Social Responsibility Principles;
- Code of Business Conduct;
- Sustainable Charter with Suppliers.

B) Operating Expenditure**B.1) Main Methodological Steps in Identifying Eligible Operating Expenditure*****Nature and Type of Eligible Operating Expenditure***

Delegated Act C (2021) 4987 specifies the nature of the operating expenditure to be considered in the eligibility analysis, and makes explicit reference to the following types of direct costs not capitalized to assets:

- research and development;
- building renovation;
- short-term leases (less than one year in accordance with IFRS 16);

- maintenance and repair;
- other direct expenses related to the ongoing maintenance of tangible assets by the Company, or by the third party to whom these activities are outsourced, which are necessary to keep these assets in good working order;
- training and other human resource adaptation needs.

Other indirect costs, such as overheads, sales, marketing or administrative expenses, personnel costs and depreciation, are excluded from eligible operating expenditure.

Clarification from the standard-setter is still awaited on the precise scope of operating expenditure to be considered in the notion of routine maintenance of assets to ensure their proper functioning, which could lead Dassault Systèmes to change its methodology.

According to the Delegated Act, three types of operating expenditure are potentially eligible:

- operating expenditure related to assets or processes associated with economic activities aligned with the EU Taxonomy;
- operating expenditure forming part of a capital expenditure plan aimed at expanding economic activities aligned with the EU Taxonomy, or at enabling economic activities eligible to the EU Taxonomy to be aligned with it within a predefined timeframe;
- operating expenditure related to the purchase of production of economic activities aligned to the EU Taxonomy.

Eligible Software and Services Operating Expenditure related

To identify operating expenditure linked to assets or processes associated with economic activities eligible to the EU Taxonomy, the Company has analyzed in detail the types of direct non-capitalized costs linked to the development of the software portfolio, based on the Company's performance analysis tools.

The Company's performance analysis model, which controls financial data according to the different solutions marketed, makes it possible to identify precisely those operating expenditure which, by their nature or by their connection to a use (notably research and development), fall within the scope of costs covered by the EU Taxonomy and associated with a particular solution.

This analysis showed that all types of research and development costs are eligible when linked to an eligible brand, mainly direct personnel costs, subcontracting costs and royalties. The operating expenditure concerned are then eligible up to the level of eligible revenue on the brand in question.

All other maintenance and repair costs, as well as leasing costs allocated as part of IT and facilities expenditure, are also considered eligible when associated with research and development.

Purchase of EU Taxonomy-eligible Activities in Operating Expenditure

Dassault Systèmes has identified a category of relevant and eligible operating expenditure within the 13 sectors listed in Annex I (Climate Change Mitigation) of Delegated Regulation (EU) 2021/2139 in the EU Taxonomy:

- section 8: all costs included in the scope of the EU Taxonomy relating to data processing, hosting and related activities, i.e. all costs included in the scope of the EU Taxonomy that can be directly attributed to data centers (see also paragraph 2.2.2.1.9.B.2 “Main Methodological Steps in identifying Aligned Operating Expenditure”).

B.2) Main Methodological Steps in identifying Aligned Operating Expenditure**Aligned Software and Services Operating Expenditure**

The methodology for assessing the aligned nature of operating expenditure related to assets or processes associated with economic activities eligible for the EU Taxonomy is linked to that described in paragraph 2.2.2.1.9.A.2 “Main Methodological Steps in identifying Aligned Revenue”.

To identify operating expenditure related to assets or processes associated with business activities aligned with the EU Taxonomy, the Company has analyzed in detail the types of direct non-capitalized costs associated with the development of the software portfolio, based on the Company’s performance analysis tools.

The Company’s performance analysis model, which controls financial data according to the different solutions marketed, makes it possible to identify precisely those operating expenditure which, by their nature or by their connection to a use (notably research and development), fall within the scope of costs covered by the EU Taxonomy and associated with a particular solution.

This analysis has shown that all types of research and development costs are aligned when they are linked to an aligned brand and market segment, mainly direct personnel costs, subcontracting costs and royalties. The operating expenditure concerned are then aligned to the extent of the alignment of revenue with the brand in question.

All other maintenance and repair costs, as well as leasing costs allocated as part of IT and facilities expenditure, are also considered eligible when associated with research and development.

Purchase of EU Taxonomy-aligned Activities in Operating Expenditure

Assessment of the alignment of CCM 8.1 “Data processing, hosting and related activities” was carried out using detailed questionnaires sent to Dassault Systèmes’ main colocation data center suppliers. These questionnaires included:

- compliance with the European Code of Conduct for data centers;
- periodic audits of their implementation;
- the existence of a physical risks assessment related to climate change, which could generate a potentially significant impact;
- implementation of a water resource management and conservation plan;
- the nature and global warming potential of the refrigerants used.

The replies to the questionnaires and the associated supporting documents have been checked by the Procurement and Information & Technology departments.

The “Responsible procurement” policy, which includes Dassault Systèmes’ IT equipment, is essential for confirming that the “Transition to a circular economy” objective has not been prejudiced, by implementing qualification procedures that integrate the main matters addressed by European Directive 2009/125/EC of October 21, 2009 on eco-design. Compliance with the directive on hazardous substances contained in equipment, and with the Company’s e-waste management policy, is systematically required in public tenders, providing a framework for equipment processing and recycling.

The Company is able to determine the operating expenditure for the Information & Technology and Research & Development departments that are specifically associated with each colocation data center. Provided the above criteria are met, this breakdown makes it possible to determine the proportion of eligible and aligned operating expenditure to the EU Taxonomy.

C) Capital Expenditure**C.1) Main Methodological Steps in identifying Eligible Capital Expenditure****Nature and Type of Eligible Capital Expenditure**

Delegated Act C (2021) 4987 specifies the nature of eligible capital expenditure, i.e. additions to tangible and intangible fixed assets during the financial year in question, before depreciation, amortization and any revaluation recognized in accordance with the applicable IAS and IFRS standards. It also includes the acquisition of tangible and intangible assets resulting from business combinations.

According to the Delegated Act, three types of capital expenditure are potentially eligible:

- capital expenditure linked to assets or processes associated with economic activities aligned to the EU Taxonomy;
- capital expenditure forming part of a plan to expand economic activities aligned to the EU Taxonomy, or to enable economic activities eligible to the EU Taxonomy to align with it within a predefined timeframe;
- capital expenditure linked to the purchase of production from economic activities eligible to the EU Taxonomy, and to individual measures enabling target activities to decarbonize or reduce their greenhouse gas emissions, provided that these measures are implemented and operational within 18 months.

Capital expenditure linked to assets or processes associated with business activities aligned to the EU Taxonomy has not been the subject of a specific analysis. Indeed, a brand-by-brand approach is not relevant given the nature of Dassault Systèmes' investments, with the exception of intangible assets linked to business combinations, which are carried by the various solutions in the Company's brand portfolio (see below).

Eligible Software and Services Capital Expenditure

Dassault Systèmes expands its portfolio of solutions for sustainability through regular technological investments. These investments take the form of acquisitions of companies with strong development potential, and the acceleration of in-house developments by Dassault Systèmes.

The capital expenditure concerned is aimed at developing the contribution of the Company's solutions through technology, in particular with a view to decarbonizing or reducing the greenhouse gas emissions of customers implementing these solutions, and is intrinsically linked to the main Dassault Systèmes brands.

The eligibility of technologies acquired during the year is therefore determined according to the solution with which they are associated and the eligibility criteria detailed in the EU Taxonomy report and the Commission's delegated regulation (2021/2139 and 2022/1288).

Purchase of EU Taxonomy-aligned Activities in Capital Expenditure

As part of the climate change mitigation objective, Dassault Systèmes has identified three relevant and eligible categories of capital expenditure within the thirteen sectors listed in the EU Taxonomy:

- section CCM 6: all capital expenditure relating to the purchase or lease of Company cars;

- section CCM 7: all capital expenditure related to (i) construction and real estate activities aimed at the construction of new buildings or the renovation of existing buildings; or to (ii) the installation, maintenance and repair of energy-efficient equipment, electric vehicles charging stations, instruments and devices for measuring, regulating and controlling the energy performance of buildings, and renewable energy technologies;
- section CCM 8: all capital expenditure linked to data processing, hosting and related activities, i.e. all capital expenditure directly attributable to data centers.

C.2) Main Methodological Steps in identifying Aligned Capital Expenditure

Aligned Software and Services Capital Expenditure

The methodology for assessing the aligned nature of capital expenditure on software and services is determined by the solution with which it is associated and the alignment criteria detailed in the EU Taxonomy report and the Commission's delegated regulation (2021/2139 and 2022/1288).

Purchase of EU Taxonomy-aligned Activities in Capital Expenditure

The assessment of the alignment of existing building construction and renovation activities was carried out using an evaluation of the main documents attached to all real estate projects carried out in the 2024 financial year. The projects were first analyzed against the CCM 7 substantial contribution criteria for the 13 main business sectors included in the EU Taxonomy for climate change mitigation.

Subsequently, the main projects presenting a potentially significant energy improvement were reviewed in detail with all involved local site managers. Specifications, purchase orders and technical specifications for the main materials used were examined.

Local controls were checked centrally by the Procurement and Real Estate departments, together with the associated supporting documents.

The methodology for assessing the aligned nature of capital expenditure relating to data processing, hosting and related activities is identical to that described in paragraph 2.2.2.1.9.B.2 "Main Methodological Steps in identifying Aligned Operating Expenditure".

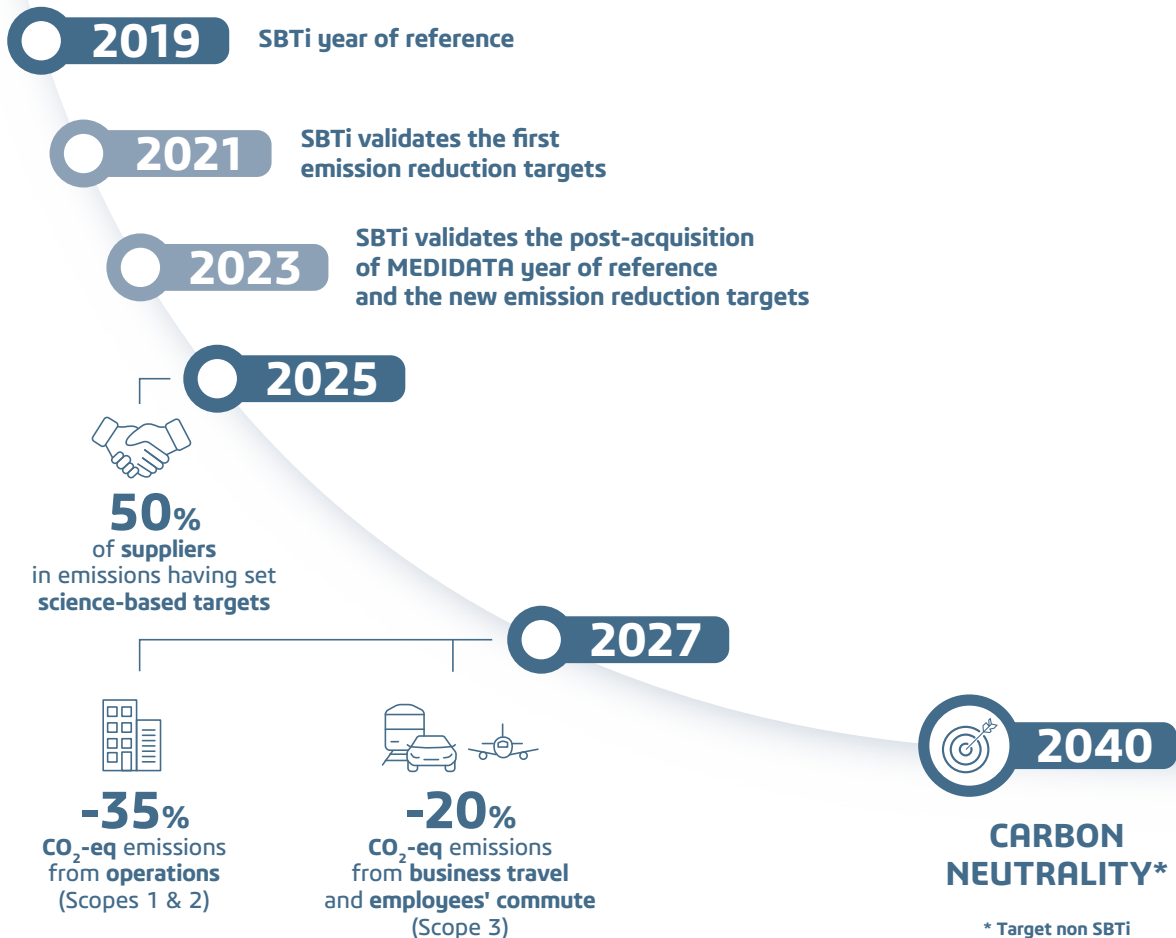
2.2.2.2 E1 – Climate Change

2.2.2.2.1 Climate Strategy

A) Transition Plan for Climate Change Mitigation

DASSAULT SYSTÈMES' DECARBONIZATION PATHWAY

Dassault Systèmes has defined its decarbonization pathway in line with the sector's best practices and the Science-Based Targets initiative (SBTi), committing to go beyond the initial targets until 2040.



Dassault Systèmes' Transition plan focuses on two complementary strategic axes:

- develop and deploy solutions to accelerate the sustainable transformation of Dassault Systèmes' customers;
- be exemplary in the Company's own decarbonization trajectory by aligning with SBTi targets to achieve carbon neutrality by 2040. This commitment covers Scopes 1, 2 and 3, excluding emissions from solutions sold.

By combining these two axes, Dassault Systèmes strengthens both its resilience in the face of climate challenges and its role as a driving force in the transformation of the markets it serves towards a low-carbon economy.

This strategy has been proposed by the Sustainability Steering Committee, and validated by general management in 2021. Each year, it is discussed by the Board of Directors and reviewed in detail by the independent directors, who share their conclusions with the Board.

A.1) Sustainability Strategy – “Handprint”

Since 2012, Dassault Systèmes has focused its strategy on developing innovative solutions to accelerate its customers' transition to a low-carbon economy. Thanks to virtual twins, the Company anticipates the sustainability challenges faced by its customers, and continuously adapts its offering to the transformations induced by climate change.

A.1.a) Development of Activities in line with Climate Change Mitigation Targets

The proportion of Dassault Systèmes' revenue that is eligible and aligned to the EU Taxonomy's climate change mitigation objective is 68.0% and 34.6% respectively in 2024. The proportion of aligned revenue increased by +1.2 points from 33.4% in 2023 to 34.6% in 2024.

In 2024, Dassault Systèmes has set itself a target of aligning 40% of its revenue with the EU Taxonomy's Climate Change Mitigation and Circular Economy objectives by 2027. This target complements its commitment to achieve a 70% eligibility rate by the same deadline.

Each year, Dassault Systèmes also publishes the percentage of eligibility and alignment of its capital expenditure (CapEx) and operating expenditure (OpEx). These metrics reflect the Company's efforts to direct its investments and activities towards sustainability targets, in line with the criteria defined by the EU Taxonomy.

In 2024, the percentages of eligibility and alignment with the objective of climate change were respectively 73.7% and 0.1% for capital expenditure, and 50.2% and 23.7% for operating expenditure.

This strategic positioning contributes directly to the success of Dassault Systèmes' Transition plan. It contributes to the resilience of its business model, aligning its activities with global climate challenges and European regulatory requirements.

A.1.b) Sustainability Levers for Industries served by Dassault Systèmes

Dassault Systèmes has identified some twenty sustainability levers to help its customers reduce their GHG emissions and accelerate their transition to a circular economy. Defined in line with the technical criteria of the EU Taxonomy, these levers make it possible to measure and quantify the contribution of the Company's solutions to both the Climate and Circularity matters.

Adapted to the specificities of the three main industrial sectors – Manufacturing Industries, Infrastructure & Cities, and Life Sciences & Healthcare – the levers integrate both Climate and Circularity matters. Details are given in the EU Taxonomy in paragraph 2.2.2.1.2 “Sustainability Levers”.

A.2) Carbon Footprint Reduction Plan

Dassault Systèmes is included in indexes aligned with the Paris Agreement, by meeting the following criteria:

- less than 1% of its revenue is coal-related;
- less than 10% of its revenue is oil-related;
- less than 50% of its revenue is linked to natural gas;
- the Company is not involved in the production of electricity with a carbon intensity exceeding 100 gCO₂/kWh.

Since 2021, Dassault Systèmes has been committed to an ambitious plan to reduce its GHG emissions by 2027, validated by the Science-Based Targets initiative (SBTi). This is in line with a trajectory aimed at limiting global warming to 1.5°C for Scopes 1 and 2, and is also aligned with best practices for Scope 3. It is based on three major levers: (i) deploying renewable energy; (ii) improving energy efficiency; and (iii) mitigating climate risks.

In 2023, Dassault Systèmes has updated its targets to include the carbon footprint of MEDIDATA, acquired at the end of 2019. CENTRIC PLM, on the other hand, could not be included due to the lack of 2019 reference data, although its emissions are included in the company's carbon footprint. These new targets, which are close to the original targets in terms of percentage reduction, have been re-validated by the SBTi organization, confirming their alignment with a 1.5°C trajectory.

Dassault Systèmes has also set specific targets for its direct and indirect emissions:

- Scopes 1 & 2: 35% reduction in GHG emissions by 2027 (baseline 2019);
- Scope 3 (business travel and employees' commute): 20% reduction in GHG emissions by 2027 (baseline 2019);
- Scope 3 (purchased goods and services and capital goods): 50% of suppliers (measured in volume of GHG emissions) who have defined science-based emission reduction targets by 2025.

In addition, the Company is committed to achieving carbon neutrality by 2040, by offsetting its residual emissions excluding emissions from the use of solutions sold. This commitment marks a strong ambition to reduce and offset its climate impact over the long term.

To implement its strategy and ensure the operational success of its adaptation and Transition plan, Dassault Systèmes' relies on several decarbonization levers, structured around five key policies:

- "Responsible digital" policy;
- "Responsible data centers" policy;
- "Responsible real estate" policy;
- "Responsible mobility" policy;
- "Responsible procurement" policy.

Each of these policies incorporates decarbonization levers designed to reduce the Company's carbon footprint and help it achieve its SBTi targets. A detailed description of these policies and associated actions is given in paragraph 2.2.2.2.3.A "Policies and Key Actions relating to Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context".

A.3) Financial Resources

To develop its portfolio of innovative solutions designed to accelerate its customers' transition, Dassault Systèmes commits significant resources to research and development, identified within operating expenditure aligned with the EU Taxonomy. In 2024, these expenses amounted to 334 million euros, compared with 291 million euros in 2023. Investments aligned with the EU Taxonomy, due to very demanding technical criteria for IT equipment, are limited to projects to install charging points for electric vehicles. These investments amounted to 0.3 million euros in 2024, compared with 70 million euros in 2023. They vary according to the real estate projects of Dassault Systèmes.

Due to their diversity and distribution across several entities, the financial resources allocated to carbon footprint reduction action plans are not tracked on a dedicated basis, because of a lack of an appropriate information system. These actions are nevertheless coordinated by the Sustainable

Development teams, in collaboration with a network of key employees from the Company's main departments, such as Procurement, Real Estate, Human Resources, information & Technology, and Research & Development.

A.4) Locked-in GHG Emissions

Locked-in emissions refer to future GHG emissions that are already "engaged", as a result of past infrastructures, investments or decisions. They are difficult to reduce in the short term without significant structural changes or costly divestments, and generally concern long-lived assets such as buildings or fossil fuel energy systems.

Thanks to the efforts made in recent years to achieve a high rate of renewable energy use for its own offices and IT infrastructures, as well as the continuous improvement of their energy efficiency, Dassault Systèmes considers that its locked-in Scopes 1 and 2 emissions are not significant.

With regard to Scope 3, in particular purchases of IT equipment and hosting services with horizons of around 3 to 5 years, the Company is pursuing its efforts to limit its carbon footprint through its requirement to supply data centers hosted by colocation providers with renewable energy and its other decarbonization levers as described in paragraph 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context".

Dassault Systèmes' Transition plan targets are not affected by GHG emissions that could be considered "locked-in".

A.5) Transition Plan Implementation – Performance

Handprint

Revenue eligible and aligned to the EU Taxonomy's Climate Change Mitigation and Circular Economy objectives since its implementation has evolved as follows, demonstrating the growing relevance of the Dassault Systèmes portfolio to the challenges of sustainable industry transformation. Aligned revenue represents 2,176 million euros (IFRS).

	2022	2023	2024	Target 2027
% Revenue eligible to EU Taxonomy	65.8%	67.3%	69.8%	70%
% Revenue aligned to EU Taxonomy	-	33.4%	35.0%	40%

Footprint

Carbon footprint management in a context of growth is also evolving in line with the medium-term targets of the SBTi trajectory, and shows a solid performance in absolute terms and in carbon intensity per employee. Scopes 1, 2 and 3 carbon footprint, excluding GHG emissions linked to the

use of solutions sold at the end of 2024, is down by (9%) in volume terms compared with the reference year of the 2019 Transition plan. Over the same period, carbon intensity per employee fell from 13.5 tCO₂-eq in 2019 to 8.5 tCO₂-eq in 2024, a reduction of (37%).

	2019 Reference year	2022	2023	2024
Market-based carbon footprint excluding use of solutions sold	231,142	176,510	186,894	210,733
<i>Change compared with 2019</i>		(24%)	(19%)	(9%)
Carbon intensity per employee ^(*)	13.5	8.2	7.8	8.5
<i>Change compared with 2019</i>		(39%)	(42%)	(37%)

(*) The calculation methodology was changed in 2024, and the 2023 intensity shown above was recalculated according to this new methodology. The intensities for 2019 and 2022 have not been recalculated. The intensity is calculated on the basis of an average headcount over the year and takes into account "Market-based" emissions excluding "Use of solutions sold".

Thanks to the environmental policies it has been implementing for several years, Dassault Systèmes remains ahead of its trajectory as validated by the Science-Based Targets initiative (SBTi), despite the growth in its business recorded over the same period. By the end of 2024:

- GHG emissions linked to Scopes 1 and 2 have been reduced by (78%) compared to 2019, with a target of (35%) by 2027;
- Scope 3 GHG emissions related to business travel and employees' commute have been reduced by (45%) compared to 2019, with a target of (20%) by 2027;
- the percentage of suppliers (in terms of emissions) having defined science-based targets for reducing their emissions rose to 47.9% in 2024, compared with 37.2% in 2023 and 23% in 2021. The target is 50% by 2025.

B) List of material Impacts, Risks and Opportunities and Strategic Matters related to Climate Change

Resilience Analysis

As part of its approach to assessing impacts, risks and opportunities (see section 2.2.1.5 "IROs – Impacts, risks and opportunities"), Dassault Systèmes has carried out an in-depth analysis of its upstream and downstream value chain with regard to climate change.

The analysis of physical risks linked to climate change focused on assessing the impacts of climate hazards on the Company's sites and to the largest suppliers' sites in its upstream value chain, as described in paragraph 2.2.1.5.1.C.1.a "Physical Risks related to Climate Change" in IRO_1.

An analysis of transition risks was carried out on Dassault Systèmes' main end markets and operations, and is detailed in paragraph 2.2.1.5.1.C.1.b "Transition Opportunities and Risks".

None of these analyses point to any material financial risks for the Company over the short, medium or long term, but they do help to illustrate the resilience of the Company's business model.

It should be noted, however, that these forward-looking statements or financial scenarios are based on views and assumptions deemed reasonable at the date of this document, however, they remain subject to known and unknown risks and uncertainties.

Lastly, the Company's resilience to the effects of climate change is addressed by its Transition plan, based on two strategic axes: its "Handprint" strategy (a solutions and markets strategy based on sustainability) and its carbon footprint reduction plan. This Transition plan is based on the Company's double materiality assessment and the climate risks identified within this framework.

Material IROs	IRO Type	Sub-topic	Levers
STRATEGIC MATTER 1: CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO			
C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions	Positive impact	Climate change mitigation	Lever 1: Build an offering based on existing solutions that contribute to the decarbonization levers of Dassault Systèmes' customers Lever 2: Develop solutions that meet the new decarbonization challenges of Dassault Systèmes' customers Lever 3: Ensure that the portfolio of sustainable offerings is appropriated by the sales forces and service teams Lever 4: Build strategic partnerships with key networks and actors to maintain Dassault Systèmes' level of expertise on decarbonization issues and accelerate customer commitments Lever 5: Support the development of companies with innovative and promising decarbonization projects
C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives	Opportunity	Climate change adaptation	
C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure	Positive impact	Climate change adaptation	Lever 1: Supporting Dassault Systèmes' customers in the migration of their IT infrastructures to the cloud Lever 2: Offering Dassault Systèmes' customers an optimized cloud infrastructure
STRATEGIC MATTER 2: LIMITING CARBON FOOTPRINT OF DASSAULT SYSTÈMES' OPERATIONS AND ITS VALUE CHAIN IN A GROWTH CONTEXT			
C1 – Negative impact on carbon footprint related to growing intensive digital activity	Negative impact	Climate change mitigation	Lever 1: Limit and reduce the energy consumption of the IT equipment and server pool Lever 2: Improve the energy footprint of data centers (colocation providers and the 3DS Pune Campus' own data center) Lever 3: Limit the volume of data used and stored Lever 4: Optimize the energy footprint of cloud architectures
C2 – Negative impact of increasing carbon footprint related to growing needs of offices, Business Travel & Employees' Commute	Negative impact	Climate change mitigation	Lever 1: Choose and maintain real estate sites with high environmental efficiency Lever 2: Improve the energy performance of buildings Lever 3: Promote the use of renewable energy Lever 4: Limit the travel of employees Lever 5: Encourage decarbonization of mobility
STRATEGIC MATTER 4: ASSESSING THE POTENTIAL IMPACT OF CLIMATE TRANSITION			
C3 – Financial risk related to climate change scenarios, including carbon tax	Risk	Climate change adaptation	Lever 1: Transform the Company's business model to offer solutions that integrate the challenges of climate transition and circularity
C4 – Potential financial and reputation risks related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits)	Risk	Climate change mitigation	Lever 2: Implement the Company's Transition plan

2.2.2.2.2 Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

Strategic matter 1 covers the following material IROs:

– **C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions:**

Dassault Systèmes offers its customers a wide range of software solutions to help them limit the impact of their products, services and experiences on the climate. The brand portfolio integrates Climate sustainability levers as defined by current certification standards, enabling customers in the three sectors of Manufacturing Industries, Infrastructure & Cities and Life Sciences & Healthcare to accelerate their mitigation actions.

– **C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives:**

The positive impact of the Company's software solutions on reducing its customers' GHG emissions creates a material financial opportunity in its downstream value chain, stemming from related prospective sales opportunities. In 2024, 68.0% of Dassault Systèmes' revenue is eligible to the EU Taxonomy Climate objective, and 34.6% meets the alignment criteria, illustrating the materiality of this current and potential opportunity for Dassault Systèmes in a context of accelerated industry transformation.

– **C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure:**

Through its OUTSCALE brand, the Company offers its customers an optimized cloud infrastructure, enabling them to significantly reduce their IT infrastructure requirements and hence their energy consumption. This positive impact results from the pooling of customers' needs, as well as OUTSCALE's implementation of an optimized operating system for its cloud infrastructures. Industry studies show that moving software solutions to the cloud saves customers at least 30% in infrastructure energy consumption. In 2024, Dassault Systèmes' cloud-based revenue represents 24% of non-IFRS software revenue, and grew by +7% at constant currencies, demonstrating the materiality of the impact.

These three IROs address, within strategic matter 1, the design of Dassault Systèmes' solutions portfolio for industry decarbonization.

The Company has reviewed its portfolio of solutions in terms of their relevance and ability to contribute to climate change mitigation through clearly identified decarbonization levers.

The contribution of Dassault Systèmes' solutions portfolio to climate change mitigation is quantified through the study of the most common use cases for each industry within the framework of the EU Taxonomy (see paragraph 2.2.2.1.6 "Demonstrate how Dassault Systèmes' Solutions contribute to Climate Change Mitigation through EU Taxonomy Use Cases"). This makes it possible to demonstrate the environmental impacts of using the 3DEXPERIENCE platform and associated solutions for the Company's customers.

A) Policies and Key Actions relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

The levers, policies and action plans and associated datapoints for the three IROs:

- **C5 – Positive impact of reduced GHG emissions by industrial customers using Dassault Systèmes' solutions** and **C6 – Market opportunity related to Dassault Systèmes' solutions enabling customers to achieve their climate objectives:**
- **C7 – Positive impact due to decreasing Dassault Systèmes' customers' carbon footprint thanks to the optimized OUTSCALE cloud Infrastructure:**

are presented below.

A.1) Positive Impacts and Opportunities relating to the Climate Product Portfolio (IROs C5 and C6)

A.1.a) Policies (IROs C5 and C6)

These positive impact and opportunity are managed through:

"Handprint" Strategy

Dassault Systèmes is basing its strategic development on the definition of an offer that meets the sustainable innovation needs of industry so that its customers can respond to the Climate and Circularity challenges. This strategy is built around five levers concerning the Climate objective:

- build an offer from existing solutions that contributes to Dassault Systèmes' customers' decarbonization levers;
- develop solutions that meet the new decarbonization challenges facing the Company's customers;
- ensure that sales forces and service teams take ownership of the portfolio of sustainable offers;
- build strategic partnerships to maintain the Company's expertise in decarbonization issues and accelerate customer commitments;
- support the development of companies with innovative and promising decarbonization projects.

This policy applies to all the Company's brands, applied to the three key sectors. It is proposed jointly by the Sustainable Development department and the Company's brands, under the responsibility of the Executive Vice-President, Industry, Marketing & Sustainability, and is discussed by the three Sector Boards. This policy is also based on environmental objectives as defined by the EU Taxonomy and aims to increase the Company's percentage of aligned revenue (see paragraph 2.2.2.1 "EU Taxonomy").

"Supporting innovative startups" Policy

The aim of this policy is to describe how Dassault Systèmes supports young innovative companies as part of an acceleration program for disruptive innovation projects that help change the world while limiting the ecological footprint by proposing innovative solutions for reducing GHG emissions, transitioning to a circular economy, and innovations in the Life Sciences & Healthcare sector. It calls on various innovation levers such as additive manufacturing, Artificial Intelligence, big data, virtual reality and augmented reality. It involves making the **3DEXPERIENCE** platform available, as well as the support of mentors (Dassault Systèmes employees). This program involves around ten new international startups per year, for a period of three to five years. Projects are selected by all Dassault Systèmes employees at presentation sessions organized twice a year, notably by assessing the environmental and societal impacts made possible or accelerated by the Company's solutions. The **3DEXPERIENCE** Lab's support for these innovative companies is an integral part of Dassault Systèmes' sustainability strategy. The policy is specifically aimed at startups that have a lasting, positive impact on the world and society, and that follow the Sustainable Development Goals (SDG) defined by the United Nations. This policy is proposed by the **3DEXPERIENCE** Lab organization under the responsibility of the Corporate Marketing and Communications Director. It applies worldwide, and is published on a dedicated website (<https://3dexperiencelab.3ds.com/en/>).

"Environmental training and awareness" Policy

Dassault Systèmes' "Environmental training and awareness" policy is aimed at all the Company's employees worldwide.

It aims to provide all employees with the knowledge and skills they need to integrate sustainability into their professional activities. It is based on a 3-level approach:

- basic training on Dassault Systèmes' strategy and commitments, which are mandatory for all employees through the *"Be a SWYMER"* program;
- an advanced learning program focused on climate change and based on a partner's content, open to all but not compulsory;
- dedicated training courses integrated into the learning paths of specific departments (Marketing & Communication, Real Estate, Procurement, Finance).

These training programs are managed by the Sustainable Development department, in collaboration with the training teams. Training courses are distributed via the Company's **3DEXPERIENCE University** application.

The "Handprint" strategy focuses on climate change mitigation and customer energy efficiency. The action plans described below show how this policy is being implemented.

A.1.b) Key Actions (IROs C5 and C6)

These strategies and policies will be implemented in 2024 through the levers and action plans described below.

Policies	Key actions
LEVER 1: BUILD AN OFFERING BASED ON EXISTING SOLUTIONS THAT CONTRIBUTE TO THE DECARBONIZATION LEVERS OF DASSAULT SYSTÈMES' CUSTOMERS (C5/C6)	
"Handprint" strategy	Analyze the portfolio of Dassault Systèmes offered to 12 industries with regard to the substantial contribution criteria defined by the EU Taxonomy: highlighting offers that contribute to the decarbonization levers listed in paragraph 2.2.2.1.2 "Sustainability Levers" within the EU Taxonomy Demonstrate, evaluate and quantify the contribution of solutions to climate change mitigation: development of 24 use cases for avoided emissions as part of the estimated aligned revenue to the EU Taxonomy since 2023 Improve engagement models to adapt to the new challenges of Dassault Systèmes' customers: – "Virtual Twin as a service" turnkey eco-design offer – "Business Experience" collaborative tools dedicated to eco-design – development of consulting services around solutions designed to reduce the environmental footprint of Dassault Systèmes customers Build an offer dedicated to the challenges of adapting to climate change for the Company's customers: – develop materials and products that are more resistant to extreme climate conditions – build infrastructures and cities that are more resilient to climate hazards – ensure the sustainability of the supply chain Accelerate the roll-out of Life Cycle Assessment (LCA) training courses for academic institutions: – 200 licenses delivered since the launch at the end of July 2024 – organization of events to promote the offer, including an "Inspectors' Day" and an "EDU Summit"
LEVER 2: DEVELOP SOLUTIONS THAT MEET THE NEW DECARBONIZATION CHALLENGES OF DASSAULT SYSTÈMES' CUSTOMERS (C5/C6)	
"Handprint" strategy	Ensure continuous improvement of the LCA solution: Development of new functionalities to meet new market challenges, particularly in the Transportation & Mobility and Industrial Equipment industries. Improve the relevance of all Dassault Systèmes' solutions with regard to sustainability levers to meet the new decarbonization challenges raised by the customers of the Company In 2024, the 3DEXPERIENCE platform was listed as a PACT-compliant solution by the World Business Council for Sustainable Development Partnership for Carbon Transparency
LEVER 3: ENSURE THAT THE PORTFOLIO OF SUSTAINABLE OFFERINGS IS APPROPRIATED BY THE SALES FORCES AND SERVICE TEAMS (C5/C6)	
"Environmental training and awareness" policy	Strengthening in-house training and raise awareness on available decarbonization offers and sustainability matters: – hosting of partner and reseller network and presentation of decarbonization solutions – provision of dedicated decarbonization training modules for sales forces to accelerate commitment Offer in-house training on the LCA solution: increasing the number of certifications within the Company

Policies	Key actions
LEVER 4: BUILD STRATEGIC PARTNERSHIPS WITH KEY NETWORKS AND ACTORS TO MAINTAIN DASSAULT SYSTÈMES' LEVEL OF EXPERTISE ON DECARBONIZATION ISSUES AND ACCELERATE CUSTOMER COMMITMENTS (C5/C6)	
"Handprint" strategy	Participate in collaborative projects dedicated to decarbonization matters Integrating company networks committed to decarbonization Collaborate with consulting firms and systems integrators: — Co-positioning initiatives and publication of white papers — Development of joint offers — Collaboration with shared customers
LEVER 5: SUPPORT THE DEVELOPMENT OF COMPANIES WITH INNOVATIVE AND PROMISING DECARBONIZATION PROJECTS (C5/C6)	
"Supporting innovative startups" policy	Promoting startups with sustainable projects: — XSUN: design of long-range solar drones to maximize the use of renewable energies — Flexpenser: innovative one-way valve technology, to optimize liquid dispensing and extend the life of liquid products, prevent overproduction and overconsumption, and reduce dispensing costs

Resources

The plan to develop solutions that reduce the environmental footprint of Dassault Systèmes' customers is a key component of the Company's development strategy. The allocation of Research & Development resources, defined in the strategic and product plans, supports the actions implemented to achieve these commitments.

These resources are recognized directly in expenses on the income statement of the financial statements and are not capitalized.

The expenditure and investments mentioned are included in the scope of eligibility and alignment to the EU Taxonomy according to the Commission Delegated Act (EU) 2021/2178 and are detailed in paragraph 2.2.2.1 "EU Taxonomy".

A.2) Positive Impact of OUTSCALE Climate-Optimized Cloud Infrastructure (IRO C7)

OUTSCALE is Dassault Systèmes' strategic sovereign cloud operator, enabling governments and companies in all sectors to achieve digital autonomy through a cloud experience and cyber governance broken down into three levels:

- Dedicated Cloud: a cloud dedicated to sovereign collaboration in the customer's space;
- Sovereign Cloud: a trusted sovereign cloud for trusted collaboration within a common legal and fiscal space;
- International Cloud: an international cloud for secure collaboration.

This unique infrastructure also enables Dassault Systèmes customers to significantly reduce their GHG emissions.

A.2.a) Policies (IRO C7)

The management of this positive impact is based on the "Cloud" strategy and the "Responsible digital" policy detailed below:

"Cloud" Strategy

The Company is developing a Cloud offering based on an infrastructure optimized by its OUTSCALE brand. This enables customers to reduce their GHG emissions footprint by migrating the infrastructure needed to use Dassault Systèmes solutions on the cloud. According to a 2023 study by IDC, cloud data centers are 4.7 times more carbon-efficient and 3.8 times more energy-efficient than enterprise data centers. This gap will continue to widen as cloud service providers continue to invest in decarbonization, more energy-efficient facilities and increased server use, with a projected seven-fold increase in carbon efficiency by 2027. For customers using the Dassault Systèmes cloud, OUTSCALE is highlighting the benefits of a responsible infrastructure, incorporating sustainability criteria. These commitments include selecting cloud regions with low carbon footprints (as in France), working with data centers capable of investing in the latest green innovations, pooling physical computing resources (servers) and optimizing computer resources according to performance and consumption criteria. The infrastructure also encourages the reduction of over-capacity and under-utilized resources to minimize the carbon footprint per customer. OUTSCALE is responsible for the cloud infrastructure of all the Company's brands, with the exception of CENTRIC PLM. OUTSCALE's cloud strategy is proposed by the OUTSCALE Brand CEO, under the responsibility of the Executive Vice-President, Research & Development of the Company, and is reviewed by the OUTSCALE Brand Board in the presence of the Chief Executive Officer of Dassault Systèmes. This strategy is also built around the highest security standards, including SecNum Cloud, the highest qualification awarded by ANSSI (*Agence Nationale de la Sécurité des Systèmes d'Information, France*).

“Responsible digital” Policy

The “Responsible digital” policy covers the entire lifecycle of IT equipment, from purchase to end-of-life: This policy encompasses various guidelines and practices aimed at reducing the carbon footprint of IT equipment and infrastructures, as well as the energy consumption associated with their use. Its targets are to reduce the amount of IT resources used in the Company’s office and development operations, to extend their lifespan, and to manage their end-of-life. It also aims to optimize the volume of data to be stored or archived, to reduce and optimize the power

consumption of the IT assets and to maximize virtualization capabilities. This policy is implemented with the support of the Procurement & Travel department in the choice of suppliers meeting these targets, by encouraging them to join the SBTi, by adapting the contractual framework accordingly, and by imposing demanding environmental and social criteria. The “Responsible digital” policy applies worldwide. It is proposed by the Chief Information Technology director, reporting to the Executive Vice-President, Chief People & Information Officer. It incorporates the main principles of Green IT.

A.2.b) Key Actions (IRO C7)

These strategies and policies will be implemented in 2024 through the levers and action plans described below.

Policies	Key actions
LEVER 1: SUPPORTING DASSAULT SYSTÈMES’ CUSTOMERS IN THE MIGRATION OF THEIR IT INFRASTRUCTURES TO THE CLOUD (C7)	
“Cloud” strategy	– Promote the positive impact of OUTSCALE’s sovereign, secure and controlled cloud to regulated sectors, notably through the OUTSCALE EXPERIENCES event in September 2024 – Raising customer awareness through the OUTSCALE Academy program. OUTSCALE offers its customers and partners a three-day training course to help them optimize the resources of an OUTSCALE cloud architecture. This training leads to certification
LEVER 2: OFFERING DASSAULT SYSTÈMES’ CUSTOMERS AN OPTIMIZED CLOUD INFRASTRUCTURE (C7)	
“Responsible data centers” policy	– Actions to optimize the energy footprint of data centers are detailed in lever 2 of IRO C1, in paragraph 2.2.2.2.3.A.1.b “Key Actions (IRO C1)” in strategic matter 2
“Responsible digital” policy	– Actions relating to optimizing the energy footprint of cloud infrastructures are described in lever 4 of IRO C1 in paragraph 2.2.2.2.3.A.1.b “Key Actions (IRO C1)” in strategic matter 2

Further Information on Actions linked to IRO C7 Levers

Dassault Systèmes, through its OUTSCALE brand, plans to strengthen its commitment to promoting cloud infrastructures for the period of 2025-2027 with several key initiatives:

- comparative study on the environmental impact of the OUTSCALE cloud versus on premise solutions: this study will assess the environmental benefits of an OUTSCALE cloud infrastructure versus on premise solutions. The study will provide data-driven recommendations to help companies make informed choices, while meeting the growing demands for sustainability;
- integration of energy performance metrics into management tools: this will enable customers to better manage their consumption thanks to data accessible via an interface. This initiative will enable customers to use cloud resources more efficiently and responsibly;
- launch of a Kubernetes containerization offering: this will be part of a GreenOps approach aimed at optimizing allocated resources according to customers’ actual needs. Based on dynamic, intelligent resource allocation,

this solution will enable customers to reduce energy consumption in line with workloads, and maximize efficiency by minimizing resource wastage. In the long term, it will promote more flexible and sustainable resource management for customers wishing to reduce their ecological footprint.

These projects illustrate Dassault Systèmes’ commitment to helping its customers use the cloud with less environmental impact, contributing to a greener, more sustainable digital future for the entire value chain.

The action plans and policies described above are funded within the annual budgets and medium-term plans of the functions in charge and the OUTSCALE brand. The associated expenses are reflected in the Group income statement in the “cost of software sales” and “research and development” expense lines.

The technical criteria for IT expenditure and data centers required by the EU Taxonomy are very demanding. As a result, operating and capital expenditure are not much eligible, and are very difficult to align to the EU Taxonomy.

B) Metrics and Targets relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

Metrics and Targets for the Climate Product Portfolio (IROs C5 and C6)

The metrics defined to monitor progress on IROs C5 and C6 are the eligibility and alignment of revenue with the EU Taxonomy for Climate and Circularity objectives. These metrics are presented and analyzed in paragraph 2.2.2.1.3 "Eligible and Aligned Revenue (Software and Services) as of December 31, 2024".

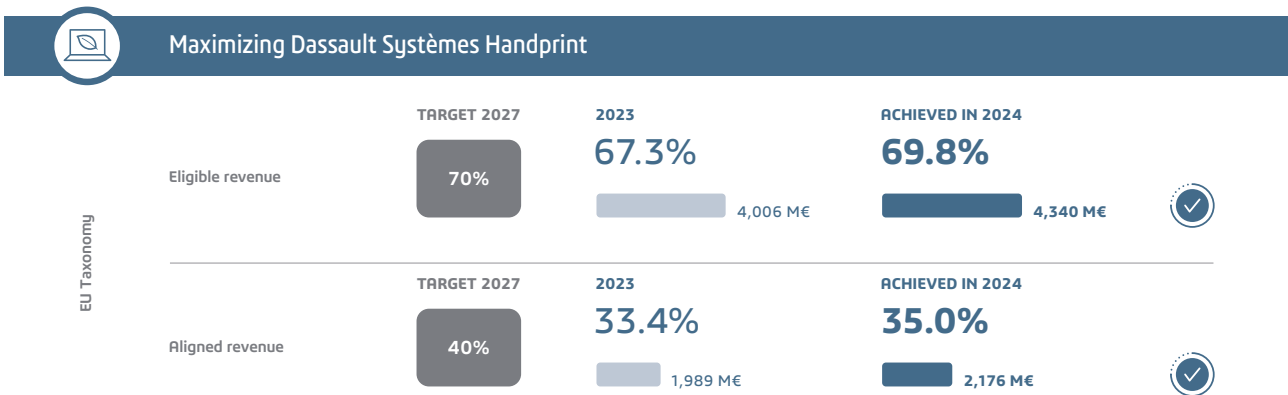
The Company has not set a specific target in terms of percentage of eligible or aligned revenue for the Climate objective that differs from the Circularity objective, as the solutions contributing to these objectives are often the same.

The Company's targets are: 70% of eligible revenue and 40% of revenue aligned with the EU Taxonomy by 2027 on Climate and Circularity.

Metrics for OUTSCALE Climate-Optimized Cloud Infrastructure (IRO C7)

The positive impact C7 linked to the cloud offering is tracked through a leading metric: the increase in the percentage of cloud revenue in the Company's revenue, which reflects either the avoidance of emissions for new customers or the reduction of emissions for the existing installed base migrating to cloud solutions.

In 2024 non-IFRS cloud revenues grew by +7% compared with 2023, representing 24% of the Company's total software revenue.



2.2.2.2.3 Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context

The strategic matter 2: Limiting the carbon footprint of the Company's operations and its value chain in a context of growth contains following material IROs:

— C1 – Negative impact on carbon footprint related to growing intensive digital activity:

According to several sector studies, the digital sector accounts for a non-marginal and growing share of global GHG emissions: 3.5% of global GHG emissions in 2019, with an increase rate of around +8%/year according to independent studies. This increase is driven by the growing energy requirements in the production processes of IT equipment, software, networks, data centers and their use, as well as the storage and operation of a growing volume

of data notably driven by the development of Artificial Intelligence (AI). Given its sector of activity and its growth, Dassault Systèmes contributes to this negative impact on the Climate, and is committed to strong action to reduce its carbon footprint. This impact results from the Company's own operations, its upstream value chain and the use of its solutions by its customers.

— C2 – Negative impact of increasing carbon footprint related to growing needs of offices, Business Travel & Employees' Commute:

Dassault Systèmes' carbon footprint includes GHG sources linked to office use, business travel, employees' commute, and the use of various professional services. These GHGs are closely linked to the Company's growing headcount, and weigh heavily on its carbon footprint. This impact is considered essentially on the Company's own operations, and is likely to persist.

A) Policies and Key Actions relating to Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context

The levers, policies and action plans and associated datapoints for the two IROs:

- **C1 – Negative impact on carbon footprint related to growing intensive of digital activity;** and
- **C2 – Negative impact of increasing carbon footprint related to growing need of offices, Business Travel & Employees' Commute;**

are presented below.

A.1) Negative Impacts relating to Digital Activity (IRO C1)

A.1.a) Policies (IRO C1)

Managing this negative impact relies on three policies that mainly cover climate change mitigation, energy efficiency and the deployment of renewable energies:

- “Responsible digital” policy;
- “Responsible procurement” policy;
- “Responsible data centers” policy.

“Responsible digital” Policy

This policy is described in detail in the management of strategic matter 1 in paragraph 2.2.2.2.A.2.a “Policies (IRO C7)” in strategic matter 1.

“Responsible procurement” Policy

It incorporates the elements of Dassault Systèmes' sustainability strategy for each of the internal functions contributing to the decarbonization of operations. With regard to the environmental aspects of this strategy, the policy encourages the acquisition of environmentally-friendly products and services, in particular those that are energy-efficient, have a low carbon content or incorporate circularity elements. It ensures that IT products are sourced from suppliers who adhere to the SBTi initiative, respect ethical working practices and comply with corporate social responsibility standards. This policy, updated in 2024, is complemented by the Sustainable Charter with Suppliers, which is publicly available at https://www.3ds.com/assets/invest/2024-12/2024_12_06_en_supplier-sustainable-charter.pdf. The “Responsible procurement” policy includes, in particular, the systematic integration of ESG criteria in the choice of suppliers and a strong incentive

to join the SBTi, especially for suppliers belonging to the most carbon-intensive value chains. For further information, see paragraph 2.2.4.1.1 “Management of Strategic Matter 11: Promoting Sustainable Procurement”. The policy applies worldwide, with the exception of CENTRIC PLM entities. It is proposed by the Procurement & Travel department under the responsibility of the Executive Vice-President, Chief Financial officer.

This policy aims to promote responsible procurement in the IT sector.

“Responsible data centers” Policy

It aims to optimize the environmental footprint of data centers owned by the company (by exception) or leased from colocation providers. The objective of this policy is to optimize the power and water consumption of these facilities. Dassault Systèmes' IT equipment installed in these data centers is covered by the “Responsible digital” policy described above. The policy is based on an ongoing dialogue with suppliers on their capacity for technological innovation, on renewable energy supply and on cooling and heat recovery in a context of increasing data use. This policy is implemented with the support of the Procurement & Travel department in the choice of suppliers, encouraging them to join the Science-Based Targets initiative (SBTi), and to report environmental criteria such as Power Usage Effectiveness (PUE) and Water Usage Effectiveness (WUE). The “Responsible data centers” policy applies worldwide, with the exception of CENTRIC PLM entities. It is proposed by the OUTSCALE brand's Chief Technology Officer, reporting to the Company's Executive Vice-President, Research & Development.

This policy underlines the Company's commitment to operating sustainable data centers that minimize negative environmental impacts and maximize efficiency. It addresses elements such as the use of renewable energy sources, monitoring and optimizing energy consumption by tracking metrics such as PUE and WUE. This policy is under the responsibility of the Executive Vice-President, Research & Development.

This policy is based on best practices: in France, Dassault Systèmes OUTSCALE partner data centers comply with the standards of the European Code of Conduct for Data centers (CoC DC) and adhere to the Climate Neutral Data Center Pact, which aims to make European data centers carbon neutral by 2030. The majority of the Company's data centers are certified ISO 50001 for energy management and ISO 14001 for environmental management.

A.1.b) Key Actions (IRO C1)

These policies will be implemented in 2024 through the levers and action plans described below.

Policies	Key actions
LEVER 1: LIMIT AND REDUCE THE ENERGY CONSUMPTION OF THE IT EQUIPMENT AND SERVER POOL (C1)	
"Responsible digital" policy	— Continued rollout of policies to put equipment on standby during non-working hours/ unused equipment. In 2023: laptop, copier, and meeting room screens
"Responsible procurement" policy	— Increase in the number of public tenders issued with environmental criteria for each item of equipment (tCO ₂ -eq, certifications, reparability index, energy consumption, etc.). In 2023, this approach concerned Laptops, in 2024 it was extended to other IT equipment and in 2025 the scope will be expanded further
"Responsible data centers" policy	— Launch of a pre-study on the use of containers on physical servers to optimize the occupancy rate of cloud infrastructures, in addition to an approach based on virtual machines (VMs)
LEVER 2: IMPROVE THE ENERGY FOOTPRINT OF DATA CENTERS (COLOCATION PROVIDERS AND THE 3DS PUNE CAMPUS' OWN DATA CENTER) (C1)	
"Responsible data centers" policy	— Since 2022, Dassault Systèmes has been sending out an annual questionnaire to measure the environmental performance of data centers. By 2025, deployment will be fully operational — Setting up a repository and detailed reporting on data on energy consumption and performance levels in data centers (PUE, WUE, renewable energy) — Launch of the formalization of a "Responsible data centers" policy defining requirements for data hosting providers and new metrics for monitoring data center performance — With some of Dassault Systèmes' key suppliers, business reviews integrating ESG dimensions to address the optimization of their energy footprint, review their environmental metrics and their medium-term energy and water strategies. In 2025, this approach will be extended to all major suppliers
"Responsible digital" policy "Responsible data centers" policy	— Gradual introduction of electricity consumption management for each server room, using intelligent, connected PDUs (Power Distribution Units) to automatically report electricity consumption data
"Responsible procurement" policy "Responsible data centers" policy	— Increase in the number of environmental criteria in public tenders, among the list of metrics (PUE, WUE, ERF, etc.), certifications (e.g. ISO), labels (Data center Pact, EU CoC, etc.), PPA sourcing, etc. — Gathering information on the origin of renewable energies for data centers; Study underway to establish a Power Purchase Agreement (PPA) for the 3DS Pune Campus in India. In France, 100% of the Company's data centers are supplied with renewable energy via Guarantees of origins (GoOs), and worldwide the percentage is increasing thanks to PPAs
"Responsible procurement" policy	— Annual discussion of technological developments in cooling and waste heat recovery in business reviews with data center partners. Continued exchanges with IT equipment manufacturers
LEVER 3: LIMIT THE VOLUME OF DATA USED AND STORED (C1)	
"Responsible digital" policy	— Study aimed at creating a tool (My IT Footprint) for calculating an individualized IT carbon footprint to raise employee awareness of the volume of data saved. Internal launch target 2026
LEVER 4: OPTIMIZE THE ENERGY FOOTPRINT OF CLOUD ARCHITECTURES (C1)	
"Responsible procurement" policy	— Choice of high-performance, eco-responsible equipment (optimizing the performance of CPUs purchased)
"Responsible data centers" policy	— Continued work on the containment of hot and cold aisle rooms and implementation of best practices in the sector — Continued virtualization of environments and containerization

The Company is not in a position to detail the contribution of each lever to its GHG emissions reduction targets.

Additional Information on Actions linked to IRO C1 Levers

The Company has pursued the actions already put in place, such as:

- defining standards for the allocation of equipment to employees;
- when purchasing equipment, giving preference to suppliers committed to a science-based emission reduction approach, by integrating into the evaluation criteria carbon-related costs, the reparability index, and the rate of use of recycled materials;
- extended equipment lifespan thanks to extensive maintenance (for example, the lifespan of laptops is extended to at five years, seven or eight years for servers, depending on use, and unlimited for screens);
- repair of computers over three years old using spare parts from out of service machines.

It also plans to launch the following actions;

- user awareness: awareness campaigns will be launched to encourage employees to adopt good data management practices;
- carbon cost: a project to calculate the carbon impact of services is currently being defined. It will make the environmental impacts of digital services visible and encourage more responsible consumption;
- monitoring data center performance: the detailed reference and reporting system already in place will be strengthened to track data centers' energy consumption and identify areas for improvement;
- launch of the CO₂ showback project to present users with the CO₂ footprint of the digital services they use. The target is to have the first results by the end of 2026 (excluding the cloud);
- reinforcement of the data retention policy with deletion of data in accordance with regulatory requirements;

- launch of actions to limit the number of software versions supported for Dassault Systèmes customers;
- in addition to these actions, the Company will launch a project to develop a personalized monitoring tool enabling each employee to assess his or her carbon footprint linked to the use of digital equipment and services. This approach is designed to encourage the adoption of more responsible practices, and is part of the Company's overall drive to reduce its environmental impact.

Dassault Systèmes aims to set a PUE target of 1.4 by 2030, and 1.3 by 2035, for all its partner data centers worldwide. With regard to renewable energy, Dassault Systèmes is aiming for its partners to use 100% renewable energy in Europe to power their data centers by 2030.

"Responsible data centers" Actions

The Company has pursued the actions already put in place:

- through its OUTSCALE brand, Dassault Systèmes works with partners who share its commitment to sustainability and eco-responsibility. In France, its data centers powered by 100% renewable energy, certified by Guarantees of Origin. Worldwide, the Company's data centers are powered more than 85.8% by renewable energy (the coverage of worldwide data centers of the Company is 98.8%). Dassault Systèmes monitors its partners' use of Power Purchase Agreements (PPAs), which enable to secure long-term green energy;
- for Dassault Systèmes cloud infrastructures, an eco-design approach is applied to minimize environmental impacts. This includes optimizing IT architecture, improving machine utilization rates and rationalizing data storage. OUTSCALE also adjusts network capacity and other dimensions to meet specific user requirements, designs data centers with hot/cold aisles, and integrates solutions such as cold corridors and shutter panels to optimize heat flow.

The Company plans to launch the following actions to strengthen its sustainability approach over the period 2025-2027:

- implementation of regular assessments of equipment energy efficiency: OUTSCALE will adapt its choice of equipment according to its environmental impacts, ensuring energy efficiency throughout the infrastructure life cycle;
- moving seldom-accessed data to cold storage solutions: this approach would reduce the energy cost of low-access data by storing it in less energy-intensive devices;
- assessment of the impact of application containerization on physical servers: this technology, which complements traditional virtualization, aims to optimize resource utilization and reduce energy consumption;
- encouraging the use of Cloud Computing (principle of pooling physical equipment): this reduces the carbon footprint per customer by optimizing infrastructure utilization rates, while ensuring performance levels are adapted to needs.

These projects are part of Dassault Systèmes' commitment to helping its customers move towards more sustainable practices and ensure a positive impact across the cloud value chain, contributing to a greener digital economy.

Planned actions "Responsible procurement"

- widespread use of environmental criteria: by 2025, all public tenders will include strict environmental criteria, to encourage the purchase of more environmentally-friendly hardware;
- collaboration with suppliers: quarterly reviews will be set up with the data center suppliers of Dassault Systèmes to assess their environmental performance and define improvement plans.

Resources related to IRO C1

The action plans presented in this section are financed within the framework of annual budgets and the medium-term strategic plan.

The costs associated with action plans under the "Responsible digital" and "Responsible data centers" policies are distributed across all income statement lines, in particular research & development and the cost of solutions sold, which consume the largest proportion of IT resources, including data centers.

The technical criteria for IT expenditure and data centers required by the EU Taxonomy are very demanding. As a result, operating and capital expenditure are not much eligible, and are difficult to align with the EU Taxonomy.

A.2) Negative Impacts relating to the growing Need for Office Space, Business Travel and Employees' Commute (IRO C2)

A.2.a) Policies (IRO C2)

This negative impact is managed through two policies, which mainly cover climate change mitigation matters, energy efficiency and the deployment of renewable energies:

"Responsible real estate" Policy

The policy aims to reduce the environmental footprint of the Company's workplaces through: (i) high environmental value construction criteria when selecting workplaces, (ii) optimization of their energy footprint when in use by aiming for ISO 50001 "Energy Management" certification of the main sites, (iii) temperature control, as well as (iv) control of other flows managed on site such as water and waste. This policy is implemented with the support of the Procurement & Travel department for the selection of suppliers meeting these environmental and social criteria in the rare cases where Dassault Systèmes is the prime contractor. The policy applies worldwide, with the exception of entities belonging to CENTRIC PLM. Since 2008, Dassault Systèmes has pursued a policy of leasing (with the exception of one site in India) buildings used for its activities in premises certified by environmental labels such as High Environmental Quality (HQE), LEED, BREEAM or IGBC in India. The policy is under the responsibility of the Executive Vice-President, Chief People & Information Officer.

"Responsible mobility" Policy

In particular, it aims to limit the environmental impact of business travel by striking the right balance between the need to travel, particularly to support customers, and the need to reduce the environmental footprint of travel. When travel is necessary, the policy aims to select the least carbon-intensive means of transportation, including company cars. It also targets the reduction of commuting to and from work, as part of the choice of office locations and the flexible work policy. The policy applies worldwide, with the exception of CENTRIC PLM entities. It is the joint responsibility of the Executive Vice-President, Chief People & Information Officer and the Procurement & Travel department, reporting to the Executive Vice-President, Chief Financial Officer.

A.2.b) Key Actions (IRO C2)

These policies are implemented in 2024 through the levers and action plans described below.

Policies	Key actions
LEVER 1: CHOOSE AND MAINTAIN REAL ESTATE SITES WITH HIGH ENVIRONMENTAL EFFICIENCY (C2)	
"Responsible real estate" policy	— Consideration of the highest level of certification in the appropriate geographical area (green certifications such as BREEAM for Europe, LEED for the Americas and Asia, or NABERS for Australia), as well as additional environmental and energy performance criteria, when renewing a lease or choosing a new building, in order to select the building that meets the most stringent requirements — Invest in sustainable design and construction practices to optimize energy efficiency, in particular by working with lessors — Prioritize existing or already urbanized sites to limit the artificialization of land and preserve natural areas
LEVER 2: IMPROVE THE ENERGY PERFORMANCE OF BUILDINGS (C2)	
"Responsible real estate" policy	— In 2024, ISO 50001 "Energy Management" certification was extended to a larger number of sites. This initiative contributes to improving the energy management and efficiency of buildings. The targets are to continue the roll-out to as many sites as possible — Optimize infrastructure management by automating building control systems (lighting, heating, ventilation and air conditioning) to reduce consumption outside of working hours. For example, air conditioning and lighting are automatically switched off at certain sites outside of working hours. A global office temperature management plan has also been deployed — Promote the purchase of energy-saving equipment and services, in particular through the use of advanced insulation technology — Raise awareness and provide training (see paragraph 2.2.2.2.2 "Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio") for employees and external service providers in building energy performance, to encourage them to adopt behaviors aimed at reducing energy consumption
LEVER 3: PROMOTE THE USE OF RENEWABLE ENERGY (C2)	
"Responsible real estate" policy	— Maintain a decarbonized electricity supply of at least 90%, giving priority to the use of renewable energy at all sites — Purchase Energy Attribute Certificates (EAC) to offset residual electricity emissions in India and the United States
LEVER 4: LIMIT THE TRAVEL OF EMPLOYEES (C2)	
"Responsible mobility" policy	— Continuation of the policy of preferring videoconferencing meetings to travel — Continuation of policies encouraging the reduction of travel for internal meetings and asking employees to combine their trips, while limiting international flights and the number of participants — Maintaining the travel authorization tool: travel control and monitoring have been strengthened with the deployment of an internal travel authorization tool in early 2023, enabling managers to consider the relevance, cost and carbon footprint of air travel at the time of approval — All intercontinental travel is now subject to approval by a member of the Dassault Systèmes Executive Committee — Continuation of the flexible work policy: set up in 2021, this offers each employee the possibility of working remotely for up to two days a week. In addition to making it possible to share workspaces, this program has the effect of reducing employees' commuting time by around 40%. As a result, the carbon emissions of employees commuting in personal vehicles are reduced proportionally
"Responsible real estate" policy	— Consideration of employees' addresses when selecting new buildings to limit employees' commute

Policies	Key actions
LEVER 5: ENCOURAGE DECARBONIZATION OF MOBILITY (C2)	
"Responsible mobility" policy	- Continuing to promote rail travel, in particular by integrating new segments into local policies where rail use is mandatory - Continuation of the policy limiting eligibility to business class flights - Favor direct flights - Prefer hotels closest to meeting venues, based on environmental criteria - Favoring environmentally-friendly rental vehicles (such as hybrid and electric cars) - Pursuit of the deployment of electric vehicle charging stations for vehicles at the Company's sites, to encourage employees to acquire electric cars, which are less polluting to operate than their combustion-powered equivalents - To encourage environmentally-friendly mobility, the 3DS Paris Campus now provides its employees with free bicycle maintenance kiosks
"Responsible mobility" policy	Company cars: local policies are currently being updated. In particular, this means continuing the transition to a cleaner fleet, giving priority to hybrid and electric vehicles
— Company cars	Following actions have been carried out during 2024: - Dassault Systèmes has confirmed the financial investment required to electrify the Dutch fleet by 2024 (around 15% of the total EMEA fleet). The Company has thus achieved the prerequisites for the electrification of 70% of the EMEA fleet in (France, Germany, Spain and the Netherlands) - In Germany, all eligible employees receive financial support for the installation of home recharging solutions - Fleet electrification projects have been launched in Italy, Sweden, Poland, Turkey, Austria and Switzerland Following actions have been decided in 2024 and scheduled for implementation in 2025: - Netherlands and France: deployment of fleet electrification with plug-in hybrids and fully electric vehicles. Vehicles powered solely by fossil fuels will no longer be ordered - Continued implementation of fleet electrification policies in Italy, Poland, Turkey, Sweden, Austria and Switzerland - Maintenance contracts are also signed to ensure optimum vehicle upkeep (tires, etc.), and to limit carbon and volatile organic compound emissions

The company is not in a position to detail the contribution of each lever to its GHG emission reduction targets.

Further Information on Actions linked to IRO C2 Levers

For several years now, the Real Estate department has been taking steps to reduce the environmental impact of its operations. These include the implementation of an energy management system via ISO 50001 certification by 2020. In 2024, Dassault Systèmes continued to increase the number of ISO 50001-certified sites, with a total of 72 sites worldwide, including 54 sites with more than 50 employees, representing 84% of employees working at an ISO 50001-certified site. The targets are to have at least 90% of the Company's employees working at ISO 50001-certified sites by 2030. The overall energy management methodology and the Energy Management System monitoring tool are fully supported via the **3DEXPERIENCE** platform. Centralizing the monitoring, analysis and management of Dassault Systèmes' energy consumption in this way encourages the emergence of relevant action plans, and feeds the continuous improvement process.

By 2024, Dassault Systèmes had equipped 68 sites with connected meters to monitor electricity consumption levels and sources of electricity consumption in real

time. By December 31, 2024, based on the scope of ISO 50001 certification, the Company had equipped 42 sites in Europe, 21 sites in the Americas and 5 sites in Asia.

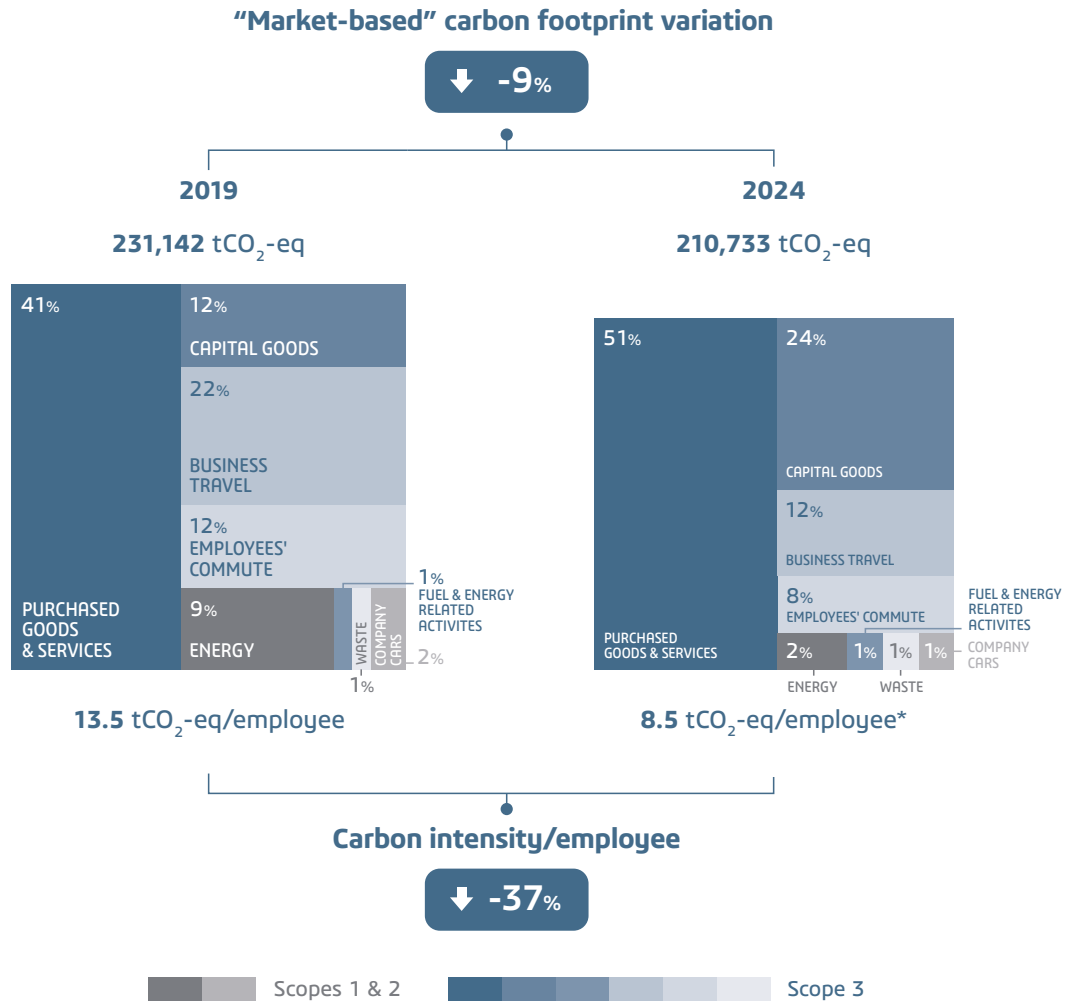
In addition to these actions, Dassault Systèmes has, since October 2022, average temperature rules for all its offices worldwide, adapted to local recommendations.

Resources related to IRO C2

The action plans presented in this section are funded within the annual budgets of the functions responsible for the policies.

The costs associated with the main initiatives under the "Responsible real estate" and "Responsible mobility" policies are allocated to all income statement lines in proportion to the number of employees in each function.

The technical criteria for property expenditure required by the EU Taxonomy are very demanding. As a result, operating and capital expenditure are very ineligible, and difficult to align to the EU Taxonomy.

B) Metrics and Targets relating to Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context**B.1) Dassault Systèmes' Carbon Footprint Metrics and Targets**

The emissions are presented in tCO₂-eq. Some total rounding difference may occur.

* Total GHG emissions of the Company (excluding emissions related to the use of solutions sold), divided by the average number of employees in 2024.

In 2024, the carbon footprint of Scopes 1, 2 and 3 (excluding the use of solutions sold) amounted to 210,733 tCO₂-eq, down (8.8%) compared to the 2019 base year and up 12.8% compared to 2023.

This trend is in line with changes in reporting scope, growth in average headcount, and the results of actions undertaken over the last few years to reduce GHG emissions.

More specifically, Dassault Systèmes' Scopes 1 and 2 are down (23.7%) compared to 2023 and (78%) compared to 2019, with a target of (35%) in 2027 on 2019, the base year for SBTi targets.

This improvement is mainly the result of energy conservation efforts at major sites, increased renewable energy sourcing, and more optimized use of the fleet of company cars, in line with the Company's "Responsible mobility" policy, as described in paragraph 2.2.2.2.3.A.2 "Negative Impacts relating to the growing Need for Office Space, Business Travel and Employees' Commute (IRO C2)".

In 2024, the share of renewable electricity has reached 91%, up +2.4 points on 2023

In addition, as part of its targets to become carbon neutral by 2040, Dassault Systèmes is acquiring Energy Attribute Certificates to reduce the residual emissions linked to the electricity consumed by its American and Indian sites. Since 2023, these certificates have carried the RE100 label to guarantee their quality.

Emissions relating to Scope 3 "business travel" and "employees' commute" have risen by 15.4% compared with

2023. This is driven mainly by an increase in the emission factors used and increased headcount. However, they are still (45%) lower than in 2019, in line with the target of (20%) in 2027 compared with 2019, the base year for SBTi targets.

The emission reduction recorded at the end of 2024 on targets on Scopes 1 & 2, and Scope 3 "business travel" and "employees' commute" is mainly due to the rapid implementation of ambitious energy-saving and travel management policies, which will likely be absorbed as the Company grows.

The percentage, in emissions, of suppliers with science-based targets reached 47.9% by the end of 2024, compared with 37.2% in 2023, and 26% in 2022. The target is 50% by 2025.

This strong improvement reflects the relevance of Dassault Systèmes' "Responsible procurement" policy, which for the past four years has focused on raising awareness and encouraging the Company's main suppliers, particularly of IT goods and services, to adopt science-based decarbonization trajectories. This 10.7 points increase in the ratio is explained by the impact of new suppliers having set science-based emissions reduction targets in 2024 (roughly + 5 points), and by the favorable change in the mix of purchases made with suppliers already having science-based emissions reduction commitments prior to 2024 (+ 6 points).

Despite growth in headcount and Cloud activity, Dassault Systèmes remains well positioned to meet its SBTi targets for Scopes 1, 2 and 3 emissions by 2025 and 2027.



Committing to environmentally Sustainable Operations



* In GHG emissions.

Detailed Carbon Footprint

The table below presents the details of the Company's carbon footprint. Additional information related to the methodologies and main assumptions is provided at the bottom of the table or in the following paragraph on GHG calculation methodologies.

(In tCO ₂ -eq)	2024	2023	Variation 2024-2023	2019	Variation 2024-2019	Target 2027 ⁽⁷⁾
ESRS DATAPOINTS						
SCOPE 1 GHG EMISSIONS						
Gross Scope 1 GHG emissions	3,104	4,178	(25.7%)	5,403	(42.6%)	(35%)
Share of Scope 1 GHG emissions from regulated emission trading scheme ⁽¹⁾	-	-	-	-	-	
SCOPE 2 GHG EMISSIONS						
Gross "Market-based" Scope 2 GHG emissions	2,518	3,193	(21.1%)	19,695	(87.2%)	(20%)
Gross "Location-based" Scope 2 GHG emissions	19,689	21,478	(8.3%)	22,880	(13.9%)	
SCOPE 3 GHG EMISSIONS						
Gross Scope 3 indirect GHG emissions ⁽²⁾	319,189	284,241	12.3%	206,045	54.9%	(20%)
1 – Goods and services	108,273	97,471	11.1%	97,084	11.5%	
2 – Capital goods	49,770	40,794	22.0%	27,491	81.0%	
3 – Fuel and energy-related activities (not included in Scopes 1 and 2)	2,560	2,303	11.1%	2,356	8.7%	
4 – Upstream transportation and distribution (tCO ₂ -eq) ⁽¹⁾	-	-	-	-	-	
5 – Waste generated in operations ⁽³⁾	1,649	1,818	(9.3%)	1,518	8.6%	
6 – Business travel ⁽⁴⁾	25,289	21,012	20.4%	50,982	(50.4%)	
7 – Employee's commute	17,571	16,125	9.0%	26,613	(34.0%)	
8 – Upstream leased assets ⁽¹⁾	-	-	-	-	-	
9 – Downstream transportation ⁽¹⁾	-	-	-	-	-	
10 – Processing of sold products ⁽¹⁾	-	-	-	-	-	
11 – Use of solutions sold ⁽⁵⁾	114,078	104,718	8.9%	-	-	
12 – End-of-life treatment of solutions sold ⁽¹⁾	-	-	-	-	-	
13 – Downstream leased assets ⁽¹⁾	-	-	-	-	-	
14 – Franchises ⁽¹⁾	-	-	-	-	-	
15 – Investments ⁽¹⁾	-	-	-	-	-	
TOTAL GHG EMISSIONS ⁽⁶⁾						
"Market-based" Carbon Footprint including use of solutions sold	324,811	291,611	11.4%	231,142	40.5%	
"Location-based" Carbon Footprint including use of solutions sold	341,982	309,897	10.4%	234,329	45.9%	

(In tCO ₂ -eq)	2024	2023	Variation 2024-2023	2019	Variation 2024-2019	Target 2027 ⁽⁷⁾
ENTITY-SPECIFIC DATAPOINTS						
Detail Scope 1:						
Natural gas	729	644	13.3%	825	(11.6%)	
Fuel	161	61	165.2%	0		
Refrigerants	88	1,222	(92.8%)	315	(72.2%)	
Company cars	2,126	2,251	(5.6%)	4,263	(50.1%)	
Detail Scope 2:						
Electricity ("Market-based")	2,168	2,808	(22.8%)	19,153	(88.7%)	
Electricity ("Location-based")	19,339	21,094	(8.3%)	22,338	(13.4%)	
Urban heating and cooling	350	384	(8.9%)	542	(35.4%)	
Detail Scope 3:						
Total indirect gross emissions Scope 3 (excluding use of solutions sold)	205,111	179,523	14.3%	206,045	(0.5%)	
Electric & electronic waste	194	115	68.8%	77	151.3%	
Ordinary waste	1,455	1,704	(14.6%)	1,441	1.0%	
Detail of total GHG emissions:						
"Market-based" Carbon Footprint excluding use of solutions sold	210,733	186,894	12.8%	231,142	(8.8%)	
"Location-based" Carbon Footprint excluding use of solutions sold	227,904	205,179	11.1%	234,329	(2.7%)	

- (1) Dassault Systèmes does not report GHG emissions for these categories as they are not applicable or non-significant given the Company's activity.
- (2) Includes CO₂ emissions from the use of solutions sold.
- (3) Includes ordinary waste and electronic/electrical waste. Emissions linked to ordinary waste are estimated on the basis of an average emission factor per employee.
- (4) The "Business travel" metric was calculated in 2024 on a scope covering 100% of headcounts, compared to 96% in 2023. The 2023 GHG amount presented hereabove has not been restated.
- (5) The metric "Use of solutions sold" published in 2023 has been corrected according to a new methodology introduced in 2024. In 2023, published tCO₂-eq amounted to 495,039 tCO₂-eq. The corrected 2023 figure is 104,718 tCO₂-eq. See paragraph 2.2.1.2.3 "Changes in Preparation or Calculation Method".
- (6) The scope of headcounts covered is 100%, with the exception of Scope 1 (91%), electricity (99%), urban heating and cooling (91%), purchases of goods and services and capital goods (99%), electronic waste (96%), and fuel and energy-related activities (99%).
- (7) The objectives mentioned in the "Targets" column have been defined in accordance with the Science-Based Targets initiative, with a horizon of 2027, and 2019 as reference year.

Energy Attribute Certificates

The Company purchases Energy Attribute Certificates to offset part of its electricity-related emissions, notably in India and the United States, for a total of 28,000 MWh in 2024, independently of energy purchase contracts.

To the best of the Company's knowledge, no significant events or changes in the Company's operations and its upstream and downstream value chain have affected the comparability of GHG emissions between the reporting years 2023 and 2024 as reported above.

Energy Consumption by Energy Source

The table below shows the Company's energy consumption by energy source.

As the Company does not operate in sectors with high climate impacts, it does not publish information on its energy intensity, as required by regulations.

<i>(in MWh)</i>	2024	2023^(*)	Variation 2024-2023	
ESRS DATAPOINTS				
Fuel consumption from coal and coal products	0	-	-	
Fuel consumption from crude oil and petroleum products	496	-	-	
Fuel consumption from natural gas	3,924	-	-	
Fuel consumption from other fossil sources	0	-	-	
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	6,256	-	-	
TOTAL ENERGY CONSUMPTION FROM FOSSIL SOURCES	10,676	-	-	
<i>Share of fossil sources in total energy consumption</i>	<i>15.6%</i>	-	-	
TOTAL ENERGY CONSUMPTION FROM NUCLEAR SOURCES	1,003	-	-	
<i>Share of energy consumption from nuclear sources in total energy consumption</i>	<i>1.5%</i>	-	-	
Fuel consumption from renewable sources	0	-	-	
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	56,620	-	-	
Consumption of self-generated non-fuel renewable energy	0	-	-	
TOTAL ENERGY CONSUMPTION FROM RENEWABLE SOURCES	56,620	-	-	
<i>Share of renewable sources in total energy consumption</i>	<i>82.9%</i>	<i>84.0%</i>	<i>(1.1) pts</i>	
TOTAL ENERGY CONSUMPTION RELATED TO OWN OPERATIONS	68,300	71,218	(2,918)	(4.1%)

(*) The granularity of consumption by energy source was only available for the renewable/non-renewable breakdown in 2023.

In 2024, the Company's main sites have consumed 68,300 MWh of energy, down (4.1%) compared to 2023. The proportion of renewable energy is 82.9%. The proportion of decarbonized but non-renewable energy is 1.5%

Other Metrics related to Carbon Footprint

	2024	2023	Variation 2024-2023		Target 2025
ESRS DATAPOINTS					
Share of Scope 2 carbon footprint related to contractual instruments	84.9%	82.5%	2.4 pts	-	
Total amount of carbon credits (tCO ₂ -eq) outside the value chain that are verified against recognised quality standards and cancelled in the reporting period	2,541	673	1,868	277.6%	
IFRS revenue (in millions of euros)	6,214	5,951	262	4.4%	
Carbon intensity "Market-based" per million of IFRS revenue (in tCO ₂ -eq/million of euros)	33.9	31.4	2.5	8.0%	
Carbon intensity "Location-based" per million of IFRS revenue (in tCO ₂ -eq/million of euros)	36.7	34.5	2.2	6.4%	

	2024	2023	Variation 2024-2023	Target 2025
ENTITY-SPECIFIC DATAPOINTS				
Share of renewable electricity	91.0%	88.6%	2.4 pts	-
Share of electricity consumption in total energy consumption	91.1%	88.9%	2.2 pts	-
Share of suppliers (<i>by weight of CO₂ emissions</i>) with Science-Based Targets set (SBTi)	47.9%	37.2%	10.7 pts	- 50% ⁽²⁾
Share of suppliers (<i>by weight of CO₂ emissions</i>) committed to adopting science-based (SBTi) emissions reduction approach within 24 months	6.5%	7.8%	(1.3) pts	-
Carbon intensity per employee (<i>in tCO₂-eq/employee</i>) ⁽¹⁾	8.5	7.8	0.7	8.5%
Share of workforce covered by ISO 50001 certified sites	84.5%	65.3%	19.2 pts	-
Internal Carbon Price (<i>in euros per tCO₂-eq</i>)	100	100	0.0	0.0%
Share of renewable energy used to power the Company's data centers	85.8%	79.0%	6.8 pts	-
"Power Usage Effectiveness" (PUE) weighted by power consumption of the Company's data centers	1.57	-	-	-

(1) The calculation methodology was changed in 2024, the 2023 intensity reported above was recalculated according to this new methodology. According to the 2023 methodology, the intensity was 8.1. The intensity is calculated on the basis of a yearly average number of employees and takes into account "Market-based" emissions excluding emissions related to the use of solutions sold.

(2) Target set according to the Science-Based Targets initiative.

The target for the percentage of suppliers (measured by weight of CO₂ emissions) having set science-based targets to reduce their emissions is 50% by the year 2025.

B.2) Methodologies and Methods for calculating GHG Emissions and other E1 Metrics

B.2.a) GHG Emissions

Dassault Systèmes' carbon accounting policies are based on the use of real, primary, direct data whenever available. However, this is still rarely the case for data relating to the digital industry's upstream and downstream value chain. In particular, the majority of data relating to Scope 3 GHG emissions comes from internal sources.

Apart from the estimates used for the value chain metrics, a large number of data are still based on estimates or calculations involving a greater or lesser degree of judgment. This can ultimately lead to a significant level of uncertainty in the consolidated metrics.

- Scopes 1 and 2 energy consumption and carbon footprint: For sites with more than 50 employees, representing 91% of the headcount, information on consumption and the corresponding GHG emissions are calculated on an actual basis for the first three quarters of the year, and on an estimated basis for the last quarter, except for sites equipped with connected electricity meters. The rule is different for refrigerants, which are accounted for on an actual basis for the whole year and for all sites up until mid-november, and for sites for which supporting documents are available in due time until the end of December. For sites with less than 50 employees, electricity consumption is estimated on the basis of average consumption in relation to the allocated percentage of occupied building space; other energy sources, which account for a small proportion

of the consumption, are not reported. These data are moderately reliable;

- electricity consumption: The entire headcount is covered, with the exception of recently acquired entities currently being integrated, which represent only 0.5% of the Company's headcount. These data are highly reliable;
- Scope 3 carbon footprint (excluding supply chain):
 - employees' commute: GHG emissions associated with this Scope are estimated on the basis of kilometers traveled and modes of transport declared by employees in a survey conducted every three years. An average emission factor per mode of transport for each country is then assigned to the workforce for the period concerned. In 2024, these estimates will cover 100% of the Company's employees worldwide, compared with 99% in 2023. The next global survey will be launched in 2025 to update data on employee practices. These data have a limited level of reliability, due to the approximations required to determine them,
 - business travel: the calculation of GHG emissions depends largely on the quality of travel data and mileage supplied by travel agencies. In 2024, certain emission factors in the DEFRA database that had not been updated since 2021 were revised upwards. This resulted in a 15% increase in carbon emissions from this activity at constant volume. In addition, there is no travel agency data available for approximately 5% of the Company's headcount. The GHG emissions linked to the business travel of these employees are extrapolated. These data are moderately reliable,

- ordinary waste: Dassault Systèmes has no weighing facilities at its sites. Ordinary waste is collected at most sites by local authorities, which generally do not provide information on the weight of waste collected. Dassault Systèmes has therefore developed an estimation method, based on the extrapolation of average quantities per employee collected at its 3DS Paris Campus (France) and 3DS Pune Campus (India) sites to all its worldwide sites. These data are therefore of limited reliability,
- electronic waste: the scope of collection covered in 2024 is 96% of the headcount, compared with 87% in 2023. Data on how this waste is processed is collected from the suppliers to whom the Company entrusts this task, and is sometimes difficult to obtain, particularly in terms of reporting deadlines. The reliability of this data is therefore moderate;
- Scope 3 purchased “Goods and services” and “Capital goods” carbon footprint: GHG emissions mostly estimated using Dassault Systèmes’ consolidated financial data, to which specific spend-based emission factors are applied for some forty purchasing categories. Whenever possible, Dassault Systèmes also uses actual carbon data provided by certain suppliers for a limited list of IT products and equipment. Although commonly used, these methodologies still present a limited level of reliability due to the imprecision of spend-based emission factors. In addition, certain insignificant legal entities have not been taken into account, representing around 0.3% of total expenditure. In 2025, Dassault Systèmes will pursue its plan to increase the reliability of Scope 3 GHG emissions for the purchased “Goods and Services” and “Capital Goods” categories through the following actions: identification and verification of a greater number of product carbon footprint data by product carbon data by product and IT equipment, so that they can be entered as soon as the purchase order is placed and integrated into the procurement chain, and use of specific emission factors for certain suppliers. Nevertheless, due to the difficulties in obtaining reliable data from companies in the value chain – linked to their diversity, their specific business practices, and the sustainability regulations of their region of origin – the Company will focus its efforts on Tier 1 IT equipment and hosting suppliers;
- Scope 3 “Use of solutions sold” carbon footprint: GHG emissions from Scope 3 “Use of solutions sold” are calculated on the basis of estimated GHG emissions linked to the electricity consumption of customers’ theoretical IT equipment when using the Company’s software solutions. In 2024, this estimate is calculated as follows:

**theoretical power consumption per workstation
and per type of software solution
x theoretical annual license usage time
at customer site
x estimated number of active licenses in 2024**

In 2023, the Company used a methodology based on a generic emission factor, considering the computers to be used for video games rather than professional software. The figures published in 2023 have been adjusted as mentioned in paragraph 2.2.1.2.3 “Changes in Preparation or Calculation Method” in BP_2. Although this methodology is more accurate, it still presents a limited level of reliability, notably due to a lack of visibility on the actual use of on premise licenses by the Company’s customers during a reporting year. As Dassault Systèmes has used all the information at its disposal, no further action is planned for 2025.

The emissions factors used to calculate the carbon footprint for the various Scope categories above are taken from various external databases, including DEFRA, ADEME, The World Bank and others.

Revenue used to calculate carbon intensity is Dassault Systèmes’ consolidated IFRS revenue. Nevertheless, variations in intensity ratios from one year to the next are commented on the basis of changes in IFRS revenue, but also on the basis of non-IFRS revenue at constant currencies.

B.2.b) Other E1 Metrics

Data centers data: Energy performance metrics for data centers are collected directly from the data center providers. The level of reliability of these metrics is considered moderate. The scope covered is 91% of the data centers’ total IT equipment power consumption for the PUE and 99% for the share of renewable energy.

B.3) Information on Carbon Capture and Mitigation Projects financed by Carbon Credits

Dassault Systèmes does not carry out any GHG absorption and storage projects as part of its own activities, or within its value chain. The Company is therefore not active in the carbon credit markets.

However, in 2024, Dassault Systèmes has asked some of its event suppliers to offset GHG emissions on its behalf through the purchase of carbon offset. It should be noted that Dassault Systèmes does not deduct these offsets from its carbon footprint.

These carbon credits represented a total of 2,541 tons of CO₂. The calculation method was entrusted to an independent third party to ensure rigor and methodological consistency. All carbon credits purchased benefit from a recognized quality label (Label Bas Carbone, VCS Verra, etc.).

The Company is committed to becoming carbon-neutral by 2040, by offsetting residual emissions after achieving the reduction targets defined as part of its decarbonization trajectory validated by the SBTi by 2027. In particular, the Company plans to purchase carbon credits by 2030 to offset residual Scopes 1 and 2 emissions.

Although it has not made a "Net Zero" commitment, beyond 2027 which represents its horizon for SBTi targets, Dassault Systèmes will continue its decarbonization efforts to cover only its residual emissions with carbon credits.

B.4) Information on the use of Internal Carbon Pricing

As part of its Climate strategy, Dassault Systèmes has set an internal carbon price (ICP) of €100 per ton CO₂ emitted for 2023, the aim of which is to include the cost of the CO₂ externality in decision-making (notably procurement) and performance monitoring by its various functions, by encouraging them to take decarbonization actions and independently of the risk of the introduction of a regulatory carbon tax within the European Union. Dassault Systèmes believes that this ICP will also enable it to differentiate investments in new equipment or real estate sites in the context of public tenders in favor of low-carbon choices, and will help to secure its GHG reduction targets as submitted to SBTi.

The internal carbon price has been set at €100 per ton, based on internal carbon prices published by other market actors, and is close to the carbon price assumption of €109 by 2030 used in the transition scenarios described in paragraph 2.2.1.5.1.C.1.b. "Transition Opportunities and Risks".

This carbon price of €100 is also the reference used for goodwill impairment tests carried out as part of the preparation of the Company's financial statements.

2.2.2.2.4 Management of Strategic Matter 4: Assessing the potential Impact of Climate Transition

The two material IROs linked to strategic matter 4 are:

– C3 – Financial risk related to climate change scenarios, including carbon tax:

In view of the latest publications by the Intergovernmental Panel on Climate Change (IPCC) concerning the most likely climate change scenarios and their potential physical, political, legal, technological and socio-economic impacts, the climate transition represents a financial risk for the Company. The risk is from the GHGs emitted by its own activities as well as its upstream value chain, and the potential impact of this transition on its customers and their markets.

In the medium to long term, some of Dassault Systèmes' customers could find it difficult to meet the demands of the energy and sustainable transition, which could have an indirect negative impact on the Company's revenue and operating income. The implementation of poorly anticipated regulatory restrictions impacting customers, such as the introduction of a carbon tax at Europe's borders as early as 2026, or the banning of new cars with internal combustion engines from 2035 within the European Union, could have a significant impact on the markets concerned.

– C4 – Potential financial and reputation risks related to not achieving Dassault Systèmes' environmental targets (including potential excessive use of carbon credits):

The transition risk described above in IRO C3, such as climate inaction or failure to meet Climate objectives, could damage Dassault Systèmes' reputation and fail to meet the expectations of its stakeholders (see paragraph 2.2.1.4.2 "SBM_2 – Interests and Views of Stakeholders") especially considering the Company's promise to develop solutions promoting a rapid transition to a decarbonized and circular economy.

Failure to meet sustainability targets, in particular objectives relating to the Company's solutions for reducing its customers' environmental footprint (in line with the EU Taxonomy), as well as targets relating to the decarbonization of its own activities, could result in a loss of confidence in the Company, adversely affecting its revenue, operating income, employer brand and the interest of SRI investors.

A) Policies relating to Strategic Matter 4: Assessing the potential Impact of Climate Transition

The Transition plan and the “Handprint” strategy mainly cover climate change mitigation, energy efficiency and the deployment of renewable energies.

The “Handprint” strategy is described in detail in paragraph 2.2.2.2.A.1.a “Policies (IROs C5 and C6)” in strategic matter 1, and the Transition plan in paragraph 2.2.2.2.1A. “Transition Plan for Climate Change Mitigation” in the Climate strategy.

Policies	Key actions
LEVER 1: TRANSFORM THE COMPANY’S BUSINESS MODEL TO OFFER SOLUTIONS THAT INTEGRATE THE CHALLENGES OF CLIMATE TRANSITION AND CIRCULARITY (C3/C4)	
“Handprint” strategy	— The actions corresponding to this lever are identical to those described in paragraph 2.2.2.2.2 “Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes’ Sustainability Portfolio”.
LEVER 2: IMPLEMENT THE COMPANY’S TRANSITION PLAN (C3/C4)	
Dassault Systèmes’ Transition plan	— The actions corresponding to this lever are identical to those described in paragraph 2.2.2.2.3 “Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes’ Operations and its Value Chain in a Growth Context”.

B) Key Actions relating to Strategic Matter 4: Assessing the potential Impact of Climate Transition

Actions relating to this strategic matter are covered in paragraphs 2.2.1.5.1.C.1 “ESRS E1 – Risks related to Climate Change”, as well as in paragraphs 2.2.2.2.2 “Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes’ Sustainability Portfolio” and 2.2.2.2.3 “Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes’ Operations and its Value Chain in a Growth Context”.

C) Metrics and Targets relating to Strategic Matter 4: Assessing the potential Impact of Climate Transition

The assessment of financial risk C3 can be found in paragraph 2.2.1.5.1.C.1 “ESRS E1 – Risks related to Climate Change” in IRO_1.

It is based on the climate transition assumptions and scenarios described in paragraphs 2.2.1.5.1.C.1.a “Physical Risks related to Climate Change” and 2.2.1.5.1.C.1.b “Transition Opportunities and Risks”.

The C4 risk is monitored through the performance of the following non-financial metrics:

- percentage of alignment to the EU Taxonomy;
- GHG emissions reduction trajectory as validated by the SBTi.

At the end of 2024, Dassault Systèmes is in line with the targets associated with the above metrics as presented in paragraph 2.2.2.2.1A.5 “Transition Plan Implementation – Performance” in the Climate strategy.

2.2.2.3 E3 – Water and Marine Resources

Dassault Systèmes considers the pressure on planetary limits to be a crucial sustainability matter, requiring economic organizations and actors to think carefully about their consumption of resources on the one hand, and the development of solutions to reduce resource consumption during the innovation process on the other.

The main resources consumed by Dassault Systèmes concern the IT equipment chain and data hosting in data centers. Fresh water is used throughout the digital industry’s value chain, from the extraction of metals, the plastics chain, to the manufacture of microprocessors and for the cooling of data centers. In this respect, in view of global warming and the management of rivers between countries, water is becoming an important element in the Company’s environmental policies towards its suppliers, in order to moderate the pressure on this resource in most geographical areas.

Dassault Systèmes’ operational software activities consume neither freshwater nor marine resources materially. In fact, no marine or ocean resources are consumed in the process of developing products and services. Freshwater consumption is limited to sanitary and catering uses, and marginally to the upkeep of green spaces on some sites.

2.2.2.3.1 List of material Impacts, Risks and Opportunities and Strategic Matters relating to Water and Marine Resources

The double materiality assessment linked to strategic matter 3 Limiting Dassault Systèmes' value chain pressure on Earth's Resources has identified the following IRO W1:

- **W1 – Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and Hosting services supply chain:**

The digital industry consumes water throughout the entire IT equipment production process, in particular

for the manufacture of microprocessors and the plastic chain. According to industry studies, the production of a laptop could consume several thousand liters per unit. The Company operates several data centers, which consume water in their cooling systems. Given its growth strategy, and in particular its cloud offering, it is increasing its indirect impact on freshwater consumption, even though its own operations have no material impact on water.

This IRO addresses, within strategic matter 3, the limitation of the pressure exerted by the Dassault Systèmes value chain on water and marine resources.

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES			
W1 – Negative impact due to degradation and overuse of fresh water resources resulting from potentially non-sustainable water use by Dassault Systèmes' IT equipments and Hosting services supply chain	Negative Impact	Water Water withdrawals Water consumption	Lever 1: Dialogue with data center providers on water conservation policies Lever 2: Dialogue with computer equipment suppliers on water conservation policies

2.2.2.3.2 Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

A) Policies relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

Strategic matter 3 is managed through three policies:

- “Responsible digital” policy (IT equipment);
- “Responsible data centers” policy;
- “Responsible procurement” policy.

“Responsible digital” Policy (IT equipment)

In 2024, the policy in place does not address water consumption linked to the manufacture of IT equipment, which is very rarely reported and is not part of the usual technical specifications. Water management by the Company's IT equipment suppliers will henceforth be addressed by the “Responsible procurement” policy for this purchasing category. This policy is described in detail in paragraph 2.2.2.2.2.A.2 “Policies (IRO C7)” in the management of strategic matter 1.

“Responsible data centers” Policy

This policy addresses the type of cooling technology proposed and the efficiency of water cycle management in the choice of data hosting providers. In its future 2025 version, this policy will address the matter of sites in areas of high waterstress, notably by including specific questions on water management and its impacts in public tenders. In the case of new sites, it will recommend analyzing the influence of data center locations on local resources. This will enable Dassault Systèmes to give preference to partners who minimize their impacts on water ecosystems, particularly in areas subject to water stress. This policy is described in detail in paragraph 2.2.2.2.3.A.1.a “Policies (IRO C1)” in the management of strategic matter 2.

“Responsible procurement” Policy

By being systematically involved in the selection processes for both IT equipment and data hosting services, the “Responsible procurement” policy currently includes at least 20% sustainability criteria in its selection criteria, with a medium-term target of 30% for the data hosting services category. These criteria include resource consumption (measured by weight) and energy consumption and impact on water resources, where available. This policy is described in detail in paragraph 2.2.2.2.3.A.1.a “Policies (IRO C1)” in the management of strategic matter 2.

B) Key Actions relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

These policies are implemented in 2024 through the levers and action plans described below:

Policies	Key Actions
LEVER 1: DIALOGUE WITH DATA CENTER PROVIDERS ON WATER CONSERVATION POLICIES (W1)	
"Responsible data centers" policy	Continued implementation of data center reporting on consumption and water management performance levels (through the Water Usage Efficiency (WUE) ratio)
"Responsible procurement" policy	- First discussions with some of its data center suppliers to ensure that they apply a reasoned and sustainable management of fresh water, with particular attention to cooling techniques; - Integration of the WUE metric in public tenders - The choice of data centers should take into account those that favor lossless closed-circuit water, air/water and water/water heat exchangers - Ongoing review of the few sites located in known areas of water stress
LEVER 2: DIALOGUE WITH COMPUTER EQUIPMENT SUPPLIERS ON WATER CONSERVATION POLICIES (W1)	
"Responsible procurement" policy	- Water conservation in the Sustainable Charter with Suppliers - Preparation of the 2025 action plan (detailed below)
"Responsible digital" policy	

Dassault Systèmes stresses the lack of data on water consumption linked to the manufacture of IT equipment. In addition, the complexity of the value chain and the difficulty of accessing reliable information on data hosting suppliers limit the scope for action. Aware of its indirect dependence on this resource, and in order to contribute to its rational use, the Company is nevertheless committed to doing its utmost to gather information and act in concert with its partners. The objectives are to reduce the negative impact of unreasonable freshwater consumption and possible pollution, and to better assess its risk associated with water stress. This approach began in 2024 for data center hosting service providers, and will continue in 2025. In addition, Dassault Systèmes is involved in awareness-raising and research initiatives described in paragraph 2.2.2.3.3 "Other (not material) elements: raising Awareness on Water and Marine Resources".

- data center actions: in France, Dassault Systèmes' data center partners favor air-cooling systems based on free-chilling or free-cooling techniques, which exploit ambient temperatures to lower energy consumption without massive use of water. Some data centers also employ adiabatic cooling systems, which optimize water evaporation to reduce air temperature, while limiting the water footprint. Most of these systems operate in a closed circuit, enabling water to be reused and

reducing the need for additional supplies, thus helping to preserve local resources. The initiatives planned by Dassault Systèmes for 2025-2027 aim to go even further in reducing the water impact of cloud infrastructures. They include a feasibility study for the integration of closed-circuit tempered water cooling in OUTSCALE's cloud infrastructure racks. This solution would reduce the water footprint of cooling operations while maintaining optimum performance levels. Particular attention will be paid to the management by suppliers of the few data centers operating in water-stressed areas;

- responsible procurement actions: future public tenders will include not only consumption considerations, but also management of the entire water cycle in data centers. The "Sustainable Procurement" team is also beginning to analyze the environmental policies of major suppliers. In 2024, this verification was essentially based on public information and a very limited number of suppliers. In 2025, data collection efforts will continue with suppliers of hosting services to achieve a better coverage rate of the WUE metric and a better understanding of suppliers' Water policies.

These policies are part of a global approach to the sustainability of Dassault Systèmes' cloud infrastructures. They reflect the Company's commitment to eco-responsible innovation, with a focus on preserving water resources.

C) Metrics and Targets relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

Metrics

Dassault Systèmes tracks a specific metric not proposed by the ESRS E3 standard: Water Usage Efficiency (WUE) in data center. It is the main metric used in digital industry sector studies. In 2023, Dassault Systèmes began collecting this metric from its suppliers, as well as their water consumption. However, the low collection rate observed at the end of 2024 (around 50%) means that it is not possible to publish a relevant consolidated metric at the Company level.

Value Chain Targets

To date, Dassault Systèmes does not yet have sufficient data on all the data centers it uses to set targets for weighted average WUE for the data centers it uses. The Company plans to establish thresholds for future new hosting contracts.

2.2.2.3.3 Other (not material) elements: raising Awareness on Water and Marine Resources

Experiences of the 3DEXPERIENCE Lab ("Environmental training and awareness" policy):

- protection of water and oceans through partnerships with incubators such as OceanHub Africa;
- protection of marine environments: Clean Sea Solutions in Norway (autonomous drone equipped with mapping sensors capable of removing plastic waste from harbors, canals and estuaries at or just below the surface of the water; Liftlabs (local program to protect whales in lobster fishing).

La Fondation Dassault Systèmes ("Philanthropy" policy):

- support for the Water Lab at the BMS College of Engineering in Bangalore (India) since its inception, through donations and contributions of skills from volunteer Dassault Systèmes employees. A new program has been initiated in 2023: the development of an intelligent robotic fish for aquaculture to monitor early disease metrics to protect aquaculture farms from infection;
- development since 2019 of the *Mission Ocean* project, which aims to develop scientific and technical educational content in subjects such as mathematics and physics, while enabling students to deepen their knowledge of the oceans. *Mission Océan* also aims to develop skills and interests for the jobs of the future, focused on preserving the oceans and the environment. This project is co-developed with key partners, such as the French Ministry of Education and Youth, and the French Research Institute for Exploitation of the Sea in France (IFREMER). In 2024, *La Fondation Dassault Systèmes* continued to make new educational content available to teachers and took part in awareness-raising actions with the French Ministry of Ecological Transition at the launch of the *Le Vendée Globe 2024-2025* ocean race.

2.2.2.4 E5 – Resource Use and Circular Economy

In contrast to the linear "take, make, waste" model, the circular economy is inspired by the living to generate rather than consume. It represents a new systemic approach for companies, based on three principles: keeping products and materials in use, eliminating waste and pollution, and regenerating natural systems.

2.2.2.4.1 List of material Impacts, Risks and Opportunities and Strategic Matters relating to Resource Use and Circular Economy

Dassault Systèmes' Circularity strategy, like its Climate strategy, aims to promote solutions for sustainability and develop partnerships with key actors in the circular economy. The list of relevant sustainability levers is presented in the table below "STRATEGIC MATTER 1".

Dassault Systèmes analyzes its main impacts related to the circular economy from the angle of reducing the pressure on planetary resources, primarily through its operations, and also through its supply chain, the levers of which are presented in the table below "STRATEGIC MATTER 3".

Material IROs	IRO type	Sub-topic	Levers
STRATEGIC MATTER 1: CONTRIBUTING TO INDUSTRY DECARBONIZATION AND CIRCULARITY THROUGH DASSAULT SYSTÈMES' SUSTAINABILITY PORTFOLIO			
R3 – Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development	Positive impact	Resources inflows, including resource use Waste	Lever 1: Build an offer based on existing solutions that contributes to improving customer circularity Lever 2: Ensure that the sales force takes ownership of the portfolio of circularity-related offers Lever 3: Build strategic partnerships to develop the Company's level of expertise in the circular economy and accelerate customer engagement
R4 – Financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy objectives	Opportunity	Resource outflows related to products and services	Lever 4: Support the development of companies with circular projects
STRATEGIC MATTER 3: LIMITING DASSAULT SYSTÈMES' VALUE CHAIN PRESSURE ON EARTH'S RESOURCES			
R1 – Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management	Negative impact	Resources inflows, including resource use Waste	Lever 1: Reduce the quantity of IT resources Lever 2: Purchase equipment with a controlled carbon footprint Lever 3: Manage and control the end of life of equipment Lever 4: Purchase second-hand equipment Lever 5: Reuse or donate end-of-life equipment

2.2.2.4.2 Management of Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

Resource scarcity, regulatory pressures, changing customer expectations, supply chain resilience and risk mitigation are all compelling reasons for Dassault Systèmes to develop a dedicated circularity offering.

The two material IROs linked to strategic matter 1 are:

– **R3 – Positive impact on resource pressure thanks to Dassault Systèmes' solutions enabling eco-designed product development:**

Dassault Systèmes offers its customers a range of software solutions to enable them to engage in an eco-design approach for their products. The brand portfolio integrates Circularity levers enabling customers in the Manufacturing Industries and Infrastructure & Cities sectors in particular to accelerate their mitigation actions.

– **R4 – Financial opportunity linked to Dassault Systèmes' solutions enabling its customers to achieve their circular economy objectives:**

The positive impact on the preservation of natural resources linked to the use of the Company's eco-design software solutions by its customers described in the IRO R3 creates a material financial opportunity by revealing more prospective customers and sales opportunities. In 2024, 65.2% of Dassault Systèmes' revenue is eligible to the EU Taxonomy's Circularity objective, and 20.6% of its revenue meets both the Climate and Circularity alignment criteria, illustrating the materiality of this current and potential opportunity for Dassault Systèmes in a context of accelerated industry transformation.

These two IROs address, within strategic matter 1, the design of a solutions portfolio for circularity. economy.

A) Policies relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

This strategic matter 1 is managed through three main policies:

- the “Handprint” strategy – a portfolio of solutions for industry;
- the “Supporting innovative startups” policy;
- the “Environmental training and awareness” policy.

“Handprint” Strategy

As part of its strategy, Dassault Systèmes offers solutions that meet industry's need for sustainable innovation and its customers' challenges in terms of climate and the circular economy. This strategy is built around five levers in favor of the circular economy. It aims to accelerate the transition of Dassault Systèmes' customers to this sustainable model. It meets three key objectives:

- rethinking product design;
- making the use and sourcing of sustainable materials more viable;
- reshaping value chains.

Dassault Systèmes uses the following four strategies to accelerate the time-to-market for its products and services:

- build an offer based on existing solutions that contributes to improving customers' circularity;
- ensure that sales forces take ownership of the portfolio of circularity-related offers;
- establish strategic partnerships to develop the Company's expertise in the circular economy and accelerate customer commitments;

- support the development of ecosystems and companies with circular projects.

To facilitate the use of recycled materials and reduce the proportion of “virgin” materials, Dassault Systèmes also offers simulation and modeling solutions that are particularly well adapted. The BIOVIA, SIMULIA and CATIA brands simplify the composition of materials. Indeed, if a product is made from a uniform material, it will be easier to recycle. Dassault Systèmes' solutions make it possible to integrate these properties at the design stage, to ensure the product's circularity throughout its lifecycle. The DELMIA brand also plays a key role in helping to choose more sustainable suppliers and materials when producing a product or building an infrastructure.

This policy applies to the Company's 13 brands, 3 business sectors and 11 GEOs. It is proposed jointly by the Sustainable Development department and the Company's brand departments, under the responsibility of the Executive Vice-President, Industry, Marketing & Sustainability, and discussed by the 3 Sector Boards.

This policy is also structured around environmental objectives, as defined by the EU Taxonomy, and aims in particular to increase the Company's percentage of aligned revenue (see paragraph 2.2.2.1 “EU Taxonomy”).

The “Handprint” strategy is described in detail in paragraph 2.2.2.2.A.1.a “Policies (IROs C5 and C6)” in the management of strategic matter 1.

“Supporting innovative startups” Policy and “Environmental training and awareness” Policy

They are described in detail in paragraph 2.2.2.2.A.1.a “Policies (IRO C5 and C6)” in the management of strategic matter 1.

B) Key Actions relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

These policies are implemented in 2024 through the levers and action plans described below:

Refer to paragraphs 2.2.2.1.2 "Sustainability Levers" and 2.2.2.1.7 "Demonstrate how Dassault Systèmes' Solutions

contribute to the Transition towards a Circular Economy using the EU Taxonomy Use Cases" for more information on Dassault Systèmes' levers and offering.

Policies**Key actions****LEVER 1: BUILD AN OFFER BASED ON EXISTING SOLUTIONS THAT CONTRIBUTES TO IMPROVING CUSTOMER CIRCULARITY (R3/R4)****"Handprint" strategy**

Building offers dedicated to the transition to the circular economy:

- Circular product design: analysis of the composition of raw materials, recirculation of materials and components at each stage of the product lifecycle, as well as the architecture of objects, their usage patterns and their ability to be reused, repaired, remanufactured and, as a last resort, recycled
- Implementation of circular processes: facilitating the implementation of standardized procedures for dismantling, reuse, remanufacturing and recycling
- Development of circular infrastructures: promoting the optimization of resources during the construction and usage of infrastructures (materials, energy, water, etc.)
- Encouraging circular consumer behavior in the consumer goods sector by facilitating traceability and consumer information
- Create business models that extend the life of products and infrastructures, with advanced modeling, data analysis and scenario simulation capabilities

Demonstrating and assessing the contribution of solutions to the transition to a circular economy: development of 14 Circularity use cases as part of the estimate of the EU Taxonomy-aligned revenue:

- By facilitating the selection of renewable materials and/or unprocessed raw materials, Dassault Systèmes' solutions contribute to the Circularity objective, as do internal stock management solutions that facilitate the reuse of composites. This year, for example, Dassault Systèmes strengthened its strategic partnership with BMW, helping the automaker to optimize its resource management system. Further information is available on the Dassault Systèmes website (<https://BMW Group Partners with Dassault Systèmes to Bring the 3DEXPERIENCE Platform to Its Future Engineering Platform | Dassault Systèmes>)
- In 2024, the Bel Group is deploying the "Perfect Production" solution, based on the 3DEXPERIENCE platform, to improve the efficiency and sustainability of manufacturing processes in eleven of its plants worldwide
- Circular design: in 2024, collaboration with Arena (<https://www.3ds.com/fr/newsroom/press-releases/swimwear-brand-arena-achieves-faster-more-sustainable-prototyping-dassault-systemes-3dexperience-works>) on improving the prototyping of its products. By designing its products with Dassault Systèmes solutions, the company has succeeded in reducing the amount of resources used for product manufacturing
- Compliance of the 3DEXPERIENCE platform with the PACT (Partnership for Carbon Transparency) methodology established by the World Business Council for Sustainable Development. More information available on the Dassault Systèmes website (<https://www.3ds.com/newsroom/press-releases/dassault-systemes-3dexperience-platform-recognized-pact-conformant-unlocking-decarbonization-value-chain>) Acceleration of the development of relevant solutions to meet, at least partially, new European environmental regulations linked to battery passport management and the end-of-life of electric vehicles

Policies	Key actions
LEVER 2: ENSURE THAT THE SALES FORCE TAKES OWNERSHIP OF THE PORTFOLIO OF CIRCULARITY-RELATED OFFERS (R3/R4)	
"Environmental training and awareness" policy	Training Dassault Systèmes employees in the challenges of Circularity, in particular eco-design using the LCA (Life Cycle Assessment) solution
LEVER 3: BUILD STRATEGIC PARTNERSHIPS TO DEVELOP THE COMPANY'S LEVEL OF EXPERTISE IN THE CIRCULAR ECONOMY AND ACCELERATE CUSTOMER ENGAGEMENT (R3/R4)	
"Handprint" strategy	- Participation in European-scale projects. Participation for the third year running in the EEONE project. Bringing together more than 48 organizations in nearly 16 European countries, this initiative aims to reduce electronic waste by developing solutions capable of increasing the lifespan of electronic products through the application of eco-design guidelines. These aim to increase reliability and repair rates, to reduce and replace materials, and to improve circularity through the reuse, recycling and recovery of electronic product materials and components - Participation in the European REINFORCE project (Standardized, Automated, Safe and Cost-Efficient Processing of End-of-Life Batteries for Second and Third Life Re-Use and Recycling). The aim of this project is to design a new, sustainable, circular value chain to serve as a benchmark for the automated, safe and cost-effective logistics and processing of end-of-life batteries for electric vehicles, with a view to their reuse and recycling. The Company is particularly involved in two working groups: - battery evaluation, standardization and risk management phase - automation and evaluation of the dismantling process Involvement in strategic alliances: - commitment to the <i>Alliance Industrie du Futur</i>, whose mission is to promote and integrate virtual twins into the French and European industrial ecosystem, in order to contribute to the transition to the circular economy - collaboration with international foundations and participation in coalition projects through co-leadership of a project led by the Ellen MacArthur Foundation, which brings together a dozen international organizations to develop a common set of principles for the design of circular products
LEVER 4: SUPPORT THE DEVELOPMENT OF COMPANIES WITH CIRCULAR PROJECTS (R3/R4)	
"Supporting innovative startups" policy	Promote startups with circular projects via the 3DEXPERIENCE Lab acceleration program, e.g. in 2024, support for: - Hopper: designing prostheses for sportsmen and women from industrial waste - Strong by Form: development of Woodflow technology, which makes it possible to design lighter wood parts for construction, thereby minimizing waste

C) Metrics and Targets relating to Strategic Matter 1: Contributing to Industry Decarbonization and Circularity through Dassault Systèmes' Sustainability Portfolio

Metrics

In order to measure the progress made in supporting its customers with an adapted offer, as well as in developing a business opportunity, Dassault Systèmes has decided to

track the EU Taxonomy-eligibility and alignment metrics for the objective Transition to a circular economy.

	2024	2023	Variation 2024-2023
Percentage of revenue eligible to the EU Taxonomy – Circular Economy	65.2%	58.7%	6.4 pts
Percentage of revenue eligible and aligned to the EU Taxonomy – Circular Economy	20.6%	N/A	-

Targets

The Company has not set differentiated targets in terms of percentage of revenue eligible or aligned to the EU Taxonomy for the Circularity and Climate objectives, as the solutions contributing to them are often the same.

The Company's targets are: 70% of revenue eligible, and 40% of revenue aligned to the EU Taxonomy by 2027, covering both Climate and Circularity objectives.

For further information, see paragraph 2.2.2.1.3 "Eligible and Aligned Revenue (Software and Services) as of December 31, 2024".

2.2.2.4.3 Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

The manufacture of IT equipment required for the Company's business and for the use of the software solutions it develops involves the use of natural resources. In addition, the limited lifespan of IT equipment generates a problem for the management of electronic waste, the recycling of which is still limited within a poorly controlled sector. As a result, the Company considers that its potential negative impact on natural resources is a material matter, largely localized in its value chain, with a long-term effect due to the low recycling rate of this waste.

The material IRO related to strategic matter 3, is:

- **R1 – Negative impact from pressure on resources due to digital industry products lifecycle management across the value chain, from resources to waste management:**

The manufacture of IT equipment necessary for the Company's business and the use of the software solutions it develops involves the use of natural resources. Moreover, the limited lifespan of IT equipment creates a problem for the management of electronic waste, the recycling of which is still limited.

In this context, the Company considers that its potential negative impact on natural resources is a material matter, largely localized in its value chain, with a long-term effect due to the low recycling rate of this waste.

- A) This IRO addresses, within strategic matter 3, the limitation of the pressure exerted by the Dassault Systèmes value chain on Earth's resources, in connection with the circular economy. Policies relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources**

The management of this strategic matter 3 is based on three policies:

- "Responsible digital" policy;
- "Responsible procurement" policy;
- "Environmental training and awareness" policy.

"Responsible digital" Policy

This policy covers, in particular, the entire lifecycle of IT equipment, from purchase to end-of-life. Its targets are to reduce the amount of IT resources used in the Company's office and development operations, extend their lifespan and manage their end-of-life. It includes an *IT Asset Disposal* sub-policy which addresses the management of asset disposal within Dassault Systèmes. This ensures compliance with environmental regulations by facilitating the recycling, reuse and responsible disposal of electronic equipment. The "Responsible digital" policy is described in detail in paragraph 2.2.2.2.A.2 "Policies (IRO C7)" in the management of strategic matter 1.

"Responsible procurement" Policy

It integrates the elements of the Company's sustainability strategy for each of the internal functions contributing to the decarbonization and circular management of operations. It encourages the acquisition of environmentally-friendly products and services, in particular the most energy-efficient products and services, by offering low-carbon content or incorporating elements of circularity. Updated in 2024, this policy includes the systematic integration of ESG criteria in the choice of suppliers. It also encourages suppliers belonging to the most carbon-intensive value chains to join the SBTi initiative, and where relevant, encourages the purchase of second-hand equipment. The "Responsible procurement" policy is described in detail in paragraph 2.2.2.3.A.1.a "Policies (IRO C1)" in the management of strategic matter 2.

"Environmental training and awareness" Policy

It is described in detail in paragraph 2.2.2.2.A.1.a "Policies (IROs C5 and C6)" in the management of strategic matter 1.

B) Key Actions relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources

These policies are implemented through the levers and action plans deployed in 2024 and planned in 2025, and described below:

Policies	Key actions
LEVER 1: REDUCE THE QUANTITY OF IT RESOURCES (R1)	
"Responsible digital" policy – IT Asset Management sub-policy	- Extended service life, set at 5 years for laptops, between 7 and 8 years for servers, depending on use, and unlimited for screens - Implementation of a tool to monitor the actual average lifespan of IT equipment - Extension of laptop maintenance contracts to 4 years to ensure repairs
"Responsible digital" policy	- Continued server virtualization to reduce physical infrastructures. The virtualization rate is around 90% by 2024 - Set up detailed tracking of electronic waste volumes by treatment channel (recycling, incineration, landfill, other) - In 2025, Dassault Systèmes continues to monitor and improve the quality of supplier data
"Environmental training and awareness" policy	- Internal awareness-raising: since 2023, a learning module has been available for all employees worldwide, to help them take action in favor of energy efficiency and the circular economy. Title: Acting towards Circular Economy - Buyer training: a training program dedicated to environmental issues, including notions of circularity - Thought Leadership: as announced in 2024, the topic of circularity and the generative economy will remain at the heart of Dassault Systèmes' strategy in 2025
LEVER 2: PURCHASE EQUIPMENT WITH A CONTROLLED CARBON FOOTPRINT (R1)	
"Responsible procurement" policy	- Increase in the number of RFPs launched with environmental criteria per equipment. In 2023, this approach concerned laptops. In 2024, this was extended to other IT equipment, and in 2025 it will involve integrating more outputs from equipment Life Cycle Assessment (LCA) - Continuing to encourage suppliers to commit to setting science-based GHG emission reduction targets. The criterion of adherence to the SBTi approach has been included in public tenders for several years now - Systematic dialogue, as part of business reviews, with suppliers on their approach to resource and e-waste management, to eco-design, to use of recycled materials
"Responsible digital" policy	- Development of an IT equipment catalog to monitor the carbon content of equipment and its circularity characteristics, in order to improve the Company's resource consumption - Definition of an eco-score evaluation methodology for new strategic IT projects. The aim is to deploy this eco-score in 2025 and 2026
LEVER 3: MANAGE AND CONTROL THE END OF LIFE OF EQUIPMENT (R1)	
"Responsible digital" policy	- Continued deployment of an asset management tool and improved tracking of Waste from Electrical and Electronic Equipment (WEEE) worldwide - Implementation of a quality audit process for WEEE reporting
"Environmental training and awareness" policy	Creation of specific training for IT and Research & development teams to raise awareness in these departments

Policies	Key actions
LEVER 4: PURCHASE SECOND-HAND EQUIPMENT (R1)	
"Responsible procurement" policy	— Purchase of over 18,000 second-hand and refurbished mobile devices as part of MEDIDATA's <i>MyMedidata</i> offering, to capture decentralized clinical trial data from patients
LEVER 5: REUSE OR DONATE END-OF-LIFE EQUIPMENT (R1)	
"Responsible procurement" policy	Dassault Systèmes strives to apply circular economy best practices. Two significant actions were carried out in 2024: — Donations of electric vehicle charging stations to public institutions and associations as part of a fleet renewal program on the 3DS Paris Campus. Defective charging stations have also been donated as spare parts — Reuse of carpets after cleaning, recycling of damaged tiles and partitions, adjustment of office furniture size with the help of a Company from the social and solidarity economy, as part of a renovation project (3DS Paris Campus)

C) Additional Information on Resources Inflows and Outflows

Resources Inflows

The input resources considered in the following analysis are mainly the IT equipment used in the Company's operations and value chain. Indeed, the production and use of software solutions essentially require IT infrastructures, notably servers and network equipment, as well as providers of hosting and data storage capacities.

In addition, as mentioned above, the "Responsible digital" policy calls for the implementation of tools to track resources used throughout their lifecycle. Targeted information collected includes weight, carbon content, reparability index (where available) and recycled material rate. However, it does not currently provide for the collection of information relating to the raw materials making up the various components, and has not used estimates provided by sector studies to calculate them.

The Company has defined a restricted catalog of durable IT equipment for its operations, for which information is currently being collected. All this information will be entered when a purchase request is created, as the process is implemented.

In 2024, the Company is not in a position to publish the weight of incoming resources due to insufficient coverage and the absence of a reliable extrapolation method.

Resources Outflows

Software developed by Dassault Systèmes is entirely distributed digitally. It therefore requires no physical support and generates no outgoing resources, given its intangible nature.

Only ordinary waste generated by the presence of employees at Dassault Systèmes sites represents the Company's main outgoing resource, followed by electronic waste linked to

end-of-life IT equipment. The breakdown by category is given below.

Since 2024, Dassault Systèmes has been tracking the end-of-life of its electrical and electronic equipment through metrics such as reprocessing typology by equipment category. When this information is provided by suppliers, Dassault Systèmes tracks quarterly volumes of electronic waste by equipment category, type of reprocessing and geography.

Dassault Systèmes' "Responsible digital" policy gives preference to the proportion of electrical and electronic equipment purchased that has received TCO certification, i.e. designed to be circular, energy efficient and in respect for social and environmental standards. In general, the Company monitors its waste management and pays particular attention to the proportion of waste recycled or donated.

Computer equipment generally consists of the following elements, in proportions that may vary depending on the equipment: computer, mobile phone, server, network equipment.

The following example shows the composition of a laptop as analyzed in a 2022 ADEME study:

- ferrous metals: 15% (recyclable) including manganese;
- non-ferrous metals including rare earths: 11.5% (recyclable) including aluminum, copper, zinc, nickel, magnesium;
- plastic: 40% (mostly recyclable);
- printed circuit boards: 15% including silicon;
- power regulation components (capacitors, batteries): 17% (only partly recyclable);
- other materials: 1.5% (often not very recyclable), including rare earths.

These components are largely recyclable, which is why Dassault Systèmes is responsible for monitoring and processing this electronic waste.

D) Metrics and Targets relating to Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources**Metrics**

The metrics relating to waste generated by the Company are detailed below:

	Total waste		Ordinary waste		Electrical and electronic waste	
	Weight (in tons)	%	Weight (in tons)	%	Weight (in tons)	%
TOTAL⁽¹⁾	708	100.0%	611	100.0%	97	100.0%
WASTE NOT DISPOSED OF⁽²⁾	82	11.6%	-	-	82	84.7%
Reuse/Reconditioning ⁽²⁾	20	2.9%	-	-	20	20.9%
Recycling ⁽²⁾	62	8.7%	-	-	62	63.8%
WASTE DISPOSED OF⁽²⁾	626	88.4%	611	100.0%	15	15.3%
Destruction ⁽²⁾	5	0.6%	-	-	5	4.7%
Incineration ⁽²⁾	3	0.4%	-	-	3	2.6%
Landfilling ⁽²⁾	0	0.0%	-	-	0	0.1%
Other and unknown treatments ^{(2) (3)}	618	87.4%	611	100.0%	8	8.0%
NON-RECYCLED WASTE^{(1) (4)}	646	91.3%	611	100.0%	35	36.2%

(1) ESRS Datapoints.

(2) Company-specific Datapoints.

(3) This category includes all other types of treatments and any waste for which no specific information is available. Due to lack of information on the split of ordinary waste by treatment type, the full amount of ordinary waste is accounted for in this category.

(4) The weight of "Non-recycled waste" includes all types of treatments including "Reuse/Reconditioning", it excludes "Recycling".

Targets

Dassault Systèmes has not set itself quantitative targets for metrics relating to the circular economy. Indeed, some information is not yet available in all countries and is not yet reliable. However, the Company is considering the introduction of metrics to monitor the performance of its policies, in particular the average lifespan of its IT equipment.

In addition, for ordinary waste, Dassault Systèmes is developing a local data collection process, complicated by the multiplicity of intermediaries. At this stage, this constraint does not allow the Company to define relevant targets by category.

2.2.2.5 Environment – Voluntary Non-Material Disclosures

Certain actions or policies, even if not material in terms of Dassault Systèmes' double materiality assessment and the strategic matters and material IROs identified, are important to the Company, particularly in terms of the information required by ESG rating agencies, or regulatory requirements outside the CSRD framework.

These voluntary, non-material disclosures are grouped together in a dedicated section within each of the environment, social and business conduct topics.

2.2.2.5.1 Non-Material Voluntary Metrics relating to Environmental Matters

	2024	2023	Variation 2024-2023	
ESRS DATAPOINTS				
Total water consumption in own operations (<i>in m³</i>)	279,764	323,100	(43,336)	(13.4%)
COMPANY-SPECIFIC DATAPOINTS				
Share of employees working in buildings certified High Environmental Value	65.1%	59.0%	6.1 pts	-

Comments on Water Consumption in Operations

Dassault Systèmes' own activities consume very little water. Consumption includes only modest quantities for sanitary purposes and, to a lesser extent, for irrigation at the few offices with green spaces. It has been considered that there are no material negative externalities linked to these internal consumptions. The Company has undertaken to publish its own water consumption annually at the request of several ESG rating agency questionnaires, including the Carbon Disclosure Project (CDP). This consumption is calculated for all operating sites excluding data centers.

It should be noted that water consumption by site is difficult to obtain, as it is often included in the lease charges without details of consumption, particularly in office buildings shared with other companies. The Company therefore uses a method of estimating consumption by employee, extrapolating from sites whose consumption is not known, based on sites whose consumption is deemed reliable.

2.2.3 Social and Societal Information

The policies described in this section relate to the year 2024 and are applicable only to the extent permissible under local and national regulations. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States.

Dassault Systèmes tracks social and societal actions through four main metrics for which the company has set targets:

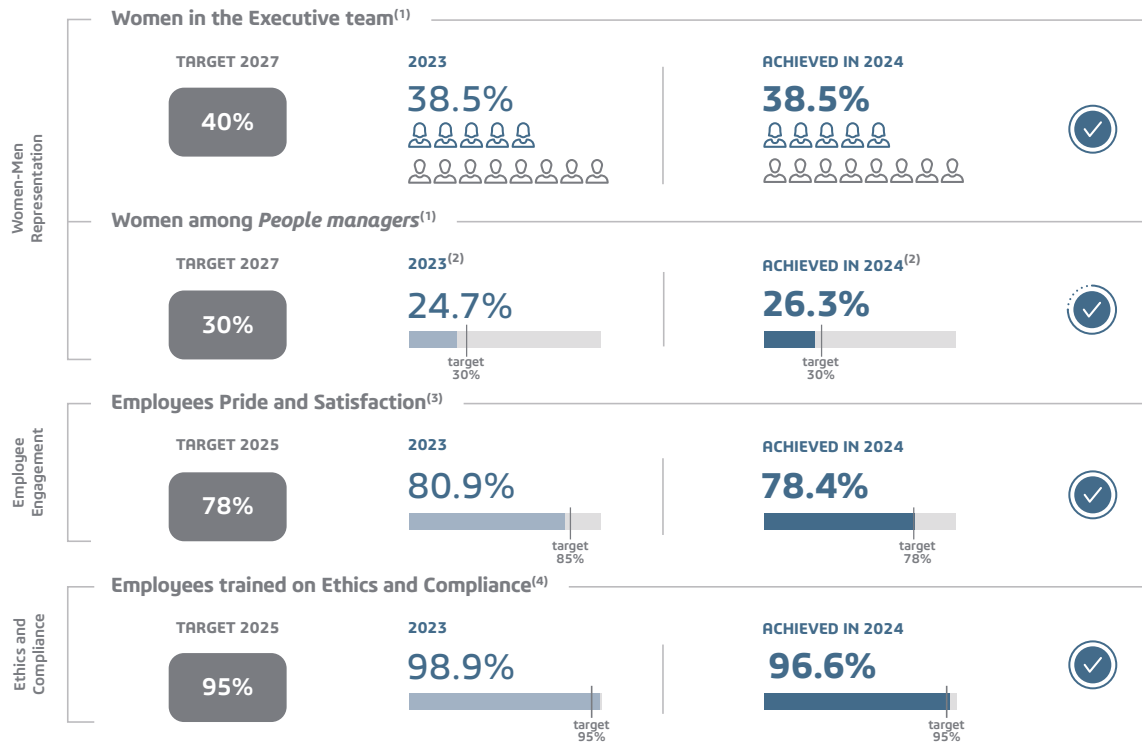
- three metrics in S1: women in the Executive team, women among *People managers* and employees pride and satisfaction;

- one metric for S3/S4 and G1: employees trained on ethics and compliance (including Code of Business Conduct training (G1, IRO G2), Personal Data Protection (S3/S4, strategic matter 9), and Anti-Corruption (G1, IRO G3).

Detailed explanations of these metrics and related policies and actions are described in the social, societal and business conduct sections of this report, respectively in paragraphs 2.2.3.1 "S1 – Own Workforce", 2.2.3.3 "S3 – Affected Communities", 2.2.3.4 "S4 – Consumers and End-Users", and 2.2.4.1 "G1 – Business Conduct".



Developing an inclusive and ethics Culture



(1) Objective only applicable to the extent permissible under local and national laws.

(2) Calculated on a headcount basis. As a change in methodology compared with previous years' reporting, the 2023 result has been revised applying this new calculation rule.

(3) Percentage measured by an annual satisfaction survey. Initially set at 85%, this target is revised in 2024 to 78% by 2025.

(4) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, Personal Data Protection and Anti-Corruption.

2.2.3.1 S1 – Own Workforce

The double materiality assessment process (see paragraph 2.2.1.5.1.A "Process for determining IROs") led to the identification of three strategic matters, encompassing eight material negative impacts, positive impacts or risks, that are:

- attracting and preparing the skills for the future in a competitive talent market;
- fostering employees' engagement to improve retention;

- promoting professional opportunities for all employees nurturing inclusion and creativity.

The human capital approach is aligned with these matters, and aims to create an inspiring environment to empower employees' journeys, allowing them to thrive in their missions and projects, and fulfill Dassault Systèmes' purpose. It therefore combines an approach focused on employees' experience with a positioning as a partner of strategic operational activities.

2.2.3.1.1 List of material Impacts, Risks and Opportunities and Strategic Matters relating to Own Workforce

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
STRATEGIC MATTER 5: ATTRACTING AND PREPARING THE SKILLS FOR THE FUTURE IN A COMPETITIVE TALENT MARKET			
OW3 – Negative impact of skills and knowledge obsolescence on workforce employability	Negative impact	Equal treatment and opportunities for all <i>Training and skills development</i>	Lever 1: Enable each and every one to play an active role in their career development
OW5 – Financial risk related to inability to attract workforce with high level of expertise	Risk	Working conditions <i>Recruitment (Entity-specific)</i>	Lever 2: Create candidates' pools and adopt a proactive sourcing approach
OW6 – Financial and reputation risk related to skills and knowledge obsolescence	Risk	Equal treatment and opportunities for all <i>Training and skills development</i>	Lever 3: Develop skills and offer a portfolio of learning and knowledge acquisition experiences
STRATEGIC MATTER 6: FOSTERING EMPLOYEES' ENGAGEMENT TO IMPROVE RETENTION			
OW1 – Negative impact due to lack of employees' reward and recognition	Negative impact	Working conditions <i>Recognition (Entity-specific)</i>	Lever 1: Define and implement an attractive compensation policy and foster achievements and innovation's pride and recognition
OW4 – Financial risk due to high employees' turnover	Risk	Working conditions <i>Employees' retention (Entity-specific)</i>	Lever 2: Retain key employees
OW8 – Positive impact of responsible employment practices on employment security	Positive impact	Working conditions <i>Secure employment/ Social Dialogue/Freedom of association, the existence of works councils and the information, consultation and participation rights of workers/Collective bargaining, including the rate of workers covered by collective agreements</i>	Lever 3: Prioritize long-term employment and respect freedom of association and the right to collective bargaining
STRATEGIC MATTER 7: PROMOTING PROFESSIONAL OPPORTUNITIES FOR ALL EMPLOYEES NURTURING INCLUSION AND CREATIVITY			
OW2 – Negative impact of inequalities leading to pay and career development gaps	Negative impact	Equal treatment and opportunities for all <i>Gender equality and equal pay for work of equal value</i>	Lever 1: Promote professional opportunities for all
OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation process	Risk	Equal treatment and opportunities for all <i>Diversity/Employment and inclusion of persons with disabilities</i>	Lever 2: Develop an inclusive culture

The double materiality assessment was performed covering the entire workforce. As Dassault Systèmes prioritizes permanent employment, the Company uses non-employee workers on an exceptional basis, notably to cover for employees' leave of absence or in the event of a temporary increase in activity. Non-employee workers represent less than 2% of the employee and non-employee workforce, calculated on a full-time equivalent basis. As no topic has been identified as material with regard to the non-employee workforce, the information disclosed in this paragraph covers the Company's employees.

All employees may be exposed to the material impacts identified and associated to the Company's operations throughout their professional careers. Dassault Systèmes is committed to providing a working environment conducive to the professional fulfillment of each individual, based on respectful relationships in all circumstances. The Company pays particular attention to gender, generational and disability equity, in order to promote inclusion for all.

Dassault Systèmes is a scientific company, focused on sustainable innovation, relying on knowledge and know-how as part of a long-term growth strategy supported, in particular, by:

- the ability to attract talent motivated by the Company's ambition;
- the skills in a context of rapidly evolving technologies;
- the employees' engagement, recognition of their contributions and achievements, and the Company's ability to retain them;
- the enrichment of knowledge in an inclusive and fulfilling environment.

Employees are one of the Company's most valuable assets, at the heart of its mission and development. It is therefore essential to understand their interests and viewpoints, in an open communication culture. To this end, employees have access to various direct and indirect channels:

- an annual satisfaction survey, whose high participation rate demonstrates its efficiency. The results enable the Company to identify views and expectations by team, country, gender and generations, and lead to developing action plans presented to employees, shared within the *3DS People* community;
- communities available on the **3DEXPERIENCE** platform, enabling employees, at any time, to comment on information shared by the Company, ask questions and share ideas, which will be analyzed, qualified and potentially give rise to initiatives;
- ad-hoc surveys during the year, targeting specific topics such as training and inclusion, or particular moments in employees' experience;

- dialogue with employees' representatives in relevant countries, in the form of information or consultation, providing opportunities to express employees' concerns, expectations and rights (see paragraph 2.2.3.1.3 "Managing Strategic Matter 6: Fostering Employees' Engagement to improve Retention").

Dassault Systèmes is organized around main functions (Research & Development, Sales, Marketing and Services and Company's General Administration) serving its brands and main markets in three GEO groups, covering 45 countries. Under the responsibility of the Executive Vice-President, Chief People & Information Officer, member of the Executive Committee, the Company's Human Resources department relies on a worldwide network of employees, made up of experts and operational staff, at both global and local levels:

- partners of functions to support their sustainable transformation and growth, as well as the development of inclusion programs;
- four centers of expertise covering recruitment and onboarding of new talents, skills' acquisition and development, employees' career evolution and recognition, and finally, social dialogue and collective bargaining. There are also a range of services and experiences covering every stage of an employee's journey;
- partners of local Sales, Marketing and Services teams, responsible for supporting these teams in delivering value, achieving sales targets, managing operational performance and promoting human capital programs locally;
- a team dedicated to leadership development programs for employees and managers, to defining applications used for performance management, and to people and team development, based on Company's values.

These teams are responsible for proposing and implementing all policies and action plans aimed at managing material risks, impacts and opportunities, funded under annual budgets and the medium-term strategic plan. Their implementation and the measurement of their efficiency are based on a set of solutions integrated in the **3DEXPERIENCE** platform, comprising information systems, a portfolio of applications and dashboards for steering processes and projects. Combining analytics and data sciences, this operational monitoring system, which will be further developed, facilitates the decision-making process and implementation of relevant action plans. The metrics and targets presented in this paragraph are analyzed and reviewed with key contributors on a quarterly basis, and will be subject to corrective actions and continuous improvements, where appropriate.

Targets, associated performance and progress to achieve are presented to and discussed with the Committee of the European Company and the Social and Economic Committee of Dassault Systèmes SE.

In order to prevent any material negative impacts that may result from the use of personal data, and in compliance with Dassault Systèmes' commitments to business ethics, the Company has in particular:

- a human resources privacy policy, updated in June 2024 and available to all employees on the **3DEXPERIENCE** platform;
- data protection training for human resources teams, deployed in 2024.

Dassault Systèmes has not identified any impacts, risks or opportunities relating to employees as a result of its Transition plan aimed at reducing its negative impacts on the environment and making its activities more ecological and climate-neutral.

2.2.3.1.2 Management of Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market

The negative impacts and risks covered in this paragraph are:

- **OW5 – Financial risk related to inability to attract workforce with high level of expertise:**

Dassault Systèmes' growth relies, in particular, on its ability to attract talents with high levels of expertise and skills that are increasingly in demand on the job market. If, therefore, Dassault Systèmes was unable to recruit such talents, this would represent a risk on the knowledge and know-how acquisition and consolidation, on the performance of the teams needed for innovation, and on the marketing of its solutions.

- **OW3 – Negative impact of skills and knowledge obsolescence on workforce employability:**

Technological innovations lead to continuous evolution and emergence of new skills, which are increasingly in demand on the job market. In this context, the Company must facilitate employees' ability to evolve and adapt, by implementing skills management, learning, knowledge sharing and acquisition programs. Otherwise, the employees' career evolution and employability could be negatively impacted.

- **OW6 – Financial & reputation risk related to skills and knowledge obsolescence:**

Skills, knowledge and know-how are one of the Company's assets for its long-term development. Dassault Systèmes must secure their adaptation to the evolution of the Company and the environment in which it operates. Inadequacy or obsolescence of these skills could lead to a risk for its competitiveness and reputation, resulting in financial loss.

A) Policies and key Actions relating to Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market

"Talent acquisition" Policy and Actions

The Code of Business Conduct and the Corporate Social Responsibility Principles formalize the Company's commitments to non-discrimination, Human rights and workplace accident prevention. Thus, all work-related decisions are based on each employee qualifications, talents, achievements and professional motivations (see paragraph 2.2.3.1.3 "Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention"). Employees and candidates, or any other person in contact with the Company, may report any breach in good faith via the Dassault Systèmes Whistleblowing procedure (see paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct"). Specific policies and actions promoting inclusion are described under strategic matter 7 (see paragraph 2.2.3.1.4 "Management of Strategic Matter 7: Promoting Professional Opportunities for all employees nurturing Inclusion and Creativity").

In order to improve the time required to recruit, reduce dependence on external partners, and minimize associated risks and costs, Dassault Systèmes adopts a proactive sourcing approach, based on external data analysis, enabling a deeper understanding of talent market and key or emerging skills mapping. In 2024, the market analysts team continued to grow its skills and, as pilot of the approach, conducted more than a dozen studies, mainly on key and emerging skills in research and development. These analyses helped to inform decisions, notably in terms of locations in North America and Europe, and to identify areas for improvement to consolidate and industrialize this approach. Combined with the workforce planning projects per function, this three-year approach will enable better focus on profiles' identification and accelerate the creation of talent pools, which will be converted into active candidates for hiring opportunities, where appropriate.

The referral program enables to promote Dassault Systèmes through its employees' network, to leverage career opportunities worldwide and to attract profiles aligned with the Company's values and culture. Any employee can actively contribute to the recruitment process by recommending one or more candidates via a dedicated application. These employees receive a bonus upon successful hiring. This channel is subject to an annual action plan structured around three axes:

- a monthly communication plan sharing job opportunities, particularly in Sales, Marketing & Services and Research & Development functions, requiring skills that are in short supply on talent market. This communication plan is adapted each year per country;

- recognition actions of employees contributing to recruitment of new team members, particularly in Asia;
- integration of referred candidates, initially referred to another job opportunity, in talent pools.

To enable future talents to validate their academic career with work experience in an innovative environment, every year Dassault Systèmes offers internship and apprenticeship opportunities. In this context, the Company collaborates with a network of over 450 education institutions and universities, with which it runs various initiatives contributing to academic training programs. The aim is to offer students career opportunities by encouraging them to join Dassault Systèmes after graduation, onboarding junior talents motivated by the Company's culture and purpose.

In 2024, Dassault Systèmes took part in more than 230 initiatives, in collaboration with academic partners, from student forums to educational events, such as:

- participation in the Tech Symposium organized by INSEAD in Singapore on Smart cities and workforce of the future;
- a partnership with the city of Meudon to organize a hackathon dedicated to students, with the aim of exploring the contribution of virtual twins to flood risk management in urban environment.

In 2024, Dassault Systèmes hired and mentored more than 1,900 interns and apprentices in 24 countries.

Dassault Systèmes' value proposition is based on its purpose, which contributes to sustainability in many fields, and on its drive for breakthrough innovations, in an international and multicultural context. The Company communicates through various channels, including social networks, about the role families, job opportunities and events organized with educational institutions. The website provides information on the Company's culture and values, sustainability commitments, benefits, inclusion initiatives and career development programs.

With the goal of delivering tailored communication experiences, and in order to maximize the employer brand and Company's reputation and related actions that will be measured through feedbacks campaigns as well as internal and external events, Dassault Systèmes launched, since 2023, a project to deploy a candidate relationship management digital solution. Projecting full operational capability over the next two to three years, this solution will enable the Company to:

- target profiles with specific skills and experience, particularly those that are in demand in the talent market;

- strengthen relationships with prospective candidates and promote Dassault Systèmes' purpose;
- accelerate the proactive identification of candidates, by facilitating talent communities through local and business-specific communication initiatives;
- social media engagement with key influencers;

In 2024, Dassault Systèmes conducted:

- a communication campaign on digital platforms in France, the United States and Canada, targeting research and development, sales, marketing and services profiles as well as cybersecurity skills;
- a digital campaign on ten educational campuses in France to promote the Company as a major enterprise in Life Sciences & Healthcare;
- the deployment of sponsored online advertisements in France and Germany, with over 17,000 visitors and more than 3,300 new candidates joining the community.

Dassault Systèmes primarily measures its external reputation through:

- the *Potentialpark* ranking, measuring companies' actions on their website career pages, online applications, social media and professional platforms. Dassault Systèmes ranked fourth overall, sixth in Europe and third in the United States;
- the accreditation of the "Choose My Company – HappyIndex Candidates" label for the World, Europe, Asia Pacific and granted to eleven countries worldwide, and accreditation of the "Choose My Company – HappyIndex Trainees" label in France.

"Annual performance review" Policy and Actions

Dassault Systèmes has a role model accessible to all employees, outlining responsibilities, missions and key performance indicators for each role, which serves as a reference for the annual performance review process. Each employee proposes and defines, together with his or her manager, achievement and leadership objectives. This occurs during meetings designed to ensure that they take ownership of the objectives set, that they have the means and resources required to achieve them, and that they understand their individual contribution to the Company's objectives. An objective relating to ethical behaviors and the completion of business ethics mandatory trainings is included by default for all employees. Mid-year interviews are recommended to review and update, if necessary, the objectives set and the results expected or achieved. At the end of the year, the assessment of results is a major component of performance appraisal. As part of collective collaboration on Company's projects, every employee can seek social feedback from colleagues, helping to confirm the strengths demonstrated, as well as the areas for improvement. These reviews also provide an opportunity to identify skills development initiatives, such as training and certification, as well as career evolution aspirations. As part of this process, in 2024, training dedicated to preparing development paths was made available to support employees.

“Internal mobility” Policy and Actions

The Company’s “Internal mobility” policy aims to empower each employee to play an active role in their career journey, and holds managers accountable for developing their teams through mobility. In the event of both external and internal applications, and with equivalent skills, priority is given to internal candidates. The *My Journey* application enables each employee to define a career development project, benefiting in particular from information and data on the Company’s roles, and to simulate potential career paths by selecting specific skills. Internal mobility is promoted to managers when opening a job opportunity, and relevant internal profiles are proactively recommended. All employees can also connect to the *My Job Opportunities* application, which provides them with access to available job offers in real time. Here they can apply online and track the progress of their application. In 2024, more than 2,400 job offers were published and more than 600 employees who applied were selected.

“Learning” Policy and Actions

Dassault Systèmes has a standardized skills referential, based on the European competencies’ classification, enriched with specific skills for the Company. It covers knowledge, know-how and soft skills, and makes it possible to identify the essential competencies integrated into each role description, both of which are reviewed and updated every year. These competencies enable employees to assess themselves in consultation with their managers, and to reinforce certification programs aimed at on-the-job specialization, expertise and social learning.

An annual training and learning needs assessment survey is sent to all managers, for employees and for themselves. The results may lead to interviews with some of the recipients, and contribute to the development of the portfolio of learning experiences and knowledge acquisition through training and certification in four areas:

- knowledge of the Company’s purpose, history, culture and values, as well as the adoption of the **3DEXPERIENCE** platform;
- cross-functional skills such as communication, collaboration, leadership and sustainable development;
- skills linked to professional expertise of each employee;
- knowledge in Dassault Systèmes’ solutions.

With the *3DEXPERIENCE University* application, every employee has access to over 7,000 training contents linked

to the certification portfolio, encompassing 116 role-related, 141 brand-related and 123 industry segment-related programs. More than 270 employees are responsible for the creation and deployment of these training programs, enabling knowledge capitalization, knowledge sharing and allowing the Company to adapt training to employees’ skills acquisition needs.

These contents also cover specific competencies, including:

- trainings dedicated to managers, aimed at developing their leadership and communication skills, enabling them to bring their teams together around shared objectives and Company’s values. The related certification program enables them to master core managerial skills and knowledge in performance management, recognition and individual and collective development;
- mandatory trainings in business ethics and corporate responsibility, including the Code of Business Conduct, personal data protection and anti-corruption (see paragraph 2.2.4.1.2 “Managing Strategic Matter 12: Ensuring ethical and transparent Business Conduct”);
- development programs dedicated to Dassault Systèmes’ talents and future managers pool, promoting access to high-level responsibility positions (see paragraphs 2.2.3.1.3 “Managing Strategic Matter 6: Fostering Employees’ Engagement to improve Retention” and 2.2.3.1.4 “Management of Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity”).

Throughout the year, information and communications are released in the *Passion to Learn* community to engage employees in training initiatives, allowing to deliver almost 20,700 certifications in 2024. The certification portfolio is also reviewed every year to ensure its alignment with business needs. In this context, 56 new programs were deployed in 2024.

To promote access to skills development, a range of various training events are held annually:

- *Passion to Learn Month*, whose 2024 edition focused in particular on leadership and artificial intelligence skills, recording over 7,500 registrations and 3,200 participants;
- *Leadership Development Days*, with three sessions in 2024 focusing on effective communication, collaboration and project management.

Policies	Key actions	Key metrics – definition
LEVER 1: CREATE CANDIDATES' POOLS AND ADOPT A PROACTIVE SOURCING APPROACH (OW5)		
"Talent acquisition" policy	— Understanding of talent market through locations and ecosystems' analysis as well as skills mapping studies	% of job offers filled under permanent contracts
	— Monthly communication plan highlighting job opportunities and recognition actions of employees contributing to recruitment of new team members, particularly in Asia	% of job offers filled by referral
	— Participation in more than 230 initiatives in collaboration with academic institutions and mentoring of more than 1,900 apprentices and trainees	
	— Communication campaign on digital platforms and deployment of sponsored pages for France and Germany	
LEVER 2: ENABLE EACH AND EVERY ONE TO PLAY AN ACTIVE ROLE IN THEIR CAREER DEVELOPMENT (OW3)		
"Annual performance review" policy	— Annual performance review campaign	% of employees that participated in annual performance review
"Internal mobility" policy	— Training dedicated to preparing development paths for managers and employees	
	— Internal publication of over 2,400 job offers with over 600 employees selected	% of job offers filled by internal hires
LEVER 3: DEVELOP SKILLS AND OFFER A PORTFOLIO OF LEARNING AND KNOWLEDGE ACQUISITION EXPERIENCES (OW6)		
"Learning" policy	— Skills referential update and skills assessment	Average number of training hours per employee
	— Certification portfolio review, leading to the release of 56 new programs	
	— Organization of two skills development events, <i>Passion to Learn Month</i> and <i>Leadership Development Days</i>	% of employees receiving learning actions

Priorities for the next three years will focus on:

- delivering a managerial learning program aimed at training over 1,000 managers;
- accelerating the development of artificial intelligence skills;
- consolidating and managing the skills referential, enabling development of training initiatives connected to critical skills and their evolution over time;
- deploying a new learning management system.

B) Metrics and Targets relating to Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market

The performance metrics measuring the efficiency of policies and actions related to talent acquisition, annual performance review, internal mobility and learning are detailed in the table below.

	2024	2023	Variation 2024-2023		Target 2025
ESRS DATAPOINTS					
Percentage of employees that participated in annual performance review – Men ⁽¹⁾	95.1%	-	-	-	-
Percentage of employees that participated in annual performance review – Women ⁽¹⁾	94.7%	-	-	-	-
Percentage of employees that participated in annual performance review – Other ⁽¹⁾	94.1%	-	-	-	-
Percentage of employees that participated in annual performance review – Not disclosed ⁽¹⁾	50.0%	-	-	-	-
Percentage of employees that participated in annual performance review ⁽¹⁾	95.0%	-	-	-	-
Average number of training hours per employee – Men	24.6	23.9	0.7	2.9%	-
Average number of training hours per employee – Women	20.9	20.1	0.8	4.0%	-
Average number of training hours per employee – Other	10.1	-	-	-	-
Average number of training hours per employee – Not disclosed	51.7	-	-	-	-
Average number of training hours per employee	23.5	22.8	0.7	3.1%	-
COMPANY-SPECIFIC DATAPOINTS					
Number of job offers filled	2,609	3,594	(985)	(27.4%)	-
Percentage of job offers filled under permanent contracts	95.2%	96.4%	(1.2) pts	-	-
Percentage of job offers filled by referral	13.5%	15.7%	(2.2) pts	-	-
Percentage of job offers filled by internal hires ⁽²⁾	35.3%	28.8%	6.5 pts	-	30.0%
Number of new joiners	2,641	-	-	-	-
Percentage of new joiners through recruitment	97.7%	-	-	-	-
Percentage of new joiners through acquisition	2.3%	-	-	-	-
Percentage of employees receiving learning action	98.5%	98.7%	(0.2) pts	-	-

(1) Percentage of eligible employees according to "Annual performance review" policy.

(2) Percentage of job offers requiring at least three years' professional experience filled with internal candidates.

Employees from CENTRIC PLM, Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS and Amcad Engineering SAS are excluded from the policies and action plans detailed in this paragraph. As no reliable methodology could be identified, Dassault Systèmes has not applied any estimates in order to preserve the integrity of disclosed data. The reported metrics therefore cover 95.5% of employees as of December 31, 2024 for training and talent acquisition, and 95.3% of employees as of December 31, 2024 for annual performance review.

Information and data relating to annual performance review cover employees eligible to the policy, including employees under permanent contracts, hired no later than September 30 of the reporting year, and excluding employees under leave of absence. The annual campaign and associated communication and training initiatives enabled to reach a high completion rate of annual performance

review. As 1,140 employees did not benefit from a finalized interview in 2024, individual actions will be implemented to ensure that they receive one in 2025.

The metrics relating to training cover all hours delivered during the reporting year, based on the number of employees as of December 31, 2024. As this methodology differs from previous reporting years, the 2023 data have been revised by applying this new calculation rule.

In 2024, the total number of training hours delivered increased by almost 5% compared to 2023, in a context of 1.5% headcount growth. There was particular focus on developing skills linked to professional expertise, knowledge in Dassault Systèmes' solutions, as well as soft skills and artificial intelligence. While the average number of training hours for women is lower than for men, it increased by 4% compared to 2023, also the proportion of women who received training is slightly higher than for men.

Information and data related to recruitment cover all job offers filled during the reporting year. Given their acquisition during the year, Dassault Systèmes estimated that no recruitment took place for Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS, and Amcad Engineering SAS, an estimation hypothesis confirmed by the absence of new joiners in these subsidiaries for the period under review. The definition of new joiners has been revised in 2024 to exclude, in particular, international mobility and assignments, transfers of legal entities and any other headcount movements within Dassault Systèmes. It covers hiring, extensions and changes in employment contracts. As this methodology differs from previous reporting years, the 2024 data cannot be compared with those reported in previous years.

In a context of global economic uncertainty, volatility in customer decision-making and continued decline in employee-initiated turnover since 2021, the Company adopted a prudent approach to its hiring in 2024. The number of job offers filled is lower than in previous years. The proportion of hires on permanent contracts remains high, with the use of fixed-term contracts limited to the replacement of employees' absence and for time-bound special projects. Thus, in 2024:

- recruitment related to Company's growth represented 26% of total hires, compared to 21.7% in 2023;
- recruitment related to turnover replacement accounted for 45.8% in 2024, compared to 50.3% in 2023.

Although the proportion of positions filled through employee referrals decreased by 2.2 points in 2024 compared to 2023, the proportion of job offers filled with internal hires increased by 6.5 points, thereby supporting the Company's policy.

Internal mobility enhances expertise and know-how, making the Company a more attractive place to work and helping to retain talented employees, thus meeting their expectations in terms of career development. It contributes to Dassault Systèmes' growth objectives, to meeting future needs in terms of skills and profiles, and to sharing knowledge and know-how within the Company. Accordingly, Dassault Systèmes has set a target of 30% of job offers filled with internal hires by 2025. Dassault Systèmes has not defined quantitative targets for the other topics related to this strategic matter. Nevertheless, the Company is monitoring the efficiency of its policies and actions through the metrics reported above.

2.2.3.1.3 Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention

The positive and negative impacts and risk covered in this paragraph are:

— OW1 – Negative impact due to lack of employees' reward and recognition:

Recognition of employees' performance and achievements has a direct impact on their motivation and engagement at work. The absence of rewarding programs affects their pride and satisfaction in working for the Company, leading to a loss of meaning at work as well as an increase in employees' turnover.

— OW4 – Financial risk due to high employees' turnover:

Dassault Systèmes' operational performance relies in particular on its ability to secure the required human resources. An increase in employees' attrition, especially among key talents, would affect the Company's business operations and lead to a risk on its revenue and operating income.

— OW8 – Positive impact of responsible employment practices on employment security:

Dassault Systèmes strives to be recognized as a responsible employer that favors long-term employment of locally recruited employees, thus contributing to sustainable employability within each country in which it operates. This approach aims to provide employees long-term employment prospects and financial resources.

A) Policies and key Actions relating to Strategic Matter 6: Fostering Employees' Engagement to improve Retention

"Total rewards" Policy and Actions

Dassault Systèmes commitments are to compensate employees at or above the levels set by applicable laws and regulations and to provide all legally required benefits, as set out in the Company's Corporate Social Responsibility Principles. As such, Dassault Systèmes' value proposition is based, in particular, on a total reward approach aimed at ensuring that employees benefit from an attractive policy, combining different elements of compensation and forms of recognition.

The annual compensation is made up of a fixed component and a variable component, the rules of which depend on the employee's function and roles of the Company's reference framework. Salary ranges are benchmarked each year to ensure alignment with high-tech market practices. Compensation is reviewed annually and differentiated according to the individual performance of each employee. Within global or local context, whether in terms of the economy or competition, specific measures can be defined and implemented. As part of the 2024 annual compensation review process, and based on performance, particular attention is paid to junior talents, promotions, pay equity, key employees, roles and skills in short supply on the job market.

In compliance with local regulations and practices, Dassault Systèmes' approach aims to offer social protection and various benefits. In addition to the mandatory plans, depending on the country, the Company offers supplementary health and welfare coverage, including death, disability and incapacity coverage, as well as additional compensation during maternity and paternity leave. Employees can also receive various types of benefits, including transport and childcare allowances. To offer as many employees as possible the opportunity to be involved in the Company's project and growth, Dassault Systèmes rolled out an employee shareholding program in 2021 and 2023. This operation allowed employees to subscribe to a leveraged shareholding scheme at a 15% discount and offering a capital guarantee in euros.

In 2024, and in line with the results of the annual satisfaction survey, Dassault Systèmes implemented actions to communicate and promote the benefits offered by the Company, the improvements of some social protection schemes and continued to roll out the individualized total reward statement.

Designed to recognize the contribution of employees and make the Company's social offering more attractive, the aim of these measures is to ensure that each employee receives sufficient compensation to achieve a decent standard of living, as set out in the United Nations Universal Declaration of Human Rights.

Innovation being an integral part of the Company's DNA, various initiatives are deployed to foster pride and recognition of achievements, as well as an understanding of corporate strategy. The most innovative projects carried out by Dassault Systèmes teams around the world are rewarded each year, encouraging collaboration. The projects are selected by a vote of employees, and by a jury made up of members of the Executive team. The 2024 edition of the *3DS INNOVATION Forwards* included over 440 candidate projects, representing more than 3,300 employees, rewarded 88 projects, representing more than 800 people, and registered 52 patents.

Long-Term Incentives plan and Actions

Retaining key talents, and identifying and preparing the next generation of leaders, is essential to achieving the Company's ambition. These actions enable the Company to offer diversified career development opportunities, an important lever for engagement and recognition. In this way, key employees may be granted long-term incentives, notably through grants of Dassault Systèmes performance shares or share subscription options. The allocation is made to each individual depending on their individual performance and level of responsibility (see paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"). This approach also includes a process for identifying key employees and developing succession plans covering more than 250 positions with high-level responsibility. The aim is to identify for each position up to three talented individuals with leadership

potential to become tomorrow's leaders. Two programs, *GLOW* and *Talent Journey*, are dedicated to developing Dassault Systèmes' talents and the future pool of managers. Structured over a period of 7 to 10 months, these programs foster the development of strategic and leadership skills through group training and case studies on transformation projects defined by the Company. They offer participants the opportunity to present their work to members of the Executive team. Nearly 70 employees have been selected to take part in the 2024 session, bringing the total number of participants since the creation of these programs to nearly 280.

Code of Business Conduct, Corporate Social Responsibility Principles and Actions

Compliance with ethical rules and international standards is part of Dassault Systèmes' purpose. Dassault Systèmes' business ethics are based on fundamental international texts on Human and social rights and are formalized in corporate governance policies and procedures. Its pillars are the Code of Business Conduct and the Corporate Social Responsibility Principles, covering:

- prohibiting the employment of children of compulsory school age (and in any case of children under 15), forced labor and all other forms of modern slavery;
- guaranteeing satisfactory working conditions to ensure the health and safety of employees;
- prohibiting all forms of discrimination and harassment;
- complying with applicable legal or regulatory minimums in terms of remuneration, freedom of association, protection of trade union rights, and the right to collective bargaining.

An analysis of the information provided by the International Labor Organization, particularly through its Forced Labor Observatory, indicates that Dassault Systèmes does not operate any activities identified as presenting a significant risk of forced labor, compulsory labor or child labor. In addition, Dassault Systèmes operates in countries with local or supranational regulations, or adherence to international conventions and standards covering Human and social rights, which the Company is committed to respecting.

On health and safety, Dassault Systèmes has four major policies that apply in particular to employees in the course of their business activities, including the prevention of work-related accidents.

Dassault Systèmes formally prohibits any form of discrimination for any reason whatsoever in employment relations, in particular based on gender, age, family or pregnancy status, family name, ethnic, racial, social, cultural or national origin, religion, disability, health, sexual orientation, trade union membership or opinion or political commitment. Dassault Systèmes undertakes to recruit and promote employees according to their individual qualities and to treat them with dignity and respect for their private lives, without favoritism.

The Code of Business Conduct, which is accessible to all employees, provides definitions and examples, particularly of sexual harassment and discrimination. Recruitment, training, promotion, appointment and other work-related decisions are based on each employee's qualifications, talent, performance as well as professional motivations. Any case of non-compliance with applicable laws and regulations and the Code of Business Conduct can be reported via the Dassault Systèmes Whistleblowing procedure (see paragraph 2.2.4.1.2 "Managing Strategic Matter 12: Ensuring ethical and transparent Business Conduct"). The Company's employees' representatives have been informed or consulted about the Code of Business Conduct and the Whistleblowing procedure, in compliance with applicable national regulations.

All breaches related to discrimination and harassment, particularly those reported through the Whistleblowing procedure, are assessed on a case-by-case basis, considering the specific facts and circumstances according to their legal qualification. Substantiated cases result in disciplinary sanctions, proportional to the severity of the incidents. Specific policies and actions promoting inclusion are detailed within the strategic matter 7 (see paragraph 2.2.3.1.4 "Managing Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity").

In line with the Company's aim to be acknowledged as a responsible employer and the Corporate Social Responsibility Principles, Dassault Systèmes promotes the long-term employment of its employees. It is also committed to:

- working hours, taking into account employees' workload when setting objectives and conducting annual performance review, confirmed in the related interview reporting document;
- accommodating employees' requests for part-time work and statutory leave for personal reasons, family events or family support, in compliance with applicable laws and regulations and when operational activities allow;
- work-life balance, in particular with parenthood. Furthermore, Dassault Systèmes has a global flexible work policy, deployed in collaboration with unions under collective bargaining agreement in France, enabling employees to work remotely up to two days a week;

- Nation-Army link by supporting the commitment of its employees in France to the national reserve corps, notably through an agreement signed in 2018 with the French Ministry of the Armed Forces, the renewal of which is currently under discussion. It entitles Dassault Systèmes' employees to benefit from up to twelve days' absence per year, five of which are paid for by the Company. A similar commitment is in place for employees in the United Kingdom.

Dassault Systèmes is committed to respecting its employee's right to associate freely, form and join unions organizations of their own choosing, and bargain collectively as permitted by and in accordance with applicable laws and regulations. The responsibility for social dialogue and collective bargaining is held by the Human Resources department of the Company (see paragraph 2.2.3.1.1 "List of material Impacts, Risks and Opportunities and Strategic Matters relating to Own Workforce"). In line with the freedom of association, Dassault Systèmes has an independent employees' representation:

- at local level, with representatives elected by employees, or union representatives;
- at supranational level, through the Committee of the European Company covering all countries part of the European Economic Area (EEA) as well as the United Kingdom;
- at Board of Directors level, through two directors representing employees, appointed in accordance with the law and Company's by-laws (see paragraph 5.1.1 "Composition and Practices of the Board of Directors").

Employees representatives' bodies are involved in the review and implementation of the Company's policies, either through collective bargaining, or by means of information or consultation at national or supranational level. Depending on the country and the topics addressed, meetings can occur weekly, bi-weekly or monthly. In 2024, the Committee of the European Company engaged with members of the Executive team on the Company's strategy, human capital development related policies, and sustainable development approach. At national level, this social dialogue focused in particular on compensation policy, professional equity between women and men, retirement plan improvements, and the implementation of various cybersecurity tools.

Policies	Key actions	Key metrics – definition
LEVER 1: DEFINE AND IMPLEMENT AN ATTRACTIVE COMPENSATION POLICY AND FOSTER ACHIEVEMENTS AND INNOVATION'S PRIDE AND RECOGNITION (OW1)		
"Total rewards" policy	- Annual compensation review process primarily based on performance, with particular attention to junior talents, promotions, pay equity, key employees, roles and skills in short supply on the job market 2024 edition of the <i>3DS INNOVATION Forwards</i>, rewarding 88 projects and 52 patents, representing over 800 people	% of employees pride and satisfaction
LEVER 2: RETAIN KEY EMPLOYEES (OW4)		
Long-Term Incentive plan	- Implementation of the 2024 Long-Term Incentive plan - Identification and review of succession plans for more than 250 key positions - Nearly 70 employees selected for the 2024 session of talent development programs	% of employees granted with long-term incentives % of employee voluntary turnover
LEVER 3: PRIORITIZE LONG-TERM EMPLOYMENT AND RESPECT FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING (OW8)		
Code of Business Conduct Corporate Social Responsibility Principles	- Dialogue with representatives of the Committee of the European Company, notably on the Company's strategy, human capital development related policies and sustainable development approach - Dialogue or negotiations with employees' representatives at national level, notably on compensation policies, professional equity between women and men, mandatory training on discrimination and harassment, retirement plan improvements and the implementation of various cybersecurity tools	% of permanent employees % of employees covered by collective bargaining agreements and employees' representatives Number of complaints of discrimination or harassment and associated fines, penalties and compensation

Priorities for the next three years will focus on:

- 2025 employee shareholding program deployment;
- annual review of succession plans for positions with high-level responsibility and facilitation of talent development programs;
- definition and elaboration of a leadership development path, that will be presented to employees' representatives in the relevant countries;
- definition and implementation of action plans based on the annual satisfaction survey results, with a particular focus on:
 - work meaning, through initiatives aimed at clarifying the vision and strategy, as well as teams' contributions to the Company's objectives;
 - on-site experience to enhance interaction, team learning, co-creation and creativity;
- employees' benefits, through local communication plans, continued deployment of the individualized total reward statement, and any other actions identified based on country-specific priorities.

B) Metrics and Targets relating to Strategic Matter 6: Fostering Employees' Engagement to improve Retention

The performance metrics measuring the efficiency of policies and actions related to employees' engagement and retention as well as responsible employer practices are detailed in the table below.

	2024	2023	Variation 2024-2023		Target 2025
ESRS DATAPOINTS					
Total number of employees	25,000	24,633	367	1.5%	-
Number of employees – Men	17,528	17,356	172	1.0%	-
Number of employees – Women	7,418	7,230	188	2.6%	-
Number of employees – Other	40	-	-	-	-
Number of employees – Not disclosed	14	-	-	-	-
Number of employees – Europe ⁽¹⁾	10,136	9,821	315	3.2%	-
Number of employees – Americas	6,797	6,898	(101)	(1.5%)	-
Number of employees – Asia	8,067	7,914	153	1.9%	-
Number of employees – United States	6,281	6,424	(143)	(2.2%)	-
Number of employees – France	5,829	5,657	172	3.0%	-
Number of employees – India	5,231	5,123	108	2.1%	-
Number of permanent employees	24,501	24,054	447	1.9%	-
Number of permanent employees – Men	17,208	16,998	210	1.2%	-
Number of permanent employees – Women	7,239	7,009	230	3.3%	-
Number of permanent employees – Other	40	-	-	-	-
Number of permanent employees – Not disclosed	14	-	-	-	-
Number of temporary employees	499	579	(80)	(13.8%)	-
Number of temporary employees – Men	320	358	(38)	(10.6%)	-
Number of temporary employees – Women	179	221	(42)	(19.0%)	-
Number of temporary employees – Other	-	-	-	-	-
Number of temporary employees – Not disclosed	-	-	-	-	-
Number of full-time employees	24,433	24,094	339	1.4%	-
Number of full-time employees – Men	17,298	17,137	161	0.9%	-
Number of full-time employees – Women	7,081	6,910	171	2.5%	-
Number of full-time employees – Other	40	-	-	-	-
Number of full-time employees – Not disclosed	14	-	-	-	-
Number of part-time employees	567	539	28	5.2%	-
Number of part-time employees – Men	230	219	11	5.0%	-
Number of part-time employees – Women	337	320	17	5.3%	-
Number of part-time employees – Other	-	-	-	-	-
Number of part-time employees – Not disclosed	-	-	-	-	-
Total number of employees who have left the Company	1,955	-	-	-	-
Percentage of employee total turnover	8.0%	-	-	-	-
Percentage of employees covered by collective bargaining agreements	33.2%	-	-	-	-
EEA – Percentage of employees covered by collective bargaining agreements – France	100.0%	-	-	-	-
EEA – Percentage of employees covered by collective bargaining agreements – Countries with more than 50 employees and representing less than 10% of total employees ⁽²⁾	75.5%	-	-	-	-
EEA – Percentage of employees covered by collective bargaining agreements – Countries with less than 50 employees and representing less than 10% of total employees ⁽³⁾	79.3%	-	-	-	-

	2024	2023	Variation 2024-2023		Target 2025
EEA – Percentage of employees covered by employees’ representatives – France	100.0%	-	-	-	-
EEA – Percentage of employees covered by employees’ representatives – Countries with more than 50 employees and representing less than 10% of total employees	100.0%	-	-	-	-
EEA – Percentage of employees covered by employees’ representatives – Countries with less than 50 employees and representing less than 10% of total employees	100.0%	-	-	-	-
Number of complaints of discrimination, harassment and inappropriate behaviors raised through Company’s channels	20	31	(11)	(35.5%)	-
Number of substantiated cases of discrimination, harassment and inappropriate behaviors	10	-	-	-	-
Number of complaints of discrimination, harassment and inappropriate behaviors raised through National Contact Points for OECD Guidelines for Multinational Enterprises	0	-	-	-	-
Total amount of fines, penalties, and compensation for damages as result of incidents of discrimination, harassment and inappropriate behaviors	0	-	-	-	-
Number of severe Human rights issues and incidents	0	-	-	-	-
Number of severe Human rights issues and incidents that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	-	-	-	-
Total amount of fines, penalties, and compensation for severe Human rights issues and incidents that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	-	-	-	-
COMPANY-SPECIFIC DATAPOINTS					
Percentage of employees subscribing to shareholding program ⁽⁴⁾	-	33.8%	-	-	-
Percentage of employees pride and satisfaction ⁽⁵⁾	78.4%	80.9%	(2.5) pts	-	78% ⁽⁵⁾
Percentage of employee voluntary turnover	5.8%	-	-	-	-
Percentage of employees granted with long-term incentives ⁽⁶⁾	12.0%	12.0%	0.0 pts	0.0%	-
Percentage of headcount growth	1.5%	-	-	-	-
Number of countries of operation	45	43	2	-	-
Percentage of permanent employees	98.0%	97.6%	0.4 pts	-	-

(1) Europe covering Europe, Middle East and Africa.

(2) Germany, Spain, Finland, Ireland, Italy, Lithuania, Netherlands, Poland and Sweden.

(3) Austria, Belgium, Bulgaria, Croatia, Denmark, Norway and Czech Republic.

(4) Percentage of eligible employees subscribing to the employee shareholding program.

(5) Percentage measured by an annual satisfaction survey. This target has been revised to 78% at the beginning of 2025.

(6) Excluding members of the Executive team.

The metrics relating to the own workforce are calculated based on headcount as of December 31, 2024, with each employee counted as one unit regardless of working hours. This represents a methodological change from previous years’ reporting, which relied on a “full-time equivalent” calculation. Consequently, some 2023 data has been revised to apply this new calculation rule. The reporting scope encompasses the entire employee workforce, including employees with permanent employment contracts, referred to as “permanent”, and employees with fixed-term employment contracts, including apprenticeship contracts, referred to as “temporary”. As the Company does not employ workers with non-guaranteed hours, no related metrics are disclosed.

As of December 31, 2024, the total number of employees is 25,000, corresponding to 24,823.1 full-time equivalents. The average number of employees over the reporting period is 24,909. This figure aligns with the personnel costs presented in the consolidated financial statements (refer to Note 6: Personnel Costs).

In addition, 98% of employees hold permanent employment contracts and are recruited locally, thereby contributing to the employability and economic development of each country where the Company operates. 499 employees have fixed-term employment contracts, with 75% on apprenticeship contracts, 82% in France and 17% in India. 2.3% of employees work part-time, a rate stable compared to 2023, with 95% in Europe. Although the part-time work rate remains higher for women than for men, it has progressed at relatively similar levels for both genders in

2024. Higher in Germany, the Netherlands, Ireland, and Belgium, the part-time work rate for women employees in these countries, reflecting voluntary requests accepted by the Company, is lower than the average national rates reported in European statistics.

Employees are covered by an independent employees' representation in 20 countries, including 3 outside the EEA, and benefit from collective bargaining agreements in 12 countries, including one outside the EEA. Acknowledging that countries outside of the EEA do not have a legal framework or tradition of social dialogue similar to most EEA member countries, Dassault Systèmes has opted not to disclose metrics related to the percentage of employees covered by collective bargaining agreements for countries outside of EEA. Indeed, the Company has various channels to ensure dialogue with its employees (see paragraph 2.2.3.1.1 "List of material Impacts, Risks and Opportunities and Strategic Matters relating to Own Workforce") and thereby identify their expectations and viewpoints.

The number of complaints of discrimination, harassment and inappropriate behaviors raised through Company's channels refers to breaches reported via the Whistleblowing procedure, by direct contact with a member of Dassault Systèmes Ethics Committee or by any other means, resulting in the investigation of case of non-compliance. The number of substantiated cases of discrimination, harassment and inappropriate behaviors is defined as the number of examinations leading to a finding of misconduct. In 2024, 10 complaints were substantiated and resulted in disciplinary sanctions, proportional to the severity of the incidents. No severe incidents related to Human rights, nor any violations of the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises, have been brought to the Company's attention. No fines, penalties, or compensations for damages related to the aforementioned incidents were paid in 2024.

The percentage of employees granted with long-term incentives excludes members of the Executive team as well as employees from Amcad Engineering SAS, acquired after the annual campaign, and from CENTRIC PLM. This metric covers 95.4% of employees as of December 31, 2024. This metric remains stable compared to 2023. In the absence of an employee shareholding program in 2024, the metric is referenced from 2023.

In an uncertain economic environment, affecting the decision-making process of its customers, Dassault Systèmes implemented precautionary measures in 2024 to balance operational efficiency, long-term growth investments, and job creation, achieving a 1.5% growth in headcount.

The total and employee-initiated attrition rates are 8.0% and 5.8%, respectively, below the average and median rates reported in market studies for the technology and life sciences sectors at the end of the first half of 2024.

The employee pride and satisfaction rate, derived from the annual satisfaction survey, encompasses employees with permanent contracts hired before September 1, 2024, excluding those from CENTRIC PLM, Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS, and Amcad Engineering SAS. As no reliable methodology could be identified, Dassault Systèmes did not apply any estimation to preserve the integrity of the reported metric. This metric covers 95.3% of the workforce as of December 31, 2024. The rate stands at 78.4%, a 2.5 percentage point decrease from 2023. This decrease follows the reminder sent to all employees by the general management on the importance of respecting the flexible work policy, defined at the end of 2021, under which employees are authorized to work remotely up to a limit of two days per week. Dassault Systèmes is convinced of the power of collective intelligence; to this end, the frequency and quality of face-to-face interactions between its employees are key to maintaining its ability to explore new frontiers, both today and in the future.

Given the essential role of employee engagement in terms of motivation, sense of belonging and loyalty, Dassault Systèmes has set a target rate of pride and satisfaction. Reviewed at the beginning of 2025, this was brought down to 78% to take into account the Company's future transformations and the strict application of the flexible work policy.

The Company has not yet set quantitative targets for the other topics related to this strategic matter. Nevertheless, it monitors the efficiency of its policies and actions using the metrics listed above.

2.2.3.1.4 Management of Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity

The policies described in this section relate to the year 2024 and are applicable only to the extent permissible under local and national regulations. They are reviewed annually and can be adjusted, when necessary, in line with developments in the legal framework around the world, for example in the United States.

The negative impact and risk covered in this paragraph are:

— OW2 – Negative impact of inequalities leading to pay and career development gaps:

Multiple factors, including stereotypes, prejudices and cognitive biases, influence the reasoning process and distort decision-making. Within the Company, these factors could contribute to potential professional inequalities, resulting in gaps in career development and compensation.

– **OW7 – Market or brand image risk due to a limited workforce diversity, leading to lack of consideration of needs and perspectives in innovation process:**

Various studies, tend to demonstrate a link between diversity levels of employee's profiles and value creation, innovation, operational and financial performance of companies. Limited diversity in teams would be detrimental to innovation by failing to foster the mutual enrichment of knowledge and creativity through the synergy of diverse ideas, cultures, experiences, and points of view. This could create a market or brand image risk.

A) Policies and key Actions relating to Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity

Code of Business Conduct, Corporate Social Reporting Principles and Actions

The Code of Business Conduct and the Corporate Social Responsibility Principles formally state Dassault Systèmes' commitments in terms of mutual respect, particularly with regard to discrimination, including harassment (see paragraph 2.2.3.1.3 "Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention"), and employees can report any breaches in good faith via the Company's Whistleblowing procedure (see paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensure ethical and transparent Business Conduct"). These policies, and the resulting actions, apply to all Dassault Systèmes' employees and supplement, but do not replace, applicable international or local laws and regulations.

Responsibility for inclusion programs is held at the highest level of the Company (see paragraph 2.2.3.1.1 "List of material Impacts, Risks and Opportunities and Strategic Matters relating to Own Workforce"). The annual variable compensation for executive officers and members of the Executive team includes a multi-criteria ESG indicator, encompassing targets relating to the proportion of women on the Board of Directors, in the Executive team and among *People managers*. These targets are also integrated into the Long-Term Incentive plan.

The Company's commitment to women employees' program, 3DS WIN (Women INitiative), relies on a team of contributors, including members of the Human Resources and Internal Communication departments, and leads the 3DS WIN community, made up of all employees involved in encouraging and inspiring the development of women at Dassault Systèmes.

The Company has a gender pay gap metric, adjusted to account for the job family, the role and the level of responsibility. Consolidated in 2024, this metric is monitored using a dashboard shared with the Human Resources department and members of the Executive team. Talent Acquisition partners are trained on compensation and equity,

and have access to a tool for simulating salary offers on hiring, including peers comparison. The evolution of the pay gap is integrated into the annual budget management tool for salary increases, enabling to identify, act or remedy any unjustified disparities that may arise. Additionally, a guide is provided to managers to raise awareness of unconscious biases in professional development decisions and offer advice on promoting equal opportunities to all employees, satisfaction and employees' engagement.

The compensation of the Chief Executive Officer is set by the Board of Directors on the recommendation of the Compensation and Nomination Committee (see paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer").

The *MyJourney* application (see paragraph 2.2.3.1.2 "Management of Strategic Matters 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market") allows to identify employees' career development or mobility projects, particularly those documented by women aspiring to become managers. Nearly 5,000 employees make up the talent pool, including over 1,300 women employees, who are offered the opportunity to take part in external events and specific programs that promote access to positions of responsibility. Thus, the 9-month *Rise Up!* program contributes to the development of inclusive leadership skills for future managers, to support sustainable performance and innovation at Dassault Systèmes. In 2024, nearly 75% of participants were women. Particular attention is also paid to women profiles as part of the process of identifying key talents and drawing up succession plans (see paragraph 2.2.3.1.3 "Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention").

To achieve its ambition, Dassault Systèmes needs to enrich its talent pool by acquiring new women talents. In a context where, according to UNESCO data, women represent 28% of engineering graduates and only 20% of them work in the field of artificial intelligence, promoting scientific study and career paths is essential. All along the year, Dassault Systèmes engaged with various stakeholders, including:

- the *Women's Forum Global Meeting*, the *Assises de la Parité* and the *Femmes Ingénieures* association to enable 3DS WIN network members to benefit from a program of actions designed to promote greater representation of women in engineering;
- universities, notably in India, through participation in a conference on *Driving Engineering Excellence with Simulation* with the Indira Gandhi Technical University, attended by over 300 women students, and the organization of a hackathon with the Cummins College of Engineering For Women, during which 200 women students competed on *Sustainability and Automation*;

- the media through public speaking engagements by the Company's women leaders, particularly on sustainable mobility, Life Sciences & Healthcare.

In the recruitment process, Dassault Systèmes aims to include at least one woman candidate in the shortlisted interviews, when possible, and at least one woman as part of the interview and selection panel. To increase the number of women profiles in the candidate pool, local initiatives are implemented, such as in India, where a dedicated referral campaign increased the number by 11% in 2024 compared to 2023.

Dassault Systèmes is committed to promoting an inclusive culture regardless of age or experience. Over the past two years, local initiatives have been implemented around various intergenerational themes tailored to the context and priorities of each country. Capitalizing on these initiatives, Dassault Systèmes is currently defining a global framework, that set objectives and principles to ensure, first and foremost, that employees are engaged in fulfilling professional projects and are recognized for their contributions throughout their professional careers. Key areas of focus include:

- intergenerational collaboration as well as skills and knowledge transfer;
- skills development and upskilling;
- participation in meaningful projects for both employees and the Company.

These efforts will complement Dassault Systèmes' actions in recruiting junior talents (see paragraph 2.2.3.1.2 "Managing Strategic Matter 5: Attracting and Preparing the Skills for the Future in a Competitive Talent Market").

Actions to foster an inclusive workplace environment also cover people with disabilities. Subsidiaries in twelve countries are subject to specific laws in this regard. In France, Dassault Systèmes is committed to recruitment, onboarding and integration, career management and maintaining employment. Participation in *European Disability Employment Week* and the *DuoDay* initiative enabled Dassault Systèmes to organize dialogues, meetings and awareness-raising workshops. The Company also contributes to the training and professionalization of disabled students and jobseekers with disabilities, enabling them to acquire knowledge and expertise in the new digital jobs.

Professional equity and equal opportunities are among the topics discussed with employees' representatives in relevant countries (see paragraph 2.2.3.1.3 "Management of Strategic Matter 6: Fostering Employees' Engagement to improve Retention"), and are the subject to collective bargaining discussions. In France, the agreement signed by Dassault Systèmes SE on January 5, 2023 is the seventh collective agreement to promote the employment of workers with disabilities and a new collective agreement on professional equity between women and men has been signed in 2024 for a period of four years. In addition, a joint working group, including members of the Committee of the European Company and the Human Resources department, will meet regularly starting in 2025.

Policies	Key actions	Key metrics – definition
LEVER 1: PROMOTE PROFESSIONAL OPPORTUNITIES FOR ALL (OW2)		
Code of Business Conduct Corporate Social Responsibility Principles	— Assessment of the gender pay gap and attention to salary positioning of women during recruitment and annual salary review	Gender pay gap
	— Identification of career development projects for women aspiring to become managers	Annual total remuneration ratio of the highest paid individual to median annual total compensation for all employees
	— Identification of women talent in succession plans and almost 75% of participants in the <i>Rise Up!</i> development program being women	% women among <i>People managers</i>
LEVER 2: DEVELOP AN INCLUSIVE CULTURE (OW7)		
Code of Business Conduct Corporate Social Responsibility Principles	— Engagement with networks and universities, as along with public speaking, to promote scientific fields of study and careers for women and young girls	Number and % of employees at top management level by gender
	— Identification of women candidates and employees involved in the selection process, as part of the recruitment efforts	% of women in the Company
	— Initiatives to promote employment of people with disabilities in twelve countries	% women in new joiners % of employees by age group
Priorities for the next three years, identified in particular through the annual satisfaction survey results and ad hoc inclusion surveys conducted in 2023 and 2024, will focus on: — deployment of two mandatory trainings on discrimination and harassment for all employees, presented to employees' representatives in relevant countries in Europe; — deployment of a diversity awareness initiative in Europe; — roll-out of a bias audit of human resources policies and processes to identify improvements required for greater inclusivity; — finalization of the Company's Generations program, in compliance with national and local law requirements; — implementation of a monitoring system covering employment of people with disabilities, enabling the disclosure of metrics in accordance with ESRS S1-12 requirements, subject to legal restrictions and data availability.		

B) Metrics and Targets relating to Strategic Matter 7: Promoting Professional Opportunities for all Employees nurturing Inclusion and Creativity

The performance metrics measuring the efficiency of policies and actions related to professional opportunities for all and inclusion are detailed in the table below.

	2024	2023	Variation 2024-2023	Target 2027
ESRS DATAPOINTS				
Gender pay gap women & men – Percentage of average pay level of men	10.8%	-	-	-
Ratio of the annual total compensation of the highest paid individual to the median annual total compensation for all employees	189.6	-	-	-
Number of members at top management level – Men ⁽¹⁾	8	8	0	0%
Number of members at top management level – Women ⁽¹⁾	5	5	0	0%
Percentage of members at top management level – Men ⁽¹⁾	61.5%	61.5%	0 pts	-
Percentage of members at top management level – Women ⁽¹⁾	38.5%	38.5%	0 pts	40% ⁽²⁾
Percentage of employees under 30 years old	20.9%	21.1%	(0.2) pts	-
Percentage of employees 30 – 50 years old	58.1%	54.9%	3.2 pts	-
Percentage of employees over 50 years old	21.0%	23.9%	(2.9) pts	-
COMPANY-SPECIFIC DATAPOINTS				
Adjusted gender pay gap between women and men – Comparative ratio in percentage points	1.7	-	-	-
Percentage women among <i>People managers</i>	26.3%	24.7%	1.6 pts	30% ⁽²⁾
Percentage of women in the Company	29.7%	29.4%	0.3 pts	-
Percentage of women in new joiners	34.2%	-	-	-

(1) Gender representation in the Executive Committee (see paragraph 5.1.2. “Executives of Dassault Systèmes”).

(2) Target only applicable to the extent permissible under applicable regulations.

Dassault Systèmes’ commitment to achieving a balanced representation of women and men is reflected in the composition of its management bodies:

- the proportion of women on the Board of Directors, excluding directors representing employees, is 50% as per December 31, 2024 (see paragraph 2.2.1.3.1 “GOV_1 – The Role of Administrative, Management and Supervisory Bodies”);
- the proportion of women in the Executive Committee is 38.5% (see 2.2.1.3.1 “GOV_1 – The Role of Administrative, Management and Supervisory Bodies”). This metric represents the gender distribution at top management level, covering two levels below the administrative and supervisory bodies in compliance with ESRS S1 reporting requirements.

In the absence of available compensation data for employees from CENTRIC PLM, Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS and Amcad Engineering SAS, Dassault Systèmes applied an estimation method based on peers comparison, considering the country of employment,

to calculate the gender pay gap as a percentage of average compensation of men employees and to calculate the annual total remuneration ratio of the highest paid individual to the median annual compensation of all employees.

The adjusted gender pay gap is calculated using a comparative ratio methodology, which compares each employee’s compensation to the median compensation of similar roles within the Company. This metric represents the difference between the average comparative ratio for women and men, expressed in percentage points. This metric excludes employees from CENTRIC PLM, Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS, and Amcad Engineering SAS and covers 95.3% of employees as of December 31, 2024.

While the gender pay gap stands at 10.8% in favor of men, the adjusted gender pay gap, which allows for comparison across similar roles within the Company, shows a positive gap of 1.7 percentage points in favor of women. This difference is due to the lower representation of women in certain functions within the Company, particularly in Research and Development and Sales, Marketing, and Services.

The annual total remuneration ratio of the highest paid individual to the median annual compensation of all employees relates to:

- fixed salary, variable part targets, performance shares allocation, employee profit-sharing in France, for the purpose of calculating median total annual compensation for employees;
- compensation and benefits, including the fixed and variable part paid in respect of 2024, directors' fees, performance shares allocation, as well as employee profit-sharing and benefits in kind, for the purpose of calculating the compensation of the highest-paid individual.

In 2024, the number of women at Dassault Systèmes increases by 2.6% compared to 2023, in a context of 1.5% headcount growth. The share of women among *People managers* is up 1.6 percentage points on 2023. The number of women among *People managers* increased by 12% overall, with specific growth of 13.4% in Research and Development and of 9.5% in Sales, Marketing and Services. The proportion of employees over 50 years old decreases by 10.9%, with 45% of employees' departures from the Company attributed to employees' retirement decision within this age group.

As the creation of inclusive teams is part of Dassault Systèmes' objectives to achieve harmony around meaningful projects, to encourage creativity and to create a fulfilling collective environment, the Company's has set targets to reach 40% women in the Executive Committee and to increase the share of women among *People managers* to 30% by 2027. These targets are applicable only to the extent permissible under applicable regulations.

2.2.3.2 S2 – Workers in the Value Chain

2.2.3.2.1 List of material Impacts, Risks, Opportunities and Strategic Matters related to Workers in the Value Chain

Within its downstream value chain, Dassault Systèmes relies on several networks of reseller partners to market its solutions to small and medium-sized businesses. The Company also runs a network of information systems integrators to support major customers in deploying its solutions. As part of its materiality assessment and stakeholder dialogue described respectively in paragraphs 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities" and 2.2.1.4.3 "SBM_3 – Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model", this value chain, with over 14,000 employees at its reseller and integrator partners, has been identified as material. These partners are indeed both business relationships and critical stakeholders, who participate in the Company's success by ensuring the distribution and deployment of its solutions worldwide. These partners employ technical sales engineers who must continue to train in the latest market solutions to maintain their employability. The Company believes that the recognized quality of the certifications and training it offers them, and the experience they have acquired with its solutions, give them an important advantage in terms of their employability, in the context of a dynamic job market.

Dassault Systèmes has not retained any material IRO related to workers in its upstream value chain, which is extremely diversified in terms of number and type of goods or services, particularly in the field of IT equipment. Nevertheless, the Company relies on a very strict contractual framework and Sustainable Charter with Suppliers to minimize any social impacts on workers in its upstream value chain.

Dassault Systèmes has not identified any specific group or region where these categories of workers could be more significantly impacted than elsewhere, apart from the population of technical sales engineers providing support for its customers.

In this topic S2, only the impacts and risks relating to employees in the business partner and integrator networks are covered under strategic matter 8. Those related to education networks, as well as to innovation and scientific ecosystems are dealt with in topic S4 – strategic matter 8.

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
STRATEGIC MATTER 8: DEVELOPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORTING INNOVATION AND SCIENTIFIC ECOSYSTEMS			
V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention issues	Risk	Equal treatment and opportunities for all <i>Training and skills development</i>	The Company deploys two levers to strengthen the efficiency of its commercial network and support the development of employees in the value chain: Lever 1: Involve reseller partners in the Company's commercial strategy for better market penetration and dissemination of its solutions Lever 2: Provide training and certification for technical sales engineers of reseller and integrator partners
V2 – Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees	Positive impact	Equal treatment and opportunities for all / Working conditions <i>Training and skills development: Secure employment</i>	

2.2.3.2.2 Management of Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

The material IROs linked to strategic matter 8 are:

– **V1 – Potential financial risk linked to unskilled workforce of resellers and integrators, as well as to their talent retention issues:**

In addition to its own sales forces, Dassault Systèmes relies on worldwide networks of value-added distributors and resellers, as well as integrators of its software solutions. Dassault Systèmes' business depends on the performance of these indirect sales forces which accounts for a third of its revenue in 2024. If resellers and integrators of the Company's software solutions were to lose their ability to recruit, retain and train their technical sales engineers, particularly through their level of training in the Company's solutions, Dassault Systèmes' revenue and operating profit could be adversely affected.

– **V2 – Positive impact of Dassault Systèmes' solutions certification & training programs on the employability of resellers and integrators' employees:**

In a context of rapidly evolving technologies, it is essential to actively adapt one's skills or acquire new ones throughout one's working life in order to maintain employability. Dassault Systèmes believes that the recognized quality of the certifications it offers and the experience acquired on the solutions of one of the market leaders give employees in its value chain a materially positive advantage in terms of their employability.

These two IROs address, within strategic matter 8, the development of business partner network skills.

A) Policies relating to Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

Reseller and integrator network management is based on two policies:

- the "Supporting indirect sales networks for Dassault Systèmes' solutions" policy;
- the "Training and certification of sales ecosystems for Dassault Systèmes' solutions" policy.

"Supporting indirect sales networks for Dassault Systèmes' solutions" Policy

Dassault Systèmes maintains strong relationships with its sales partners. To promote and market its offerings effectively, the Company must ensure that resellers have the information, tools and support they need to understand its strategy and solutions portfolio. This target is addressed by the "Supporting indirect sales networks for Dassault Systèmes' solutions" policy, which is based on several axes:

- integration of new partners, to help them develop their skills and commitment;
- business plan targets setting, to align sales performance with the Company's strategy;
- partner support, through dedicated learning and coaching tools;
- implementation of a certification and training program, including knowledge management tools for the solutions portfolio.

This policy covers all the Company's distribution networks and integrators, with the exception of CENTRIC PLM brand partners. It is proposed by the network managers under the responsibility of the Executive Vice-President, 3DS Global Brands. The portal dedicated to partners enables Dassault Systèmes communicate, exchange and collaborate more effectively with all its partners.

“Training and certification of sales ecosystems for Dassault Systèmes’ solutions” Policy

The expertise and know-how of partners and their technical sales engineers are at the heart of the Dassault Systèmes distribution model. This approach aims to better serve customers by relying on three essential pillars: a close relationship, in-depth knowledge of products and solutions, and a method of engaging with customers that focuses on demonstrating the value of the Company’s solutions. The training and certification program for sales ecosystems is based on a complete training program, subject to examination, which, for certain partners, determines their accreditation, i.e. their right to market. These training courses cover both professional soft skills and technical expertise related to the solutions portfolio. All partner employees

involved in sales and technical activities are required to take these training courses, and to validate their qualifications through examinations. These certifications are individual and, for high value-added solutions, may also be a prerequisite for reseller accreditation. Rigorous annual monitoring enables to identify which partner employees have already been trained and which remain to be certified, thus guaranteeing the success and performance of partners and their employees. These courses are available to all partner employees on the Partner Universities portal provided by Dassault Systèmes. This policy covers the Company’s main indirect distribution networks, as well as relations with integrators. It does not cover CENTRIC PLM brand partner relations. It is proposed by the network managers under the responsibility of the Executive Vice-President, 3DS Global Brands.

B) Key Actions relating to Strategic Matter 8: Developing skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

These policies are being implemented in 2024 through the levers and action plans described below:

Policies	Key actions
LEVER 1: INVOLVE RESELLER PARTNERS IN THE COMPANY’S COMMERCIAL STRATEGY FOR BETTER MARKET PENETRATION AND DISSEMINATION OF ITS SOLUTIONS (V1/V2)	
“Supporting indirect sales networks for Dassault Systèmes’ solutions” policy	— Organization of integration sessions for new partners in 2024, designed to facilitate their understanding of solutions, sales processes and sales methodologies — Multi-year conference calls between Dassault Systèmes management and all partner employees
“Training and certification of sales ecosystems for Dassault Systèmes’ solutions” policy	— Organization of the annual 3DEXPERIENCE World Forum, bringing together representatives of the main partners, employees and users of SOLIDWORKS solutions. It brought together 3,700 people in 2024 — Organization of three regional forums attended by some 1,000 employees from 500 partner companies. These events presented the Company’s strategic priorities and the challenges of sustainability as a lever for growth — Organization of a Technical Partner Forum dedicated to pre-sales, services and implementation teams, to inform and train them in the Company’s solutions
LEVER 2: PROVIDE TRAINING AND CERTIFICATION FOR TECHNICAL SALES ENGINEERS OF RESELLER AND INTEGRATOR PARTNERS (V1/V2)	
“Supporting indirect sales networks for Dassault Systèmes’ solutions” policy	— Introduction of a certification requirement for Dassault Systèmes’ sovereign cloud solution for its partners’ technical sales employees — Coaching sessions for sales employees and technical engineers on sales methodology
“Training and certification of sales ecosystems for Dassault Systèmes’ solutions” policy	— Implementation of a training tool by role and function, in particular to prepare for the evolution of the 2025 certification and accreditation process — Offering over 150 webinars in 2024 to enhance their knowledge of systems engineering, modeling and simulation solutions, and manufacturing chains organization

Resource Information

The Company mobilizes employees for the development of training content, communication, and the organization of training and certification sessions. It also mobilizes

significant resources for the support of its partner network. The resources and action plans presented in this section are financed within the framework of annual budgets and the medium-term strategic plan.

C) Processes for engaging with Value Chain Workers about Impacts

The Company engages in specific dialogue with resellers and integrators to assess their needs and the positive impact of these training and certification programs on their business. This dialogue is based in particular on the events organized with partners and their employees as described in Lever 1 of the table of key actions above.

These exchanges are led by network managers under the responsibility of the Executive Vice-President, 3DS Global Brands, and are assessed by tracking the participation rates of resellers' and integrators' employees in the events and training courses on offer.

D) Metrics and Targets relating to Strategic Matter 8: Developing skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

The metric chosen by Dassault Systèmes to measure the positive impact and manage the financial risks linked to the skill levels of its resellers' and integrators' employees is the

percentage of technical sales engineers trained or certified on the Company's solutions. This metric is shared and monitored with the partners of the Company.

	2024	2023	Variation 2024-2023	
COMPANY-SPECIFIC DATAPOINTS				
Share of business partner's employees certified or with passed examination	79.7%	-	-	-
Number of system integrators' employees certified	4,400	4,988	(588)	(11.8%)

By 2024, 79.7% of the population of technical sales engineers involved in the sales process have been certified or have at least passed a required training course. The Company is working to accelerate certification programs, particularly for new resellers. Training courses successfully completed are tracked on the Partner Universities portal provided by Dassault Systèmes.

Methodology

These data require the collection of information from the Company's commercial and academic partners. As such, and in view of the limited controls still in place, these metrics have a limited degree of reliability.

2.2.3.2.3 Human rights in relation to Workers in the Value Chain

As part of its double materiality assessment, Dassault Systèmes carried out an assessment of its upstream and downstream value chain. The risks identified concerning child labor or forced labor are not assessed as material.

Policies

Dassault Systèmes' commitment to ethical and sustainable growth is based on respect for Human rights and fundamental freedoms within its own operations and value chain.

Dassault Systèmes favors a work environment based on values aligned with universally recognized principles and fundamental rights. To this end, the Company expects its partners and suppliers to comply with applicable laws, rules and regulations, and to behave in accordance with the highest ethical standards, in particular those set out in the Code of Business Conduct (<https://www.3ds.com/about/corporate-responsibility/ethics-compliance>), the

Corporate Social Responsibility Principles and the Company's Sustainable Charter with Suppliers.

These policies clarify the Company's expectations of suppliers and resellers in terms of social responsibility, and more specifically the prohibition of child labor, the prohibition of forced labor, the guarantee of a safe and healthy working environment and conditions that protect the health and safety of people in accordance with applicable regulations.

Dassault Systèmes' commitment to Human rights and fundamental freedoms is based on the recognition and respect of applicable local laws and regulations as well as international standards relating to social rights and environmental protection, such as the International Bill of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the Convention on the Rights of the Child adopted by the United Nations General Assembly.

These policies and procedures are described in detail in paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensuring Ethical and Transparent Business Conduct" and are shared with resellers via the Dassault Systèmes' portal dedicated to partners and, for integrators, via the Sustainable Charter with Suppliers.

Vigilance Approach

As part of its responsible vigilance approach, the Company implements a due diligence system for third parties in its ecosystem. This includes research into unfavorable or negative media coverage ("adverse media") in the field of Human rights and fundamental freedoms, as well as monitoring to detect risk situations using specialized audit databases.

The Company may also terminate a contract with a partner in the event of a breach of its Sustainable Charter with Suppliers or its Corporate Social Responsibility Principles.

In addition, employees in the Company's value chain have access to the Dassault Systèmes Whistleblowing procedure described in detail in paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensuring Ethical and Transparent Business Conduct", which is available on the Company's website (<https://www.3ds.com/about/corporate-responsibility/ethics-compliance>).

In 2024, the Company was not aware of any cases of non-compliance in its value chain with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises, nor of any serious incidents relating to Human rights.

2.2.3.3 S3 – Affected Communities

2.2.3.3.1 List of material Impacts, Risks and Opportunities and Strategic Matters relating to Affected Communities

The communities affected by each of the material impacts are:

- **AC1 – Potential negative impact on privacy due to data leaks, notably health and financial personal data:** the Company's own workforce, candidates, employees of companies with which the Company has business relations including employees of business partners, and users including patients part of clinical trials managed on the MEDIDATA platform. The potential negative impact could arise from one-off incidents specific to Dassault Systèmes' activities. Nevertheless, the Company has put in place strict policies to limit the risk of occurrence;
- **AC4 – Positive impact on patients through acceleration of introduction of new drugs, vaccines, treatments and improvement of medical devices and medical practices:** civil society as a whole, and certain patients in particular who may be positively impacted by all the medical treatment and research projects facilitated by Dassault Systèmes solutions. This positive impact is described in detail in paragraph 2.2.1.4.3 "SBM_3 – Material Impacts, Risks and Opportunities and their interaction with Strategy and Business Model" in strategic matter 10. The affected communities are located within the Company's operations or value chain. Finally, they do not include any indigenous peoples.

Among the affected communities, Dassault Systèmes recognizes that patients represent a category to be considered as more vulnerable due to the particularly sensitive nature of health data, over and above other personal data. In addition, the Company takes into consideration minors within the meaning of personal data protection laws. Although it is not Dassault Systèmes' primary purpose to process such personal data, this risk is identified in the Company's data protection policies in order to safeguard the rights of these individuals, notably in the context of commercial offers aimed at the academic world or the 3D SOLIDWORKS *Apps for Kids*.

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING DASSAULT SYSTÈMES' CUSTOMER'S DATA			
AC1 – Potential negative impact on privacy due to data leaks, notably health and financial personal data	Negative impact	Communities' economic, social and cultural rights <i>Security-related impacts</i> <i>Cybersecurity (Entity-specific)</i>	Lever 1: Cybersecurity certifications Lever 2: Due diligence Lever 3: Awareness-raising and training
AC2 – Potential reputation and market risks linked to personal data leaks (citizens & patients)	Risk	Communities' economic, social and cultural rights <i>Security-related impacts</i> <i>Cybersecurity (Entity-specific)</i>	
STRATEGIC MATTER 10: IMPROVE PATIENT HEALTH PROVIDING INNOVATIVE AND SECURED SOLUTIONS FOR A FASTER AND MORE EFFICIENT ACCESS TO TREATMENT AND CARE			
AC4 – Positive impact on patients through acceleration of introduction of new drugs, vaccines, treatments and improvement of medical devices and medical practices	Positive impact	Communities' economic, social and cultural rights <i>Security-related impacts</i>	Lever 1: Improving the patient and physician experience Lever 2: Better access to healthcare for everyone, everywhere in the world Lever 3: Accelerating medical research through technology
AC3 – Financial opportunity linked to Dassault Systèmes' solutions enabling accelerated introduction of drugs, vaccines and medical treatments and improvement of medical devices and medical practices, meeting Life Sciences & Healthcare industry challenges	Opportunity	Communities' economic, social and cultural rights <i>Security-related impacts</i>	

2.2.3.3.2 Management of Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

As a scientific and technological Company, Dassault Systèmes places the key issues of cybersecurity and data protection, including personal data, at the heart of its concerns, placing great importance on the trust of its employees, customers and partners, and taking into consideration the potential negative risks of personal data leakage, particularly of a financial and health nature, which can have an impact on reputation and market. To this end, Dassault Systèmes integrates the protection of personal data into its risk and compliance management, securing data via security controls with particular attention to "Security in Depth" in accordance with national regulations and standards.

The material IROs related to this strategic matter are:

- **AC1 – Potential negative impact on privacy due to data leaks, notably health and financial personal data:**

Personal data leaks are likely to entail high risks for the rights, freedoms, reputation, health or financial situation of the people concerned. The Company considers the protection of personal data collected, used, disclosed and transferred via its software solutions as a major issue; as such, the impact it could have on employees, users including patients and other business relations is considered material.

– **AC2 – Potential reputation and market risks linked to personal data leaks (citizens & patients):**

The negative impact of any leaks of personal data, particularly of a financial or health nature, creates a significant reputational and market risk. Indeed, the disclosure of citizen or patient data, hosted by Dassault Systèmes or some of its service providers as part of its cloud offerings, may engage its liability. It increases the risk of investigations and legal proceedings, which can be long and costly, disrupt the Company's operations, damage its reputation and employer brand, and have a negative impact on its sales and results.

These two IROs address, within strategic matter 9, the guarantee of personal data protection in general and those of the Company's customers in particular.

A) Policies relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

Management of strategic matter 9 is based on the "Personal data protection" policy, which is structured into three sections: Compliance, Certification and Training.

Compliance

Dassault Systèmes' "Personal data protection" policy aims to ensure its compliance with applicable laws and to continuously improve its offers, sites and communications to enable its customers and partners to comply with regulations, in particular the General Data Protection Regulation (GDPR). The policy applicable to employees is available to them on the Company's intranet site. As regards the other affected communities, the policies are available at the following addresses: <https://discover.3ds.com/privacy-policy> and in the context of recruitment: <https://>

www.3ds.com/careers/privacy-policy-for-applicants. For suppliers, Dassault Systèmes also ensures that they comply with applicable regulations within the framework of the Sustainable Charter with Suppliers.

Thanks in particular to the implementation of a recurring review process as part of the Company's legal watch (see also paragraph 2.2.3.3.4 "Human rights in relation to Affected Communities"), these policies are regularly updated to take into account new laws or the development of new activities.

In addition, Dassault Systèmes has appointed a Group Data Protection Officer and set up a cross-functional team responsible for ensuring compliance with data protection laws, both internally and with regard to its partners and customers.

Certification

As part of its security and privacy approach, Dassault Systèmes has set up certification programs related to cybersecurity and additional controls specific to personal data, as detailed in paragraph 2.2.3.4.2.B "Key Actions relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data".

The policy covers all the Company's legal entities, with the exception of CENTRIC PLM subsidiaries. It is proposed by the Group Data Protection Officer, under the responsibility of the Vice-President, Group General Counsel, and approved by the Executive Vice-President, Chief Financial Officer.

Awareness and Training

As the protection of personal data is everyone's business, Dassault Systèmes has set up a mandatory annual program to train all employees in their obligations in this area.

B) Key actions relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

All actions taken to prevent, mitigate or remedy negative impacts in 2024 are described in the table of levers and actions below.

Policies	Key actions
LEVER 1: CYBERSECURITY CERTIFICATIONS (AC1/AC2)	
"Personal data protection" policy	— Certifications relating to the protection of personal data are listed in the table of certifications in paragraph 2.2.3.4.2.A "Policies relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data" in topic S4, IRO EU1 — Certification
	They were renewed in 2024
LEVER 2: DUE DILIGENCE (AC1/AC2)	
"Personal data protection" policy	— Policy update: the components of the "Personal data protection" policy and internal procedures were updated in 2024 with regard to regulatory developments, in particular with the consideration of data protection laws applicable, in particular, in certain states of the United States, South Korea and China — Incident handling: as part of its recurring review process to ensure that it maintains and improves its compliance, the Company's personal data processing record of processing activities and all its procedures (including in the event of a security breach impacting data subjects, or a request from public authorities) have been reviewed
LEVER 3: AWARENESS-RAISING AND TRAINING (AC1/AC2)	
"Personal data protection" policy	In 2024, as in previous years, Dassault Systèmes continued to strengthen control and awareness measures by:
— Awareness and Training	— The maintenance of a mandatory online training course related to personal data protection — Specific training initiatives tailored to different roles (see paragraph 2.2.3.4.2.B "Key Actions relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data")

Dassault Systèmes adopts a rigorous and proactive approach to the protection of personal data, ensuring regulatory compliance and anticipating the risks associated with their processing:

- annual risk assessment and management: in particular through its certifications, the Company carries out a review of the risks associated with its activities, including an analysis of the various categories of personal data, including health data (see paragraph 2.2.3.4.2.B "Key Actions relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data");
- prevention and security: to minimize risks, Dassault Systèmes is constantly strengthening its personal data protection policies, particularly with its suppliers, improving security measures and raising awareness among its employees;
- responsiveness and support: in the event of an incident, immediate corrective action is taken, including investigations, corrective measures and information to the impacted parties, as applicable. Dassault Systèmes guarantees affected individuals accessible means of

redress for any complaint or request for assistance, in particular via the internet form for contacting the Company's Data Protection Officer, referenced in paragraph 2.2.3.3.2.C "Processes for engaging with Affected Communities about Impacts" below;

- continuous improvement and transparency: Dassault Systèmes has structured its assessment of personal data protection risks around certifications, impact assessments and stakeholders' involvement. Risks are prioritized according to their severity, and then dealt with via the **3DEXPERIENCE** platform. Adopting a transparent, collaborative approach, the Company identifies potential impacts on communities and measures the effectiveness of its actions through performance metrics, and audits as part of a continuous improvement approach. It communicates its initiatives via public forums (Swym communities) and the Trust Center, and collaborates with experts and research institutes to ensure sustainable solutions, particularly in sensitive areas such as health (MEDITWIN project). The results of Dassault Systèmes' monitoring enable the Company to adapt its risk mitigation strategies on an ongoing basis;

- anticipation and responsibility: each new processing operation involving personal data is subject to a prior assessment to limit negative impacts;
- all personal data collected, used, disclosed and transferred are managed in accordance with the laws, regulations and practices of the countries in which Dassault Systèmes operates, as well as its “Personal data protection” policy. In particular, in the context of transferring personal data to third parties, Dassault Systèmes ensures that they comply with applicable regulations within the framework of the Sustainable Charter with Suppliers.

By ensuring the compliance of its practices, the training of its employees and rigorous monitoring, Dassault Systèmes guarantees responsible management of personal data, minimizing risks and strengthening the trust of its customers and partners.

Finally, the key actions and policies described above are financed within the framework of the annual budgets and medium-term plans of the functions in charge.

C) Processes for engaging with Affected Communities on Impacts (Strategic Matter 9)

Dassault Systèmes is responsible for protecting the personal data entrusted to it, either directly or via its partners, in particular its customers. To this end, the data subjects may contact the Company through various channels. They may:

- exercise their rights via an online form (<https://www.3ds.com/privacy-policy/contact>);
- access user communities (<https://www.3ds.com/support/user-communities>);
- contact Dassault Systèmes’ support services.

The protection of personal data is at the heart of Dassault Systèmes’ activities, which apply strict principles such as legality, transparency, security and fairness in the use of personal data. It adopts the Privacy by Design and Privacy by Default approaches, ensures that explicit consent is obtained when required, and implements dedicated cross-functional governance. In compliance with applicable regulations, Dassault Systèmes carries out impact

assessments, particularly on sensitive data such as health data, in order to limit the risks to data subject’s right to privacy.

The effectiveness of the Group’s commitment to affected communities is ensured by audits carried out both internally and through its certifications (see paragraph 2.2.3.4.2.B “Key Actions relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes’ Customer’s Data”) and the regular review of its processes.

D) Processes to remediate negative Impacts and Channels for Affected Communities to raise concerns

To ensure that personal data is protected, Dassault Systèmes has set up internal processes, particularly in the event of a security breach, which are assessed against applicable laws and reviewed as part of its certifications. In addition, incident logs are kept in compliance with data protection laws including the GDPR. Resources allocated to the management of material impacts are integrated into Dassault Systèmes governance in terms of personal data protection.

The risks associated with the protection of personal data are mainly related to cybersecurity issues. In order to inform those who may be impacted, Dassault Systèmes provides them with a number of documents, available via its Trust Center (<https://www.3ds.com/trust/3dexperience-trust-center>) and user communities.

Users can also contact Dassault Systèmes via public forums (Swym communities) and contact forms (see paragraph 2.2.4.1.2.A.1.b “Whistleblowing Procedure” in the strategic matter 12).

E) Metrics and Targets relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes’ Customer’s Data

Dassault Systèmes monitors and evaluates the ability of all these actions and initiatives to produce the expected results through the metrics detailed below, covering both the need to process requests, and to train employees on the sensitive nature of the personal data of affected communities that they may be required to process.

	2024	2023	Variation 2024-2023	
COMPANY-SPECIFIC DATAPOINTS				
Number of requests relating to personal data processed and resolved within the legal timeframe	625	495	130	26.3%
Share of employees trained on personal data protection	95.4%	98.5%	(3.1) pts	-

The metrics relating to the protection of personal data are reasonably reliable. They cover the entire Dassault Systèmes scope, with the exception of certain newly-acquired companies or those in the process of being integrated and CENTRIC PLM for the metrics related to training on personal data protection.

Metrics and Targets

In 2024, the Group Data Protection Officer's teams processed 625 requests relating to individual rights within the legal deadlines, compared with 495 requests the previous year, an increase of 26.3%. This increase is linked to the increased awareness of individuals, who are better informed of their rights, and to the implementation by Dassault Systèmes of simplified procedures to facilitate the requests submitted.

The Company has set itself the target of having at least 95% of its employees attend and pass the annual training course on the protection of personal data. The mandatory nature of the training does not imply any consultation of stakeholders, particularly employees, in setting the target. This training is part of the Company's combined ethics and compliance training target, which comprises three training courses including this one.

Annual performance against this target is reported in the Company's sustainability statement, and is regularly monitored internally by employees and managers.

2.2.3.3.3 Management of Strategic Matter 10: Improve Patient Health providing innovative and secured Solutions for a faster and more efficient access to Treatment and Care

For over fifteen years, Dassault Systèmes has been developing a strategy in Life Sciences & Healthcare to serve all actors and participants in the sector, including patients. In 2020, Dassault Systèmes has announced its ambition to create a virtual twin experience of the human body. This representation, which combines the virtual and the real, integrates modeling, simulation and data analysis. It brings together biosciences, material sciences and information sciences to exploit data from an object in a virtual model that can be configured and simulated. Industry, researchers, doctors and patients can, for example, visualize, test, understand and predict what they can't see – from the effect of a drug on disease to the results of surgery – even before the patient begins treatment.

The material IROs related to this strategic matter are:

- **AC4 – Positive impact on patients through acceleration of introduction of new drugs, vaccines, treatments and improvement of medical devices and medical practices:**

The Company's Life Sciences & Healthcare software solutions and strategy aim to improve the experience of patients and practitioners, enable better access to healthcare for everyone, everywhere in the world, and accelerate medical research through technology. In this respect, the Company estimates that it has a potential positive impact on patients, with around 70% of molecules approved by the Food and Drug Administration (FDA) in 2024 clinically tested on the MEDIDATA platform.

The positive impact is reinforced when it comes to treating or preventing potentially serious pathologies such as COVID-19, 60% of whose vaccines have been the subject of clinical trials managed on the MEDIDATA platform. The aim is to boost immunity and treat pathologies more rapidly, while improving diagnosis and medical practice for greater safety and efficiency.

- **AC3 – Financial opportunity linked to Dassault Systèmes' solutions enabling accelerated introduction of drugs, vaccines and medical treatments and improvement of medical devices and medical practices, meeting Life Sciences & Healthcare industry challenges:**

The positive health impacts linked to the acceleration of new drugs, vaccines and treatments on the market, and to the improvement in medical devices and practices for patients previously explained (see IRO AC4) create a material financial opportunity stemming from the sales prospects they open up. The Life Sciences product line accounts for 20% of IFRS software revenue.

The impact on Dassault Systèmes' revenue and operating income could be material.

These IROs are specifically addressed to the affected patient and health professional community. They are detailed in paragraph 2.2.1.4.3 "Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model".

- A) **Policies relating to Strategic Matter 10: Improve patient Health providing innovative and secured Solutions for a faster and more efficient access to Treatment and Care**

The management of strategic matter 10 is based on four policies and strategies:

- "Clinical trial transformation" strategy;
- "Developing virtual twin experience" strategy;
- "Supporting innovative startups" policy;
- "Philanthropy" policy.

- **"Clinical trial transformation" Strategy**

Dassault Systèmes, through its MEDIDATA brand, has the ambition to transform clinical research and, ultimately, healthcare for patients worldwide. Today, MEDIDATA brand's purpose centers on transforming clinical research through advanced technology and data analytics, aiming to accelerate the development of smarter treatments and medical devices for patients. To achieve this, MEDIDATA's strategy is threefold:

- patient experience: breaking with the transactional nature of patient engagement and delivering longitudinal engagement throughout a patient's life, leveraging decentralized trials;

- study experience: with AI at core, connect and accelerate trial design (including patient diversity), planning and execution in a unified workflow;
- data experience: from capture to insights, an AI-powered experience eliminating data silos, shortening data review cycles and accelerating signal detection.

This strategy is the responsibility of the MEDIDATA brand, is proposed by the brand's Managing Director to the Company's Sector Board Life Sciences & Healthcare, and has a global scope.

"Developing virtual twin experience" Strategy

Since 2020, Dassault Systèmes has decided to invest strongly in the Life Sciences & Healthcare sector, with the objective to provide Life Sciences & Healthcare companies with a scientific and business platform to imagine sustainable innovations, capable of improving patient and physician experience in the age of precision medicine, thanks to virtual twin experiences. These virtual twin experiences are comprehensive digital representations:

- of a patient or population;
- of a product, whether a drug or a medical device;
- or even of a manufacturing process and plant.

The ability to create virtual twin experiences from real-world data allows Dassault Systèmes' customers to visualize, model and simulate "what if" scenarios in order to make better-informed decisions and to predict outcomes, not only within their organization, but also with their entire value networks; thus, patients benefit more quickly from safer, higher-quality treatments.

The "Developing virtual twin experience" strategy for Life Sciences & Healthcare is reviewed and approved within

the framework of Company governance. The Lifesciences & Healthcare Sector Board is responsible for guiding Dassault Systèmes' strategy, investments and innovation in this sector. This board is instrumental in aligning the Company's technologies, such as virtual twin experiences, with the needs of patients, practitioners, pharmaceutical companies and medical device manufacturers. The board oversees Dassault Systèmes' strategic initiatives, industry partnerships and market expansion worldwide. The strategy is designed to evolve regularly in line with market needs. The Life Sciences & Healthcare Sector Board is made up of members of the Dassault Systèmes Executive Committee, representatives of the MEDIDATA, BIOVIA and DELMIA brands, and other Life Sciences & Healthcare experts from within the Company. It is chaired by the founder of the MEDIDATA brand and by the Executive Vice-President, Corporate Research & Sciences, who reports to the Company's CEO.

"Supporting innovative startups" Policy

This policy is described in detail in paragraph 2.2.2.2.A.1.a "Policies (IROs C5 and C6)" in the strategic matter 1.

"Philanthropy" policy

Dassault Systèmes' "Philanthropy" policy, described in detail in paragraph 2.2.3.4.3.A "Policies relating to Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems contributes", via *La Fondation Dassault Systèmes* and MEDIDATA's philanthropy program, to scientific research by supporting innovative medical application projects. *La Fondation Dassault Systèmes* supports innovative medical application projects by granting its partners skills sponsorship and cash donations, for example, to finance theses.

B) Key actions relating to Strategic Matter 10: Improve patient Health providing innovative and secured Solutions for a faster and more efficient access to Treatment and Care

In 2024, these policies and strategies will be implemented through the levers and key actions described below. This reinforces the expected positive impact on patient communities, while providing sources of commercial and financial opportunities.

Policies	Key actions
LEVER 1: IMPROVING THE PATIENT AND PHYSICIAN EXPERIENCE (AC3/AC4)	
"Clinical trial transformation" strategy Strategy to decentralize clinical trials closer to patients and their daily lives, by providing software solutions on the cloud	Partnership – Strategic alliances: in November 2024, at the NEXT trade fair, MEDIDATA announces strategic partnerships: - MEDIDATA and Cogstate: partnering to reshape clinical trials and outcomes measurement for central nervous system (CNS) diseases across neurodegenerative, psychiatric, motor and rare neurodevelopmental disorders, among others - MEDIDATA and Click Therapeutics: accelerating digital therapeutic development, engaging patients, changing standards of care and improving outcomes through lifelong patient data collection Expert patient advisory committee: - In 2024, members of the Patient Insight advisory board (described in more detail below) led by MEDIDATA on clinical trials and SiteTech met at a summit in New York, to evaluate Dassault Systèmes' solutions that integrate into patients' daily lives - Launch of the MEDITWIN Expert patient advisory committee
"Supporting innovative startups" policy Life Sciences & Healthcare sector	The 3DEXPERIENCE Lab collaborates with different medical startups to develop innovative virtual experiences with the objective of improving patients and healthcare professionals experience: - Continuation of the VORTHEX project, a virtual reality experience simulating a stereotactic radiotherapy procedure (CyberKnife machine) offered to patients before their first hospital session, to help them prepare better and reduce their stress levels. The experiment was developed in close collaboration with the Hartmann Institute in Paris, and is the subject of a clinical trial designed to demonstrate the benefits for patients. A comparative analysis shows a significant reduction in the level and state of anxiety before and after the virtual reality experience. A randomized study using MyMedidata solutions has been launched in 2024 to confirm these results - New project launched in 2024 in collaboration with a paramedical training institute (AP-HP hospitals) to develop a new training program based on a virtual experience that will be used to train students in radiotherapy operations on typical equipment (CyberKnife)
"Developing virtual twin experience" strategy Virtual twin of the human body	- Official launch of the MEDITWIN consortium, announced in December 2023, comprising seven university hospital institutes (IHU), Nantes University Hospital, Inria, startups and Dassault Systèmes. MEDITWIN will offer virtual twins for medical practice, helping to improve the quality of care for safer, more accessible healthcare for all. The MEDITWIN project will offer personalized virtual twins of organs, metabolism and cancer, for better diagnosis and treatment. In particular, MEDITWIN will enable doctors to simulate future scenarios for a patient - In June 2024, first workshops on the virtualization of medical practices, bringing together over 100 experts from research, engineering and medical backgrounds at the 3DS Paris Campus. With governance rooted in science, excellence in care, patient empowerment, privacy and ethics, the Company is strategically positioned to drive innovation and achieve transformative outcomes

Policies

Key actions

LEVER 2: BETTER ACCESS TO HEALTHCARE FOR EVERYONE, EVERYWHERE IN THE WORLD (AC3/AC4)

"Clinical trial transformation" strategy	Remote monitoring using wearables and other devices and sensors opens up new possibilities for advancing clinical research. Patients who live further away from a clinical site can now enroll in clinical trials more easily:
Strategy to decentralize clinical trials closer to patients and their daily lives, by providing software solutions on the cloud	- Demonstration that voice biomarkers are a non-invasive method for monitoring cognitive decline, as part of the development of the MEDIDATA Sensor solution integrating over 50 validated measurements and algorithms for episodic and continuous sensors - Validation that digital biomarkers for cardiac effort (heartbeats per distance traveled) show statistically significant consistency between in-clinic reference tests and home assessments, validating the targets for remote assessments - Investment in the vertical integration of several medical devices into the MEDIDATA platform to improve the work of clinicians and the patient experience
"Clinical trial transformation" strategy	- MEDIDATA's diversity program supports pharmaceutical and medical device companies, as well as clinical research organizations (CROs). This program addresses common systemic and clinical barriers to achieving a good diversity of patient profiles within a clinical trial. In June 2024, the FDA published a guide to help pharmaceutical companies meet the requirements for submitting diversity action plans under FDORA Section 3601 - In 2024, expansion of the MEDIDATA diversity module to provide information on country-level diversity in order to better understand the performance of different countries in recruiting certain demographic subgroups - Partnership signed with BioNJ, a non-profit organization in New Jersey, USA, to evaluate the performance of New Jersey clinical trial sites in recruiting diverse patients compared to other states. The results led to the proposal of initiatives to improve access to clinical trials
"Developing virtual twin experience" strategy	The COVID-19 pandemic has revealed problems of supply and production sovereignty within the pharmaceutical industry. Over the past two years, the pharmaceutical industry has invested heavily in the construction and renovation of drug production plants to meet global demand: - The virtual twin technology offered by Dassault Systèmes enables plant managers to model and simulate the plants' operations, production lines and manufacturing processes before it is even built. The plant's virtual twin can also be used to anticipate quality and yield problems, as well as to optimize plant performance and costs, enabling it to meet global demand more quickly and efficiently - In 2024, Dassault Systèmes continued to perfect its virtual twin solutions, delivering new software functionalities to meet the needs of its existing and future customers, notably in the context of reindustrialization initiatives in certain territories to ensure greater autonomy and sovereignty in the event of a health crisis, as illustrated by the SANOFI Group project
"Supporting innovative startups" policy	- Acceleration by the 3DEXPERIENCE Lab of the startup FemTherapeutics, which aims to help women at every stage of their gynecological life, by developing pessaries customized according to the specific morphology and conditions of each woman. Thanks to the 3DEXPERIENCE platform, FemTherapeutics has been able to design and study the pressure distribution and deformations of the models in relation to each other, ensuring that the pessary is perfectly adaptable to the woman - Acceleration by the 3DEXPERIENCE Lab of the startup Lattice Medical, which aims to provide tissue reconstruction solutions for bio-resorbable breast implants, based on biomaterials, tissue engineering and 3D printing technologies

Policies

Key actions

LEVER 3: ACCELERATING MEDICAL RESEARCH THROUGH TECHNOLOGY (AC3/AC4)

“Developing virtual twin experience” strategy Virtual twin of a medical device or molecule	- Continued development of virtual twins that can help design and validate medical devices using virtual models, based on physical test data and industry standards, thus reducing the need for physical testing as well as the cost and time of new product development For example, as medical devices become more complex and multidisciplinary with integrators, Novo Nordisk wanted to increase its virtual product development and testing capabilities to stimulate innovation, optimize design and accelerate time-to-market. Novo Nordisk was thus able to obtain an initial proof of concept (PoC) with the 3DEXPERIENCE platform, and highlighted the levers for accelerating product development - Proposed use of virtual twins to model and simulate drug candidates in relation to a target. These models are built using experimental data captured with the Company’s software solutions. These simulations enable scientists to optimize drug efficacy and stability, predict potential downstream manufacturing problems and propose the best formula, thus speeding up the time-to-market As an example, the Institute of Cancer Research (IOCR) in Ontario, Canada, used BIOVIA’s generative therapeutic design solution to accelerate the discovery of new small molecules that could enable the design of new drugs. After using the solution for a challenging 9-parameter multi-parameter optimization (MPO), they were able to identify hundreds of components very quickly - In 2024, investment in Generative AI technology for therapeutic design, enhanced experimental design and lab execution on the cloud powers new virtual twin experiences in therapeutics
“Developing virtual twin experience” strategy	On-time completion in 2024 of the FDA ENRICHMENT project, a five-year collaboration led by Dassault Systèmes and the US Food and Drug Administration, resulting in a complete description of how to use virtual twins to demonstrate the safety or efficacy of a new medical device for regulatory approval, as well as a comprehensive methodology for creating and analyzing an entire patient population in a “trial before trial”
“Supporting innovative startups” policy Life Sciences & Healthcare sector	3DEXPERIENCE Lab campaign to support innovative startups in the Life Sciences & Healthcare sector. Of the two presentation sessions organized, a third of the startups selected are positioned in the Life Sciences & Healthcare sector. In 2024, for example, FemTherapeutics, DENOVICON and BrightMind joined the accelerator program
“Philanthropy” policy	In 2024, support for eight projects in this field, including a lung modeling project and a project to develop an endoscopic diagnostic device in the United States, as well as improving the clinical treatment of scoliosis and detecting retinal diseases in India. In Europe, support for the VIVID-Spine research project at the University of Heilbronn in Germany, and a research project on interactions between the human body and prostheses

Action Effectiveness

The effectiveness of Dassault Systèmes’ strategy is measured by the satisfaction rate of customers and patients using the Company’s solutions in clinical trials on a daily basis and by the number of patients enrolled annually in clinical trials supported by the MEDIDATA platform. The associated commercial and financial opportunities are assessed by the growth in revenues from the Life Sciences & Healthcare product lines, and by the market share of Dassault Systèmes’ solutions in this field.

Resources

The main actions and policies described above are financed within the framework of the annual budgets and medium-term strategic plans of the brand functions supporting the Life Sciences & Healthcare strategy, in particular research & development for MEDIDATA and BIOVIA.

C) Processes for engaging with Affected Communities about Impacts (Strategic Matter 10)***Integration from the Patient's Point of View***

Dassault Systèmes' commitment to patients is total. It is reflected in the existence of several patient partner advisory boards. For example, in 2019, MEDIDATA created an advisory board called Patient Insight. This committee is made up of patients who have already participated in clinical trials, with a wide variety of backgrounds and experiences. The Advisory Board's targets are to listen to patients' needs in order to design and improve the software solutions offered by MEDIDATA.

Throughout 2024, members of the Patient Insight Advisory Board were invited to take part in internal meetings, and external events such as the annual MEDIDATA NEXT event. In addition, a new advisory committee was launched in 2024 around the MEDITWIN project.

This commitment is overseen by the Life Sciences & Healthcare Sector Board.

The effectiveness of this commitment to patients was recognized in 2024 with several awards. Further information is available on the Company's website (<https://www.medidata.com/en/about-us/medidata-awards-and-recognition/>).

Initiatives aimed at understanding the Point of View of particularly vulnerable or marginalized Patients

In its clinical trials business, Dassault Systèmes, through its MEDIDATA brand, is strongly committed to actions aimed at ensuring the fair representation of under-represented groups such as women and ethnic minorities, as presented in the actions table above.

D) Metrics and Targets relating to Strategic Matter 10: Improve patient Health providing innovative and secured Solutions for a faster and more efficient access to Treatment and Care***Metrics***

- **AC3 – Financial opportunity linked to Dassault Systèmes' solutions enabling accelerated introduction of drugs, vaccines and medical treatments and improvement of medical devices and medical practices:**

The Company is tracking the development of this opportunity through the evolution of its software revenue in the Life Sciences product line. In 2024, non-IFRS revenue will amount to €1,144million, virtually unchanged from 2023;

- **AC4 – Positive impact on patients through acceleration of introduction of new drugs, vaccines, treatments and improvement of medical devices and medical practices:**

The Company tracks the evolution of its positive impact through the metric of the number of patients enrolled

annually in clinical trials supported by the MEDIDATA platform.

Targets

Dassault Systèmes does not publish quantitative targets for metrics relating to the positive impacts of its Life Sciences & Healthcare activities, for reasons of confidentiality vis-à-vis competitors, and does not involve patient communities in setting these targets. The Group comments on the progress and opportunities of its Life Sciences & Healthcare activities in its quarterly publications, and at Capital Market Day.

2.2.3.3.4 Human rights in relation to Affected Communities**A) Human rights relating to the Protection of Personal Data and the Security of Customer Data**

The affected communities identified by the Company are essentially the individuals, citizens, employees, patients and workers in its value chain who could be negatively impacted by a personal data leak. The right to protection of personal data is a fundamental right covered in paragraph 2.2.3.3.2 "Management of Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data". This issue is particularly important with regard to the community of patients who use MyMedidata solutions as part of clinical trials, and for whom it is fundamental to ensure the confidentiality of the data collected. Furthermore, access to healthcare without discrimination on the basis of gender or race is an important right that Dassault Systèmes defends for its customers when setting up clinical trial cohorts. When the customer is unable to ensure that the cohorts are fairly representative by origin, MEDIDATA, via its philanthropic program, is able to integrate patients meeting these non-discrimination criteria at its own expense.

The Code of Business Conduct makes explicit reference to Dassault Systèmes' commitment to comply with applicable data protection laws and more specifically with the General Data Protection Regulation (GDPR), the basis of which is Article 8 paragraph 1 of the Charter of Fundamental Rights of the European Union. Dassault Systèmes also publishes a general commitment on the protection of personal data in the Trust Center on its website (<https://www.3ds.com/personal-data-protection/>).

The "Personal data protection" policies are described in paragraph 2.2.3.3.2.A "Policies relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data". They are published and are intended to apply to all individuals with whom the Company interacts in its capacity as data controller, and whose personal data processing is necessary for the performance of its activities. They are intended to inform all stakeholders about:

- the types of personal data that Dassault Systèmes may collect;

- how personal data is collected;
- the purposes and legal basis for processing personal data (for example, to comply with the law, for marketing purposes with the consent of individuals);
- the rights of the persons concerned and their choices, in particular by allowing them to contact Dassault Systèmes (Who to contact? <https://www.3ds.com/privacy-policy/contact>).

These published “Personal data protection” policies enable individuals to obtain information about the processing of their personal data and, in particular, to contact Dassault Systèmes in order to exercise their rights under applicable laws on the protection of personal data (Who to contact? <https://www.3ds.com/privacy-policy/contact>).

Dassault Systèmes’ Whistleblowing procedure enables all stakeholders to report any breaches of Human rights and fundamental freedoms to the Ethics Committee, which is responsible for investigating cases of non-compliance brought to its attention. This procedure is described in detail in paragraph 2.2.4.1.2 “Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct” and is available on the Company’s website (<https://www.3ds.com/fr/about/corporate-responsibility/ethics-compliance>).

Lastly, in accordance with applicable data protection laws, Dassault Systèmes has set up procedures for notifying the relevant authorities, such as the CNIL, its reference authority in Europe, in the event of any leakage of personal data impacting the privacy of individuals.

The “Personal data protection” policies take into account the various applicable laws as mentioned in the specific provisions for certain countries or regions.

They are regularly updated, thanks in particular to an annual review process as part of Dassault Systèmes’ legal watch.

In 2024, no cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises, nor any serious Human rights incidents, were brought to the Company’s attention in relation to affected communities.

B) Other Human rights considerations

Dassault Systèmes’ commitment to Human rights is formalized in policies and procedures relating to corporate governance, in particular through the Code of Business Conduct, the Corporate Social Responsibility Principles and the Sustainable Charter with Suppliers. These policies and procedures are described in detail in paragraph 2.2.4.1.2 “Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct”.

The Dassault Systèmes’ Whistleblowing procedure, also available on the Company’s website (<https://www.3ds.com/about3ds/what-drives-us/ethics-compliance/whistleblowingalert-procedure>), enables all stakeholders to report any ethical, compliance, social or environmental issues to the Ethics Committee, which is responsible for investigating cases of non-compliance brought to its attention. It is described in detail in paragraph 2.2.4.1.2 “Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct” and is available on the Company’s website (<https://www.3ds.com/fr/about/corporate-responsibility/ethics-compliance>).

This commitment is based on recognition of and respect for applicable local laws and regulations, as well as international standards relating to social rights and environmental protection, such as the International Bill of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the Convention on the Rights of the Child adopted by the United Nations General Assembly.

2.2.3.4 S4 – Consumers and End-Users

2.2.3.4.1 List of material Impacts, Risks and Opportunities and Strategic Matters relating to Consumers and End-Users

The consumers and end-users impacted for each of the material IROs are:

- **EU1 – Potential reputation and financial risks linked to penetration of Dassault Systèmes’ systems or its value chains:** companies (corporate customers), employees of Dassault Systèmes but also upstream and downstream stakeholders (customers, suppliers, partners);
- **EU2 – Positive impact on engineers’ lifelong learning thanks to Dassault Systèmes’ education offers, and support to innovation ecosystems:** individuals/citizens in civil society as a whole, engineering learners of all ages and particularly young people (middle school, high school, university students), disadvantaged communities, women through education on subjects such as academic awareness and science, technology, engineering and mathematics (STEM), and innovative startups.

Dassault Systèmes believes that its impact on the employability of engineers can be materially positive, given the recognized quality of the academic offerings it provides. In addition, the Company believes it has a positive impact on its innovation ecosystems through its collaborations with research and education partners, the ecosystem of startups it supports, and its philanthropic actions to support research and the dissemination of scientific culture.

In addition, in a context of increasing cyberattack attempts and the emergence of cyberterrorism, Dassault Systèmes or its value chain could be subject to computer intrusions that could interfere with the proper functioning of its systems and cause delays or major damage to its activities or those of its customers. The growing use of remote access to Dassault Systèmes' environments and the exchange of necessary data between Dassault Systèmes and its entire ecosystem tend to increase the risks of unauthorized access. Such attacks can significantly reduce Dassault Systèmes' ability to carry on its business as usual, and thus damage its reputation.

The way in which all impacts, risks and opportunities are determined is described in detail in paragraph 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities".

In this paragraph, only the impact linked to academic partners and innovation and research ecosystems is dealt with under strategic matter 8. Those linked to employees in the networks of commercial partners and integrators are dealt with in part S2 – strategic matter 8.

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
STRATEGIC MATTER 9: GUARANTEEING PERSONAL DATA PROTECTION AND SECURING DASSAULT SYSTÈMES' CUSTOMER'S DATA			
EU1 – Potential reputation and financial risks linked to penetration of Dassault Systèmes' systems or its value chains'	Risk	Information-related impacts for consumers and/or end-users <i>Privacy</i> <i>Cybersecurity (Entity-specific)</i>	Lever 1: Robust security systems Lever 2: Certifications Lever 3: Training and awareness-raising
STRATEGIC MATTER 8: DEVELOPING SKILLS OF BUSINESS PARTNERS AND EDUCATION NETWORKS, AND SUPPORT INNOVATION AND SCIENTIFIC ECOSYSTEMS			
EU2 – Positive impact on engineers' lifelong learning thanks to Dassault Systèmes' education offers, and support to innovation ecosystems	Positive impact	Information-related impacts for consumers and/or end-users <i>Access to (quality) information</i>	Lever 1: Forging partnerships with academies and associations Lever 2: Strengthening interactions between academia and industry Lever 3: Encouraging the development of scientific and technical skills through competitions and contests Lever 4: Supporting and mentoring a startup ecosystem

2.2.3.4.2 Management of Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

The material IRO linked to strategic matter 9 is the IRO:

— **EU1 Potential reputation and financial risks linked to penetration of Dassault Systèmes' systems or its value chains':**

Against a backdrop of increasing cyberattack attempts and the emergence of cyberterrorism, Dassault Systèmes or its value chain could be subject to hackings that could interfere with the correct performance of its systems and cause delays or major damage to its business or that of its customers. The growing use of remote access to Dassault Systèmes' environments and the exchange of necessary data between Dassault Systèmes and its entire ecosystem tend to increase the risks of unauthorized access. Such attacks can significantly reduce Dassault Systèmes' ability to properly run its business and damage its reputation.

Within strategic matter 9, this IRO specifically addresses data and system security.

As a scientific and technological Company, Dassault Systèmes puts the key challenges of cybersecurity and data protection at the heart of its concerns, placing great importance on the trust of its employees, customers and partners.

Securing Data and Systems

In line with national and international cybersecurity regulations and standards and their evolutions, Dassault Systèmes continues to implement its action plan. The Company pursues to strengthen its approach to all its activities, including those of newly-acquired companies, and regularly updates its security and data protection policies.

Dassault Systèmes takes great care to ensure the security of its own data and that of its customers, which in SaaS mode is hosted and processed on Dassault Systèmes environments. The Company has placed security at the core of the development and deployment of its 3DEXPERIENCE platform, in order to guarantee several levels of security control, with a particular focus on "Security in Depth". At Dassault Systèmes, this concept is based on the conjunction of several independent security mechanisms to deal with a single risk. In this context, a malicious action that would have caused the failure of one of these mechanisms will not be a threat, since it will be blocked by another mechanism.

Cybersecurity

Dassault Systèmes faces increasing security threats from a wide range of sources. Its systems and networks can become the target of a series of serious and protean threats, such as computer related fraud, espionage, vandalism, cybercrime and social engineering activities. The Company believes that

these cybersecurity threats to data, including personal data, will become increasingly widespread, complex, elaborate and sophisticated. Consequently, the security requirements and solutions deployed by the Company to address these threats will continue to evolve in order to minimize the impacts and risks for Dassault Systèmes, its customers and users. For the sake of transparency, the Company has set up a Trust Center (<https://www.3ds.com/trust/3dexperience-trust-center>) which provides access to relevant information for all its customers and partners, notably concerning the security of its 3DEXPERIENCE and MEDIDATA cloud offerings. It has also published a description of Computer Security Incident Response Teams (CSIRTs) in accordance with the RFC 2350 standard, as well as information on vulnerability testing and the possibility of reporting such vulnerabilities to Dassault Systèmes. In addition, the Company publishes security notices based on published vulnerabilities in accordance with MITRE CNA policies and guidelines.

Diligences

Cybersecurity at Dassault Systèmes is a Company-wide effort, overseen by the Executive Committee. A Cybersecurity Committee has been set up. Comprising cybersecurity officers reporting to the Executive Committee members in charge of IT Infrastructure and Research & Development, the Cybersecurity Committee oversees the security of operations across all the Company's organizations, including IT infrastructure, 3DEXPERIENCE cloud infrastructure and Life Sciences SaaS services. It also assesses emerging cyber risks, as well as the effectiveness of the control tools and processes implemented by Dassault Systèmes.

A) Policies related to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

Strategic matter 9 is managed by two policies:

- Dassault Systèmes' "Cybersecurity" policy;
- "Personal data protection" policy.

"Cybersecurity" Policy

It is available to all the Company's employees and is constantly improved. It is aligned with industry standards such as ISO, the American National Institute of Standards and Technology (NIST) referentials, the international risk management methods (NIST RMF and ANSSI EBIOS) and the MITRE ATT&CK Enterprise Framework. Its objectives are to specify, define and establish the information security requirements used by Dassault Systèmes to secure its systems and information. By implementing these policies and standards, Dassault Systèmes is able to prevent and/or limit the impacts of security incidents on its business, and thus guarantee the continuity of its operations.

Dassault Systèmes has implemented robust cybersecurity policies to protect consumers and end-users against data security risks. These policies include structured incident management, regular risk assessments, as well as technical measures such as data encryption and intrusion detection. In addition, training and awareness-raising programs are deployed to help employees adopt data protection best practices.

These policies reinforce the Company's commitment to digital security, consumer confidence and the protection of end-users' rights, while effectively managing the opportunities arising from cybersecurity innovations.

Dassault Systèmes adopts a proactive and responsible approach to engaging with consumers and end-users, particularly in the area of IT security, by protecting their data, informing them of their rights and offering them a secure digital environment. This approach is based on the following principles:

- transparency and communication of clear and transparent information on IT security practices, including how data is protected, the security measures in place, and confidentiality and data protection rights;

- active user participation through user communities or Dassault Systèmes support services;
- training and awareness;
- communication mechanisms in the event of a security incident affecting end-users, providing information on the incident, the actions taken and the corrective measures put in place to protect data;
- respecting users' choices in term of control of their personal information, by offering them clear options to manage their confidentiality and security settings;
- certifications to reinforce security practices and offer better protection for users, as part of a continuous improvement process to ensure optimum data protection and a quality user experience.

All the identified material IROs apply across the entire Dassault Systèmes downstream value chain.

"Personal data protection" Policy

This policy is described in detail in paragraph 2.2.3.3.2.A. "Policies relating to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data".

B) Key Actions related to Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

These policies are being implemented in 2024 through the levers and action plans described below:

Policies	Key actions
LEVER 1: ROBUST SECURITY SYSTEMS (EU1)	
"Cybersecurity" policy	— Cybersecurity policies are regularly updated as part of the Company's continuous improvement process — The Trust Center has also been updated to communicate with stakeholders
LEVER 2: CERTIFICATIONS (EU1)	
"Cybersecurity" policy	— New certifications in 2024, mainly in IT and renewal of 3DEXPERIENCE certification
— Certifications	— Certifications (cybersecurity and personal data protection): see complete list of certifications below

Policies	Key actions
LEVER 3: TRAINING AND AWARENESS-RAISING (EU1)	
"Personal data protection" policy — Awareness & Training	— Specific training initiatives tailored to different roles (see paragraph 2.2.3.1.2 "Management of Strategic Matter 5: Attracting and preparing the Skills for the Future in a Competitive Talent Market"). Training courses are offered for developers on Security by Design, covering code, architecture and the secure software lifecycle; all Information & Technology department staff receive training in the fundamentals of network and system security — All cybersecurity specialists can obtain internationally-recognized certifications — In a context where the cybersecurity threat is increasingly high and demanding for all companies, Dassault Systèmes has implemented a multi-year cybersecurity-related training program tailored to each role since 2021 — Targets for compliance with Company policies, for mandatory training and application of cybersecurity rules are included in the annual performance review process — Cybersecurity training (updated in 2024): Mandatory training for all employees trains them to recognize and avoid the pitfalls associated with the digitalization of communications. It must be renewed every two years

Further Information about Actions

A proactive and structured approach is based on a combination of preventive measures, corrective action and ongoing assessment of effectiveness:

- risk identification and assessment;
- risk management (actions planned or on-going to mitigate risks):
 - reinforcement of secure infrastructures (technological improvements),
 - prevention (employee training and Trust Center),
 - support;
- monitoring and evaluating the effectiveness of actions (key performance indicators, certifications, RCA (Root Cause Analysis)).

Certifications

The table below lists all certifications obtained by Dassault Systèmes in terms of securing data and systems (as described in section 2.2.3.4.2 “Management of Strategic Matter 9: Guaranteeing Personal Data Protection and

securing Dassault Systèmes’ Customer’s Data”) and data protection (see paragraph 2.2.3.3.2 “Management of Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes’ Customer’s Data”):

Domain	Perimeter	Type of Certification/Report
3DEXPERIENCE SaaS	Design, development, delivery, cloud operations and support of the 3DEXPERIENCE platform SaaS.	ISO 27001:2017 (Information Security Management System)
	Data privacy management when Dassault Systèmes acts as controller for handling personal data provided in this context, and as processor for personal data under a control of a customer	ISO 27701:2019 (Personal data protection management system)
BIOVIA ScienceCloud	Information Security Management System (ISMS), for the BIOVIA ScienceCloud offering which includes the security and business processes required to support and manage the ScienceCloud platform.	ISO 27001:2017 (Information Security Management System)
	Privacy Information Management System (PIMS) addressing Dassault Systèmes’ role as a processor of personal data	ISO 27701:2019 (Personal data protection management system)
	Principles of trust in terms of security, availability and confidentiality on the Information Security Management System (ISMS) of the BIOVIA ScienceCloud offering.	SOC 2 Type 1
CENTRIC SOFTWARE	Centric C8 offerings, Centric Visual Innovation Platform (VIP), Centric Planning, services and business activities that include internal IT activities, cloud hosting, HR practices, legal services and information security management system.	ISO 27001:2013 (Information Security Management System)
		ISO 27017:2015 (Information security management system in the cloud)
		ISO 27018:2019 (Information security management for the protection of personal data in the public cloud)
	Trusted principles of security, availability and confidentiality for all PLM environments and SaaS services.	SOC 2 Type 2 SOC 3 Type 2

Domain	Perimeter	Type of Certification/Report
MEDIDATA	Information Security Management System (ISMS) of the Medidata Clinical Cloud (MCC), including relevant business processes that develop, support, and manage the MCCMEDIDATA Clinical Cloud (MCC) Information Security	ISO 27001:2013 (Information Security Management System)
		ISO 27017:2015 (Information security management system in the cloud)
		ISO 27018:2019 (Information security management for the protection of personal data in the public cloud)
	Information Security Management System (ISMS) of the MEDIDATA Clinical Cloud (MCC), including relevant business processes that develop, support, and manage the MCC; including the Privacy Information Management System (PIMS) addressing MEDIDATA's role as a processor of personal data.	ISO 27701:2019 (Personal data protection management system)
	Payment solutions	SOC-1 Type 2
	Security and privacy trust principles over all MEDIDATA environments, including physical and software-based IT hosting operations, such as system monitoring and disaster recovery, as well as data integrity.	SOC-2+ Type 2
DELMIA Quintiq Hosting Services	Information Security Management System (ISMS) relating to the operational processes (infrastructure and delivery) of managed hosted services, augmented with software development and software maintenance servicing the operational processes	ISO 27001:2017 (Information Security Management System)

Domain	Perimeter	Type of Certification/Report
OUTSCALE	Software development, sales, marketing and communications activities in relation to infrastructure hosting activities and managed services, including the hosting of health data SecNumCloud qualified service.	ISO 27001:2017 (Information Security Management System)
	Managed services (IaaS and SaaS) are provided:	
	— all over the world in third-party environments managed by customers; — all over the world in selfmanaged environments	
	Software development, sales, marketing and communications activities in relation to infrastructure hosting activities and management services, including the hosting of health data and the SecNumCloud qualified service.	ISO 27017:2015 (Information security management system in the cloud)
		ISO 27018:2019 (Information security management for the protection of personal data in the public cloud)
	The provision and maintenance service of (i) physical sites hosting information system material infrastructure used to process health data (ii) information system material infrastructure used to process health data, (iii) information system application hosting platform and (iv) information system virtual infrastructure used for processing health data.	Health Data Hosting certification issued by the French health data supervisory agency ASIP Santé
	"Cloud On demand", IaaS service	SecNumCloud qualification from the French Information Systems Security Agency (ANSSI).
Dassault Systèmes IT	Development, maintenance, operation and support of the Dassault Systèmes work environment and IT&IS applications aiming to deliver services to all internal users.	ISO 27001:2022 (Information security management system)

C) Metrics and Targets for Strategic Matter 9: Guaranteeing Personal Data Protection and securing Dassault Systèmes' Customer's Data

The effectiveness of actions and initiatives to control this risk is measured by the following metrics, among others:

	2024	2023	Variation 2024-2023
COMPANY-SPECIFIC DATAPOINTS			
Share of cybersecurity incidents managed according to Dassault Systèmes' Incident Response Plan	100.0%	100.0%	0 pts -
Share of employees trained on cybersecurity	96.5%	99.5%	(3.0) pts -

The cybersecurity metrics have a moderate level of reliability. They cover the entire Dassault Systèmes perimeter, with the exception of certain newly-acquired companies or those in the process of being integrated and CENTRIC PLM for the metrics related to training on cybersecurity.

The targets set by the Company with regard to this strategic matter are the followings:

- handle 100% of incidents in accordance with the Dassault Systèmes Incident Response Plan;
- train at least 95% of its employees in cybersecurity.

The 2024 results are in line with the targets set.

2.2.3.4.3 Management of Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

The material IRO linked to strategic matter 8 is:

- **EU2 – Positive impact on engineers’ lifelong learning thanks to Dassault Systèmes’ education offers, and support to innovation ecosystems:**

As with IRO V2, the Company believes that its impact on the employability of engineers can be materially positive, given the recognized quality of the academic offerings it provides. In addition, the Company believes it has a positive impact on its innovation ecosystems through its collaborations with research and education partners, the ecosystem of startups it supports, and its philanthropic actions to support research and the dissemination of scientific culture.

Within strategic matter 8, this IRO addresses the development of skills in education networks, as well as support for innovation and scientific ecosystems.

A) Policies relating to Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

The strategy for developing innovation and research ecosystems is based on 3 main policies and strategies:

- “Academia & Education” strategy;
- “Philanthropy” policy;
- “Supporting innovative startups” policy.

“Academia & Education” Strategy

The 3DEXPERIENCE Edu organization is responsible for defining and implementing programs designed to give current and future generations the key skills that industry needs to transform itself, and build a sustainable future for all. To achieve this, the 3DEXPERIENCE Edu organization works closely with academic and educational

establishments, as well as with industry actors, to offer learners the opportunity to develop their skills throughout their lives. The strategy is developed by the 3DEXPERIENCE Edu organization, under the responsibility of the Executive Vice-President, Industry, Marketing & Sustainability. It is available worldwide on the Company’s website (<https://www.3ds.com/edu/>).

“Philanthropy” Policy

Philanthropy at Dassault Systèmes focuses on three main areas:

- education: build, develop and train the next generation of engineers. Improve awareness of science, technology, engineering and mathematics (STEM) fields and career paths, both for the younger generation and for lifelong learners;
- research: supporting research for a sustainable future. Encourage scientific research in all fields in line with Dassault Systèmes’ mission, including heritage;
- communities: strengthening Dassault Systèmes’ commitment to society, notably through mentoring in the development of non-profit projects contributing to the improvement of people’s health and the protection of the Company’s environment.

Philanthropic action aims to strengthen the Company’s positive social impact. To achieve these targets, Dassault Systèmes supports schools, universities, research centers, museums and other organizations of interest. This policy is essentially carried out by the organization *La Fondation Dassault Systèmes* under the responsibility of the Company’s General Secretary. Its scope of application is worldwide. The actions of *La Fondation Dassault Systèmes* are communicated through a dedicated website (<https://www.lafondation3ds.org/>).

“Supporting innovative startups” Policy

It is described in detail in paragraph 2.2.2.2.A.1.a “Policies (IROs C5 and C6)” in strategic matter 1.

B) Key Actions relating to Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

These policies are being implemented in 2024 through the levers and action plans described below:

Policies	Key actions
LEVER 1: FORGING PARTNERSHIPS WITH ACADEMIES AND ASSOCIATIONS (EU2)	
"Academia & Education" strategy	With more than ten million learners using its solutions, Dassault Systèmes is strengthening its commitment to research and education via 3DEXPERIENCE Edu, by forging partnerships with: - Universities and schools, including CESI (France), Aachen University (Germany), University of Adelaide (Australia), Cranfield University (UK), and the ISAE Group (France) - Centers of excellence operated by universities, consortia or companies, using the 3DEXPERIENCE platform. These local hubs enable students and professionals to acquire key skills (virtual twins, materials science, data-driven manufacturing). Over 25 institutions are involved, with the addition in 2024 of Kaunas University of Technology in Lithuania, UniLassalle through "APEX" (France) and Werk-150, the factory school of Reutlingen University of Applied Sciences in Germany - Scientific associations such as the American Society for Engineering Education (ASEE), the European Society for Engineering Education (SEFI), the International Federation of Engineering Education Societies (IFEES), the Global Engineering Deans Council (GEDC), the International Society for Engineering Pedagogy (IGIP) and UNESCO's Center of Problem Based Learning
"Philanthropy" policy	<i>La Fondation Dassault Systèmes</i> has supported 52 projects led by academies and associations: - The partnership with York University and Clarkson to use Dassault Systèmes' cutting-edge technologies to design and evaluate assistive devices for the elderly <i>Cordées de la Réussite</i>, a partnership with the Normandy education authority, which enabled 900 students from rural areas to explore technological sites and meet innovation professionals - The ImmerSea Rade program at the Université de Bretagne Occidentale, integrating virtual environments into education, research and awareness-raising. It develops new teaching units, internships and collaborative projects - The Apprentice Researcher program, offering middle and high school students the opportunity to take part in research projects at Dassault Systèmes sites in France. Supervised by engineers, they learn about scientific methodology and approach. On June 12, 2024, they presented their work at the <i>Apprentis Chercheurs</i> conferences on the 3DS Paris Campus
LEVER 2: STRENGTHENING INTERACTIONS BETWEEN ACADEMIA AND INDUSTRY (EU2)	
"Academia & Education" strategy	Dassault Systèmes supports universities in developing the skills needed for industrial transformation. As a result, companies can find the talent they need to make this transition a success: - Launch of seven Education Experiences, solutions combining cutting-edge software, ready-to-use teaching resources and certifications. These experiences support teachers in effective teaching, stimulating student autonomy and engagement throughout their educational journey - Introduction of virtual twins and ready-to-use industrial case studies that can be customized to teachers' needs through Education Experiences, to accelerate learning by doing
"Philanthropy" policy	- In partnership with the <i>CGénial</i> Foundation, <i>La Fondation Dassault Systèmes</i> enables secondary school teachers to visit its sites in France to better guide their students in their career choices. In 2024, 80 teachers were welcomed at 9 sites by 38 employees sharing their experiences - In India, <i>La Fondation Dassault Systèmes</i> continues to roll out ConnectNext, its flagship program to prepare students for careers in industry. In 2024, 23 engineering schools were networked with companies, offering students the opportunity to work on real-life problems under the supervision of industry experts

LEVER 3: ENCOURAGING THE DEVELOPMENT OF SCIENTIFIC AND TECHNICAL SKILLS THROUGH COMPETITIONS AND CONTESTS (EU2)

"Academia & Education" strategy	— 3DEXPERIENCE Edu encourages students from all over the world to take part in international competitions. In 2024, the Company supported more than 132 competitions for science and technology students worldwide (3DEXPERIENCE product development solutions (SOLIDWORKS, SIMULIA, CATIA, DELMIA etc.))
"Philanthropy" policy	— Support for the FIRST Robotics competition, where French middle and high school students take on their American and Canadian peers in a robotic construction challenge. To win, they call on their 3D modeling, coding and programming skills

LEVERAGE 4: SUPPORTING AND MENTORING A STARTUP ECOSYSTEM (EU2)

"Supporting innovative startups" policy	— Extension of the 3DEXPERIENCE Lab incubator ecosystem via three new partnerships signed in 2024 in three different geographies: LACI (Los Angeles, USA); PIT (Sao Jose dos Campos, Brazil); Strascheg Center for Entrepreneurship (Germany) — Organization of two presentation sessions to welcome ten new international startups to its acceleration program, with disruptive innovations that address the challenges facing the United Nations — Mentoring of 10 new projects in 2024 with the support of some 2,350 mentors, Dassault Systèmes employees, bringing the number of innovative projects in the 3DEXPERIENCE Lab portfolio to 80 since its creation in 2015. As a reminder, Dassault Systèmes employees can allocate up to 10% of their working time to mentoring projects supported by the 3DEXPERIENCE Lab; thus, startups benefit from the technical and marketing expertise of Dassault Systèmes employees

Resources

The action plans and policies described above are funded within the annual budgets and medium-term plans of the functions in charge.

C) Processes for engaging with Consumers and End-Users about Impacts (Strategic Matter 8)

C.1) The Academic Ecosystem (Universities, Students, Teachers)

As part of its commitment to developing academic knowledge and strengthening research ecosystems, Dassault Systèmes has set up a number of initiatives to encourage exchanges with students, teachers and its own experts.

Firstly, dedicated collaborative platforms are made available to students and teachers, offering a space for exchange with Dassault Systèmes experts. These communities enable future engineers and researchers to access cutting-edge know-how, to benefit from feedback and to acquire skills essential to their academic and professional development.

This community of students plays a key role in strengthening the relationship of proximity and trust between the Company and its users. By conducting regular surveys and direct exchanges, Dassault Systèmes gathers invaluable feedback that enables the Company to better understand their expectations and identify areas for improvement. These interactions help Dassault Systèmes not only to adapt its solutions to users' real needs, but also to co-construct relevant and sustainable innovations with them.

In addition, communities of excellence have been created around key disciplines linked to virtualization and digital modeling. In these spaces, teachers and Dassault Systèmes employees work closely together to co-construct adapted pedagogical content, such as courses and training modules. The Company is careful to take account of feedback from teachers, so that content can be adjusted to meet academic requirements and changing curricula.

In addition, testimonials from customers in the education sector are regularly collected to illustrate how academic institutions are integrating the **3DEXPERIENCE** platform into their curricula. This feedback highlights how these tools are helping to prepare students for the challenges of tomorrow by providing them with innovative, immersive solutions.

Finally, Dassault Systèmes maintains a regular dialogue with schools and academic bodies, including educational inspectors, to promote the integration of engineering sciences and digital modeling into curricula. This collaboration aims to ensure that students can develop skills in line with technological developments and industry needs.

C.2) The Innovation Ecosystem

By working closely with startups, entrepreneurs, designers and students, the **3DEXPERIENCE Lab** fosters the development of innovative projects that respond to today's societal challenges. This collaborative approach leverages the varied expertise and perspectives of each participant in this ecosystem, enriching the innovation process.

In addition, the **3DEXPERIENCE** Lab encourages co-innovation by providing a forum via the **3DEXPERIENCE** platform where stakeholders can share knowledge, collaborate on projects and benefit from a support network to

accelerate the development of their ideas. This collaborative approach strengthens the innovation ecosystem and enables the Company to effectively tackle the complex challenges facing society.

D) Metrics and Targets relating to Strategic Matter 8: Developing Skills of Business Partners and Education Networks, and supporting Innovation and Scientific Ecosystems

Metrics

The effectiveness of actions and initiatives relating to this positive impact is measured, among other things, by the metric representing the number of students using or having used one or more of the Company's solutions, thus reflecting the impact of Dassault Systèmes on scientific training courses.

At the end of 2024, 10.5 million students are using or have used one or more of the Company's solutions. This figure is estimated on the basis of installed base data and assumptions about the number of users per license. It therefore has a limited level of reliability.

Targets

Dassault Systèmes has not set itself any quantitative targets for the positive impact linked to academic, innovation and research ecosystems, given the diversity of the stakeholders involved. Nevertheless, Dassault Systèmes tracks the efficiency of its policies and actions through the metrics presented above.

2.2.3.4.4 Human rights in relation to Consumers and End-Users

Policies

Dassault Systèmes' commitment to ethical and sustainable growth is based on respect for Human rights and fundamental freedoms within its own operations and value chain. It is formalized in policies and procedures relating to corporate governance, in particular through:

- Code of Business Conduct;
- Corporate Social Responsibility Principles;
- the Sustainable Charter with Suppliers.

These policies and procedures are described in detail in paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct".

Dassault Systèmes is firmly committed to respecting and promoting Human rights in all its interactions with consumers and end-users, as set out in its Code of Business Conduct. This commitment is based on recognition of and respect for applicable local laws and regulations, as well as international standards relating to social rights and environmental protection, such as the International Bill of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work,

the OECD Guidelines for Multinational Enterprises and the Convention on the Rights of the Child adopted by the United Nations General Assembly. This includes:

- protection of personal data;
- the right to equitable access to products and services marketed through its various distribution channels;
- the right to information for consumers and users through various user documentation and, in terms of safety, via the Trust Center;
- commitment to combating harmful practices and constant consideration of new safety practices;
- redress mechanisms, with accessible and effective processes in place to deal with consumer complaints and concerns about possible violations of their rights.

Dassault Systèmes integrates respect for Human rights into its IT security strategy in order to guarantee the protection of consumers and end-users by creating a secure digital environment that respects fundamental rights, in particular confidentiality, data integrity and equitable access to its offers and services. This approach is based on the following principles:

- data protection: application of advanced security protocols to protect user information from unauthorized access, misuse or cyberattack. This includes technologies such as data encryption, rigorous access management and regular security audits;
- prevention of security breaches: implementation of intrusion detection and prevention systems, as well as firewalls and real-time monitoring tools, to quickly identify any threat affecting the security of users and consumers;
- respect for privacy and data security through rigorous management of personal data;
- training and awareness: implementation of good IT security practices, such as the use of secure passwords, recognition of threats (phishing, malware) and data risk management;
- response to security incidents: in the event of a security incident affecting consumer data, application of a clear process for notifying affected users, conducting an in-depth analysis of the causes and implementing corrective measures;

- transparency and communication concerning the IT security measures put in place to protect consumer data and the way in which their rights are respected in the digital environment, notably via the Dassault Systèmes Trust Center;
- compliance with international security standards such as those defined by the NIST Cybersecurity Framework, to guarantee the security and protection of end-users' Human Rights in the context of Dassault Systèmes' online activities.

Vigilance Approach

Dassault Systèmes' Whistleblowing procedure enables all stakeholders to report any breaches of Human rights and fundamental freedoms to the Ethics Committee, which is responsible for investigating cases of non-compliance brought to its attention. This procedure is described in detail in paragraph 2.2.4.1.2 "Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct" and is available on the Company's website (<https://www.3ds.com/about/corporate-responsibility/ethics-compliance>).

In 2024, no cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises, nor any serious

Human rights incidents, were brought to the attention of the Company in relation to consumers and end-users.

2.2.3.5 Social and Societal – Voluntary Non-Material Disclosures

Certain actions or policies, even if not material in terms of Dassault Systèmes' double materiality assessment and the strategic matters and material IROs identified, are nonetheless important for the Company, particularly in terms of the information required by ESG rating agencies, or regulatory requirements outside the CSRD framework.

These voluntary, non-material disclosures are grouped together in a dedicated section within each of the environment, social and business conduct topics.

2.2.3.5.1 Voluntary Non-Material Disclosures relating to Social and Societal Matters

Contributing to a Collective Effort: taking a Stand at times of a Major Crisis

Since circumstances sometimes call for stepping outside one's field of expertise to contribute to the collective effort and make a difference for future generations, Dassault Systèmes also lends its support, during major crises, to initiatives that it deems relevant.

2.2.3.5.2 Voluntary Non-Material Metrics relating to Social and Societal Matters

The following Dassault Systèmes-specific datapoints are required by ESG rating agencies:

	2024	2023	Variation 2024-2023	
ESRS DATAPOINTS				
Percentage <i>People managers</i> certified	75.8%	82.0%	(6.2) pts	-
Percentage of women in R&D	23.7%	23.1%	0.6 pts	-
Percentage of women in Sales, Marketing and Services	30.0%	29.9%	0.1 pts	-
Percentage of women in Company’s General Administration	47.0%	46.7%	0.3 pts	-
Percentage absenteeism – Illness	2.4%	-	-	-
Percentage absenteeism – Occupational accidents	0.0%	-	-	-
Percentage absenteeism – Maternity and paternity leave	0.7%	-	-	-

2.2.4 Corporate Governance Information

Business ethics are a central pillar of Dassault Systèmes' commitment to integrity, transparency and social responsibility. The Company's mission is not limited to technological innovation, but also includes promoting best practices and irreproachable conduct throughout its ecosystem. This makes it possible to positively transform Dassault Systèmes' socio-economic and environmental environment. It is a dynamic process of continuous improvement. By integrating these principles at the heart of its strategy and operations, Dassault Systèmes actively contributes to the creation of sustainable value, not only for the Company, but also for future generations.

For Responsible Social Practices

Dassault Systèmes' approach is based on a fundamental conviction: sustainable performance and responsible innovation go hand in hand with a strong ethical culture.

Dassault Systèmes recognizes that the world is made up of constraints, contingencies and interdependencies, and seeks to develop with integrity, reconciling innovation, performance and ethical values. Every interaction – with its employees, partners or communities – reflects this commitment to understanding and responding to the real needs and tangible challenges it faces. In particular, Dassault Systèmes ensures that the principles of corporate social responsibility are at the heart of its practices and those of its partners. The Corporate Social Responsibility (CSR) Principles explicitly prohibit child labor, forced labor and all forms of discrimination, and guarantee safe and decent working conditions, as well as respect for freedom of association and the right to collective bargaining. Further information on Human rights is provided in sections S1, S2, S3 and S4.

A rigorous Framework for Best Practices

Dassault Systèmes' ethical commitments are based on clear policies and guiding principles, such as its Code of Business Conduct, CSR principles and "Anti-Corruption" policy. These documents help to guide the actions and decisions of employees worldwide. In addition, a global compliance program incorporating innovative tools and rigorous control mechanisms has been established to prevent and correct any non-compliant behavior.

Dassault Systèmes is also committed to establishing business relationships based on transparency and responsibility. This commitment extends to its partners, suppliers and other stakeholders. Through continuous assessment of its partners' performance on ethical and environmental criteria, the Company reinforces the credibility of its value chain while encouraging mutual improvement. It invests in tools, training and governance structures designed to maintain high standards and meet the growing expectations of its stakeholders.

As part of its double materiality assessment, Dassault Systèmes has identified two strategic matters related to business conduct, presented in the following sections:

- strategic matter 11: Promoting sustainable procurement;
- strategic matter 12: Ensuring ethical and transparent business conduct.

2.2.4.1 G1 – Business Conduct

2.2.4.1.1 Management of Strategic Matter 11: Promoting Sustainable Procurement

Dassault Systèmes relies on a large ecosystem of suppliers with whom it wishes to maintain ethical and responsible business relationships. To this end, the Company wishes to promote transparency and trust, notably by respecting payment deadlines and all the principles of ethics and social responsibility, as set out in the Sustainable Charter with Suppliers. This is included in the Company's "Responsible procurement" policy described below.

At the end of the double materiality assessment, Dassault Systèmes selected an IRO for relations with

suppliers, corresponding to the potential negative impact on their cash flow.

– **G1 – Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms:**

Payment terms play a crucial role in a company's financial health. Failure to meet contractual payment terms with suppliers could have a negative impact on their cash flow.

Material IROs	IRO Type	Sub-topic	Levers
STRATEGIC MATTER 11: PROMOTING SUSTAINABLE PROCUREMENT			
G1 – Potential negative impact on treasury capacity of suppliers if not respecting suppliers' contractual payment terms	Negative impact on value chain partners	Management of relationships with suppliers including payment practices	Lever 1: Monitor the efficiency of the procurement process, from the creation of the supplier to the payment of invoices, via a controlled and integrated process Lever 2: Contractualize with suppliers the reciprocal expectations in terms of social, environmental and societal responsibility

A) Information on the "Responsible procurement" Policy

Dassault Systèmes' "Responsible procurement" policy is part of a long-established global strategy aimed at integrating principles of sustainability, ethics and compliance into its procurement processes. The implementation of the "Responsible procurement" policy is based on the system described below and is broken down by purchasing category (e.g. IT equipment purchases, real estate, hosting services) as detailed in paragraphs 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context", 2.2.2.3.2 "Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources" in topic E3 and 2.2.2.4.3 "Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources" in topic E5.

The policy applies to all Dassault Systèmes subsidiaries, with the exception of its CENTRIC PLM subsidiaries, which account for less than 8% of the Company's expenditure. It is proposed by the Company's Procurement Director under the responsibility of the Executive Vice-President, Chief Financial Officer. The policy was updated in 2024.

The award in 2024 of the RFAR (*Relations Fournisseurs et Achats Responsables*) label, supported by public authorities and backed by the ISO 20400 standard, confirms that Dassault Systèmes has aligned its procurement practices

with demanding sustainability standards. Awarded after an independent audit, this label testifies to the Company's commitment to sustainable development, and strengthens the confidence of stakeholders such as customers, suppliers and investors in its business relationships. In addition, Dassault Systèmes is committed to reflecting the expectations of its business partners in its Sustainable Charter with Suppliers (as described in Pillar 2 of the responsible procurement approach below).

The responsible procurement approach is based on several pillars:

Pillar 1: "Responsible procurement" Policy

The expectations of the Responsible procurement and Risk Management policy and procedures have been enriched by highlighting key sustainability principles aimed at strengthening the integration of ESG criteria into procurement practices. These include:

- the obligation to allocate a weighting to environmental, social and societal criteria in the main public tenders, with a greater weighting of decarbonization criteria;
- the importance of selecting suppliers with decarbonization trajectories that are aligned with the Paris Agreement and science-based;
- the need to integrate best practices in circular economy and reduction of resource use into procurement.

Pillar 2: Sustainable Charter with Suppliers

The Sustainable Charter with Suppliers completes the environmental component by imposing clear commitments on its partners in terms of Human rights and anti-corruption:

- it clarifies the Company's expectations of its suppliers, service providers and subcontractors in terms of Corporate Social Responsibility, by setting out a number of commitments. It is characterized by the fact that it involves reciprocal commitments: Dassault Systèmes also makes commitments to its suppliers, notably in terms of payment deadlines. The Charter deals with expected ethical and compliance behavior on both sides:
 - in business relations: combating corruption, conflicts of interest, gifts and hospitality, compliance with competition law, handling confidential information, protection of personal data,
 - working conditions and Human rights: prohibition of child labor, prohibition of forced labor, respect for the right to freedom of association and collective bargaining, prohibition of all forms of discrimination, guarantee of a safe and healthy working environment, and working conditions that protect people's health and safety,
 - on the environmental impacts of our activities, in particular limiting greenhouse gas emissions;
- the Charter was updated in 2024 to include additional commitments, in particular the prohibition of harassment and abusive behavior;
- the Social Responsibility clause is now an integral part of almost all contract models, and worldwide deployment currently is being finalized (with the exception of CENTRIC PLM subsidiaries);
- acceptance of this Charter is a prerequisite for registration in the suppliers database. The Charter is displayed on the back of purchase orders, and published on the Company's website (<https://www.3ds.com/suppliers/sustainable-procurement>). Thanks to all these measures, Dassault Systèmes ensures that its suppliers are aware of the requirements and reciprocal duties laid down in this Charter.

Pillar 3: Upstream Value Chain Decarbonization Program (Scope 3)

The Company's aim is to interact with an ecosystem that is itself committed to a monitored and communicated Transition plan towards a more decarbonized economy, with a horizon of more than five years. The Company wishes to involve its main suppliers in its SBTi approach, and has set itself the target that at least 50% of its suppliers should themselves have a decarbonization trajectory that is science-based. Numerous SBTi webinars have also been organized with suppliers over the past three years to facilitate understanding of the approach and the

methodology for submitting targets. The contribution of the Procurement function is described in paragraph 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context".

Pillar 4: Supplier Risk Management

- Dassault Systèmes has set up a supplier risk management system that complies with the requirements of the duty of vigilance and aims to secure critical supplies;
- supplier risk mapping was carried out in 2018 with the help of an external firm, and was reviewed internally in 2022, then in 2024 with the double materiality assessment. It remains relevant;
- the "Responsible procurement" policy sets out the steps to be taken prior to procurement, such as due diligence during competitive bidding, to manage these risks effectively;
- the Procurement department performs due diligence to identify risks related to Human rights and fundamental freedoms within its supplier ecosystem, using a compliance platform (due diligence databases) to search sanctions lists and unfavorable media;
- the Sustainable Charter with Suppliers has been enhanced to encourage internal and external stakeholders to report any shortcomings or incidents;
- a supply disruption watch, particularly for critical IT equipment, is being drawn up, with procurement strategies adjusted to ensure continuity of operations.

Other Responsible Procurement Practices

- listening to stakeholders: in addition to the dialogue with certain suppliers referred to in paragraph 2.2.1.4.2 "SBM_2 – Interests and Views of Stakeholders", the Procurement department conducts every two years various surveys among its suppliers and internal stakeholders to assess the quality of relations with suppliers, as well as the efficiency of the procurement process, from competitive bidding to order taking through to invoice payment;
- involvement of buyers: the training of procurement teams remains essential. In recent years, buyers have been trained in environmental issues through several initiatives: Climate and Digital Collage (*La Fresque du climat, La Fresque du numérique*) in 2022, the Circular Economy Collage (*La Fresque de l'économie circulaire*) in 2023, and carbon accounting training and "Sustainability for Procurement" e-learning in 2024. In addition, part of buyers' individual and collective targets is linked to the roll-out of the supplier due diligence framework, and the promotion of sustainability best practices, including decarbonization actions and the SBTi program;

- development of positive externalities: in parallel to reducing its negative impacts, Dassault Systèmes strives to generate positive externalities, notably by increasing its use of the sheltered employment sector, contributing

to the professional integration of people with disabilities. By integrating these collaborations into its ESG strategy, the Company amplifies its social impact, while stimulating greater inclusion in its value chain.

B) Policies and Key Actions relating to Strategic Matter 11: Promoting Sustainable Procurement

In its Sustainable Charter with Suppliers, Dassault Systèmes is committed to respecting contractual payment terms. Supplier payment policies are based on the practices of the supplier's country. Compliance with supplier payment terms is a central target for the Company's procurement teams, who are managing purchases from order taking to supplier payment. This policy is implemented globally. The rigorously managed operational process is described in the table below. Dassault Systèmes pays particular attention to SMEs,

especially in France, where they are often financially more fragile than large groups.

In each country, contractual payment terms are set irrespective of supplier category, applying the standard terms in force, which vary from 30 to 60 days depending on the country. Nevertheless, in view of the delicate liquidity situation of certain suppliers during financial or health crises (COVID-19), particularly SMEs, the Company has been able to set up, on an exceptional basis, advance payment cycles.

Policies	Key actions
LEVER 1: MONITOR THE EFFICIENCY OF THE PROCUREMENT PROCESS, FROM THE CREATION OF THE SUPPLIER TO THE PAYMENT OF INVOICES, VIA A CONTROLLED AND INTEGRATED PROCESS (G1)	
"Responsible procurement" policy	In 2024, the process of ensuring on-time payment to suppliers focused on the following actions: — Reinforced communication with suppliers and internal customers, to remind them of the importance of sending invoices directly to the accounting teams — Weekly, systematic and comprehensive reminders to internal customers, to ensure that goods and services are received in the systems and invoices are validated — Specific reminders to suppliers to identify and process invoices over 30 days overdue (services performed without an invoice received) — Increased number of monthly payment campaigns to reduce the time between payments (in Europe, from three monthly campaigns in 2018 to a maximum of six in 2024, depending on the country) — Regular reviews with key operational teams to resolve temporary difficulties that may affect the relationship with a supplier
LEVER 2: CONTRACTUALIZE WITH SUPPLIERS THE RECIPROCAL EXPECTATIONS IN TERMS OF SOCIAL, ENVIRONMENTAL AND SOCIETAL RESPONSIBILITY (G1)	
Sustainable Charter with Suppliers	— The Sustainable Charter with Suppliers specifies that suppliers are required to send their invoices within a few days after their issue date, so that they can be paid on time

C) Metrics and Targets relating to Strategic Matter 11: Promoting Sustainable Procurement

The Company regularly monitors the overall satisfaction of its suppliers, as well as the efficiency of its supplier settlement process.

	2024	2023	Variation 2024-2023	
ESRS DATAPOINTS				
Average number of days to pay an invoice from invoice date	37	35	2	6%
Number of outstanding legal proceedings for late payments ^(*)	0	-	-	-
COMPANY-SPECIFIC DATAPOINTS				
Percentage of payments done on-time	89%	85%	4 pts	-

(*) Data not reported in 2023.

In 2024, supplier payment cycle performance is stable, with an average payment lead time of 37 days, 2 days more than the average lead time of 35 days in 2023.

The on-time payment rate is 89%, an improvement of +4 points compared with 2023.

In 2024, two surveys measured supplier satisfaction with the procurement process, concerning the sourcing and expenditure commitment stages. The Net Promoter Score (NPS) measures supplier satisfaction and loyalty, on a scale from -100 to +100:

- supplier satisfaction with the sourcing process: 96% (NPS of 64) compared with in 2023;
- satisfaction rate for the expenditure commitment process: 92% (NPS of 60) compared with 90% in 2023.

Methodology

Supplier payment metrics are highly reliable. They cover the entire Dassault Systèmes perimeter, with the exception of newly-acquired companies or those in the process of integration, which account for 15% of the Company's purchases.

2.2.4.1.2 Management of Strategic Matter 12: Ensuring ethical and transparent Business Conduct:

This section covers the following two IROs:

– **G2 – Reputation risk linked to business conduct and company culture breach:**

Although Dassault Systèmes has implemented a program to ensure that its employees and partners comply with all applicable regulations, including the highest ethical standards, export control regulations, sanctions programs or competition law, violation of local or international regulations could generate a risk for Dassault Systèmes' business or reputation. Actual or suspected non-compliance with these regulations could have a negative impact on Dassault Systèmes' reputation.

– **G3 – Reputation and financial risks linked to potential fraud and corruption cases:**

Although Dassault Systèmes has implemented a program to ensure that its employees and partners comply with the highest ethical standards, violation of these rules, as evidenced by cases of fraud or corruption, could generate a risk for the Company's business or reputation. Actual or suspected cases of fraud or corruption could lead to inspections or investigations by the relevant authorities, or even to fines or sanctions, as well as an increase in the risk of litigation and thus a negative impact on Dassault Systèmes' business, revenue, employer brand or reputation. However, this risk would only have a temporary impact due to the Company's mitigation policies and measures.

Material IROs	IRO Type	Sub-topic Sub-sub-topic	Levers
ENJEU STRATEGIQUE 12: ENSURING ETHICAL AND TRANSPARENT BUSINESS CONDUCT			
G2 – Reputation risk linked to business conduct and company culture breach	Risk	Corporate culture Protection of whistle-blowers Political engagement and lobbying activities	Lever 1: Risk management: Prevention Lever 2: Risk management: Detection Lever 3: Risk management: Remediation
G3 – Reputation and financial risks linked to potential fraud and corruption cases	Risk	Corruption and bribery <i>Prevention and detection including training</i>	

A) Policies and Key Actions relating to Strategic Matter 12: Ensuring ethical and transparent Business Conduct**A.1) Business Ethics at Dassault Systèmes**

Since its creation, Dassault Systèmes has promoted a culture of trust and integrity, fostering lasting relationships with its stakeholders, including employees, customers, business partners, suppliers, investors, as well as public authorities and regulators. The Company strives to ensure an ethical and

compliant working environment, aligning its actions with high standards of responsibility.

The Company regularly supports this culture through awareness-raising and training initiatives, designed to reinforce the understanding and integration of these values into professional practices. Metrics and evaluation processes are used to measure employees' adherence and to adjust Dassault Systèmes' actions to the ethical and compliance challenges identified, as part of a continuous improvement process.

Policies**LEVER 1: RISK MANAGEMENT PREVENTION (G2/G3)**

Main policies:

- Code of Business Conduct;
- Corporate Social Responsibility Principles;
- Sustainable Charter with Suppliers;
- "Anti-Corruption" policy.

Complementary policies:

- Recommendations for interaction with Dassault Systèmes' intermediaries;
- Recommendations for Gifts and Invitations with Third Parties (and declaration procedure);
- Dassault Systèmes' Recommendations on conflicts of interest;
- Charter for Responsible Public Affairs.

LEVER 2: RISK MANAGEMENT DETECTION (G2/G3)

- Dassault Systèmes' Whistleblowing procedure.

LEVER 3: RISK MANAGEMENT REMEDIATION (G2/G3)

- Code of Business Conduct.

The ethics and compliance rules described below apply to all Dassault Systèmes subsidiaries and may apply specifically to business relationships within the value chain. The Code of Business Conduct, the "Anti-Corruption" policy and the Social Responsibility Principles are proposed by the director of Business Ethics and compliance, under the responsibility of the General Counsel and approved by the Executive Vice-President, Chief Financial Officer. The Charter for Responsible Public Affairs is the responsibility of the General Secretary, a member of the Executive Committee.

Dassault Systèmes' business ethics are based on fundamental international texts relating to Human and Social Rights and environmental protection, such as the United Nations International Bill of Human Rights, the International Convention on the Rights of the Child, the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, and the various fundamental conventions of the International Labor Organization.

Dassault Systèmes' commitment to professional ethics and corporate responsibility is reflected in the ethics and compliance rules applicable to all its employees and its ecosystem, as well as ethics and compliance governance, notably through the management of the Whistleblowing procedure and employee awareness and training.

A.1.a) Ethics and Compliance Rules applicable at Dassault Systèmes

Dassault Systèmes' commitment to professional ethics and corporate responsibility is formalized in policies and procedures relating to corporate governance, in particular in the Code of Business Conduct, the Corporate Social Responsibility Principles and the Sustainable Charter with Suppliers.

Code of Business Conduct

The Code of Business Conduct, introduced in 2004, applies to all Company employees. It describes how the Company intends to conduct its business. It covers, in particular, (i) compliance with regulations applicable to Dassault Systèmes' activities, (ii) the interactions of each individual within the Company and with its ecosystem, and (iii) the protection of the Company's assets, in particular its intellectual property and that of its customers and partners.

It is supplemented by dedicated policies, notably in the areas of anti-corruption and influence peddling, personal data protection, conflicts of interest, public affairs management and the protection of confidential information, including insider information.

This Code also includes references to the Company's policies on social responsibility and business ethics, as well as a pedagogical presentation of the Whistleblowing procedure.

Corporate Social Responsibility Principles

The Corporate Social Responsibility Principles are based on the above-mentioned fundamental international texts. They provide for:

- the prohibition of work by children of compulsory school age (and, in any case, children under 15), forced labor and all other forms of modern slavery;
- the prohibition of all forms of discrimination in recruitment, career development and at the end of employment relationships;
- guaranteeing a safe and healthy working environment to ensure the hygiene, safety and health of employees;
- compliance with legal and regulatory minimum remuneration requirements;
- respect for freedom of association and the right to collective bargaining;
- zero tolerance of corruption and influence peddling;
- compliance with regulations on personal data protection and environmental protection.

Sustainable Charter with Suppliers

The Charter is described in paragraph 2.2.4.1.1.A. "Information on the 'Responsible procurement' policy".

These documents are intended to serve as a reference for the Company's employees, to guide their behavior and interactions in their day-to-day activities, and to ensure the commitment of the Company's partners and suppliers. They are available on the Dassault Systèmes website (<https://www.3ds.com/about-3ds/what-drives-us/ethics-compliance>) and on its internal **3DEXPERIENCE** platform.

A.1.b) Whistleblowing Procedure

Any case of non-compliance with applicable laws and regulations, notably in terms of anti-corruption, duty of vigilance or the Dassault Systèmes' Code of Business Conduct, may be reported via the Dassault Systèmes Whistleblowing procedure. This procedure is available in 18 languages on the Company's **3DEXPERIENCE** platform, as well as to all stakeholders on its website <https://www.3ds.com/about3ds/what-drives-us/ethics-compliance/whistleblowingalert-procedure>.

Dassault Systèmes encourages bona fide whistleblowers to make a report by guaranteeing the confidentiality of their identity, the absence of reprisals and by protecting their anonymity. The Whistleblowing procedure has been modified in 2023 and 2024, notably to reinforce it with the new provisions on whistleblower protection resulting from European Directive 2019/1937 of October 23, 2019 and its transposition by European Union member countries.

Whistleblowers have the opportunity to report a breach:

- by writing to people.ethicscommittee@3ds.com;
- via an online form on the Company's website under the following link: <https://www.3ds.com/about/corporateresponsibility/ethics-compliance/whistleblowing-form/>;
- by leaving a telephone message on the dedicated voicemail box, the numbers of which for each country where the Company is present are published on its website under the following link: <https://www.3ds.com/about-3ds/what-drives-us/ethics-compliance/whistleblowing-alert-procedure/how-make-alert-telephone>;
- by requesting an interview.

In order to promote the Whistleblowing procedure, Dassault Systèmes conducts specific training courses and actively develops awareness-raising initiatives. These actions are aimed at informing Dassault Systèmes' employees and partners of the reporting procedures available, thus reinforcing the accessibility and effectiveness of the procedure throughout the Company and its ecosystem.

The Dassault Systèmes' Ethics Committee ensures that employees comply with the rules set out in the Code of Business Conduct. Its mission is to systematically investigate any cases of non-compliance brought to its attention, in particular through the Whistleblowing procedure. It meets once a month. Its members are two members of the Company's General Secretariat (amongst which the General Secretary), the Executive Vice-President, Chief People & Information Officer, the General Counsel, the Internal Audit Director, the Director in charge of Personal Ethics, and the Company's Director of Business Ethics and Compliance.

Reports received by Dassault Systèmes are handled impartially and with the utmost care by Business Ethics & People Ethics managers under the authority of the Ethics Committee. These reports are thoroughly checked, investigated if necessary, and any action deemed necessary is taken, in compliance with applicable regulations. In addition, all Dassault Systèmes employees likely to be involved in an internal investigation receive specific training in the conduct of such investigations.

A.1.c) Raising Awareness and Training Employees

All the Company's employees attend the mandatory Code of Business Conduct training course, which covers the topics of ethics and compliance as developed in the Code of Business Conduct. Employees must systematically declare that they are familiar with the Code of Business Conduct and undertake to comply with it at. It is available in eleven languages and comprises a theoretical part followed by practical applications in the form of questions and answers for each topic covered.

Employees are also made aware of business ethics issues through online training, presentations at seminars held within the Company, face-to-face training or webinars on specific subjects, for employees who are particularly exposed or subject to a legal training obligation in their country. Finally, awareness-raising articles and instructional videos are regularly published on the Company's internal 3DEXPERIENCE platform.

A.2) Responsible Governance

In its management of public affairs, Dassault Systèmes is committed to responsible lobbying, applying rigorous transparency in accordance with current regulations and best practices. The Company thus reaffirms its commitment to the Corporate Responsibility Principles enshrined in the United Nations Global Compact, of which it is a signatory.

In accordance with the Charter for Responsible Public Affairs, Dassault Systèmes employees must not engage in public affairs activities without the approval of their superiors. They report to their superiors and to the General Secretariat for the most important issues. Employees representing Dassault Systèmes in organizations likely to become involved in public affairs must report this to the General Secretariat.

To support these practices, Dassault Systèmes implements dedicated policies and applies rigorous transparency practices. Monitoring by the Board of Directors ensures transparent management in line with the Company's fundamental values.

The Dassault Systèmes' Charter for Responsible Public Affairs is available on the Company's website (<https://www.3ds.com/about/corporate-responsibility/ethics-compliance/charter-responsible-public-affairs>).

Dassault Systèmes does not make political contributions or provide benefits to promote or support a particular political party or public official.

As a scientific company specializing in the research and development of innovative software, Dassault Systèmes focuses its lobbying activities to a limited extent on subjects of strategic importance to the Company, such as industrial and digital sovereignty, sustainable innovation, and policies relating to Life Sciences & Healthcare. These activities are aligned with the Company's values of trust and transparency.

Interest representation activities are organized as follows:

- for the European Union, interest representation activities are identified and published in the European Union Transparency Register, in which Dassault Systèmes is registered under number 454608238523-04. The activities carried out and the budgets allocated by Dassault Systèmes are easily accessible from the following link: https://transparency-register.europa.eu/searchregister-or-update/organisation-detail_en?id=454608238523-04; Dassault Systèmes follows the rules of the Code of Conduct of this European Union transparency register in its relations with the European institutions;
- in France, Dassault Systèmes is listed in the *Répertoire français des représentants d'intérêts* kept by the *Haute Autorité de la Transparence de la Vie Publique* (HATVP) (<https://www.hatvp.fr/le-repertoire/>). Employees likely to be in contact with public officials are identified and their list is reviewed each year; they are asked to declare their activities via a dedicated form. An annual activity report, including allocated budgets, is produced and published by the HATVP, and accessible on its website: <https://www.hatvp.fr/fiche-organisation/?organisation=322306440>.

No member of the administrative, management or supervisory bodies appointed in 2024 has held a comparable position in a public administration for the two years prior to his or her appointment.

A.3) Anti-Corruption Program

Dassault Systèmes has a zero-tolerance policy towards corruption and influence peddling. The Company is committed to complying with all applicable anti-corruption laws, in particular the US Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and the French *Sapin 2* law. This commitment by the Company's senior management is reflected in the implementation of a rigorous anti-corruption program structured around a specific risk mapping system, dedicated training courses, assessment procedures, a system of controls and audits, and policies dedicated to anti-corruption. Dassault Systèmes' Business Ethics and Compliance department, which reports to the General Counsel and is supported by a network of Compliance Ambassadors, is responsible for defining and deploying the Company's ethics and compliance program in conjunction with the Ethics Committee. This program includes the fight against corruption. It is based on the following three principles: prevent, detect and remedy. The implementation and development of the anti-corruption program and its key metrics are presented annually to the Board of Directors.

A.3.a) Preventing

The prevention of corruption at Dassault Systèmes is based on the dissemination of policies, procedures and recommendations to the Company's employees and partners. These include:

- the Code of Business Conduct: it reiterates Dassault Systèmes' zero-tolerance policy towards corruption and influence peddling, including bribes and facilitation payments, regardless of local custom or commercial pressure, and even if this results in the loss of business opportunities;
- the Dassault Systèmes "Anti-Corruption" policy (updated in December 2017 and July 2019, available on the Dassault Systèmes website at <https://www.3ds.com/assets/invest/2022-05/anticorruption-policy-fr-2020-2.pdf>), which describes the behavior to be adopted in the professional context, to prevent and detect any form of corruption or bribery within the Company or during interactions with third parties;
- the Sustainable Charter with Suppliers, which defines the Company's expectations of its suppliers in terms of compliance with applicable regulations and prevention of corruption and conflicts of interest;
- Dassault Systèmes' Whistleblowing procedure, a mechanism enabling employees and stakeholders to confidentially report any breach of applicable laws and regulations – notably anti-corruption – or of Dassault Systèmes' Code of Business Conduct without fear of reprisal;

- "Recommendations for interaction with Dassault Systèmes' intermediaries", which establish guidelines on how employees should manage their relationships with agents, distributors, consultants or other intermediaries working with or for Dassault Systèmes, in order to ensure that these activities comply with applicable regulations and the Company's "Anti-Corruption" policy;
- Dassault Systèmes' "Recommendations on conflicts of interest", which aim to help employees identify, manage and avoid situations likely to generate conflicts of interest;
- "Recommendations for Gifts and Invitations with third parties" (and the corresponding operating "external guests" procedure), which govern the exchange of gifts and invitations between the Company's employees and third parties, ensuring that these practices comply with applicable laws and the "Anti-Corruption" policy.

These policies, procedures and recommendations are made available to the Company's employees and partners on its internal **3DEXPERIENCE** platform, as well as on the Dassault Systèmes website for some of them.

Preventing corruption also relies on training and awareness-raising for the Company's employees and partners, through online, face-to-face or webinar training delivered by the Business Ethics and Compliance department or by members of the Compliance Ambassadors community made up of legal, financial and operational experts.

The nature, content and depth of the training programs developed by Dassault Systèmes to combat corruption and bribery are presented in the table below:

Type of Training	Main Targets	Key Content	Target Audience	Status
1 – Basic training: Code of Business Conduct	Understanding ethical and compliance rules	Presentation of the different forms of corruption, dedicated internal policies, rules applicable to gifts and invitations, and the Whistleblowing procedure.	All the Company's employees	Mandatory Recurring
2 – Intermediate training: "Understanding the principles of anti-corruption"	A deeper understanding of corruption risks	Additional content: Presentations of anti-corruption legislation, identification of the different forms of corruption, analysis of the risks associated with partners and practical case studies.	All the Company's employees	Mandatory
3 – In-depth training: "In-depth training on anti-corruption"	Preventing and managing complex situations	Additional content: Presentation of the Compliance organization, analysis of risk mapping, identification of complex corruption schemes, detection of red flags and adoption of the right compliance reflexes.	Exposed functions	Periodical

The functions identified as being most exposed to the risk of corruption and bribery are in particular those involved in the development of business opportunities, located in countries classified as "at risk" according to the Transparency International index, as well as those dealing with public entities.

In addition to training on the Code of Business Conduct and anti-corruption, these employees are required to complete a specific session covering the risks associated with their area of activity. In this way, 100% of the functions identified as being most exposed to the risks of corruption and bribery are covered by corruption prevention training.

Members of the Company's administrative and supervisory bodies benefit from dedicated anti-corruption training, provided either as part of their mandatory training as employees, or during annual presentations to the Board of Directors. Awareness is also raised throughout the year through the various initiatives undertaken as part of the Company's compliance program.

Dassault Systèmes' system for preventing corruption is also based on the implementation of due diligence procedures with regard to third parties. These assessments aim to identify potential risks of non-compliance, Human rights violations and corruption, and to ensure that the Company's business relationships are aligned with its values of responsibility and integrity. Third parties are thus assessed using specialized databases and advanced analysis tools, enabling the necessary controls to be targeted according to the activities and geographical areas concerned.

A.3.b) Detecting

The detection of corruption at Dassault Systèmes is based on several complementary mechanisms. In particular, it relies on alerts received as part of the Whistleblowing procedure, due diligence carried out when selecting intermediaries, and accounting controls carried out by the teams concerned. It also includes specific audits carried out by the Internal Audit department as part of its internal control assessment, as well as one-off audits aimed at preventing or detecting any cases of fraud or non-compliance with the Company's rules and procedures. Finally, the implementation of the various levels of control linked to the anti-corruption program is an essential lever in this detection system.

In the event of allegations or suspicions concerning ethical business issues, particular attention is paid to appointing independent investigators from outside the management chain involved, in order to guarantee the impartiality and integrity of investigations.

Dassault Systèmes also has limited lobbying activities, mainly in Europe. The estimated annual cost of activities covered by the European Union's Transparency Register (<https://transparency-register.europa.eu/>) ranges from 500,000 to 599,999 euros.

A.3.c) Remediating

The Ethics Committee deals with cases of non-compliance with the Code of Business Conduct, including possible cases of corruption. It takes the necessary measures to put an end to cases of non-compliance, and makes recommendations as to the appropriate sanctions. As part of the continuous improvement process for its ethics and compliance program, the Company incorporates the lessons learned from the analysis of key performance metrics, including training completion rates, the results of controls carried out or the nature of cases examined, to enrich its anti-corruption tools (policies, controls, procedures, training, awareness-raising).

B) Metrics and Targets relating to Strategic Matter 12: Ensuring ethical and transparent Business Conduct

All the procedures and due diligence described in paragraph 2.2.4.1.2.A “Policies and Key Actions relating to Strategic Matter 12: Ensuring ethical and transparent Business Conduct” lead the Company to monitor the following metrics:

	2024	2023	Variation 2024-2023		Target 2025
ESRS DATAPOINTS					
Number of convictions for violation of anti-corruption and anti-bribery laws ⁽¹⁾	0	-	-	-	
Amount of fines for violation of anti-corruption and anti-bribery laws ⁽¹⁾	0	-	-	-	
Amount of financial political contributions made ⁽¹⁾	0	-	-	-	
COMPANY-SPECIFIC DATAPOINTS					
Number of suppliers subject to due diligence	1,650	1,432	218	15.2%	
Number of due diligence of third parties (business partners, resellers,etc.)	484	367	117	31.9%	
Number of cases examined by the ethics Committee following suspicions of non-compliance	46	58	(12)	(20.7%)	
Percentage of disciplinary sanctions in cases of non-compliance	100.0%	100.0%	0.0 pts	-	
Percentage of employees trained on anti-corruption	99.8%	99.5%	0.3 pts	-	
Percentage of employees trained on Code of Business Conduct	94.7%	98.6%	(3.9) pts	-	
Percentage of employees trained on ethics and compliance ⁽²⁾	96.6%	98.9%	(2.3) pts	-	95%

(1) Data not reported in 2023.

(2) Average percentage of permanent employees who completed mandatory trainings on Code of Business Conduct, personal data protection and anti-corruption.

The target for the percentage of employees trained on ethics and compliance is 95% by the year 2025.

Metrics relating to ethics and transparency are monitored by Dassault Systèmes' Business Ethics and Compliance or Legal departments, and are highly reliable. They cover the entire scope of the Company. With regard to the training metric, certain newly-acquired or integrating companies are not covered, including CENTRIC PLM.

2.2.4.1.3 For a Responsible and Transparent Tax Policy

Dassault Systèmes' commitment to ethical and sustainable growth is underpinned by a responsible and transparent Tax policy in all countries where the Company operates.

Dassault Systèmes' Tax policy complies with current regulations and the principles derived from European Union law and OECD recommendations. Its implementation is in line with the Company's operational targets. By keeping abreast of tax developments and any interpretative discrepancies that may arise, the Company always ensures that it complies with the tax regulations in force in the countries in which it operates. It also complies with its annual country-by-country reporting obligations (CBCR).

Dassault Systèmes' Tax policy is based on three main principles: tax compliance, tax transparency and tax responsibility.

Tax Compliance

The Company ensures that it prepares and files the required tax returns on time, and pays the taxes due accordingly. It also provides all accurate and adequate information required by tax authorities. Dassault Systèmes applies the arm's length principle by setting its prices in accordance with OECD recommendations and national laws. Taxes are paid in the countries in which they are due. The Company is eligible for certain tax benefits designed to support investment, particularly in research and development, employment and economic development. These advantages are implemented in compliance with the legal, regulatory or administrative framework and are aligned with Dassault Systèmes' operational targets.

Tax Transparency

Dassault Systèmes is open with tax authorities and strives, wherever possible, to build relationships of trust based on transparency and cooperation in mutual respect. With this in mind, Dassault Systèmes SE signed a partnership agreement with the French tax authorities in November 2023. This partnership is based on the principle of transparency vis-à-vis the authorities, and aims to establish a long-term working relationship between Dassault Systèmes SE and the dedicated referent within the administration's partnership department. In the context of tax audits, certain positions taken by the Company may be challenged by a tax authority, particularly in cases where a provision of national or international law gives rise to difficulties of interpretation. When such a situation arises, it may lead to litigation if Dassault Systèmes considers it justified. In the event of uncertainty as to the applicable tax treatment, the Company can secure its position by initiating a rescrit procedure. In this way, it can use the advance pricing agreement procedure to apply its transfer prices. Dassault Systèmes, as part of a voluntary initiative, joined the ICAP (International Compliance Assurance Program) in 2019, an OECD pilot program in which taxpayers and tax authorities cooperate multilaterally to assess the international tax practices of participating groups in order to determine the associated level of tax risk. Dassault Systèmes was the first French company to join this program. The collaboration was a success, and helped to increase cooperation and transparency with the various tax authorities involved in the program. The majority of participating tax authorities have validated Dassault Systèmes' transfer pricing policies, helping to secure tax positions in the event of tax audits. In addition, the Company participates in several OECD working groups, notably on the subject of "Tax Security" and Pillar 2, and in certain national initiatives within professional organizations.

Tax Liability

Dassault Systèmes is committed to responsible Tax policy. All legal entities of the Company are operated according to commercial and operational considerations, and have economic substance. Dassault Systèmes has no non-operational legal entities in Non-Cooperative States and Territories (tax havens) as defined by French and European tax law, and is committed to maintaining this practice. In the context of its external growth, the Company carries out tax due diligence and may have to modify certain practices that are not in line with the tax policy set out above. Finally, it is Dassault Systèmes' policy not to encourage or promote tax evasion. The tax policy applies to all Dassault Systèmes entities. It is proposed by the Company's Tax department under the responsibility of the Executive Vice-President, Chief Financial Officer. It has been approved by the Sustainability Steering Committee and is discussed annually by the Audit Committee. It is made available to stakeholders on the Company's website (<https://www.3ds.com/fr/about/corporate-responsibility/sustainability-commitment/esg-management/governance>).

The Company's total tax charge and effective tax rate for 2024 are disclosed in Note 10 Income Taxes in Chapter 3 "Financial Review and Prospects".

2.2.5 Appendix – Glossary of abbreviations

	Meaning
AI	Artificial Intelligence
CAD/CAM	Computer Aided Design/Computer Aided Manufacturing
CBCR	Country-by-country reporting
CCM	One of the six EU Taxonomy objectives: Climate Change Mitigation
CDP	Carbon Disclosure Project: ESG rating agency
CE	One of the six EU Taxonomy objectives: Circular Economy
CNA	CVE Numbering Authority (with CVE = Common Vulnerabilities & Exposures)
COSO	Committee Of Sponsoring Organization: internal control framework
CSR	Corporate Social Responsibility
CSRD	Corporate Sustainability Reporting Directive, directive proposed by the European Commission to impose and provide a better framework for companies' non-financial reports linked to sustainable development.
DMA	Double Materiality Assessment
DNSH	Do No Significant Harm: In the context of the EU Taxonomy, this means not causing significant harm to any of the six environmental objectives set by the European Union
DPEF	<i>Déclaration des Performances Extra Financières</i> : French law regarding to the declaration of non-financial performance
EAC	Energy Attribute Certificate: renewable energy certificates such as Guarantees of Origins (GoOs) and the Renewable Electricity Certificates (REC)
EEA	European Economic Area
EECONE	European ECOSystem for green Electronics: wide project for electronic waste reduction
EGDC	European Green Digital Coalition: EU declaration signed by 26 leaders of High-tech companies aiming to commit to the fight against climate change
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
ESRS	European Sustainability Reporting Standards
FCPA	Foreign Corrupt Practices Act: American law on corruption practices
GDPR	General Data Protection Regulation
GHGs	Greenhouse Gases: GHG emissions are used in an equivalent way with carbon emissions or CO ₂ emissions, all through sections 1.8 "Non-Financial Summary" and chapter 2 "Environmental, Social, Societal and Governance Responsibility"
HATVP	<i>Haute Autorité de la Transparence de la Vie Publique</i> : French body to notably promote exemplarity and integrity of public authorities
IaaS	Infrastructure as a Service
ICT	Information and Communication Technologies
IEA	International Energy Agency
IPCC	Intergovernmental Panel on Climate Change
IRO	Impacts, Risks, Opportunities (as defined by CSRD)
ITAD	Information Technology Asset Disposition
LCA	Life Cycle Assessment
MSCI	ESG rating agency (ex – Morgan Stanley Capital International)

n/a	Non applicable
OECD	Organization for Economic Co-operation and Development
PLM	Product Lifecycle Management
PUE	Power Usage Effectiveness
RCP	Representative Concentration Pathways
RFAR	<i>Relation Fournisseurs Achats Responsables</i> : French label rewarding companies or French public entities for sustainable relationships with their suppliers
SASB	Sustainability Accounting Standards Board
SBTi	Science-Based Targets initiative
SDG	Sustainable Development Goals, defined by the United Nations
SDS	Sustainable Development Scenario: a transitional climate scenario aligned with the target of “below 2°C” set by the Paris Agreement
SSP	Shared Socio-economic Pathways
STEPS	Stated Policies Scenarios (from the IEA): scenarios designed to provide insight into the progress of the energy system based on a detailed review of the policy landscape. This is a sector-by-sector assessment of the policies that have been put in place to achieve energy-related objectives.
TCFD	Task Force on Climate-related Financial Disclosures, a working group on the publication of climate-related financial information, which aims to improve the financial transparency of companies in matters relating to climate.
tCO₂-eq	Ton of CO ₂ equivalent, a unit created by the IPCC to compare the impact of different GHGs in terms of global warming and to add up their emissions.

2.3 Auditor's Report and Attestations

2.3.1 Auditor's Report on Consolidated Sustainability Statement and on control of disclosure requirements of information as set out in article 8 of regulation (UE) 2020/852 (CSRD)

To the General Meeting,

This report is issued in our capacity as Statutory Auditor of Dassault Systèmes SE. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024 and included in paragraph 2.2 of chapter 2 "Environmental, social, societal and governance responsibility" of the Group management report and presented in the Universal registration document (hereafter "the Group sustainability statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Dassault Systèmes SE is required to include the above mentioned information in a separate section of the Group's management report. This information has been prepared in the context of the first-time application of the aforementioned articles, characterized by uncertainties over the interpretation of the texts, the use of significant estimates, the absence of established practices and frameworks, notably for the double materiality assessment, and by an evolving internal control system. It enables to understand the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of its business, performance and position. Sustainability matters include environmental, social and governance matters.

Pursuant to II of Article L. 821-54 of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Dassault Systèmes SE to determine the information reported, and compliance with the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the Labor Code;
- compliance of the sustainability information included in the Group sustainability statement with the requirements of article L. 233-28-4 of the French Commercial Code, including the ESRS; and

- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "*Limited assurance engagement on the certification of sustainability information and verification of disclosures requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate parts of the report that follow, we present, for each of the parts of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements that to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken in isolation and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Dassault Systèmes SE in the Group management report, we have included an emphasis of matter paragraph hereafter.

The limits of our engagement

As the purpose of our engagement is to provide limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Dassault Systèmes SE, in particular it does not provide an assessment, of the relevance of the choices made by Dassault Systèmes SE in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Our engagement does not cover any comparative data.

Compliance with the ESRS of the process implemented by Dassault Systèmes SE to determine the information reported, and compliance with the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the Labor Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Dassault Systèmes SE has enabled, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that are disclosed in the Group sustainability statement; and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the Social and Economic Committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Dassault Systèmes SE with the ESRS.

Concerning the consultation of the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the Labor Code, we inform you that, at the date of this report, it has not yet taken place.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention on our part as regards the compliance with the ESRS of the process implemented by Dassault Systèmes SE to determine the information reported.

Concerning the identification of stakeholders

Information on the identification of stakeholders is set out in paragraph 2.2.1.4.2 "SBM_2 –Interests and Views of Stakeholders" of the Group sustainability statement.

We reviewed the analysis conducted by the entity to identify:

- stakeholders, who can affect or be affected by the entities within the scope of the information, through their activities and direct or indirect business relationships across the value chain;
- the primary users of sustainability statements (including the primary users of the financial statements).

We interviewed management and the persons we deemed appropriate and examined the available documentation. Our work consisted primarily in:

- assessing the relevance of the main stakeholders identified by the entity in view of the nature of its activities and its geographical location, taking into account its business relationships and value chain;
- exercising professional skepticism in assessing the representative nature of the stakeholders identified by the entity;
- assessing the appropriateness of the description given in paragraph 2.2.1.5.1 "IRO_1 –Description of the Process to identify and assess material Impacts, Risks and Opportunities" of the Group sustainability statement, in particular with regard to the procedures put in place by the entity to collect information on the interests and views of stakeholders.

Concerning the identification of impacts, risks and opportunities ("IROs")

Information on the identification of impacts, risks and opportunities is provided in paragraph 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities" of the Group sustainability statement.

We gained an understanding of the process implemented by the entity to assess actual or potential impacts – both negative and positive – risks and opportunities ("IROs"), in relation to the sustainability matters mentioned in paragraph AR 16 of ESRS 1 "Application requirements".

In particular, we assessed the approach taken by the entity to determine its impacts and dependencies, which may be a source of risks or opportunities.

We also assessed the completeness of the activities included in the scope used to identify IROs.

We familiarized ourselves with the entity's matrix of identified IROs, including a description of their distribution within the entity's own operations and value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this matrix with our knowledge of the entity and, where applicable, with the risk analyses conducted by Group entities.

We carried out the following procedures:

- assessed the entity has taken into account the list of sustainability matters set out in ESRS 1 (AR 16) in its analysis;
- assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity, with our knowledge of the entity;
- assessed how the entity has taken into account the different time horizons, particularly with regard to climate issues;
- assessed whether the entity has taken into account its dependence on natural, human and/or social resources in identifying risks and opportunities.

Concerning the assessment of impact materiality and financial materiality

Information on the assessment of impact materiality and financial materiality is provided in paragraph 2.2.1.5.1 "IRO_1 – Description of the Process to identify and assess material Impacts, Risks and Opportunities" of the Group sustainability statement.

Through interviews with management and the examination of available documentation, we obtained an understanding of the process implemented by the entity to assess impact materiality and financial materiality, and assessed its compliance with the criteria defined in ESRS 1.

In particular, we assessed the way in which the entity established and applied the materiality criteria defined in ESRS 1, including those relating to the setting of thresholds, in order to determine metrics relating to material IROs identified in accordance with the relevant ESRS standards.

Compliance of the sustainability information included in the Group sustainability statement with the requirements of article L. 233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable to understand the general basis for the preparation and governance of the sustainability information included in the Group sustainability statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Dassault Systèmes SE for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not

contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Group sustainability statement, with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in paragraph 2.2.1.2.3 "Changes in Preparation or Calculation Method" of the Group sustainability statement which specifies the methodological changes applied relating in particular to the calculation of scope 3 greenhouse gas emissions.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention on our part as regards the compliance of the sustainability information included in the Group Sustainability statement, with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Information provided in application of environmental standards (ESRS E1 to E5)

Information reported in relation to climate change (ESRS E1) is mentioned in paragraph 2.2.2.2 "E1 – Climate Change" of the Group sustainability statement.

We set out below the elements that have been the subject of particular attention on our part as regards the compliance of this information with the ESRS.

With regard to the information published on the greenhouse gas emissions assessment:

- we assessed the consistency of the scope considered for the greenhouse gas emissions assessment with the scope of the consolidated financial statements, activities under operational control and upstream and downstream value chain;
- we familiarized ourselves with the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions assessment, and checked its application, for a selection of emissions categories and sites, for Scope 1 and Scope 2;
- with regard to Scope 3 emissions, we assessed:
 - the justification for the inclusion and exclusion of the various categories and the transparency of the disclosures provided in this respect,
 - the process of gathering information;

- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data;
- we met with management to understand the main changes in the entity's activities during the financial year that could have an impact on the greenhouse gas emissions assessment;
- for physical data (such as energy consumption), we reconciled, using sampling techniques, the underlying data used to draw up the greenhouse gas emissions assessment with supporting documents;
- we performed analytical procedures;
- with regard to the estimates that we considered to be critical, used by the entity to prepare its greenhouse gas emissions assessment:
 - through interviews with management, we obtained an understanding of the method used to calculate the estimated data and the information sources on which the estimates were based,
 - we assessed whether the methods were applied consistently or whether there were any changes since the previous period, and whether these changes were appropriate, in particular concerning the calculation of greenhouse gas emissions from Scope 3 "Use of the solutions sold" in paragraph 2.2.1.2.3 "Changes in Preparation or Calculation Method" of the Group sustainability statement;
- we verified the accuracy of the calculations used to prepare this information.

With regard to our procedures regarding the Transition plan for climate change mitigation, our work mainly consisted of:

- assessing whether the information published in the transition plan meets ESRS E1 requirements with an appropriate description of the plan's underlying key assumptions, it being understood that we are not required to express a conclusion on the appropriateness or the level of ambition of the transition plan's objectives;
- assessing the consistency of the transition plan with the (aligned) indicators published under the EU Taxonomy regulation;
- verifying that the entity has carried out a qualitative assessment of locked-in GHG emissions and that it has taken this into account in its adaptation plan.

Information provided in application of social standards (ESRS S1 to S4)

Information reported in relation to own workforce (ESRS S1) is mentioned in paragraph 2.2.3.1 "S1 –Own Workforce" of the Group sustainability statement.

With regard to our procedures regarding workforce, gender breakdown and training metrics, our work mainly consisted of:

- evaluating the process of collecting and compiling social data in order to evaluate the completeness and accuracy of the information collected, and setting up procedures to verify the correct consolidation of this data;
- assessing whether the methods and assumptions used by Dassault Systèmes SE to determine the information disclosed are appropriate with regard to ESRS S1, including the change in method relating to the workforce;
- verifying the arithmetical accuracy of calculations used to prepare disclosed information, and reconciling, on a sample basis or by other selection methods, the underlying data with supporting documents;
- implementing analytical procedures to identify unusual variations, and where necessary, requesting explanations from management concerning the unusual items identified.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Dassault Systèmes SE to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in paragraph 2.2.2.1.9.A.2. "Main Methodological Steps in identifying Aligned Revenue" of the Group sustainability statement, relating in particular to the degree of uncertainty inherent in the methodological choices, assumptions and estimates applied by Dassault Systèmes SE to identify aligned turnover.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention on our part as regards the compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

Concerning the eligibility of activities

Information on eligible activities is provided in paragraph 2.2.2.1 "EU Taxonomy" of the Group sustainability statement.

We assessed, through interviews and an examination of the related documentation, the compliance of the entity's analysis of the eligibility of the revenue of the economic activities included in the scope of consolidation, its capital expenditure or its operating expenditure based on the criteria set out in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Concerning the alignment of eligible activities

Information on the alignment of activities is set out in paragraph 2.2.2.1 "EU Taxonomy" of the Group sustainability statement.

As part of our procedures, we primarily:

- analyzed, on a sample basis, the elements on which management based its judgement when assessing whether eligible economic activities met the cumulative conditions, derived from the EU Taxonomy Regulation, needed to qualify as aligned and particularly that they "do no significant harm" to any of the other environmental objectives;

- assessed the analysis conducted regarding compliance with the minimum safeguards, primarily in light of the information gathered when obtaining an understanding of the entity and its environment;
- concerning the second criterion of substantial contribution to climate change mitigation of activity 8.2:
 - reviewed the case studies selected and verified by the independent auditor, and their results,
 - assessed, through interviews with the independent auditor, the consistency of the conclusion with the scope of the work he has carried out;
- concerning the criteria of substantial contribution to the transition to circular economy of activity 4.1:
 - familiarized ourselves with the case studies selected and their results,
 - assessed the consistency of the conclusion with the scope of the work carried out by Dassault Systèmes SE.

Key performance indicators and accompanying information

The key performance indicators and accompanying information are set out in paragraph 2.2.2.1 "EU Taxonomy" of the Group sustainability statement.

With regard to total revenue, CapEx and OpEx (the denominators) presented in the regulatory tables, we verified the entity's reconciliations with the accounting data used to prepare the financial statements.

With regard to the other amounts making up the various indicators of eligible and/or aligned activities (the numerators), we:

- implemented analytical procedures;
- assessed these amounts based on a selection of case studies and projects that we determined to be representative, based on the activity to which they relate and their contribution to the indicators.

Lastly, we assessed the consistency of the information set out in paragraph 2.2.2.1 "EU Taxonomy" of the Group sustainability statement with the other sustainability information in this report.

Neuilly-sur-Seine, March 12, 2025.

The Statutory Auditor

PricewaterhouseCoopers Audit

Richard Béjot

Aurélié Castellino

2.3.2 Statutory Auditor's Attestation on the information communicated under article /.225-115 5° of the French Commercial Code relating to the Dassault Systèmes SE's total amount paid for sponsorship, pursuant to articles 238bis 1 to 5 of the French General Tax Code

Statutory Auditor's Attestation on the information relating to the Dassault Systèmes SE's total amount paid for sponsorship

For the Year ended December 31, 2004

To the Annual General Meeting of Dassault Systèmes S.E.,

In our capacity as statutory auditors of your Company and in accordance with the requirements Article L. 225-115 5° of the French Commercial Code (Code de commerce), we have prepared this attestation on the information relating to the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code (*Code général des impôts*) for the year ended December 31, 2024, contained in the attached document.

This information was prepared under your CEO' responsibility. Our role is to attest this information.

In the context of our role as statutory auditors (*Commissaires aux comptes*), we have audited your Company's annual financial statements for the year ended December 31, 2024. Our audit was conducted in accordance with professional standards applicable in France and was planned and performed for the purpose of forming an opinion on the annual financial statements taken as a whole and not on any individual component of the accounts used to determine the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code (*Code général des impôts*). Accordingly, our audit tests and samples were not carried out with this objective, and we do not express any opinion on any components of the accounts taken individually.

We performed those procedures which we considered necessary to comply with professional guidance issued by the by the French Institute of statutory auditors (*Compagnie nationale des commissaires aux comptes*). These procedures, which constitute neither an audit nor a review, consisted in performing the necessary reconciliations between the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code (*Code général des impôts*) and the accounting records from which it derived, and verifying that it is consistent with the data used to prepare the annual financial statements for the year ended December 31, 2024.

On the basis of our works, we have no matters to report on the reconciliation of the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code (*Code général des impôts*), contained in the attached document and amounting to €2,750,000 with the accounting records used to prepare the annual financial statements for the year ended December 31, 2024.

This attestation shall constitute certification as accurate of the total amount of payments made in compliance with paragraphs 1 to 5 of Article 238 bis of the French Tax Code (*Code général des impôts*), within the meaning of Article L. 225-115 5° of the French Commercial Code (*Code de commerce*).

This attestation has been prepared solely for your attention within the context described above and may not be used, distributed or referred to for any other purpose.

The Statutory Auditors

French original signed by

Paris La Défense, March 12, 2025

KPMG S.A.

Jacques Pierre
Partner

Xavier Niffle
Partner

Neuilly-sur-Seine, March 12, 2025

PricewaterhouseCoopers Audit

Richard Béjot
Partner

Vélizy-Villacoublay, March 12, 2025

Certification related to the global amount of sums paid for sponsorship on 2024

The global amount of sums paid for sponsorship, which are referred to at article 238 bis of the General Tax Code is €2,750,000 for 2024.

The global amount giving rise to fiscal deductions in 2024, is €2,750,000.

Pascal DALOZ
Chief Executive Officer

2.4 Maintain a Vigilance Plan

Dassault Systèmes is committed to conducting its business in compliance with the laws in force in the countries where the Company operates and in accordance with international standards.

In accordance with the French law of March 27, 2017 relating to the duty of care of parent companies and ordering companies, Dassault Systèmes establishes and implements a vigilance plan (the “vigilance plan”) aimed at identifying risks and preventing serious harm to Human rights and fundamental freedoms, the health and safety of individuals and the environment, resulting from its activities as well as from the activities of subcontractors or suppliers with whom the Company has an established business relationship.

The content of the vigilance plan meets the five obligations laid down by law:

- risk mapping;
- procedures for regularly assessing the situation of subsidiaries, subcontractors and suppliers;
- measures to prevent and mitigate the risks identified in the risk map;

- whistleblowing procedure;
- and a system for monitoring measures and evaluating their effectiveness.

Vigilance measures, adapted and proportionate to Dassault Systèmes’ risk profile, can be implemented in the short and medium term.

Dassault Systèmes’ vigilance is also exercised through its recurring and ongoing actions in relation to:

- raising awareness among employees, such as monitoring and updating online training courses on ethics, compliance, health and safety, crisis management, sustainable development and publications on its **3DEXPERIENCE** platform;
- the Company’s Whistleblowing procedure;
- the use of specialized due diligence databases and, where appropriate, a risk assessment method dedicated to Human Rights issues, as well as monitoring for the detection of risk situations;
- the implementation of control points by the Internal Audit department.

2.4.1 Governance

The vigilance plan is implemented by various stakeholders within the Company, principally the Business Ethics and Compliance department, the Human Resources department, the Procurement & Travel department, the Sustainable Development department and the Internal Audit department, functions also represented on the Risk Management Steering Committee.

A Duty of Vigilance Steering Committee (“the Steering Committee”), made up of representatives from these departments and Dassault Systèmes’ General Counsel, regularly assesses and monitors the plan. It is responsible for examining and validating the procedures for drawing up and updating the map of risks associated with the duty of vigilance. It also oversees the implementation of action

plans defined by the various departments, thus ensuring the effectiveness of the measures deployed.

In 2024, the Steering Committee met three times. At the same time, the Business Ethics and Compliance department organized around ten workshops, focusing mainly on the risks mapping exercise and the follow-up of specific actions.

The Company’s vigilance approach is part of a continuous improvement process, incorporating contributions and feedbacks from internal and external stakeholders. With this in mind, Plan 2024 has been drawn up taking into account exchanges with suppliers, employee representative bodies, trade associations and civil society organizations involved in the environment, Human rights and personal data protection.

2.4.2 Risk mapping

The Company has drawn up a risk map in accordance with the requirements of French law on the duty of vigilance.

Risks are assessed according to two criteria: their potential impact and their likelihood. This analysis enables to establish a “raw” rating for each risk, and to prioritize them. Priority risks are thus identified, facilitating the definition and implementation of appropriate measures, drawn up in consultation with the stakeholders concerned. An additional

assessment, based on an analysis of the maturity of risk management systems, results in a “net” rating.

The risk assessment conducted at global level and reviewed in 2024 by the Steering Committee highlights the following risks, which may arise both from the Company’s activities and business model, and from those of its suppliers and subcontractors:

Type of risk	Description of gross risk
Environment	Uncontrolled increase in greenhouse gas emissions*.
	Pressure on natural resources, from the production of electronic equipment to waste management*.
	Degradation and overconsumption of freshwater
Health & Safety	Damage to people’s health and physical integrity
Human rights and fundamental freedoms	Infringement of privacy and personal data protection*.
	Discrimination and harassment
	Undermining social dialogue
	Misuse of Dassault Systèmes solutions
	Risks related to the activities of suppliers and subcontractors

* These risks have been identified as priorities.

As a major company in sustainable innovation offering software solutions, Dassault Systèmes benefits from low intrinsic exposure to the risks of serious harm associated with the duty of vigilance. Unlike some industries where complex supply chains can give rise to social, environmental or health and safety risks, the intangible nature of its activities significantly reduces its direct exposure to serious breaches of these types of risks. The Company is, however, aware that these risks may emerge through its interactions with third parties, particularly when purchasing IT equipment or technological infrastructures, which is why it maintains a strict vigilance framework to prevent and manage them.

Following the mapping exercise, three risks were identified as priorities. The urgency of climate change means that greenhouse gas emissions must be brought under control, while the growing pressure on natural resources, particularly during the production of electronic equipment or the management of associated waste, raises critical issues for the sustainability of technology chains. Last but not least, risks relating to the protection of personal data and privacy remain central to guaranteeing stakeholder confidence and ensuring the Company’s regulatory compliance in an environment of rapid digital innovation.

2.4.3 Risk Assessment and Prevention

2.4.3.1 Environmental Risks

The purpose of Dassault Systèmes is to provide business and people with 3DEXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life. As such, and as a responsible company, Dassault Systèmes is committed to minimizing the impact of its activities on the environment, and to encouraging its partners and suppliers to follow the same path.

2.4.3.1.1 Uncontrolled Increase in Greenhouse Gas Emissions

Dassault Systèmes has adopted a two-pronged approach to combat the uncontrolled increase in greenhouse gas emissions:

- developing solutions for its customers to accelerate their transition to a low-carbon economy;

- reducing its internal carbon footprint with targets aligned with the Science-Based Targets initiative (SBTi) to achieve carbon neutrality by 2040.

This plan was validated by the general management and the Sustainability Steering Committee in 2021, and is the subject of annual presentations to the Board of Directors. Measures to mitigate GHG emissions are as follows:

- Dassault Systèmes' carbon footprint reduction targets:
 - 35% reduction in Scope 1 and 2 emissions by 2027 (baseline 2019),
 - 20% reduction in Scope 3 emissions for business travel and employees' commute by 2027 (baseline 2019),
 - 50% of suppliers (in emissions) committed to an SBTi trajectory by 2025;
- main decarbonization levers:
 - limitation and reduction of the energy consumption of the Company's equipment (data centers and offices), and optimization of the energy efficiency of its infrastructures,
 - responsible mobility, thanks to the limitation of business travel and electrification of its car fleet;
- support for decarbonization of customer industries:
 - virtual twins and simulation to help customers optimize their energy efficiency and reduce emissions,
 - solutions aligned with the EU Taxonomy, with a target of 40% of revenue by 2027,
 - development of new functionalities adapted to the challenges of decarbonization, particularly in the Transportation & Mobility and Industrial Equipment industries;
- sustainable cloud and responsible digital:
 - support for migration to the OUTSCALE cloud, which optimizes energy efficiency and reduces customer emissions,
 - supply renewable energy to as many data centers as possible.

Results and outlook:

- 78% reduction in Scope 1 and 2 emissions since 2019;
- 45% reduction in business travel and employees' commute emissions by 2019;
- increase in revenue aligned with the EU Taxonomy, from 33.4% in 2023 to 35% in 2024.

Dassault Systèmes thus pursues a proactive approach by integrating climate change mitigation and adaptation strategies into its business model. Its efforts are reflected in technological innovations and a transformation of operational practices aimed at a sustainable future.

Policies and actions concerning the control of greenhouse gas emissions are described in the Sustainability Statement in paragraph 2.2.2.2.3 "Management of Strategic Matter 2: Limiting Carbon Footprint of Dassault Systèmes' Operations and its Value Chain in a Growth Context".

2.4.3.1.2 Pressure on Natural Resources, from the Production of Electronic Equipment to Waste Management

Dassault Systèmes takes a systemic approach to reducing pressure on natural resources by promoting the circular economy in industry and optimizing the management of its own electronic equipment.

Key Targets

- development of software solutions to promote eco-design and circularity of products;
- optimizing IT equipment lifecycle management, from procurement to recycling;
- integration of environmental criteria in procurement (low-carbon footprint equipment, recycled materials);
- extending the life of IT equipment;
- reduction and recovery of electronic waste, with targets to increase recycling and reuse rates.

Key Actions

- "Digital responsibility": rational procurement, server virtualization, management and control of electronic waste and development of an equipment management tool;
- "Responsible procurement": encourage the purchase of reconditioned equipment, include ESG criteria in public tenders and encourage suppliers to join the SBTi;
- strategic partnerships: participation in European projects on battery management and e-waste recycling (e.g. REINFORCE project);
- training and awareness-raising: circular economy learning modules for employees and environmental criteria training for buyers.

Results and Outlook

- optimizing the recycling and reuse of IT equipment;
- improved traceability of resources and waste;
- the circular approach to be made a permanent part of industrial strategy, with gradual alignment on the EU Taxonomy.

Thanks to these initiatives, Dassault Systèmes is controlling its ecological footprint while helping its customers to integrate sustainable practices.

Policies and actions concerning risks related to pressure on natural resources, from the production of electronic equipment to waste management, are described in paragraph 2.2.2.4.3 "Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources".

2.4.3.1.3 Degradation and Overconsumption of Freshwater

In order to moderate the pressure on resources resulting from the activities of its suppliers, particularly in the manufacture of micro-processors and the supply of cooling systems for data centers, Dassault Systèmes has put in place measures to prevent and mitigate the risks of degradation or overconsumption of fresh water. For its direct activities, freshwater consumption is limited to sanitary use and the upkeep of a few green spaces.

This reflects the Company's commitment to more responsible water management. Dassault Systèmes works to better assess its impacts, collaborate with its partners and implement optimization levers. Since 2024, this approach has been extended to the Company's hosting service providers, as part of a continuous improvement process.

- to this end, the Company has introduced a "Responsible data centers" policy aimed at integrating environmental criteria into the choice of data center providers, with particular emphasis on the type of cooling technology offered and water management. By 2025, this policy will include specific requirements for sites in water-stressed areas, notably via public tenders incorporating questions on water impact. For new sites, an analysis of the impact on local resources will be recommended, in order to favor partners who limit their ecological footprint;
- in addition, the "Responsible procurement" policy integrates sustainability criteria into the selection of IT equipment and data hosting services, currently representing at least 20% of the choice criteria, with a target of 30% for hosting. It assesses environmental impact through three aspects: resource consumption, energy consumption and water impact where data is available;

For more information on Dassault Systèmes' policies and actions regarding the risks associated with water degradation and overconsumption, see the paragraphs in the Sustainability Statement 2.2.2.3.2 "Management of Strategic Matter 3: Limiting Dassault Systèmes' Value Chain Pressure on Earth's Resources".

2.4.3.2 Personal Health and Safety Risks

As set out in the Code of Business Conduct and the Corporate Social Responsibility Principles, Dassault Systèmes is committed to providing all employees with working conditions that ensure their health and safety, in compliance with applicable laws and regulations.

Four major policies formalize the scope of application, arrangements and procedures, as well as the responsibilities of all contributors. These policies cover employees in the course of their professional activities, as well as customers, partners and service providers when they are present on Company sites or at events organized on behalf of Dassault Systèmes:

- safety standards are defined, and their implementation is assessed by means of a questionnaire completed in collaboration with site managers. Where necessary, these assessments are used to draw up action plans. These standards are supplemented by site maintenance procedures designed to ensure compliance with current safety standards;
- safety policies and instructions applicable to the organization of internal and external events are shared with all employees, and define in particular the roles and responsibilities of internal and external participants;
- our business travel policy provides all the necessary recommendations, depending on the destination, as well as a list of high-risk countries requiring prior authorization. Employees also benefit from international medical and security assistance before, during and on their return from business trips, depending on the situation;
- in addition, a crisis management protocol defines the procedures for initiating, organizing and communicating, under the responsibility of a specific committee. This system is completed by the use, if necessary, of a mass communication tool enabling emergency information to be transmitted to employees.

In 2024, the Company continued its efforts to raise awareness of first aid through an online training course, already taken by over 5,300 employees. Site health, safety and security issues are assessed annually via a questionnaire completed jointly with site managers. In France, a new *e-learning* program on fire evacuation has also been made available to employees. In addition, a practical guide for site managers, providing clear recommendations and guidelines on what to do in the event of an incident, will be rolled out in 2025 in every country where Dassault Systèmes operates.

In terms of people's health, Dassault Systèmes launched an initiative in October 2021 aimed at taking better account of the issues surrounding cancer and chronic illnesses in the workplace. On January 7, 2022, the Company signed the Cancer@Work charter in France to advance knowledge and representations related to these pathologies, and improve consideration of their impacts in the workplace. Formalized within the framework of a socially innovative program called *We Care for Your Health*, this initiative is steered by representatives from the Human Resources, Health and Safety, Legal, Finance and Communication departments, as well as volunteer employees. It is based on four pillars:

- support for patients and caregivers, with two platforms for listening and providing support for all, three guides for sharing advice and information with employees affected by the disease as well as with managers and caregivers in order to support them in the best possible conditions, and the organization of support events between colleagues, supervised by trained contacts;
- prevention, with conferences organized throughout the year on topics such as cancer, cardiovascular disease, diabetes and vaccination campaigns;
- the promotion of physical activities associated with prevention campaigns, notably with participation in the *Odyssea* race as part of the "Pink Octobre" (*Octobre Rose*) campaign, the *Course du Coeur* to raise awareness of organ, bone marrow and tissue donation, the *Course des Lumières* in aid of the *Institut Curie* and the *Les Bacchantes* race as part of Movember to combat male pathologies and cancers;
- the contribution of Dassault Systèmes' Life Sciences & Healthcare solutions shared through a series of videos for employees on different topics, such as the discovery and development of drug candidates, improving patient care and preparing for the fight against pandemics, thanks to the virtual twin.

Dassault Systèmes has been awarded the highest level of the Cancer@Work label, aligned with the Global Reporting Initiative's social responsibility standards, for its actions in France to reconcile illness and work. Dassault Systèmes is also a member of the Working with Cancer initiative, which aims to create a favorable working environment for employees affected by cancer, and a culture that supports their recovery and the resumption of their professional careers.

In 2024, Dassault Systèmes began rolling out prevention, awareness and support initiatives in its various countries of operation, including in particular the *We Care for Your Health* initiative in the UK.

The effectiveness of the Company's actions is assessed annually by measuring absenteeism rates linked to sickness and workplace accidents. These metrics are monitored on a quarterly basis to identify any potential variations that could lead the Company to take additional remedial or preventive measures.

2.4.3.3 Risks relating to Human Rights and fundamental Freedoms

Dassault Systèmes' commitment to ethical and sustainable growth is based on the fundamental value of respect for Human rights and fundamental freedoms. Dassault Systèmes' commitments in this respect are formalized in various policies, declarations and charters, all of which refer to the international standards to which the Company adheres, and are available on the Company's website (<https://www.3ds.com/about-3ds/what-drives-us/ethicscompliance>): The Code of Business Conduct, the Corporate Social Responsibility Principles, the Sustainable Charter with Suppliers, the annual statement of the measures taken to combat modern slavery and human trafficking as required by the UK's Modern Slavery Act. Dassault Systèmes is also a member of the United Nations Global Compact.

2.4.3.3.1 Infringement of Privacy and Protection of Personal Data

Data protection, including personal data, is a core concern for Dassault Systèmes, which attaches major importance to the trust of its employees, customers and partners. The Company is committed to ensuring the security of the information it processes, in line with regulatory requirements and the expectations of its stakeholders.

In carrying out its activities, Dassault Systèmes – as data controller or subcontractor as the case may be – faces two key challenges related to personal data protection and risk management:

- protection of personal data as part of rigorous governance of risks and compliance throughout the Company;
- securing sensitive data, through the implementation of several levels of security control, in line with national regulations and international standards, with specific attention paid to the "Security-in-Depth" principle.

The risk of personal data leakage is considered a priority, particularly when it comes to sensitive data such as financial and health information. This risk is inherent to the Company's technological activities, and is mainly linked to cybersecurity issues.

Communities likely to be affected by this risk include:

- Dassault Systèmes' employees, whose internal data could be compromised;
- employees in business relationships, including partners and subcontractors, exposed through interactions in the value chain;
- end-users, such as patients participating in clinical trials managed by MEDIDATA, a brand specializing in medical technologies;

- citizens, when technological projects involve the collection and processing of personal data.

This risk concerns the entire Dassault Systèmes value chain, from upstream activities to downstream operations. Particular attention is therefore paid to data management, securing digital infrastructures and cooperation with technology partners, in order to limit vulnerabilities and strengthen resilience in the face of potential threats.

With the aim of mitigating the above-mentioned risks and ensuring the Company's compliance with applicable laws and regulations, a set of measures has been put in place. These include, but are not limited to, the identification of risks (supported by internal and external audits), the implementation of mitigation actions (risk treatment plan), the establishment of partnerships with stakeholders, the monitoring and evaluation of the effectiveness of the risk prevention program, and the continuous improvement of the program.

In order to ensure that the use of personal data complies with the principles of legality, transparency, security, fairness and, in particular, the principles of "Privacy By Design" and "Privacy by Default", the following actions have been taken:

- implementation of dedicated governance: A Personal Data Protection Officer and her team ensure internal compliance with personal data protection laws and regulations. She also ensures the continuous improvement of Dassault Systèmes' offerings so that the Company and its customers comply with applicable national and international legislation including the GDPR (with particular attention paid to the USA, China and South Korea);
- Company process certifications: available from the Trust Center: <https://www.3ds.com/trust/3dexperience-trust-center>;
- creation of policies, charters and training courses: Code of Business Conduct; "Cybersecurity" and "Personal data protection" policies; Sustainable Charter with Suppliers; awareness campaigns;
- establishing points of contact in the event of an incident:
 - online form: <https://www.3ds.com/privacy-policy/contact>,
 - user community: <https://www.3ds.com/support/user-communities>,
 - service support,
 - Dassault Systèmes' Whistleblowing procedure for reporting breaches of Human rights and fundamental freedoms to the Ethics Committee;

- establishment of an incident management procedure (remediation):

- contact with the persons concerned,
- application of corrective measures: involving stakeholders and prioritizing measures according to severity, urgency and feasibility of solutions, with the aim of mitigating and resolving negative impacts, and maintaining the confidence of users and customers.

In the event of an incident, Dassault Systèmes informs the relevant data protection authorities and the persons concerned of any personal data breaches, in accordance with the regulations in force. Operational measures are also deployed to ensure an appropriate response to legal and administrative requests.

2.4.3.3.2 Discrimination and Harassment

Dassault Systèmes formally prohibits all forms of harassment and discrimination in work relations, in particular at the recruitment stage and throughout the duration of the contract, and assesses situations likely to fall within this category on a case-by-case basis according to the specific facts and circumstances and their legal classification. All accepted reports are subject to disciplinary action, proportionate to the seriousness of the facts. The Code of Business Conduct provides definitions and examples, notably of sexual harassment and discrimination. The risk is also measured annually through the results of the fairness-related questions contained in the annual satisfaction survey.

Dassault Systèmes promotes inclusion through a structured approach based on three pillars: professional equity between women and men, generations and people with disabilities.

As a preventive measure, in line with the Company's commitment and the expectations expressed by employees, Dassault Systèmes has taken the following measures:

- providing managers with a guide to make them aware of the unconscious biases that can come into play in their decisions concerning employees' professional development;
- the management target, integrated by default into the annual performance review, includes professional equity that shall govern decisions concerning employee recognition and the contribution to better representation of women among *People managers*;
- a review of the system and content of training courses on discrimination and harassment in 2024, with a view to making them compulsory for all employees in 2025. This initiative has been presented to employee representative bodies in Europe.

The Company's feminization program, 3DS WIN (Women Initiative), relies on a team of contributors, including members of the Human Resources department and the Internal Communications department, and leads the 3DS WIN community, made up of employees mobilized to encourage, inspire and support the development of women within Dassault Systèmes. The program's priorities are to:

- balanced representation of men and women in the composition of management bodies: on the date of publication of this Universal registration document, the proportion of women directors on the Board of Directors is 50% (excluding directors representing employees), and the proportion of women members of the Executive Committee is 38.5%;
- supporting female talent in their career development projects, particularly towards management responsibilities, through participation in events, specific programs to promote access to positions of responsibility, and by recommending their profile when a job vacancy arises;
- pay equity at the time of hiring and during the annual salary review campaign;
- the acquisition of new female talent, a major challenge in a context where women are still in the minority worldwide in fields related to Science, Technology, Engineering and Mathematics (STEM). Dassault Systèmes therefore works with various stakeholders to promote these fields and careers, and ensures that women are represented in the recruitment process.

The development of an inclusive culture targets all diversities regardless of age or experience. Capitalizing on local initiatives carried out over the past two years, Dassault Systèmes is currently reflecting on the principles to be adopted, to ensure that:

- employees are involved in fulfilling professional projects and are recognized for their contribution throughout their careers;
- intergenerational collaboration encourages the mutual enrichment of knowledge and know-how.

Dassault Systèmes is also committed to the recruitment, onboarding and integration; career management and job retention of people with disabilities. Finally, the Company contributes to the training and professionalization of students with disabilities, enabling them to acquire knowledge and skills in the new digital professions.

Any case of non-compliance with the principles of discrimination and harassment may be reported via the Whistleblowing procedure. The number of reports and cases accepted is monitored by the Dassault Systèmes Ethics Committee, enabling to measure the effectiveness of the actions taken and to identify any situations that could lead the Company to take additional remedial or preventive measures, if necessary.

2.4.3.3.3 Social Dialogue

Dassault Systèmes is committed to a continuous improvement approach based on open communication, an integral part of its culture for imagining, inspiring and creating new experiences for employees. Given the disparities in applicable laws and regulations within the 45 countries in which the Company operates, Dassault Systèmes has formal and informal channels for social dialogue.

As set out in the Company's Corporate Social Responsibility Principles, Dassault Systèmes is committed to respecting the right of its Own Workforce to organize freely into trade unions and to be represented by the organizations of their choice, as well as to bargain collectively in accordance with applicable regulations. The Company also ensures that employee representatives and union members are not discriminated against.

Dassault Systèmes has an employee representative body:

- at local level, in the form of representatives elected by employees, or shop stewards;
- at supranational level, through the European Company Committee covering all the countries in the European Economic Area (EEA), as well as the United Kingdom, as Committee members voted to maintain it in the scope of application. The European Company Committee is able to exchange views with the Executive team, notably on the Company's strategy, its policies relating to human capital development and its approach to sustainable development;
- on the Dassault Systèmes' Board of Directors, through the presence of two directors representing employees, appointed in accordance with the Company's bylaws.

Employees are covered by independent staff representation in 20 countries, including 3 outside the EEA, and benefit from collective agreements in 12 countries, including one outside the EEA. Depending on the country, these locally-applicable agreements cover a wide range of subjects, including compensation policy, measures to promote equality in the workplace, compliance with working hours rules, health and safety at work, and the right to disconnect.

Dassault Systèmes offers employee representatives various means of communicating with employees. Depending on the country, these can take the form of leaflets, which can be shared in a secure online space, e-mails, exchange spaces on the 3DEXPERIENCE platform, or the possibility of organizing meetings with employees.

In addition to these formal channels, Dassault Systèmes communicates with all employees through:

- quarterly meetings to present in particular the Company's strategy, projects and results, as associated with a community forum;
- an annual satisfaction survey to identify strengths and areas for improvement in line with their expectations.

The effectiveness of the actions taken by the Company is assessed annually by measuring the percentage of employees covered by employee representation in member countries of the European Economic Area, and the percentage of employees covered by the annual satisfaction survey, enabling action plans to be drawn up in various areas, presented and shared with employees.

2.4.3.3.4 Misuse of Dassault Systèmes Solutions

Dassault Systèmes has stepped up its due diligence program to prevent the risks of misuse of its software solutions that could have an impact on Human rights. This program is based on three pillars of diligence:

- strict control of exports and sanctions programs: Dassault Systèmes ensures that all its export activities – sales, product deliveries, transfers of controlled data and services delivery – strictly comply with international export control laws. The Company prohibits the sale of its solutions to unauthorized users, or those wishing to use them for prohibited purposes. A dedicated global Export Compliance team oversees the process through internal tools and third-party sanction control systems;
- “3DS Acceptable use” policy focused on sustainability: as part of its commitment to sustainable innovation, Dassault Systèmes has defined an acceptable use policy stating that the Company will not engage with new customers meeting certain criteria in four market segments, and/or does not develop products or services in these segments. These market segments are: coal (for energy purposes), tobacco (including the production of electronic cigarettes), “universally prohibited” weapons, and oil and gas (where no public commitments to carbon emissions has been made). The Company conducts in-depth assessments of its customers’ activities to ensure that its solutions are not used in ways that run counter to its sustainability principles;
- enhanced due diligence on third parties and risk monitoring: Dassault Systèmes carries out rigorous checks on its partners, looking for any adverse media coverage relating to Human rights and fundamental freedoms. Where necessary, an in-depth assessment is carried out using specialized databases and risk analysis methods that take into account the impact on Human rights. A watch is kept to detect risk situations. In 2024, this system led to several assessments focusing on the risk of misuse.

2.4.3.4 Risks relating to Suppliers and Subcontractors

In addition to the Group’s vigilance risk map, Dassault Systèmes relies on a map of supplier activities drawn up by the Procurement department with the support of a specialized consultancy firm.

This analysis enabled to identify an exposure to environmental issues – albeit limited – of certain purchasing families, notably IT equipment suppliers – (see paragraph 2.4.3.1 “Environmental Risks”) and, to a lesser extent, to other issues such as Human rights and fundamental freedoms (child labor, modern slavery and concealed labor), and health and safety (a supplier’s failure to meet its health and safety obligations towards its employees).

As part of its risk management system, the Company has drawn up a Sustainable Charter with Suppliers to which suppliers are required to adhere. This document sets out the Company’s expectations of its suppliers in terms of ethics and compliance:

- in business relationships: combating corruption, conflicts of interest, gifts and hospitality, compliance with competition law, handling confidential information, protection of personal data;
- in terms of working conditions and respect for Human rights: prohibition of child labor, prohibition of forced labor, respect for the right to freedom of association and collective bargaining, prohibition of all forms of discrimination, guarantee of a safe and healthy working environment and working conditions that protect people’s health and safety, fight against illegal labor and illegal subcontracting;
- in terms of the impact of our activities on the environment, in particular limiting greenhouse gas emissions.

The Company may immediately terminate a contract with a supplier in the event of a breach of its commitments under the Sustainable Charter with Suppliers or of its Corporate Social Responsibility Principles.

In addition, the Procurement department has set up a due diligence process to identify risks relating to Human rights and fundamental freedoms within its supplier ecosystem. These analyses are carried out with the help of specialized databases that can, if necessary, identify the presence of a supplier on sanction lists or unfavorable media coverage.

In 2024, the Sustainable Charter with Suppliers was expanded to include details of Dassault Systèmes’ Whistleblowing procedure, which is accessible to external stakeholders via the Company’s website: <https://www.3ds.com/about/corporate-responsibility/ethics-compliance/whistleblowing-alert-procedure?wockw=fabout%20R%20corporate%20responsibility%20R%20ethics%20compliance%20R%20whistleblowing%20alert%20procedure>. During the year, the Company also obtained the “Responsible Supplier Relations and Procurement” (“*Relations Fournisseurs et Achats Responsables*” RFAR) label from the French Ministry of Finance, based on the ISO 20400 standard.

2.4.4 Whistleblowing Procedure

After consulting employee representative bodies, Dassault Systèmes has set up a Whistleblowing procedure to report any instances of non-compliance with applicable laws and regulations, particularly in terms of the duty of vigilance. Accessible to all stakeholders, this procedure guarantees the protection of whistle-blowers by ensuring their confidentiality, anonymity and absence of reprisals.

Whistleblowers have the opportunity to report a breach:

- by writing to the Dassault Systèmes Ethics Committee at people.ethicscommittee@3ds.com;
- via an online form on the Company's website at the following address: <https://www.3ds.com/about/corporateresponsibility/ethics-compliance/whistleblowing-form/>;
- by leaving a telephone message on the dedicated voice mailbox; the numbers to call for each of the countries where the Company operates are published on its website under the following link: <https://www.3ds.com/about-3ds/what-drives-us/ethics-compliance/whistleblowing-alert-procedure/how-make-alert-telephone/>;
- or by requesting an interview.

The Whistleblowing procedure has been modified in 2023 and 2024 to, in particular, reinforce it with the new provisions on whistleblower protection resulting from European Directive 2019/1937 of October 23, 2019 and its transposition by European Union member countries in 2022. This new version is more transparent, educational and incentive-based. Deployment of the new versions of the Whistleblowing procedure in the countries concerned continued in 2024. This was accompanied by awareness-raising campaigns for employees on the various operating procedures of the Whistleblowing procedure. Dassault Systèmes' suppliers are informed of the Whistleblowing procedure through the Sustainable Charter with Suppliers to which they are required to adhere.

In addition, the metrics and lessons learned from the use of the Whistleblowing procedure in 2024 were presented to the Board of Directors and to the Dassault Systèmes SE and European Committee employees representative organizations.

2.4.5 Measurement Follow-Up

Implementation of the various vigilance measures is monitored by the Steering Committee, which meets several times a year. As part of this monitoring system, performance metrics have been selected to assess the results of the measures implemented. These include:

Type of risk	Main metrics	2024	2023
Environment	Gross Scope 1 GHG emissions (in tCO ₂ -eq)	3,104	4,178
	Gross "Market-based" Scope 2 GHG emissions (tCO ₂ -eq)	2,518	3,193
	Total gross Scope 3 indirect GHG emissions (in tCO ₂ -eq) ⁽¹⁾	319,189	284,241
	Percentage of suppliers (by weight of CO ₂ emissions) with Science-Based emissions reduction target (SBTi target)	47.9%	37.2%
	Share of renewable electricity	91.0%	88.6%
	Electrical and electronic waste (in tCO ₂ -eq)	194	115
	Ordinary waste (in tCO ₂ -eq)	1,455	1,704
Health & Safety	Percentage absenteeism – Illness ⁽²⁾	2.4%	-
	Percentage absenteeism – Occupational accidents ⁽²⁾	0.0%	-
Human rights and fundamental freedoms	Percentage of employees trained on Code of Business Conduct ⁽³⁾	94.7%	98.6%
	Percentage of employees trained on personal data protection ⁽³⁾	95.4%	98.5%
	Percentage of employees trained on cybersecurity ⁽³⁾	96.5%	99.5%
	Number of suppliers subject to due diligence	1,650	1,432
	Percentage of employees covered by employees' representatives in countries member of the European Economic Area	100%	-
	Percentage of employees covered by annual satisfaction survey	92.5%	-
	Number of complaints of discrimination, harassment and inappropriate behaviors raised through Company's channels	20	31
	Percentage of disciplinary sanctions in cases of non-compliance	100%	100%

(1) Includes CO₂ emissions resulting from the use of solutions sold.

(2) The data reported above are calculated on a different scope than the one used to calculate the data published in previous years. Due to the absence of available absenteeism data for employees from CENTRIC PLM, Satelliz SAS, Satelliz sp zoo, Eomys Engineering SAS and Amcad Engineering SAS, Dassault Systèmes has applied an estimation method based on peer comparison by country of employment.

(3) Compulsory training data, excludes CENTRIC PLM employees and covers 95.5% of the workforce as of December 31, 2024.

FINANCIAL REVIEW AND PROSPECTS

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3.1 Operating and Financial Review

The executive overview in paragraph 3.1.1 “Executive Overview for 2024” highlights selected aspects of the Group’s business during 2024. Financial information and definitions should be read together with its consolidated financial statements and the related notes included in paragraph 4.1.1 “Consolidated Financial Statements” prepared in accordance with IFRS accounting rules. The various definitions and methods of which can be found in Note 2 to the consolidated financial statements.

The supplemental non-IFRS financial information are subject to inherent limitations. They are 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. In addition, Dassault Systèmes’ non-IFRS supplementary financial data may not be

comparable to other data also called “non-IFRS” and used by other companies. A number of specific limitations relating to these measures are detailed below.

Unless otherwise indicated, variations in the following tables are related to current exchange rate.

Non-IFRS financial information definitions can be found in paragraph 3.1.2.3 “Non-IFRS financial information definitions”. The reconciliation between this financial information and the IFRS framework can be found in paragraph 3.1.4 “IFRS non-IFRS reconciliation”.

Between the end of the 2024 fiscal year and the filing date of this Universal registration document, there was no material change in the financial position or financial performance of Dassault Systèmes.

3.1.1 Executive Overview for 2024

(in millions of euros, except per share data and percentages)	IFRS				Non-IFRS			
	2024	2023	Change	Change in cc*	2024	2023	Change	Change in cc*
Total Revenue	€6,213.6	€5,951.4	4%	5%	€6,213.6	€5,951.4	4%	5%
Software Revenue	5,613.3	5,360.0	5%	6%	5,613.3	5,360.0	5%	6%
Services Revenue	600.3	591.4	2%	2%	600.3	591.4	2%	2%
Operating Margin	21.9%	20.9%	+1.0 pt		31.9%	32.4%	(0.4)pt	
Diluted net earnings per share (“EPS”)	€0.90	€0.79	14%		€1.28	€1.20	7%	9%

* In constant currencies.

Software revenue (in millions of euros, except percentages)	IFRS				Non-IFRS			
	2024	2023	Change	Change in cc*	2024	2023	Change	Change in cc*
Americas	2,214.7	2,141.9	3%	4%	2,214.7	2,141.9	3%	4%
Europe	2,150.4	2,027.3	6%	6%	2,150.4	2,027.3	6%	6%
Asia	1,248.1	1,190.8	5%	9%	1,248.1	1,190.8	5%	9%

* In constant currencies.

3.1.2 Financial information definitions

3.1.2.1 Definitions of Key Metrics Used

Information in Constant Currencies

Dassault Systèmes has followed a long-standing policy of measuring its revenue performance and setting its revenue objectives exclusive of currency in order to measure in a transparent manner the underlying level of improvement in its total revenue and software revenue by activity, industry, geography and product lines. The Group believes

it is helpful to evaluate its growth exclusive of currency impacts, particularly to help understand revenue trends in its business. Therefore, the Group provides percentage increases or decreases in its 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 “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 currency calculations are not considered to be an IFRS measure, the Group believes these measures are critical to understanding its global revenue results and to compare with many of its competitors who report their financial results in U.S. dollars. Therefore, Dassault Systèmes includes this calculation for comparing IFRS revenue figures as well non-IFRS revenue figures for comparable periods. All information at constant exchange rates is 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. In order to do so, the data relating to the scope is restated excluding acquisitions, from the date of the transaction, over a period of 12 months.

Information on Industrial Sectors

The Group provides broad end-to-end software solutions and services: its platform-based virtual twin experiences combine modeling, simulation, data science and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise twelve industries:

- Manufacturing Industries: Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- Life Sciences & Healthcare: Life Sciences & Healthcare. In this sector, the Group aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem from research to commercial, the Group’s solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, med practices, and Medtech;
- Infrastructure & Cities: Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In Infrastructure & Cities, the Group supports the virtualization of the sector in making its industries more efficient and sustainable, and creating desirable living environments.

Information on Product Lines

The Group’s product lines financial reporting include the following financial information:

- Industrial Innovation software revenue, which includes CATIA, ENOVIA, SIMULIA, DELMIA, GEOVIA, NETVIBES, and 3DEXCITE brands;
- Life Sciences software revenue, which includes MEDIDATA and BIOVIA brands;
- Mainstream Innovation software revenue, which includes its CENTRIC PLM and 3DVIA brands, as well as its 3DEXPERIENCE WORKS family which includes the SOLIDWORKS brand.

Starting from 2022, OUTSCALE became a brand of the Group, extending the portfolio of software applications. As the first sovereign and sustainable operator on the cloud, OUTSCALE enables governments and corporations from all sectors to achieve digital autonomy through a Cloud experience and with a world-class cyber governance.

GEOs

Eleven GEOs are responsible for driving the development of the Company’s business and implementing its customer-centric engagement model. Teams leverage strong networks of local customers, users, partners, and influencers.

These GEOs are structured into three groups:

- the “Americas” group, made of two GEO’s;
- the “Europe” group, comprising Europe, Middle East and Africa (EMEA) and made of four GEO’s;
- the “Asia” group, comprising Asia and Oceania and made of five GEO’s.

3DEXPERIENCE Software Contribution

To measure the relative share of 3DEXPERIENCE software in its revenues, Dassault Systèmes calculates the percentage contribution by comparing total 3DEXPERIENCE software revenue to software revenue for all product lines except SOLIDWORKS, MEDIDATA, CENTRIC PLM and other acquisitions (defined as “3DEXPERIENCE Eligible software revenue”).

Cloud revenue

Cloud revenue is generated from contracts that provide access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. These offerings are delivered by Dassault Systèmes through its own cloud infrastructure or by third-party cloud providers. They are available through different deployment methods: Dedicated cloud, Sovereign cloud and International cloud. Cloud solutions are generally offered through subscription-based models or perpetual licenses with support and hosting services.

Adjusted net debt

The adjusted net debt corresponds to the net financial debt position (borrowings net of cash, cash equivalent and short-term investments) adjusted of IFRS 16 lease liabilities.

IFRS EBITDAO (Earnings Before Interest, Taxes and Amortization Operating)

The IFRS EBITDAO corresponds to the IFRS operating income adjusted of amortization, depreciation and impairment expense of intangible and tangible assets and of non-cash share-based payment expense (excluding related social charges).

3.1.2.2 Composition of the main items in the income statement

Software license revenue represents fees earned from granting customers licenses to use the Group's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the client.

Subscription contracts generally have a term of between one and five years, and include on premise software license and support.

Subscription revenue also is derived from cloud contracts (see paragraph 3.1.2.1 "Definitions of Key Metrics Used"). Revenue from cloud subscription is generally recognized linearly over the contractual term.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term.

Other software revenue mainly relates to the development of additional functionalities of standard products requested by clients.

Recurring fees for subscription and support are reported within "Software Revenue".

Services revenue consist primarily of fees from professional services in process optimization and in methodology for design, implementation and post-implementation support, and training services. In addition, services and other revenue also include content production for use in 3D visualization, advertising, sales and marketing.

The cost of software revenue includes mostly software personnel costs, licensing fees paid for third-party components integrated into the Company's own products, hosting and other cloud-related costs and other expenses.

The cost of services revenue includes principally personnel and other costs related to organizing and providing services revenue.

Expenses for R&D include primarily personnel costs as well as the rental, depreciation and maintenance expenses for computer hardware used in R&D including cloud infrastructure, development tools, computer networking and communication expenses. Costs for R&D of software are expensed in the period in which they are incurred. The Group does not capitalize any R&D costs. A minor fraction of R&D personnel provides clients with software maintenance, and their cost is thus included under cost of software revenue. Expenses for R&D are recorded net of grants received from certain public authorities to fund R&D projects as well as R&D tax credits received mostly in France.

Marketing and Sales expenses consist primarily of:

- personnel costs, which include sales commissions and personnel expenses for processing sales transactions;
- marketing and communications expenses, including advertising;
- associated travel expenses;
- and marketing infrastructure costs, such as information technology resources used for marketing.

General and administrative expenses consist primarily of:

- personnel costs of the finance, human resources, legal and general management;
- associated third-party professional fees (excluding acquisition-related fees) and other expenses;
- associated travel expenses;
- infrastructure costs, including information technology resources.

Amortization of acquired intangibles includes mainly amortization of acquired technology and acquired customer relationships.

Other operating income and (expense), net, includes the impact of events that are unusual, infrequent or generally non-recurring in nature.

Financial income, net includes:

- interest income and interest expense related to financing operations and lease liabilities;

- the impact of remeasuring financial instruments at fair value;
- exchange gains or losses on monetary items and change in fair value of derivative financial instruments not qualified for hedge accounting;
- one-time financial items.

3.1.2.3 Non-IFRS financial information definitions

The Group's management uses the supplemental non-IFRS financial information, together with the IFRS financial information, for financial planning and analysis, evaluation of operating performance, mergers and acquisition analysis and valuation, operational decision-making and for setting financial objectives for future periods. Compensation of senior management is based in part on the performance of its business measured with the supplemental non-IFRS information. The Group believes that the supplemental non-IFRS data also provides meaningful information to investors and financial analysts who use the information for comparing the Group's operating performance to its historical trends and to other companies in the software industry, as well as for valuation purposes.

As explained in more detail below, non-IFRS data excludes the effect of:

- adjusting the carrying value of acquired companies' contract liabilities (deferred revenue);
- the amortization of acquired intangibles assets and of tangible assets revaluation;
- lease incentives of acquired companies;
- share-based compensation expense and related social charges;
- other operating income and expense, net;
- certain one-time financial income and expense, net;
- certain one-time tax effects and the income tax effects of the above adjustments.

Thus, the following are excluded from the non-IFRS financial data:

- **contract liabilities write-downs:** under IFRS, deferred revenue of an acquired company must be adjusted by writing it down to account for the fair value of obligations assumed under contracts acquired through the acquisition of the Company. As a result, in the case of a typical one-year contract, the Company's IFRS revenues for the one-year period subsequent to an acquisition do not reflect the full amount of revenue on assumed contracts that would have otherwise been recorded by the acquired entity in the absence of the acquisition.

In its supplemental non-IFRS financial information, the Group has excluded this write-down to the carrying value of the contract liabilities, and reflect instead the full amount of such revenue. Dassault Systèmes believes that this non-IFRS measure of revenue is useful to investors and management because it reflects a level of revenue and operational results that corresponds to the combined business activities of Dassault Systèmes and the acquired company.

However, by excluding the deferred revenue adjustment, the supplemental non-IFRS financial information reflects the total revenue that would have been recorded by the acquired entity but may not reflect the total cost associated with generating the non-IFRS revenue;

- **amortization of acquired intangibles assets, including amortization of acquired technology, and amortization of acquired tangible assets revaluation arising from a business combination:** under IFRS, the cost of acquired intangible and tangible assets, whether acquired through acquisitions of companies or of technology or certain other intangible assets, must be recognized according to the assets' fair value and amortized over their useful life.

In its supplemental non-IFRS financial information, the Company has excluded the amortization related to acquired intangibles assets and of acquired tangible assets revaluation arising from a business combination in order to provide a consistent basis for comparing its historical results. Costs related to internally developed technology are typically expensed as incurred. For example, because it typically incurs most of its R&D costs prior to reaching technical feasibility, its R&D costs are expensed in the period in which they are incurred. By excluding the amortization expenses related to acquired intangibles, the supplemental non-IFRS financial information provides a uniform approach for evaluating the development cost of all the Company's technology, whether developed internally or acquired externally. As a result, the Company believes that the supplemental non-IFRS financial information offers investors a useful basis for comparing its historical results.

However, the acquired intangible assets and tangible assets revaluation arising from a business combination, which amortization costs are excluded contributed to revenue earned during the period, and it may not have been possible to earn such revenue without such assets. In addition, the annual amortization of acquired intangibles assets and tangible assets revaluation arising from a business combination is a recurring expense for the Group until they are fully amortized;

- **share-based compensation expense and related social charges:** under IFRS, the Company is required to recognize in its income statement all share-based compensation to employees. This expense corresponds to the fair value of the financial instruments, expected to vest over the requisite service period of the entire award.

The Group excludes remuneration-related charges based on shares and associated social charges from its complementary non-IFRS because investors and financial analysts use valuation models that do not take such a burden into account. The exclusion of share-based compensation expense in the Company's supplemental non-IFRS financial information therefore helps them ensure the consistency of their valuation metrics. The Company's management considers the supplemental non-IFRS information that excludes share-based compensation expense when reviewing the Company's operating performance, since share-based compensation expenses can fluctuate due to factors other than the level of its business activity or operating performance.

However, share-based compensation is one component of employee compensation. By excluding it, the supplemental non-IFRS financial information does not reflect the Company's full cost of attracting, motivating and retaining its personnel. Share-based compensation expense is a recurring expense;

- **lease incentives of acquired companies:** under IFRS, the right-of-use on the company acquired leased assets has to be adjusted by the buyer when the business combination is accounted for, in order to recognize the fair value of their future lease payments. Lease incentives received, such as rent-free periods, are not included in the right-of-use evaluation. Therefore, under IFRS, amortization of right-of-use assets during the lease period does not take into account the amortization savings related to these incentives, which would have been recognized by the company acquired if it continued to operate on a standalone basis.

In its supplemental non-IFRS financial information, the Company excludes lease incentives of acquired companies such as rent-free periods. As a result, the Company believes that its supplemental non-IFRS financial information is useful for investors and the Company's management because amortization expense and operating income presented as such reflect the combined activities of both the Company and the acquired company.

- **other operating income and expense, net:** under IFRS, the Group distinguishes income and expense that are unusual, infrequent or generally non-recurring in nature in the consolidated statement of income. Such income and expense include the impact of restructuring activity and other generally non-recurring events, such as gain or loss on sale of subsidiaries, impairment of goodwill or acquired intangible assets, expenses directly related to acquisitions and acquisitions projects, and expenses related to relocation activities and reorganizations of the Group's premises.

In its supplemental non-IFRS financial information, the Company excludes other operating income and expense, net effects because of their unusual, infrequent or generally non-recurring nature.

However, other operating income and expense, net are components of the Company's income and expense and by excluding them the supplemental non-IFRS financial information excludes their impact to its net income;

- **certain one-time financial income and expense, net:**

In its supplemental non-IFRS financial information, the Company excludes certain one-time items included in financial income and expense, net because of their unusual, infrequent or generally non-recurring nature.

However, these one-time items included in financial income, net are components of the Company's income and expense and by excluding them the supplemental non-IFRS financial information excludes their impact to its net income;

- **certain one-time tax effects:** The Company's IFRS financial statements reflect the impact of one-time tax effects, such as those related to restructurings of activities or tax remeasurement effects, which may result in immediate adjustment of the income tax provision.

In its supplemental non-IFRS financial information, the Company has excluded these one-time tax effects because of their unusual nature in qualitative terms. The Company does not expect such tax effects to occur as part of its normal business on a regular basis. The Company also believes that the exclusion of certain one-time tax effects facilitates a comparison of its effective tax rate between different periods.

However, these one-time tax effects are a component of the Company's income tax expense. By excluding these effects, the supplemental non-IFRS financial information understates or overstates the Company's income tax expense.

3.1.3 Consolidated Information: Financial Review of 2024 Compared to 2023

3.1.3.1 Revenue

(in millions of euros except percentages)	IFRS				Non-IFRS			
	Year ended December 31,		Change	Change in cc*	Year ended December 31,		Change	Change in cc*
	2024	2023			2024	2023		
Total Revenue	€6,213.6	€5,951.4	4%	5%	€6,213.6	€5,951.4	4%	5%
Revenue breakdown by activity								
Software revenue	5,613.3	5,360.0	5%	6%	5,613.3	5,360.0	5%	6%
<i>of which licenses and other software revenue</i>	1,125.2	1,087.6	3%	4%	1,125.2	1,087.6	3%	4%
<i>of which subscription and support revenue</i>	4,488.1	4,272.4	5%	6%	4,488.1	4,272.4	5%	6%
Services revenue	600.3	591.4	2%	2%	600.3	591.4	2%	2%
Software revenue breakdown by product line								
Industrial Innovation	3,019.6	2,908.0	4%	5%	3,019.6	2,908.0	4%	5%
Life Sciences	1,144.2	1,158.9	(1%)	(1%)	1,144.2	1,158.9	(1%)	(1%)
Mainstream Innovation	1,449.4	1,293.2	12%	13%	1,449.4	1,293.2	12%	13%
Software revenue breakdown by geography								
Americas	2,214.7	2,141.9	3%	4%	2,214.7	2,141.9	3%	4%
Europe	2,150.4	2,027.3	6%	6%	2,150.4	2,027.3	6%	6%
Asia	1,248.1	1,190.8	5%	9%	1,248.1	1,190.8	5%	9%

* In constant currencies.

In the paragraphs below, unless otherwise indicated, financial information is in IFRS and non-IFRS and all revenue growth rates are in constant currencies.

Total Revenue (IFRS and non-IFRS)

Total revenue grew by 5% to €6.21 billion. Software revenue increased by 6% to €5.61 billion and revenue combining subscription and licenses & other software was up 8%, with subscription revenue growth of 10%.

2024 has been driven by the expansion of **3DEXPERIENCE** across industries, domains and geographies. **3DEXPERIENCE** software revenue increased by 14%, representing 39% of **3DEXPERIENCE** Eligible software revenue.

Cloud software revenue grew by 7% and represented 24% of software revenue. Excluding MEDIDATA, Cloud software revenue increased by more than 40% versus last year.

Home & Lifestyle, Aerospace & Defense, High-Tech and Industrial equipment displayed some of the strongest performance.

Software revenue by activity (IFRS and non-IFRS)

Subscription and support revenue rose to €4.49 billion up 6%; recurring revenue represented 80% of total software revenue. Licenses and other software revenue grew by 4% to €1.13 billion. Services revenue came at €600.3 million, up 2%.

Product Line Revenue (IFRS and non-IFRS)

- **Industrial Innovation** software revenue was up 5% to €3.02 billion and represented 54% of software revenue. DELMIA, ENOVIA and SIMULIA exhibited the strongest performance.
- **Life Sciences** software revenue decreased by 1% to €1.14 billion, representing 20% of software revenue. 2024 was a year of transformation to re-position MEDIDATA in the Group's Life Sciences strategy.

- **Mainstream Innovation** software revenue increased by 13% to €1.45 billion. Mainstream Innovation represented 26% of software revenue. CENTRIC PLM continued its outstanding performance throughout 2024 driven by large renewals while SOLIDWORKS achieved moderate single-digit growth.

Software Revenue by Region (IFRS and non-IFRS)

The Americas increased 4% and represented 39% of software revenue. Europe rose by 6% and represented 38% of software revenue. Asia grew by 9%, representing 22% of software revenue.

3.1.3.2 Operating Expenses

	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
	2024	2023	Change	2024	2023	Change
<i>(in millions of euros, except percentages)</i>						
Cost of software revenue (excluding amortization of acquired intangibles and of tangible assets revaluation) (as % of total revenue)	€(498.5) (8%)	€(453.9) (8%)	10%	€(495.0) (8%)	€(448.4) (8%)	10%
Cost of services revenue (as % of total revenue)	€(517.8) (8%)	€(517.1) (9%)	0%	€(504.5) (8%)	€(506.0) (9%)	(0%)
Research and development expenses (as % of total revenue)	€(1,286.2) (21%)	€(1,228.3) (21%)	5%	€(1,208.4) (19%)	€(1,132.6) (19%)	7%
Marketing and sales expenses (as % of total revenue)	€(1,704.3) (27%)	€(1,624.5) (27%)	5%	€(1,623.3) (26%)	€(1,550.4) (26%)	5%
General and administrative expenses (as % of total revenue)	€(470.5) (8%)	€(450.6) (8%)	4%	€(398.7) (6%)	€(388.3) (7%)	3%
Amortization of acquired intangible assets and of tangible assets revaluation	€(361.6)	€(378.9)	(5%)	-	-	
Other operating income and (expense), net	€(15.0)	€(56.2)	(73%)	-	-	
TOTAL OPERATING EXPENSES	€(4,854.0)	€(4,709.5)	3%	€(4,229.8)	€(4,025.8)	5%

The controlled increase in operating expenses (3% in IFRS and 5% in non-IFRS at constant exchange rates) reflects the measures undertaken by the Group to improve its productivity while maintaining the investments required to support its growth. In a competitive environment, the Group remains focused on innovation.

Currency didn't have any significant effect on operating expenses neither in IFRS nor in non-IFRS. 2024 acquisitions did not significantly affect the operating expenses evolution.

The increase in cost of software revenue (excluding amortization of acquired intangibles) reflected the investments made to support the growth of software revenue.

The 2024 increase in R&D expenses mostly reflected headcount growth and related costs, as well as higher infrastructure costs incurred by the Group to sustain increasing cloud revenue.

The increase in marketing and sales expenses was mostly due to workforce growth, related costs, and to marketing events.

The increase in general and administrative expenses mostly reflected headcount growth and related costs.

These increases were partially offset by the favorable evolution of other operating income and (expense), net which included a €(33.0) million goodwill impairment loss in 2023 (refer to Note 8 to the consolidated financial statements).

3.1.3.3 Operating income

(in millions of euros, except percentages)	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
	2024	2023	Change	2024	2023	Change
Operating Income	€1,359.6	€1,241.9	9%	€1,983.7	€1,925.6	3%
Operating margin (as % of total revenue)	21.9%	20.9%		31.9%	32.4%	

2024 Non-IFRS operating income increased 3% and 4% at constant currencies. Productivity improvement has enabled the preservation of the non-IFRS operating margin, which stood at 31.9% compared to 32.4% in 2023.

IFRS operating income and operating margin also benefited from positive change in other operating income and (expense), net and from amortization of acquired intangible assets and of tangible assets revaluation decrease.

3.1.3.4 Financial income, net

(in millions of euros, except percentages)	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
	2024	2023	Change	2024	2023	Change
Financial income, net	€118.4	€59.0	101%	€121.6	€88.2	38%

The increase in IFRS and non-IFRS Financial income, net was mainly due to higher interest rates on cash and cash equivalents and to an increase in invested amounts thanks to the significant cash flow generated by the business.

In 2023, the IFRS Financial Income, net was reduced by the impairment of loans to BioSerenity SAS (refer to Note 9 to the consolidated financial statements).

3.1.3.5 Income tax expense

(in millions of euros, except percentages)	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
	2024	2023	Change	2024	2023	Change
Income tax expense	€(279.9)	€(250.7)	12%	€(396.8)	€(414.8)	(4%)
Effective consolidated tax rate	18.9%	19.3%		18.8%	20.6%	

In IFRS and in Non-IFRS, the effective tax rate decreased thanks to:

- higher IP box benefits;
- a revision of tax risks assessment including the conclusion of tax audits.

3.1.3.6 Net income and net income per diluted share

<i>(in millions of euros, except per share data and percentages)</i>	IFRS			Non-IFRS		
	Year ended December 31,			Year ended December 31,		
	2024	2023	Change	2024	2023	Change
Net Income attributable to Equity holders of the Group	€1,200.2	€1,050.9	14%	€1,705.1	€1,597.9	7%
Diluted earnings per share	€0.90	€0.79	14%	€1.28	€1.20	7%
Diluted weighted average number of shares outstanding <i>(in millions)</i>	1,333.4	1,336.8		1,333.4	1,336.8	

In 2024, both IFRS and non-FRS net income increased, despite a volatile market environment, notably thanks to productivity gains and effective resource allocation. IFRS

diluted earnings per share increased 14%, while Non-IFRS diluted EPS stood at €1.28, in line with expectations and increased 7% as reported and 9% in constant currencies.

3.1.4 IFRS non-IFRS reconciliation

The following table sets forth the Company's supplemental non-IFRS financial information, together with the comparable IFRS financial measure and a reconciliation of the IFRS and non-IFRS information.

The main items in the income statement are defined in paragraph 3.1.2 "Financial information definitions".

(in millions of euros, except per share data and percentages)	Year ended December 31,						Variation	
	2024 IFRS	Adjust- ment ⁽¹⁾	2024 non-IFRS	2023 IFRS	Adjust- ment ⁽¹⁾	2023 non-IFRS	IFRS	Non- IFRS ⁽²⁾
Total Revenue	€6,213.6	€-	€6,213.6	€5,951.4	€-	€5,951.4	4%	4%
Revenue breakdown by activity								
Software revenue	5,613.3	-	5,613.3	5,360.0	-	5,360.0	5%	5%
Licenses and other software revenue	1,125.2	-	1,125.2	1,087.6	-	1,087.6	3%	3%
Subscription and Support revenue	4,488.1	-	4,488.1	4,272.4	-	4,272.4	5%	5%
Recurring portion of software revenue	80%		80%	80%		80%		
Services revenue	600.3	-	600.3	591.4	-	591.4	2%	2%
Software revenue breakdown by product line								
Industrial Innovation	3,019.6	-	3,019.6	2,908.0	-	2,908.0	4%	4%
Life Sciences	1,144.2	-	1,144.2	1,158.9	-	1,158.9	(1%)	(1%)
Mainstream Innovation	1,449.4	-	1,449.4	1,293.2	-	1,293.2	12%	12%
Software revenue breakdown by geography								
Americas	2,214.7	-	2,214.7	2,141.9	-	2,141.9	3%	3%
Europe	2,150.4	-	2,150.4	2,027.3	-	2,027.3	6%	6%
Asia	1,248.1	-	1,248.1	1,190.8	-	1,190.8	5%	5%
Total Operating Expenses	(4,854.0)	624.2	(4,229.8)	(4,709.5)	683.7	(4,025.8)	3%	5%
Share-based compensation expense and related social charges	(245.6)	245.6	-	(245.8)	245.8	-		
Amortization of acquired intangible assets and of tangible assets revaluation	(361.6)	361.6	-	(378.9)	378.9	-		
Lease incentives of acquired companies	(1.9)	1.9	-	(2.8)	2.8	-		
Other operating income and expense, net	(15.0)	15.0	-	(56.2)	56.2	-		
Operating Income	1,359.6	624.2	1,983.7	1,241.9	683.7	1,925.6	9%	3%
Operating Margin	21.9%		31.9%	20.9%		32.4%		
Financial income, net	118.4	3.2	121.6	59.0	29.3	88.2	101%	38%
Income before Income Taxes	1,478.0	627.4	2,105.3	1,300.9	712.9	2,013.8	14%	5%
Income tax expense	(279.9)	(117.0)	(396.8)	(250.7)	(164.1)	(414.8)	12%	(4%)
Non-controlling interest	2.1	(5.5)	(3.4)	0.7	(1.9)	(1.2)	190%	187%
Net Income attributable to shareholders	€1,200.2	€504.9	€1,705.1	€1,050.9	€546.9	€1,597.9	14%	7%
Diluted net income per share⁽³⁾	€0.90	€0.38	€1.28	€0.79	€0.41	€1.20	14%	7%

(1) In the reconciliation schedule above, (i) all adjustments to IFRS revenue data reflect the exclusion of the deferred revenue adjustment of acquired companies; (ii) adjustments to IFRS operating expense data reflect the exclusion of the amortization of acquired intangibles assets and of tangible assets revaluation, share-based compensation expense and related social charges, the effect of adjusting the lease incentives of acquired companies, as detailed below, and other operating income and expense, net including acquisition, integration and restructuring expenses, and impairment of goodwill and acquired intangible assets (iii) adjustments to IFRS financial income, net reflect the exclusion of certain one-time items, net and (iv) all adjustments to IFRS net income data reflect the combined effect of these adjustments, and with respect to net income and diluted net income per share, certain one-time tax effects and the income tax effect of the non-IFRS adjustments.

(2) The non-IFRS percentage change compares non-IFRS measures for the two different periods. In the event there is an adjustment to the relevant measure for only one of the periods under comparison, the non-IFRS change compares the non-IFRS measure to the relevant IFRS measure.

(3) Based on a weighted average of 1,333.4 million diluted shares for 2024 and 1,336.8 million diluted shares for 2023.

(in millions of euros)	Year ended December 31,							
	2024				2023			
	IFRS	Share-based compensation expense and relates social charges	Lease incentives of acquired companies	non-IFRS	IFRS	Share-based compensation expense and relates social charges	Lease incentives of acquired companies	non-IFRS
Cost of revenue	€(1,016.3)	€16.2	€0.5	€(999.5)	€(971.0)	€15.7	€0.8	€(954.4)
Research and development expenses	(1,286.2)	76.9	0.9	(1,208.4)	(1,228.3)	94.4	1.3	(1,132.6)
Marketing and sales expenses	(1,704.3)	80.8	0.3	(1,623.3)	(1,624.5)	73.6	0.5	(1,550.4)
General and administrative expenses	(470.5)	71.7	0.2	(398.7)	(450.6)	62.2	0.2	(388.3)
TOTAL		€245.6	€1.9			€245.8	€2.8	

3.1.5 Variability in Quarterly Financial Results

Dassault Systèmes' quarterly licenses revenue growth may have varied significantly in the past and may vary significantly in the future. Quarterly licensing revenue growth reflects business seasonality, clients' decision processes, licenses and subscription licensing mix. Services revenue activity also vary significantly by quarter reflecting clients' decision processes as well as decisions regarding service engagements to be performed by the Group itself or by partner system integrators.

Total software revenue growth has generally been less sensitive to quarterly variation due to the significant level of recurring software revenue, which comprises subscription

revenue and support revenue. IFRS and non-IFRS recurring software revenue represented 80% of total software revenue in 2024 and 2023, but could be subject to renewal delays. With the implementation of IFRS 15 effective as of January 1, 2018, sequential comparisons of recurring software revenue growth need, however, to take into account the fact that a high proportion of on-premise, subscription software contracts renew for an annual period as of January 1st. Therefore, under IFRS 15 Dassault Systèmes records a higher percentage of the annual amount of on-premise subscription in the first quarter. In addition, year-over-year growth comparisons may be impacted by changes in the timing of on-premise subscription renewals.

(in millions of euros, except percentages)	IFRS					Non-IFRS				
	For the Year Ended December 31,					For the Year Ended December 31,				
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY
	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
Licenses and Other Software	218.5	271.8	229.5	405.4	1,125.2	218.5	271.8	229.5	405.4	1,125.2
Seasonality %	19.4%	24.2%	20.4%	36.0%	100.0%	19.4%	24.2%	20.4%	36.0%	100.0%
Subscription & Support	1,134.3	1,074.8	1,082.9	1,196.1	4,488.1	1,134.3	1,074.8	1,082.9	1,196.1	4,488.1
Seasonality %	25.3%	23.9%	24.1%	26.7%	100.0%	25.3%	23.9%	24.1%	26.7%	100.0%
Software Revenue	€1,352.8	€1,346.5	€1,312.4	€1,601.5	€5,613.2	€1,352.8	€1,346.5	€1,312.4	€1,601.5	€5,613.2
Seasonality %	24.1%	24.0%	23.4%	28.5%	100.0%	24.1%	24.0%	23.4%	28.5%	100.0%

Dassault Systèmes normally experiences its highest licenses sales for the fourth calendar quarter. Therefore, software revenue, total revenue, operating income, operating margin and net income have generally been higher in the fourth quarter of each year.

Acquisitions and divestitures can also cause the different elements of revenue to vary from quarter to quarter. Rapid changes in currency exchange rates can also cause reported revenue, operating income and diluted net income per share and their respective reported growth rates to vary from quarter to quarter.

Therefore, it is possible that its quarterly total revenue could vary significantly and that its net income could vary significantly, reflecting the change in revenues, together with the effects of its investment plans. Refer to paragraphs

1.9.1.1 “An uncertain Global Environment” and 1.9.1.11 “Variability in Dassault Systèmes’ Quarterly Operating Income” in Risk Factors.

3.1.6 Capital Resources

Dassault Systèmes has a significant financial flexibility thanks to its available cash and short-term investments position and strong level of cash flow generation. The main uses of cash are for acquisitions, repayment of debt, cash dividends and for the repurchase of treasury stocks, to be delivered as part of performance share plans granted.

The Group had a net cash position of €1.46 billion as of December 31, 2024, compared to €0.58 billion on December 31, 2023, with an increase in cash and cash equivalents and short-term investments which stood at €3.95 billion on December 31, 2024, compared to €3.57 billion on December

31, 2023 and with a €0.50 billion decrease in current borrowings.

The strong cash flow generated by the business enabled the Group to reach, in 2024, a negative adjusted net debt/IFRS EBITDAO ratio, as it stood at (0.4)x compared to 0.0x in 2023, based on an adjusted net debt including the lease liabilities as reported under IFRS 16 of €(890.3) million (net cash position) compared to €32.6 million in 2023 and an IFRS EBITDAO of €2.17 billion, compared to €2.04 billion in 2023.

The 2023 and 2024 IFRS EBITDAO and adjusted net debt data are determined as follows:

	Year ended December 31,	
	2024	2023
<i>(in millions of euros, except ratios)</i>		
Reported Financial Net Debt (net cash position)	(1,459.0)	(577.6)
Operating leases liabilities (IFRS 16)	568.7	610.2
ADJUSTED NET DEBT (NET CASH POSITION)	€(890.3)	€32.6
Operating income	1,359.6	1,241.9
Amortization and impairment on intangible assets	369.1	420.1
Amortization and depreciation of tangible assets and right of use (IFRS 16)	206.1	187.9
REPORTED EBITDA	€1,934.8	€1,849.9
Share-based payments, excluding related social charges	234.4	189.8
EBITDAO	€2,169.2	€2,039.7
ADJUSTED NET DEBT/EBITDAO	(0.4)x	0.0x

On November 15, 2024, Standard & Poors Global Ratings reaffirmed their “A” rating with a stable outlook for Dassault Systèmes SE and its long term debt, demonstrating the Group’s ability to swiftly deleverage.

Group’s 2024 main sources of liquidity came from the cash generated by the business, amounting to €1.66 billion (€1.57 billion in 2023), from the issuance of commercial papers for a net amount not yet repaid of €200.0 million, and from €48.4 million proceeds from exercise of stock options (2023: €67.0 million). For 2023, the main sources of liquidity also came from a €146.1 million capital increase as part of the employee shareholding plan “TOGETHER 2023”.

During 2024, cash obtained from operations was used principally for:

- repayment of short-term loans for €700.9 million (2023: €28.1 million), primarily corresponding to the repayment, on September 16, 2024, of a €700.0 million second tranche of bonds, issued in 2019;

- repurchase of treasury shares for €374.0 million (2023: €375.4 million) to neutralize the dilutive effect of the share-based compensation plans including the employee shareholding plan in 2023;
- cash dividends of €302.7 million (2023: €276.2 million);
- capital expenditures of €193.4 million (2023: €145.3 million);
- payments for lease obligations of €79.7 million (2023: €89.4 million).

Exchange rate fluctuations, in particular the US dollar, had a positive conversion effect on cash and cash equivalent balances of €128.2 million in 2024, compared to a negative conversion effect of €67.5 million as of December 31, 2023.

The Group follows a conservative policy for investing its cash resources, mostly relying on investment-grade short-term maturity investments from major banks and financial institutions.

Refer also to the Consolidated Statements of Cash Flows presented in paragraph 4.1.1 "Consolidated Financial Statements".

3.2 Financial Objectives

Financial objectives for 2025

Dassault Systèmes financial objective for 2025 presented below are on a non-IFRS basis and reflect the key 2025 exchange rate assumptions for the US dollar and Japanese

yen as well as the potential impact of additional non-European currencies:

	2025 year
Total Revenue (billion)	€6.55 to €6.65
Growth at current exchange rates	5-7%
Growth at constant exchange rates*	6-8%
Software revenue growth at constant exchange rates*	6-8%
<i>Of which licenses and other software revenue growth*</i>	3-5%
<i>Of which recurring revenue growth*</i>	7-9%
Services revenue growth*	3-6%
Operating margin	32.6% – 32.9%
Diluted EPS	1.36-1.39€
Growth at current exchange rates	6-8%
Growth at constant exchange rates*	7-10%
<i>US dollar</i>	\$1.10 per euro
<i>Japanese yen (before hedging)</i>	JPY 155.0 per euro

* Growth at constant exchange rates: refer to paragraph 3.1.2.1 "Definitions of Key Metrics Used" – Information in Constant Currencies.

These objectives are prepared and communicated only on a non-IFRS basis and are subject to the cautionary statement set forth below.

The 2025 non-IFRS financial objectives set forth above do not take into account the following accounting elements below and are estimated based upon the 2025 principal currency exchange rates above: no significant contract liabilities write-downs; share-based compensation expenses, including related social charges, estimated at approximately €161 million (these estimates do not include any new stock option or share grants issued after December 31, 2024); amortization of acquired intangibles and of tangibles reevaluation, estimated at approximately €336 million, largely impacted by the acquisition of MEDIDATA; and lease incentives of acquired companies at approximately €2 million.

The above objectives also do not include any impact from other operating income and expenses, net principally

comprised of acquisition, integration and restructuring expenses, and impairment of goodwill and acquired intangible assets; from one-time items included in financial revenue; from one-time tax effects; and from the income tax effects of these non-IFRS adjustments. Finally, these estimates do not include any new acquisitions or restructuring completed after December 31, 2024.

The data presented above includes statements on the Group's operational framework and future financial performance targets. These forward-looking statements are based on the views and assumptions of the Group's management at the date of this Universal registration document and involve known and unknown risks and uncertainties. The Group's results and performance may be negatively and significantly affected, and may differ from those mentioned in these statements, due to a set of factors described in this Universal registration document. For more information on the risks incurred by Dassault Systèmes, refer to paragraph 1.9 "Risk factors".

3.3 Interim and Other Financial Information

Dassault Systèmes has not published any quarterly or half-year financial information since the date of its last audited financial statements.

FINANCIAL STATEMENTS



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The consolidated and annual financial statements presented below will be submitted for the approval of the annual General Meeting of Shareholders of Dassault Systèmes SE to be held on May 22, 2025.

4.1 Consolidated Financial Statements

4.1.1 Consolidated Financial Statements

Consolidated Statements of Income

		Year ended December 31,	
	Note	2024	2023
(in millions of euros, except per share data)			
Licenses and other software revenue		1,125.2	1,087.6
Subscription and support revenue		4,488.1	4,272.4
Software revenue	4	5,613.3	5,360.0
Services revenue		600.3	591.4
TOTAL REVENUE		6,213.6	5,951.4
Cost of software revenue		(498.5)	(453.9)
Cost of services revenue		(517.8)	(517.1)
Research and development expenses		(1,286.2)	(1,228.3)
Marketing and sales expenses		(1,704.3)	(1,624.5)
General and administrative expenses		(470.5)	(450.6)
Amortization of acquired intangible assets and of tangible assets revaluation		(361.6)	(378.9)
Other operating income and expense, net	8	(15.0)	(56.2)
OPERATING INCOME		1,359.6	1,241.9
Financial income, net	9	118.4	59.0
PROFIT BEFORE TAX		1,478.0	1,300.9
Income tax expense	10	(279.9)	(250.7)
NET INCOME		€1,198.1	€1,050.2
Attributable to:			
Equity holders of the Group		€1,200.2	€1,050.9
Non-controlling interests		€(2.1)	€(0.7)
Earnings per share			
Basic earnings per share	11	€0.91	€0.80
Diluted earnings per share	11	€0.90	€0.79

Consolidated Statements of Comprehensive Income

(in millions of euros)	Note	Year ended December 31,	
		2024	2023
NET INCOME		€1,198.1	€1,050.2
Unrealized gains on hedging reserves, net	22	8.8	7.0
Income tax related to unrealized gains on hedging reserves, net		(2.2)	(1.0)
Foreign currency translation adjustment		522.9	(303.8)
Other comprehensive income that are or may be reclassified to profit or loss in subsequent periods		529.4	(297.9)
Remeasurement of defined benefit pension plans	21	(3.4)	(9.8)
Remeasurement of non-consolidated equity investments	15	(2.2)	(22.3)
Income tax related to items above		0.9	(1.2)
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods		(4.7)	(33.3)
OTHER COMPREHENSIVE INCOME, NET OF TAX		524.8	(331.1)
TOTAL COMPREHENSIVE INCOME		€1,722.9	€719.1
Attributable to:			
Equity holders of the Group		€1,724.8	€719.9
Non-controlling interests		€(1.9)	€(0.8)

Consolidated Balance Sheets

(in millions of euros)	Note	Year ended December 31,	
		2024	2023
Assets			
Cash and cash equivalents	12	€3,952.6	€3,568.3
Trade accounts receivable, net	13	2,120.9	1,707.9
Contract assets	13	30.1	26.8
Income tax receivable		165.4	197.1
Other current assets	13	298.6	280.0
TOTAL CURRENT ASSETS		6,567.6	5,780.1
Property and equipment, net	14	945.8	882.8
Other non-current assets	15	205.9	232.4
Deferred tax assets	10	139.5	80.2
Intangible assets, net	16	2,641.0	2,842.1
Goodwill	17	5,046.1	4,805.0
TOTAL NON-CURRENT ASSETS		8,978.3	8,842.3
TOTAL ASSETS		€15,545.9	€14,622.5
(in millions of euros)			
Liabilities			
Trade accounts payable		€259.9	€230.5
Accrued compensation and other personnel costs		617.2	635.1
Contract liabilities	13	1,663.4	1,479.3
Borrowings, current	19	450.8	950.1
Income tax payable		25.0	18.2
Other current liabilities	18	505.1	247.7
TOTAL CURRENT LIABILITIES		3,521.5	3,561.0
Deferred tax liabilities	10	29.2	100.1
Borrowings, non-current	19	2,042.8	2,040.6
Other non-current liabilities	18	871.7	1,074.7
TOTAL NON-CURRENT LIABILITIES		2,943.7	3,215.4
Common stock		134.0	133.8
Share premium		1,216.0	1,173.2
Treasury stock		(935.6)	(756.8)
Retained earnings and other reserves		8,013.8	7,170.1
Other comprehensive income, net of tax		638.4	113.8
Total parent shareholders' equity		9,066.6	7,834.1
Non-controlling interests		14.1	11.9
TOTAL EQUITY	22	9,080.7	7,846.1
TOTAL LIABILITIES		€15,545.9	€14,622.5

Consolidated Statements of Cash Flows

(in millions of euros)	Note	Year ended December 31,	
		2024	2023
NET INCOME		€1,198.1	€1,050.2
Adjustments for non-cash items	23	598.6	644.2
Changes in operating assets and liabilities	23	(137.0)	(129.2)
NET CASH FROM OPERATING ACTIVITIES		1,659.8	1,565.2
Additions to property, equipment and intangible assets	14, 16	(193.4)	(145.3)
Payment for acquisition of businesses, net of cash acquired	23	(22.5)	(16.1)
Other		24.1	(0.3)
NET CASH USED IN INVESTING ACTIVITIES		(191.7)	(161.6)
Proceeds from exercise of stock options		48.4	67.0
Cash dividends paid	22	(302.7)	(276.2)
Repurchase and sale of treasury stock	22	(374.0)	(375.4)
Capital increase	22	-	146.1
Acquisition of non-controlling interests		(3.3)	(0.9)
Proceeds from borrowings	19	200.2	20.3
Repayment of borrowings	19	(700.9)	(28.1)
Repayment of lease liabilities		(79.7)	(89.4)
NET CASH USED IN FINANCING ACTIVITIES		(1,211.9)	(536.7)
Effect of exchange rate changes on cash and cash equivalents		128.2	(67.5)
INCREASE IN CASH AND CASH EQUIVALENTS		384.3	799.3
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD		3,568.3	2,769.0
CASH AND CASH EQUIVALENTS AT END OF PERIOD		€3,952.6	€3,568.3
Supplemental disclosure			
Income taxes paid		€(269.2)	€(415.3)
Cash paid for interest		€(45.3)	€(35.7)
Total cash outflow for leases		€(111.6)	€(117.5)

Consolidated Statements of Shareholders' Equity

		Common stock	Share premium	Treasury stock	Retained earnings and other reserves	Other comprehensive income, net of tax	Total parent shareholders' equity	Non-controlling interests	Total equity	
(in millions of euros)		Note								
DECEMBER 31, 2022			€133.5	€1,128.3	€(703.7)	€6,307.8	€444.8	€7,310.7	€14.2	€7,324.8
Net income			-	-	-	1,050.9	-	1,050.9	(0.7)	1,050.2
Other comprehensive income, net of tax			-	-	-	-	(331.1)	(331.1)	(0.1)	(331.1)
TOTAL COMPREHENSIVE INCOME			-	-	-	1,050.9	(331.1)	719.9	(0.8)	719.1
Dividends	22	-	-	-	(276.2)	-	(276.2)	-	(276.2)	
Capital increase	22	0.5	145.6	-	-	-	146.1	-	146.1	
Capital decrease	22	(0.5)	(171.4)	171.8	-	-	-	-	-	
Exercise of stock options		0.3	70.7	-	-	-	71.0	0.2	71.2	
Treasury stock transactions		-	-	(224.9)	(151.5)	-	(376.4)	-	(376.4)	
Share-based compensation	6, 7	-	-	-	184.1	-	184.1	0.3	184.5	
Transactions with non-controlling interests		-	-	-	(2.3)	-	(2.3)	(2.0)	(4.3)	
Other changes		-	-	-	57.3	-	57.3	-	57.3	
DECEMBER 31, 2023			€133.8	€1,173.2	€(756.8)	€7,170.1	€113.8	€7,834.1	€11.9	€7,846.1
Net income		-	-	-	1,200.2	-	1,200.2	(2.1)	1,198.1	
Other comprehensive income, net of tax		-	-	-	-	524.6	524.6	0.1	524.8	
TOTAL COMPREHENSIVE INCOME			-	-	-	1,200.2	524.6	1,724.8	(1.9)	1,722.9
Dividends	22	-	-	-	(302.7)	-	(302.7)	-	(302.7)	
Exercise of stock options		0.2	42.7	-	-	-	42.9	1.4	44.3	
Treasury stock transactions		-	-	(178.8)	(196.1)	-	(374.9)	-	(374.9)	
Share-based compensation	6, 7	-	-	-	189.1	-	189.1	1.3	190.4	
Transactions with non-controlling interests		-	-	-	(50.6)	-	(50.6)	0.2	(50.5)	
Other changes		-	-	-	3.8	-	3.8	1.2	5.0	
DECEMBER 31, 2024			€134.0	€1,216.0	€(935.6)	€8,013.8	€638.4	€9,066.6	€14.1	€9,080.7

Analysis of changes in shareholders' equity related to components of the other comprehensive income

		Non-consolidated equity investments	Hedging reserves	Foreign currency translation adjustment	Actuarial gains and losses	Total attributable to parent shareholders	Non-controlling interests	Other comprehensive income, net of tax
(in millions of euros)								
DECEMBER 31, 2022		€(3.2)	€7.1	€485.3	€(44.4)	€444.8	€0.2	€445.1
Variations		(25.4)	6.0	(303.8)	(7.8)	(331.1)	(0.1)	(331.1)
DECEMBER 31, 2023		€(28.6)	€13.1	€181.5	€(52.2)	€113.8	€0.2	€113.9
Variations		(2.2)	6.5	522.8	(2.5)	524.6	0.1	524.8
DECEMBER 31, 2024		€(30.8)	€19.6	€704.3	€(54.7)	€638.4	€0.3	€638.7

Notes to the Consolidated Financial Statements

The accompanying notes are an integral part of these consolidated financial statements.

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Note 1 Description of Business

The Group provides broad end-to-end software solutions and services: its platform-based virtual twin experiences combine modeling, simulation, data science, artificial intelligence and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise twelve industries:

- Manufacturing Industries: Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- Life Sciences & Healthcare: Life Sciences & Healthcare. In this sector, the Group aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem

from research to commercial, the Group's solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, medical practices, and Medtech;

- Infrastructure & Cities: Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In Infrastructure & Cities, the Group supports the virtualization of the sector in making its industries more efficient and sustainable, and creating desirable living environments.

Dassault Systèmes SE (LEI code: 96950065LBWY0APQIM86) is a European company (*Societas Europaea*), incorporated under the laws of France on June 9, 1981 for a 99-year term starting on the date of its registration, until August 4, 2080. The Company's registered office is located at 10, rue Marcel Dassault, 78140 Vélizy-Villacoublay, France.

Dassault Systèmes shares are listed on Euronext Paris. Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family, is the main shareholder.

Note 2 Material accounting policy information

Basis of preparation and consolidation

The accompanying consolidated financial statements were prepared in accordance with International Financial Reporting Standards ("IFRS") as adopted by the European Union as of December 31, 2024. These consolidated financial statements were established by the Board of Directors on March 11, 2025.

The consolidated financial statements are presented in millions of euros except where otherwise indicated. Some total rounding difference may occur.

The consolidated financial statements include the accounts of Dassault Systèmes SE and its subsidiaries. Companies over which the Group has control are fully consolidated. The Group controls an entity when (i) it has power over this entity, (ii) is exposed to or has rights to variable returns from its involvement with that entity, and (iii) has the ability to use its power over that entity to affect the amount of those returns. Companies over which the Group exercises significant influence are accounted for under the equity method. Intercompany transactions and balances are eliminated.

Impact of significant recently issued accounting standards

New standards, interpretations or amendments effective beginning on January 1, 2024 had no significant impact on the Group's consolidated financial statements.

The Group undertakes no early application of any standard or interpretation or associated amendments which were already published in the Official Journal of the European Union at December 31, 2024.

Standards, interpretations or amendments published by the IASB, approved by the EU but not yet effective, would not have a significant impact on the consolidated financial statements at December 31, 2024.

Standards, interpretations or amendments published by the IASB, not yet approved by the EU, would not have a significant impact on the consolidated financial statements at December 31, 2024, except IFRS 18 "Presentation and Disclosure in Financial Statements", that will be effective starting January 1, 2027, and that analysis of the impact on the structure and presentation on the consolidated financial statements is in progress.

Summary of significant accounting policies

Use of estimates

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, revenue and expenses and disclosure of contingent assets and liabilities at the date of the financial statements.

Areas involving the use of significant estimates and assumptions mainly include: assessing product lifecycles; identifying the different elements comprising a software solution arrangement, including the distinction between upgrades/enhancements, new products and services, contract price allocation to the different elements based on their stand-alone selling price and determining the revenue recognition date of those elements; estimating the recoverable amount of goodwill; determining the nature, fair value and useful life of acquired intangible assets in a business combination; determining assumptions to estimate the fair value of share-based compensation; assessing the recognition of deferred tax assets; and making reasonable estimates about the ultimate resolution of the Group's tax uncertainties based on current tax laws and the Group's interpretation thereof. Actual results and outcomes could differ from management's estimates and assumptions.

Foreign currency adjustments

The functional currency of the Group's foreign subsidiaries is generally the applicable local currency. Assets and liabilities with functional currencies other than the euro are translated into euro equivalents at the rate of exchange in effect on the balance sheet date. Revenues, expenses and cash flows are translated at the average exchange rates for the year unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case revenues, expenses and cash flows are translated at the rate on the dates of the transactions. Translation gains or losses are recorded in Other items in shareholders' equity.

Exchange differences on the settlement or retranslation of monetary items in a currency other than the Group's and its subsidiaries' functional currency are recorded in the statement of income.

Revenue recognition

The Group derives revenue from two primary sources: (i) licenses, other software revenue (which includes the development of additional functionalities of standard on premise products requested by clients), subscription and support (which includes software license updates and technical support); (ii) professional and training services.

Revenues are disclosed net of taxes collected from customers and remitted to governmental authorities.

The Group accounts for a contract with a client when there is a written agreement that creates legally enforceable rights and obligations, including payment terms, when the contract has commercial substance and when collection consideration is probable. A performance obligation is a promise in a contract with a client to transfer products or services that are distinct from the other promises of the contract.

Revenue is recognized when, or as, control of a promised product or service is transferred to a client, in an amount that reflects the consideration to which the Group expects to be entitled in exchange for those products or services.

Group's products are also sold by value-added resellers that are most often assessed as principal in the transaction because they generally have the primary responsibility for fulfillment to the end-customer. As a result, most of the time the Group recognizes revenue in the amount of the fee it expects to be entitled to, i.e., the consideration paid by the distributor, assuming all other revenue recognition criteria are met.

Licenses, subscription, support and other software revenue

Software license revenue represents fees earned from granting customers licenses to use the Group's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the client.

Subscription contracts generally have a term of between one-year and five-year, and contain two separate performance obligations pertaining to on premise software license and support. The revenue from such arrangements is recognized in line with revenue from arrangements with multiple performance obligations.

Subscription revenue also is derived from access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. Revenue from cloud subscription is generally recognized linearly over the contractual term.

To facilitate the transition from on-premise to cloud-based solutions the Group introduced a new subscription contracting model "Flexible Hybrid model" that provides customers with the right to access all licenses either on the cloud or on premises. This offer is comprised of three types of performance obligations: term license, maintenance and support, and cloud-based solution. A key characteristic of this model is the ability to change the deployment mix of cloud and on-premise throughout the term of the contract. Revenue from Flexible Hybrid model is recognized fully as Subscription revenue from 2024.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term. Revenue from support is recognized on a straight-line basis over the term of the support agreement as the Group has a standing ready obligation to provide services.

Other software revenue mainly relates to the development of additional functionalities of standard products requested by clients and is recognized when the development work is performed.

Recurring fees, for subscription and support, are reported within "Software Revenue".

Revenue under arrangements with multiple performance obligations, which typically include software licenses, support and/or services agreements sold together, is allocated to each distinct performance obligation based on their stand-alone selling price.

The stand-alone selling price is the price at which the Group would sell a promised product or service separately to a client. The Group generally establishes stand-alone selling price based on the observable prices of products or services sold separately in comparable circumstances to similar clients. Estimating stand-alone selling price is a formal process that includes review and approval by the Group's management.

In certain instances, e.g. perpetual software licenses only sold bundled with one year of support, the Group is not able to establish a stand-alone selling price range based on observable prices. The stand-alone selling price is then determined by applying the residual approach.

When a sale of a license goes along with a service essential to the software functionality, the two performance obligations (software and service) are not distinct. Therefore, the license revenue is recognized in accordance with the pattern of recognition of the service obligation.

Services Revenue

Services revenue consist primarily of fees from professional services in process optimization and in methodology for design, implementation and post-implementation support, and training services. Services generally do not require significant modification or customization of software products, and are accounted for separately to the extent they are not essential to the functionality of software products.

Performance obligations from fixed price contracts are usually satisfied over the time. The revenue is recognized using percentage of completion based on the labor costs incurred to date as a percentage of the total estimated labor costs to fulfill the contract.

Service revenues derived from time and material contracts are recognized over the time on an output basis, as labor hours are delivered or direct project expenses are incurred.

Incremental Costs of Obtaining a Contract

The Group generally does not capitalize the incremental costs incurred to obtain a contract (e.g. variable remuneration of the sales force), and expenses them as incurred, for contracts with customers that have a period of 12 months or less.

For long term contracts with customers, the Group generally capitalizes the expenses associated with variable compensation paid to internal sales personnel that is incremental to obtaining and renewing these contracts.

Contract Assets/Liabilities and Accounts Receivable

The Group classifies the right to consideration in exchange for products or services transferred to a client as either a receivable or a contract asset. A receivable is a right to consideration that is unconditional as compared to a contract asset, which is a right to consideration that is conditional upon factors other than the passage of time.

The majority of the Group's contract assets represents unbilled amounts related to fixed price services contracts when revenue recognized exceeds the amount billed to the client, and the right to consideration is subject to milestone completion or client acceptance.

The amount of billing in excess of revenue recognized is classified as contract liabilities.

Share-based compensation

The Group recognizes compensation expense for share-based compensation awards expected to vest on a straight-line basis over the requisite service period of the entire award. Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures differ from initial estimate.

Stock options are measured at fair value on the date of the grant using an option-pricing model based on assumptions made by management on expected volatility, expected option life and distributed dividends.

Performance shares are measured at fair value based on the quoted price of the Group's common stock on the date of grant. The fair value also includes the impact of certain conditions based on an option-pricing model.

Vesting conditions excluded from the fair value measurement are taken into account to estimate the number of shares that will eventually vest. At the end of each reporting period, the Group reviews this estimate and records the impact of changes to original estimate, if any, in the statement of income.

For performance shares plan that allows the beneficiaries to acquire shares either upon satisfaction of a market condition or a non-market vesting condition, the Group estimates the fair value of the equity instrument at grant date for each possible outcome, and accounts for the share-based compensations based on the most likely outcome at the end of each reporting period.

Cost of software revenue

Cost of software revenue primarily includes software license expense for software products included in the Group's software, maintenance costs and delivery expense.

Research and development

Research costs are expensed as incurred.

Costs incurred to develop computer software products include mainly payroll and other headcount-related costs associated with development of the Group's products. They also include amortization expense, lease and maintenance costs of computer equipment used for product development, software expenditures and costs of information technology and communication.

Due to specificities in the software industry, the Group has determined that technological feasibility is the key criteria to capitalize development expenditure as it is generally the last criteria to be met. Currently the risks and uncertainties inherent in the software development process make it difficult to demonstrate technological feasibility before a working prototype has been completed, which generally occurs shortly before the commercial release of its software products. As a consequence, costs incurred after technological feasibility is established that could potentially be capitalized are not material.

Government grants

The Group receives grants from certain governmental authorities to finance certain research and development activities, including research and development tax credits in France that are treated as government grants. Government grants are recognized as a reduction of research and development costs or cost of services and other revenue when the qualifying research and development activities have been performed and there is reasonable assurance that the grants will be received.

Other operating income and expense, net

The Group distinguishes income and expense that are unusual, infrequent or generally non-recurring in nature in the consolidated statement of income. Such income and expense include the impact of restructuring activity and other generally non-recurring events, such as gain or loss on sale of subsidiaries, impairment of goodwill or acquired intangible assets, expenses directly related to acquisitions

and acquisitions projects, and expenses related to relocation activities and reorganizations of the Group's premises.

Financial income (loss), net

Other financial income and expense primarily include the interest expenses related to financing operations and lease liabilities. Are also included the impact of remeasuring financial instruments at fair value, exchange gains and losses on monetary items and change in fair value of derivative financial instruments not qualified for hedge accounting.

Income taxes

Deferred income tax is recognized using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates and laws that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Following the amendment "international tax reform – Pillar Two model rules (amendments to IAS 12)", adopted by the European Union in November 2023, as a temporary exception to the provisions of IAS 12, the Group does not recognize deferred tax assets and liabilities related to Pillar Two income taxes.

Allowance for doubtful accounts and loans receivable

The allowance for doubtful accounts and loans receivable reflects the Group's best estimate of probable losses inherent in the receivable balance. The Group applies the simplified approach as permitted by IFRS 9 to account for the expected losses on trade accounts receivables and establishes a statistical model based on historical experience and prospective information including financial difficulties and other currently available evidence.

Financial instruments

Fair Value – The carrying amount of cash and cash equivalents, short-term investments, accounts receivable, accounts payable and accrued expenses approximate fair value, due to the short-term maturities of such instruments. Foreign exchange options and forward contracts, which are designated and serve as hedges, are recorded at their fair market value. Fair value is measured based on the following fair value hierarchy: level 1: quoted price in active markets; level 2: inputs observable directly or indirectly, other than quoted price included in level 1; level 3: inputs not based on observable market data. Cash, cash equivalents and short-term investments are measured using the level 1 fair value. Derivative instruments are measured using the level 2 fair value. Other investments that are not equity method investments are measured using the level 3 fair value.

Cash and Cash Equivalents and Short-Term Investments – The Group considers deposits with banks, investments in money market mutual funds and marketable debt securities with short-term maturities to be cash equivalents since they are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. Other marketable debt securities and mutual funds that do not qualify as cash equivalents are considered to be short-term investments and are generally classified as trading securities with changes in fair value recorded in Interest income and expense, net.

Non-Current Financial Assets – The Group elected the classification at fair value through Other comprehensive income for all its investments in non-consolidated equities. As such, net gains and losses related to equity securities are recognized in Other comprehensive income and are never reclassified to profit or loss.

Derivative Instruments – The Group uses derivative instruments in particular to manage exposures to foreign currency and interest rates. Derivative instruments are measured at their fair value and changes in the fair value affect the consolidated statements of income unless specific hedge accounting criteria are met. Changes in the fair value of derivatives designated as cash-flow hedges are reported as a component of shareholders' equity until the hedged item is recognized in earnings. Hedging a net investment allows the Group to hedge the exposure to adverse changes in the fair value of an investment made abroad in a currency other than the Group's operating currency (i.e. IFRS 9). For this type of hedge, the effective portion of the gain or loss on the hedging instrument is recognized in Other comprehensive income, and the ineffective portion is recognized in the consolidated income statement. These gains and losses offset the translation differences recorded at the consolidation of the foreign subsidiary.

Property and equipment

Property and equipment are recorded at cost and depreciated using the straight-line method over their estimated useful lives: computer equipment, two to eight years; office furniture and equipment, five to ten years; buildings, forty to fifty years; leasehold improvements are depreciated over the shorter of the life of the assets or the remaining lease term. Repair and maintenance costs are expensed as incurred.

Leases are recorded under property, plant and equipment as a right-of-use asset. The asset is recognized at the commencement date of the contract against a lease liability, adjusted for direct costs, prepaid rents, lease incentives received and estimated costs of dismantling and restoration. These assets are amortized on a straight-line basis over the lease term, which corresponds to the non-cancellable period, together with the reasonably certain extension and termination options, taking into account the penalties that would be incurred upon termination. Under this model, the depreciation expense of assets is accounted for in operating expense, and the cost of the debt towards the lessor is accounted for under financial expense.

Intangible assets

Intangible assets primarily include acquired technology, contractual customer relationships and computer software. Costs related to intangible assets are capitalized and amortized using the straight-line method over their estimated useful lives, which range from seven to nineteen years. No significant intangible assets have been identified with an indefinite useful life.

Business combinations and goodwill

Business combinations are accounted for using the purchase method. The consideration transferred is measured as the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed on the acquisition date. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at fair value at the date of acquisition, irrespective of the extent of any non-controlling interest.

Goodwill is initially measured at cost being the excess of the consideration transferred of the business combination over the Group's share in the net fair value of the acquiree's net identifiable assets.

When a business combination with permanent non-controlling interest includes a put option related to these same non-controlling interests, a liability is recognized in the consolidated balance sheet along with a decrease in the consolidated reserves. Subsequent fluctuations of this put option related to potential changes in estimates or unwinding of discounts are also booked in consolidated reserves. Any further acquisition of minority interests is considered as a transaction between shareholders and is therefore not subject to re-evaluation.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash generating units or group of cash generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Goodwill is tested whenever events or changes in circumstances indicate that the carrying amount may not be recoverable, and at a minimum annually. For the purpose of the impairment test, the Group relies upon projections of future cash flows and takes into account assumptions regarding the evolution of the market and its ability to successfully develop and commercialize its products. Changes in market conditions could have a major impact on the valuation of assets and liabilities and could result in additional impairment losses.

Provisions

Provisions are recognized as liabilities to cover probable outflows of resources that can be estimated and that result from present obligations (legal, contractual or constructive) relating to past events. In cases where a potential obligation resulting from past events exists, but where occurrence of the outflow of resources is not probable or where the amount cannot be reliably estimated, a contingent liability is disclosed among the Group's commitments.

The amount of the provision provided is the best estimate of the outflow of resources required to extinguish this present obligation.

Treasury shares

Own equity instruments which are reacquired (treasury shares) are recognized at cost and deducted from equity. Gains and losses on the purchase, sale, issue or cancellation of the Group's own equity instruments are credited or charged to shareholders' equity and are not recognized in the statement of income.

Lease liabilities

Lease liabilities are recognized at the commencement date of the contracts. The lease term is determined as the non-cancellable period, together with the reasonably certain extension and termination options, taking into account the penalties that would be incurred upon termination. The amount of lease liability represents the present value of lease payments over the lease term less any lease incentives receivable, adjusted by the expected penalties payable under a termination option which is reasonably certain to be exercised.

Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Any difference between the recorded amount and the redemption value is amortized into income over the period of the borrowing using the effective interest rate method.

Post-employment benefits

The Group's payments for defined contribution plans are recorded as expenses for the relevant period.

For defined benefit plans concerning post-employment benefits, the Group uses the projected unit credit method to determine the present value of its obligations. Under this method, benefits are attributed to periods of service according to the plan's benefit formula. However, if an employee's service in later years will earn a materially higher level of benefit than in earlier years, benefits are attributed to periods of service on a straight-line basis. The measured period of service is the vesting period for obtaining the capped rights.

Actuarial gains and losses are charged or credited to equity in Other comprehensive income in the period in which they arise.

The future payments for employee benefits are measured on the basis of future salary increases, retirement age, mortality and length of employment with the Group, and are discounted at a rate determined by reference to yields on long-term high quality corporate bonds of a duration corresponding to the estimated duration of the benefit plan concerned.

The net expense for the year, corresponding to the sum of the current service costs, past service costs and net interest expense or income, is charged in full to operating income.

Addressing climate change risks

The Group estimated the consequences of climate change on its business and its objectives of reducing its carbon footprint and has taken into account the results of this evaluation for the preparation of its financial statements. The analyses conducted on the various climate scenarios reveal that in the short and medium term, the overall level of risk is low for Dassault Systèmes given the typology of its activities and its markets. The same analyses show the absence of element that could question the useful lives of its property and equipment and used for the preparation of its financial statements.

Risks and opportunities, which are known today, of the transition of Dassault Systèmes activities have been reviewed for the preparation of the Group's strategic forecasts on the basis of which the impairment tests of goodwill are carried out (described in Note 17 Goodwill). At this stage, no significant impact on the judgments and estimates have been retained to develop these tests in the

absence of significant downward or upward effects expected on Group's revenue growth or operating income in the short and medium term.

In addition, the Group has set itself the objective of achieving carbon neutrality by 2040. This commitment does not meet the definition of a provision under IFRS.

Note 3 Segment and Geographic Information

Operating segments are components of a group for which discrete financial information is available and whose operating results are regularly reviewed by management to assess performance and allocate resources. Dassault Systèmes operates in a single operating segment, the sale of software solutions and services, which aim is to offer customers an integrated innovation process, from the development of a new concept to the realistic experience of the resultant product, through all stages of detailed design, scientific simulation and manufacturing, thanks to the 3DEXPERIENCE platform.

The assessment of the operating segment's performance is based on the Group's supplemental non-IFRS financial information. The accounting policies used differ from those described in Note 2 Material accounting policy information as follows:

- the measures of operating segment revenue and income include all revenue that would have been recognized by acquired companies had they remained stand-alone entities but which is partially excluded from Group revenue to reflect the fair value of obligations assumed;
- the measure of operating segment income excludes:
 - amortization of acquired intangible assets and of the revaluation of tangible assets,
 - share-based compensation expense and associated payroll taxes (refer to Note 6 Personnel Costs and Note 7 Share-based Compensation),
 - and other operating income and expense, net (refer to Note 8 Other Operating Income and Expense, Net);
- the measure of operating segment income takes into account the impact of lease incentives, including rent-free periods, which are not recognized in the right-of-use asset under a business combination.

(in millions of euros)	Year ended December 31,	
	2024	2023
TOTAL REVENUE FOR OPERATING SEGMENT	€6,213.6	€5,951.4
Adjustment for unearned revenue of acquired companies	-	-
REPORTED TOTAL REVENUE	€6,213.6	€5,951.4

(in millions of euros)	Year ended December 31,	
	2024	2023
INCOME FOR OPERATING SEGMENT	€1,983.7	€1,925.6
Adjustment for unearned revenue of acquired companies	-	-
Amortization of acquired intangible assets and of revaluation of tangible assets	(361.6)	(378.9)
Share-based compensation expense and related payroll taxes	(245.6)	(245.8)
Other operating income and expense, net	(15.0)	(56.2)
Lease incentives of acquired companies	(1.9)	(2.8)
REPORTED OPERATING INCOME	€1,359.6	€1,241.9

The geographic breakdown of the Group's financial data is established based on the geographic location of the consolidated companies and is as follows:

<i>(in millions of euros)</i>	Total revenue	Total assets	Additions to property, equipment and intangibles
2024			
Europe	€1,961.8	€6,299.2	€134.0
<i>of which France</i>	987.5	2,898.7	104.0
<i>of which Germany</i>	304.9	545.5	15.2
Americas	3,111.6	8,337.3	97.2
<i>of which the United States</i>	3,040.0	8,189.4	96.4
Asia	1,140.2	909.5	67.9
<i>of which Japan</i>	397.6	120.4	5.2
TOTAL	€6,213.6	€15,545.9	€299.1
2023			
Europe	€1,746.5	€5,784.4	€217.6
<i>of which France</i>	898.3	2,880.8	186.5
<i>of which Germany</i>	254.3	544.7	10.3
Americas	3,132.8	8,000.3	36.3
<i>of which the United States</i>	3,076.6	7,846.3	34.8
Asia	1,072.2	837.7	51.1
<i>of which Japan</i>	394.1	125.5	20.4
TOTAL	€5,951.4	€14,622.5	€305.0

The Group also has data that identifies the location of the Group's end-user customers. Using such information, revenue by geographic area would be as follows:

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
Europe	€2,407.2	€2,262.0
<i>of which France</i>	684.0	591.0
<i>of which Germany</i>	509.2	494.0
Americas	2,469.9	2,420.0
<i>of which the United States</i>	2,311.0	2,261.9
Asia	1,336.5	1,269.4
<i>of which Japan</i>	489.1	475.3
TOTAL REVENUE	€6,213.6	€5,951.4

Note 4 Software Revenue

Software revenue is comprised of the following:

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
Licenses and other software revenue	€1,125.2	€1,087.6
Subscription and support revenue*	4,488.1	4,272.4
SOFTWARE REVENUE	€5,613.3	€5,360.0

* In 2024, corresponds to €546.2 million at a point in time and €3,941.9 million over time, to be compared to €500.5 million and €3,771.9 million respectively in 2023.

The breakdown of software revenue by main product line is as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Industrial Innovation	€3,019.6	€2,908.0
Life Sciences	1,144.2	1,158.9
Mainstream Innovation	1,449.4	1,293.2
SOFTWARE REVENUE	€5,613.3	€5,360.0

The breakdown of the Group's main product lines by brand is as follows:

- Industrial Innovation includes CATIA, ENOVIA, SIMULIA, DELMIA, GEOVIA, NETVIBES, and 3DEXCITE brands;
- Life Sciences includes MEDIDATA and BIOVIA brands;
- Mainstream Innovation includes CENTRIC PLM and 3DVIA brands, as well as 3DEXPERIENCE WORKS family which includes the SOLIDWORKS brand.

Note 5 Government Grants

Government grants are recorded in the consolidated statements of income as a deduction from research and development expenses and to other expenses, as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Research and development	€50.0	€38.3
Other expenses	9.0	7.4
TOTAL GOVERNMENT GRANTS	€59.1	€45.8

Note 6 Personnel Costs

Personnel costs, excluding share-based compensation (€234.3 million in 2024 and €189.8 million in 2023, refer to Note 7 Share-based Compensation) and associated payroll

taxes (€11.3 million in 2024 and €56.0 million in 2023), are presented in the following table:

(in millions of euros)	Year ended December 31,	
	2024	2023
Personnel costs	€(2,427.5)	€(2,324.8)
Payroll taxes	(557.7)	(523.3)
TOTAL	€(2,985.2)	€(2,848.1)

Average number of employees was 24,094 and 23,197 in 2024 and 2023 respectively.

Note 7 Share-based Compensation

The expense related to compensation based on performance shares and stock options, including associated payroll taxes, breaks down as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Marketing and sales	€(80.8)	€(73.6)
Research and development	(76.9)	(94.4)
General and administrative	(71.7)	(62.2)
Cost of revenue	(16.2)	(15.7)
TOTAL EXPENSE RELATED TO SHARE-BASED COMPENSATION	€(245.6)	€(245.8)

Changes during 2024 and 2023 of unvested numbers of awards were as follows:

	Number of awards			
	Performance shares	MEDIDATA Program	Stock options	Total
UNVESTED AT JANUARY 1, 2023	17,283,376	290,175	7,332,230	24,905,781
Granted	6,161,446	-	2,140,126	8,301,572
Vested	(3,172,032)	(278,920)	(3,477,665)	(6,928,617)
Forfeited	(330,493)	(11,255)	(160,010)	(501,758)
UNVESTED AT DECEMBER 31, 2023	19,942,297	-	5,834,681	25,776,978
Granted	5,291,152	-	-	5,291,152
Vested	(6,040,409)	-	(3,279,872)	(9,320,281)
Forfeited	(256,993)	-	(102,862)	(359,855)
UNVESTED AT DECEMBER 31, 2024	18,936,047	-	2,451,947	21,387,994

Performance shares

New plans granted in 2024

Plan 2024-A

Pursuant to an authorization granted by the General Meeting of Shareholders held on May 24, 2023, the Board of Directors decided, on May 22, 2024, to grant 4,377,215 performance shares (Plan 2024-A) to some employees and executives of the Group.

At grant date, the weighted average fair value of 2024-A performance shares was €30.05. It was estimated based on the quoted price of Dassault Systèmes common stock on the date of grant, assuming an expected dividend yield of 0.49%, and adjusted to include the non-vesting conditions. The condition related to the non-IFRS diluted earnings per share of the Group ("EPS") was estimated using a Monte Carlo model. This model simulates the performance of the non-IFRS diluted EPS excluding foreign currency effects, assuming an expected volatility of 6.22%. The condition related to the environmental, social and governance criteria was estimated using the Management estimates of future achievements.

The shares of this 2024-A plan shall be acquired subject to the end of a period of around three years. They shall vest, in full or in part, if some performance criteria are achieved, and the beneficiary is still an employee, an executive or a corporate officer of the Group at the end of a service period ending on November 22, 2026.

Plans 2024-M1 and 2024-M2

The Boards of Directors also decided respectively on May 22, 2024 and on September 18, 2024 to grant 878,771 performance shares (Plan 2024-M1) and 35,166 shares (Plan 2024-M2) to some employees and executives of the Group.

At grant date, the weighted average fair value of performance shares was respectively €37.38 (Plan 2024-M1) and €34.35 (Plan 2024-M2).

Such shares shall be acquired at the end of a period of one year (tranche 1), two years (tranche 2) and three years and two days (tranche 3) from the grant date. They shall vest, in full or in part, if the beneficiary is still an employee or an executive of the Group at the end of these periods and provided certain performance conditions are achieved.

A summary of the Group's performance shares plans is as follows:

Plans	2020-A	2020-B	2020-M	2021-A	2021-B
Date of General Meeting of Shareholders	05/22/2018	05/22/2018	05/22/2018	05/26/2021	05/26/2021
Date of grant by Board of Directors	05/26/2020	05/26/2020	05/26/2020	06/29/2021	06/29/2021
Total number of shares granted	804,966	300,000	56,721	741,569	300,000
Restated total number of shares granted ⁽¹⁾	4,024,830	1,500,000	283,605	3,707,845	1,500,000
Acquisition period (in years) ⁽²⁾	Four	Four	Three	Two or Four ⁽⁵⁾	Two or Four ⁽⁵⁾
Performance conditions	See note ⁽³⁾	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁶⁾	See note ⁽⁶⁾
Performance conditions is reached at December 31, 2024	See note ⁽¹¹⁾	See note ⁽¹¹⁾	Yes	See note ⁽¹¹⁾	See note ⁽¹¹⁾

Plans	2021-M1	2021-M2	2022-A1	2022-B	2022-M1
Date of General Meeting of Shareholders	N/A	N/A	05/26/2021	05/26/2021	N/A
Date of grant by Board of Directors	06/29/2021	09/22/2021	05/19/2022	05/19/2022	05/19/2022
Total number of shares granted	175,371	16,982	3,690,907	1,500,000	817,809
Restated total number of shares granted ⁽¹⁾	876,855	16,982	3,690,907	1,500,000	817,809
Acquisition period (in years) ⁽²⁾	One, Two, Three or Four ⁽⁵⁾	One, Two, Three or Four ⁽⁵⁾	Three	Three	One, Two, or Three ⁽⁵⁾
Performance conditions	See note ⁽⁴⁾	See note ⁽⁴⁾	See note ⁽³⁾	See note ⁽³⁾	See note ⁽⁴⁾
Performance conditions is reached at December 31, 2024	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾

Plans	2022-A2	2022-M2	2023-A	2023-B	2023-M1
Date of General Meeting of Shareholders	05/26/2021	N/A	05/24/2023	05/24/2023	N/A
Date of grant by Board of Directors	09/21/2022	09/21/2022	05/24/2023	05/24/2023	05/24/2023
Total number of shares granted	28,523	24,264	3,707,133	1,500,000	926,310
Restated total number of shares granted ⁽¹⁾	28,523	24,264	3,707,133	1,500,000	926,310
Acquisition period (in years) ⁽²⁾	Three	One, Two, or Three ⁽⁵⁾	Three	Three	One, Two, or Three ⁽⁵⁾
Performance conditions	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁷⁾	See note ⁽⁷⁾	See note ⁽⁸⁾
Performance conditions is reached at December 31, 2024	N/A	See note ⁽¹¹⁾	N/A	N/A	See note ⁽¹¹⁾

Plans	2023-M2	2024-A	2024-M1	2024-M2
Date of General Meeting of Shareholders	N/A	05/24/2023	N/A	N/A
Date of grant by Board of Directors	09/20/2023	05/22/2024	05/22/2024	09/18/2024
Total number of shares granted	28,003	4,377,215	878,771	35,166
Restated total number of shares granted ⁽¹⁾	28,003	4,377,215	878,771	35,166
	One, Two, or Three ⁽⁵⁾	Three	One, Two, or Three ⁽⁵⁾	One, Two, or Three ⁽⁵⁾
Acquisition period (in years) ⁽²⁾	See note ⁽⁸⁾	See note ⁽⁹⁾	See note ⁽¹⁰⁾	See note ⁽¹⁰⁾
Performance conditions	See note ⁽¹¹⁾	N/A	See note ⁽¹¹⁾	See note ⁽¹¹⁾
Performance conditions is reached at December 31, 2024				

- (1) Presented in order to reflect the five-for-one share split effected on July 7, 2021.
- (2) For the 2020-M, 2021-M1, 2021-M2, 2022-M1, 2022-M2, 2023-M1, 2023-M2, 2024-M1 and 2024-M2 plans, subject to the condition that the beneficiary be an employee or a Director of the Group at the acquisition date. The presence period is three years for the 2020-A and 2020-B plans, one year and a half and three years for the 2021-A and 2021-B plans (respectively for tranches 1 and 2), and two years and a half for the 2022-A1, 2022-B, 2022-A2, 2023-A, 2023-B and 2024-A plans.
- (3) For the 2020 and 2022 plans (2020-M, 2022-M1, 2022-A2, 2022-M2 excluded): performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the respective years 2023 and 2024, and the one achieved in the respective years 2019 and 2021 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares. For the 2022-A2 plan, performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024 and the one achieved in 2021 (vesting condition).
- (4) For the 2020-M plan, performance condition based on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA activity. This double condition, is based on targeted growths between the year 2022, excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2021-M1 and 2021-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2021, 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2022-M1 and 2022-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition).
- (5) Share acquisition divided into two tranches for 2021-A and 2021-B plans, the first having vested on June 29, 2023 and the second vesting on June 30, 2025. Share acquisition divided into four tranches for 2021-M1 (respectively vesting on June 29, 2022, June 29, 2023, July 1, 2024 and June 30, 2025) and 2021-M2 (respectively vesting on September 22, 2022, September 22, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2022-M1 (respectively vesting on May 19, 2023, May 20, 2024 and May 19, 2025) and 2022-M2 (respectively vesting on September 21, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2023-M1 (respectively vesting on May 24, 2024, May 26, 2025 and May 26, 2026) and 2023-M2 (respectively vesting on September 20, 2024, September 22, 2025 and September 21, 2026). Share acquisition divided into three tranches for 2024-M1 (respectively vesting on May 22, 2025, May 22, 2026 and May 24, 2027) and 2024-M2 (respectively vesting on September 18, 2025, September 18, 2026 and September 20, 2027).
- (6) For the 2021-A and 2021-B plans, the performance condition will be measured based on the growth of the non-IFRS diluted EPS for the year 2022 (tranche 1) and the year 2024 (tranche 2), neutralized from currency effects, compared to that of the year 2020 (non-vesting condition).
- (7) For the 2023-A and 2023-B plans, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2025, neutralized from currency effects, and the one achieved in 2022 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria).
- (8) For 2023-M1 and 2023-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 40% on the growth of the non-IFRS diluted EPS for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), neutralized from currency effects, compared to that of the year 2022 (non-market vesting condition); for a weight of 40% on the growth neutralized from currency effects of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (three sub-criteria) and iii) the diversity (three sub-criteria).
- (9) For the 2024-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2026, neutralized from currency effects, compared to that of the year 2023. Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria).
- (10) For 2024-M1 and 2024-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 30% on the growth of the non-IFRS diluted EPS for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the year 2023 (non-market vesting condition); for a weight of 50% on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Targets initiative (two sub-criteria) and iii) the diversity (three sub-criteria).
- (11) Performance conditions related to the following plans have been fulfilled: 2020-A, 2020-B, 2021-A (tranche 1), 2021-B (tranche 1), 2021-M1 (tranches 1, 2 and 3), 2021-M2 (tranches 1, 2 and 3), 2022-M1 (tranches 1 and 2), 2022-M2 (tranches 1 and 2), 2023-M1 (tranche 1) and 2023-M2 (tranche 1). Performance conditions will be measured by the March 11, 2025 Board of Directors related to the following plans: 2021-A (tranche 2), 2021-B (tranche 2), 2021-M1 (tranche 4), 2021-M2 (tranche 4), 2022-A1, 2022-B, 2022-M1 (tranche 3), 2022-M2 (tranche 3), 2023-M1 (tranche 2), 2023-M2 (tranche 2), 2024-M1 (tranche 1) and 2024-M2 (tranche 1).

Grant of rights to receive Dassault Systèmes shares in replacement of rights to receive Medidata shares ("MEDIDATA Program")

As part of the acquisition of Medidata and subject to its closing, the Board of Directors approved on June 11, 2019 the grant of rights to receive Dassault Systèmes shares in replacement of the rights to receive Medidata shares that had been granted to some of its employees and executives.

Stock options

The main features of the Group stock option plans are as follows:

- options vest over various periods ranging from one to three years and a half, subject to continued employment;
- options expire ten years from grant date, or after termination of employment or term of office, whichever is earlier;
- options have generally been granted at an exercise price equal to or greater than the grant date market value (or the market value the day before the grant) of Dassault Systèmes share.

Other information related to the Group stock options

A summary of the Group's stock option activity is as follows:

	2024		2023	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
OUTSTANDING AS OF JANUARY 1,	24,763,785	€27.60	25,771,918	€26.35
Granted	-	-	2,140,126	39.40
Exercised	(1,758,318)	24.41	(2,876,725)	24.67
Forfeited	(229,464)	36.80	(271,534)	33.11
OUTSTANDING AS OF DECEMBER 31,	22,776,003	€27.76	24,763,785	€27.60
Exercisable	20,324,056	€26.37	18,929,104	€24.83

The remaining contractual lives and exercise prices of options outstanding as of December 31, 2024 are presented below:

Stock option plan	Number of options	Remaining life (years)	Exercise price
2015-01	785,674	0.67	€12.40
2016-01	1,272,396	1.40	€13.80
2017-01	2,288,107	2.39	€16.40
2018-01	3,246,387	3.39	€22.00
2019-01	3,790,084	4.50	€28.00
2020-01	4,681,337	5.40	€29.09
2020-M-01	4,865	5.19	€26.20
2020-M-02	903,440	5.40	€29.09
2020-M-03	130,095	5.73	€31.57
2021-01	1,838,303	6.49	€41.32
2022-01	1,766,799	7.38	€37.17
2023-01	2,068,516	8.40	€39.40
OUTSTANDING AS OF DECEMBER 31,	22,776,003	4.79	€27.76

**Centric Software Inc. ("Centric Software")
performance shares and stock-options****Main new plan granted by Centric Software in 2024**

The Board of Directors of Centric Software decided to grant, on May 22, 2024, 8,885,000 stock-options to subscribe to Centric Software shares to the officers and key employees of Centric Software and its subsidiaries. These stock-options are subject to a weighted average vesting period of around two years and include put options in favor of the officers and employees, and call options exercisable by the Group, to the extent that the stock-options are vested. In the event of exercise of these put and call options, the Group can settle the acquisition price resulting from the exercise of these put and call options either in cash or in shares of Dassault Systèmes.

At grant date, the weighted average fair value of these stock-options was between \$4.06 and \$5.46. It was estimated on the date of grant using a Black-Scholes option pricing model, with the following assumptions: a weighted-average expected life between 4 and 6 years, an expected volatility rate of 45.0% and an average risk-free interest rate of 4.50%.

Summary of Centric Software performance shares and stock-options

During 2024, the total number of stock-options to subscribe to Centric Software shares granted amounts to 11,341,000, the total amount of stock-options exercised amounts to 588,084 and the total amount of stock-options forfeited amounts to 72,328.

As at December 31, 2024 the total number of outstanding options amounts to 27,190,392, of which 15,307,290 are exercisable. The total number of unvested performance shares is 350,000.

Employee shareholding

In the first semester 2023, the Group offered an employee shareholding plan "TOGETHER 2023".

This new plan allows employees in most countries to subscribe to a leveraged shareholding plan (equity settled transactions) with a discounted preferential rate of 15% compared to the arithmetic average of the price of the Dassault Systèmes share weighted by the volumes traded on the Euronext market during the 20 sessions preceding the date on which the subscription price is set. The subscription price has thus been set to €31.16 on May 17, 2023.

In countries where a leveraged vehicle is not possible, a share appreciation right mechanism is proposed (cash-settled transactions), associated with a subscription of shares without leverage (equity-settled transactions).

Once subscriptions are made, no period of service is required. The shares must be kept for a period of five years (three years in the United States), except for cases of early release covered by plan rule.

3,051,547 equity-settled instruments have been granted. Their unitary weighted average fair value was estimated at €7.82.

272,828 cash-settled instruments have been granted. Their unitary weighted average fair value was estimated at €35.71. The Group has hedged against changes in the fair value of the share appreciation rights.

The plan was implemented on June 15, 2023, with the related capital increase of Dassault Systèmes SE (refer to Note 22 Shareholders' Equity). In order to neutralize the dilutive effect of this plan, the Group repurchased, in April and May 2023, some treasury shares, almost all of which have been cancelled in September 2023 (refer to Note 22 Shareholders' Equity).

Note 8 Other Operating Income and Expense, Net

Other operating income and expense, net are comprised of the following:

(in millions of euros)	Year ended December 31,	
	2024	2023
Restructuring expenses ⁽¹⁾	€(12.2)	€(0.8)
Expenses incurred in connection with relocation activities and reorganizations of the Group's premises ⁽²⁾	(4.1)	(14.5)
Impairment of goodwill ⁽³⁾	-	(33.0)
Other	1.2	(7.8)
OTHER OPERATING INCOME AND EXPENSE, NET	€(15.0)	€(56.2)

(1) In 2024, primarily composed of restructuring expenses of MEDIDATA.

(2) In 2024 and 2023, primarily composed of (i) the impact related to the management of the various Group premises in the United States, and (ii) amortization of right-of-use of a vacant office building on the Vélizy-Villacoublay campus.

(3) In 2023, corresponds to impairment of GEOVIA goodwill (refer to Note 17 Goodwill).

Note 9 Financial Income, Net

Financial income, net for the years ended December 31, 2024 and 2023 are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Interest income ⁽¹⁾	€178.9	€138.4
Interest expense ⁽²⁾	(48.9)	(40.1)
INTEREST INCOME AND EXPENSE, NET	€129.9	€98.3
Foreign exchange losses, net	(9.7)	(10.7)
Other, net ⁽³⁾	(1.9)	(28.6)
OTHER FINANCIAL INCOME AND EXPENSE, NET	€(11.5)	€(39.3)
FINANCIAL INCOME, NET	€118.4	€59.0

(1) Interest income is primarily composed of interests on cash and cash equivalents.

(2) Mainly includes:

(i) interest expense related to lease liabilities for €25.1 million in 2024 (€22.0 million in 2023),

(ii) interest expense of €14.3 million in 2024 related to the commercial papers (€8.4 million in 2023), €8.1 million in 2024 related to bonds (€8.2 million in 2023), and €0.5 million in 2024 related to borrowings from banking institutions (€1.1 million in 2023) (refer to Note 19 Borrowings).

(3) Mainly includes in 2023 the impairment of loans to BioSerenity SAS for €27.1 million.

Note 10 Income Taxes

The components of income before income taxes are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
France	€650.1	€578.8
United States	713.5	586.2
Others	114.4	135.9
INCOME BEFORE INCOME TAXES	€1,478.0	€1,300.9

The components of income tax expense are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
France	€(136.1)	€(95.3)
United States	(223.8)	(285.2)
Others	(66.0)	(51.4)
CURRENT TAXES	(425.9)	(431.9)
France	(11.1)	(10.2)
United States	135.8	202.2
Others	21.4	(10.8)
DEFERRED TAXES	146.0	181.3
INCOME TAX EXPENSE, NET	€(279.9)	€(250.7)

Differences between the income tax provision and the provision computed using the statutory French income tax rate are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Taxes computed at the statutory rate of 25.83% in 2024 and 2023	€(381.8)	€(336.0)
Foreign tax rate differentials ⁽¹⁾	22.5	30.6
R&D tax credit and other tax credits ⁽²⁾	32.6	31.7
Income taxable at reduced rate ⁽³⁾	94.9	97.0
Other tax effects, net ⁽⁴⁾	(48.1)	(73.9)
INCOME TAX EXPENSE, NET	€(279.9)	€(250.7)
EFFECTIVE TAX RATE	18.9%	19.3%

(1) In 2024 and 2023, mainly includes tax rate differential with the United States tax rate of 21%.

(2) R&D tax credit and other tax credits derived mainly from research tax credits in France and in the United States.

(3) In 2024 and 2023, includes the favorable effect of current French (Art. 238) and United States (FDII) legislative provisions granting a lower tax rate on income derived from ownership of certain intangibles.

(4) In 2024, includes favorable impact on the revision of tax risks assessment including the conclusion of tax audits. In 2023, mainly includes impairment of deferred tax asset and tax credit.

Deferred tax assets and liabilities are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Provisions and other expenses	€205.8	€217.8
Profit-sharing and pension accruals	44.7	43.5
Tax loss and tax credit carryforward assets, net of valuation allowance	39.1	56.7
Amortization and basis difference	501.7	391.8
Amortization of acquired intangibles	(600.6)	(647.8)
Other	(80.4)	(82.0)
NET DEFERRED TAX ASSET (LIABILITY)	€110.3	€(19.9)
Deferred tax assets	139.5	80.2
Deferred tax liabilities	(29.2)	(100.1)
NET DEFERRED TAX ASSET (LIABILITY)	€110.3	€(19.9)

Change in deferred taxes can be summarized as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
NET DEFERRED TAX LIABILITY AS OF JANUARY 1,	€(19.9)	€(234.1)
Changes included in the income statement	146.0	181.3
Business combinations	(2.1)	0.1
Other changes included in shareholders' equity	(13.7)	30.5
Currency translation adjustments	0.0	2.2
NET DEFERRED TAX ASSET (LIABILITY) AS OF DECEMBER 31,	€110.3	€(19.9)

On December 31, 2024, there were unrecognized tax losses and tax credit carried forward of €343.2 million, which are scheduled to expire at a date later than 2030.

Pillar Two directive

In December 2021, the Organization for Economic Cooperation and Development (OECD) published the Global Anti-Base Erosion Model Rules ("GloBE rules") as part of the second pillar of the solution based on two pillars to resolve

the tax challenges raised by globalization and digitalization of the economy ("Pillar 2").

In this context, the European Union Council adopted, on December 14, 2022, the directive aimed at ensuring a global minimum level of taxation (15%) for multinational enterprise groups and large-scale domestic groups in the Union. The Group is carefully monitoring the dates of transposition of this directive in the member states of the European Union as well as the adoption of the GloBE rules in jurisdictions outside the Union. Following the transposition of the European

directive into French law on December 29, 2023, the GloBE rules are applicable in France from this 2024 financial year.

With regard to GloBE rules, the calculations of effective tax rates are carried out on a broader scope of entities than

Dassault Systèmes. As a consequence, the potential impacts of this new regulation are currently being analysed jointly at this broader scope. For the 2024 financial year, GloBE rules do not have a significant impact on the Group effective tax rate.

Note 11 Earnings per Share

Basic net income per share is determined by dividing net income attributable to equity holders of the Group by the weighted average number of common shares outstanding during the period. Diluted net income per share is determined by dividing net income attributable to equity holders of the

Group by the combination of the weighted average number of common shares outstanding during the period and the dilutive effect of mainly stock options and performance shares.

The following table presents the calculation for both basic and diluted net income per share:

	Year ended December 31,	
	2024	2023
<i>(in millions of euros, except shares and per share data)</i>		
Net income attributable to equity holders of the Group	€1,200.2	€1,050.9
Weighted average number of shares outstanding	1,313,306,086	1,315,087,124
Dilutive effect of share-based compensations	20,081,377	21,709,725
Diluted weighted average number of shares outstanding	1,333,387,463	1,336,796,848
Basic earnings per share <i>(in euros)</i>	€0.91	€0.80
Diluted earnings per share <i>(in euros)</i>	€0.90	€0.79

Note 12 Cash and Cash Equivalents and Short-term Investments

Cash and cash equivalents are comprised of the following:

	Year ended December 31,	
	2024	2023
<i>(in millions of euros)</i>		
Bank accounts	€64.7	€134.2
Cash equivalents	3,887.8	3,434.0
CASH AND CASH EQUIVALENTS	€3,952.6	€3,568.3

At December 31, 2024 and 2023, approximately 57% and 51% of cash and cash equivalents were denominated in U.S. dollars respectively.

The investment rules are determined and controlled centrally by the Group's management. Cash, cash equivalents and short-term investments are on deposit with high credit-quality financial institutions, principally in Europe. The Group follows a conservative policy in investing its cash resources, mostly relying on short-term maturity investments.

The Group has adopted policies regarding financial ratings and spread of maturity dates in order to ensure the security

and liquidity of its financial instruments. The Group's management oversees closely the quality of its investments and the credit-worthiness of its counterparts and believes that it has a minimal exposure to the risk of bankruptcy of anyone of them. The Group also closely oversees the liquidity of its financial assets held with these same counterparts. In this regard, the Group follows in particular the financial rating of each of its counterparties and, up to the present time, all of its counterparties are rated within the *Investment Grade* category by the rating agencies. As a result, the Group believes that it has a very low exposure to credit or counterparty risk.

Note 13 Trade Accounts Receivable, Net, Contract Balances and Other Current Assets

Trade accounts receivable and other current assets are measured at amortized cost.

Trade accounts receivable

(in millions of euros)	Year ended December 31,	
	2024	2023
Trade accounts receivable	€2,180.0	€1,754.0
Allowance for trade accounts receivable	(59.1)	(46.1)
TOTAL TRADE ACCOUNTS RECEIVABLE, NET	€2,120.9	€1,707.9

The maturities of trade accounts receivable, net, were as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Trade accounts receivable past due at closing date:		
Less than 3 months past due	€122.2	€135.9
3 to 6 months past due	30.0	54.9
More than 6 months past due	31.2	36.9
TRADE ACCOUNTS RECEIVABLE PAST DUE	183.4	227.8
Trade accounts receivable not yet due	1,937.6	1,480.1
TOTAL TRADE ACCOUNTS RECEIVABLE, NET	€2,120.9	€1,707.9

The Group is not dependent on any of its principal clients. No single customer or selling partner represented more than 5% of the Group's total revenue in 2024 and 2023.

Contract balances

(in millions of euros)	Year ended December 31,	
	2024	2023
Contract assets	€30.1	€26.8
Contract liabilities	€(1,663.4)	€(1,479.3)

The amount of the revenue recognized during 2024 which had been deferred in the contract liabilities as at January 1st, 2024 is €1,143.5 million. The amount of the revenue recognized during 2023 which had been deferred in the contract liabilities as at January 1st, 2023 is €1,137.5 million.

All contract assets recorded in the balance as of December 31, 2023 have been reclassified to receivables during 2024 since the right to consideration became unconditional.

Remaining unsatisfied performance obligations

The amount of the remaining unsatisfied performance obligations, as defined by IFRS 15, is the portion of the transaction price from contracts with customers allocated to

performance obligations unsatisfied or partially satisfied as of the closing date.

When applying the practical expedients permitted by IFRS 15 allowing to exclude contracts with duration less than one year and time and materials contracts, the amount of the remaining unsatisfied performance obligations is €3,387.4 million as of December 31, 2024. Due to the profile of contract terms, approximately 46% of this amount is expected to be recognized as revenue over the next year, approximately 54% thereafter. As of December 31, 2023, the amount of the remaining unsatisfied performance obligations was €2,439.9 million, of which approximately 52% was expected to be recognized as revenue over the following year and approximately 48% thereafter.

Other current assets

Other current assets are composed of the following:

(in millions of euros)	Year ended December 31,	
	2024	2023
Prepaid expenses	€168.1	€146.4
Deferred sales compensation, current ⁽¹⁾	51.3	44.3
Value added tax	33.1	41.5
Derivatives, current ⁽²⁾	19.8	9.2
Other	26.3	38.6
TOTAL OTHER CURRENT ASSETS	€298.6	€280.0

(1) Asset relating to the incremental costs of obtaining sales contracts with customers. Refer to Note 2 Material accounting policy information.

(2) Refer to Note 20 Derivatives and Currency and Interest Rate Risk Management.

Note 14 Property and Equipment, Net

Property and equipment consist of the following:

(in millions of euros)	Year ended December 31, 2024			Year ended December 31, 2023		
	Gross	Accumulated depreciation and impairment	Net	Gross	Accumulated depreciation and impairment	Net
Right-of-use assets	€937.5	€(467.6)	€469.9	€935.5	€(414.1)	€521.4
Computer equipment	611.6	(350.8)	260.8	492.8	(307.9)	185.0
Office furniture and equipment	93.9	(63.6)	30.3	83.9	(58.8)	25.1
Leasehold improvements	235.3	(133.6)	101.7	215.0	(123.4)	91.6
Buildings	97.8	(14.8)	83.0	70.6	(11.0)	59.7
TOTAL	€1,976.1	€(1,030.3)	€945.8	€1,797.9	€(915.1)	€882.8

The changes in the carrying amount of property and equipment as of December 31, 2024 are as follows:

(in millions of euros)	Right-of-use assets ⁽¹⁾	Computer equipment	Office furniture and equipment	Leasehold improvements	Buildings	Total
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2023	€521.4	€185.0	€25.1	€91.6	€59.7	€882.8
Additions	88.7	138.1	13.8	30.4	24.1	295.1
Business combinations	-	0.2	-	0.5	-	0.8
Other changes	(43.5)	(0.2)	(0.1)	(0.5)	-	(44.2)
Depreciation and impairment for the period ⁽²⁾	(103.7)	(66.9)	(9.3)	(22.9)	(3.3)	(206.1)
Exchange differences	7.0	4.5	0.8	2.6	2.6	17.6
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2024	€469.9	€260.8	€30.3	€101.7	€83.0	€945.8

(1) In 2024, the depreciation charge of right-of-use assets is €(86.1) and €(5.2) million for offices and vehicles respectively; as of December 31, 2024, the net book value of right-of-use assets is €454.2 and €9.9 million for offices and vehicles respectively.

(2) Including €(12.4) million of right-of-use assets impairments related to vacant leasehold properties.

The changes in the carrying amount of property and equipment as of December 31, 2023 is as follows:

<i>(in millions of euros)</i>	Right-of-use assets ⁽¹⁾	Computer equipment	Office furniture and equipment	Leasehold improvements	Buildings	Total
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2022	€489.2	€160.1	€30.7	€85.2	€54.7	€819.9
Additions ⁽²⁾	159.7	89.4	5.1	29.2	10.5	293.9
Business combinations	0.1	0.2	0.1	-	-	0.4
Other changes	(27.3)	(0.1)	(0.3)	(0.6)	-	(28.3)
Depreciation and impairment for the period ⁽³⁾	(93.2)	(61.9)	(9.7)	(20.0)	(3.1)	(187.9)
Exchange differences	(7.0)	(2.8)	(0.8)	(2.2)	(2.4)	(15.2)
NET PROPERTY AND EQUIPMENT AS OF DECEMBER 31, 2023	€521.4	€185.0	€25.1	€91.6	€59.7	€882.8

(1) In 2023, the depreciation charge of right-of-use assets is €(83.3) and €(4.3) million for offices and vehicles respectively; as of December 31, 2023, the net book value of right-of-use assets is €509.4 and €6.2 million for offices and vehicles respectively.

(2) In 2023, right-of-use assets additions were primarily related to the delivery in the second quarter of 2023 of an additional building in the Vélizy-Villacoublay campus for a fixed term of 10 years; and to the delivery in the fourth quarter of 2023 of an office building in Paris for a fixed term of 12 years. For these buildings, right-of-use assets were recognized for €69.7 million and €34.2 million respectively.

(3) Including €(5.4) million of right-of-use assets impairments related to vacant leasehold properties.

Note 15 Other Non-Current Assets

Other non-current assets consist of the following:

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
Investments in non-consolidated subsidiaries	€24.3	€49.6
Deferred sales compensation, non-current ⁽¹⁾	56.2	51.5
Other ⁽²⁾	125.4	131.3
OTHER NON-CURRENT ASSETS	€205.9	€232.4

(1) Asset relating to the incremental costs of obtaining sales contracts with customers. Refer to Note 2 Material accounting policy information.

(2) Including mainly prepaid expenses non-current, and deposits in 2024 and 2023.

Note 16 Intangible Assets, Net

Intangible assets consist of the following:

<i>(in millions of euros)</i>	Year ended December 31, 2024			Year ended December 31, 2023		
	Gross	Accumulated amortization and impairment	Net	Gross	Accumulated amortization and impairment	Net
Software	€3,726.7	€(2,293.7)	€1,433.0	€3,558.2	€(1,976.7)	€1,581.5
Customer relationships	2,522.1	(1,432.4)	1,089.7	2,400.3	(1,262.5)	1,137.8
Other intangible assets	193.8	(75.5)	118.3	186.2	(63.4)	122.8
TOTAL	€6,442.6	€(3,801.6)	€2,641.0	€6,144.7	€(3,302.6)	€2,842.1

The changes in the carrying amount of intangible assets as of December 31, 2024 are as follows:

<i>(in millions of euros)</i>	Software	Customer relationships	Other intangible assets	Total intangible assets
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2023	€1,581.5	€1,137.8	€122.8	€2,842.1
Business combinations	9.8	-	-	9.8
Other additions	4.0	0.1	-	4.1
Amortization for the period	(244.5)	(113.5)	(11.1)	(369.1)
Exchange differences and other changes	82.2	65.4	6.6	154.2
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2024	€1,433.0	€1,089.7	€118.3	€2,641.0

The changes in the carrying amount of intangible assets as of December 31, 2023 are as follows:

<i>(in millions of euros)</i>	Software	Customer relationships	Other intangible assets	Total intangible assets
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2022	€1,875.6	€1,292.0	€134.8	€3,302.4
Business combinations	13.8	-	0.9	14.8
Other additions	7.9	0.7	2.5	11.1
Amortization for the period	(261.5)	(114.5)	(11.1)	(387.1)
Exchange differences and other changes	(54.4)	(40.4)	(4.3)	(99.1)
NET INTANGIBLE ASSETS AS OF DECEMBER 31, 2023	€1,581.5	€1,137.8	€122.8	€2,842.1

Note 17 Goodwill

The changes in the carrying amount of goodwill as of December 31, 2024 and 2023 are as follows:

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
GOODWILL AS OF JANUARY 1,	€4,805.0	€4,971.1
Business combinations ⁽¹⁾	(6.2)	12.7
Impairment ⁽²⁾	-	(33.0)
Exchange differences	247.3	(145.9)
GOODWILL AS OF DECEMBER 31,	€5,046.1	€4,805.0

(1) In 2024, corresponds mainly to the price adjustment of Aifora GmbH during the measurement period and to the acquisitions of the period. In 2023, corresponds mainly to the acquisition of Aifora GmbH.

(2) At December 31, 2024, the accumulated impairment on goodwill amounts to €47.2 million, including the impairment recognized in 2023, as well as an impairment of 15.0 million euros booked in 2018.

The Group performed annual impairment tests in the third quarter of 2024 and 2023.

For the purpose of the impairment test, the Group identified 12 cash-generating units ("CGUs") or groups of CGUs, generally corresponding to the Group's main software product brands. Each CGU represented the lowest level

within the Group at which goodwill is monitored for internal management purposes. Goodwill tested for impairment purposes was allocated to each CGU, or group of CGUs that were expected to benefit from the synergies of the combination.

Goodwill allocated to each CGU or group of CGUs is as follows:

<i>(in millions of euros)</i>	December 31, 2023	Business combinations ⁽⁴⁾	Exchange differences	December 31, 2024
MEDIDATA	€2,330.5	€-	€148.3	€2,478.8
SIMULIA	595.9	2.1	26.9	624.9
CATIA ⁽¹⁾	404.2	1.7	6.4	412.3
BIOVIA	412.4	-	25.9	438.3
DELMIA ⁽²⁾	493.1	-	21.5	514.6
SOLIDWORKS	34.4	-	2.2	36.6
ENOVIA ⁽³⁾	241.5	-	10.0	251.5
CENTRIC PLM	161.7	(10.0)	7.9	159.6
GEOVIA	86.3	-	(1.7)	84.6
Other	44.9	-	(0.1)	44.7
TOTAL	€4,805.0	€(6.2)	€247.3	€5,046.1

(1) Including OUTSCALE.

(2) Including QUINTIQ.

(3) Including NETVIBES and EXALEAD.

(4) Including the price adjustment of Aifora GmbH during the measurement period.

The recoverable amount of each CGU or group of CGUs has been determined based on a value in use calculation. This calculation uses cash flow projections based on financial budgets covering a five- to ten-year period. The ten-year period projections are used for activities that have longer development cycles, representing approximately 63% of the Group's total goodwill as of December 31, 2024. Key assumptions used to determine the value in use of assets are derived from management objectives for non-IFRS revenue growth and for non-IFRS operating margin (ratio between non-IFRS operating income and non-IFRS revenue) of each CGU. The pre-tax discount rates are between 10.1% and 11.2% in 2024 and were between 10.8% and 12.0% in 2023. The post-tax discount rate applied to these projections is 9.0% in 2024 and 9.7% in 2023. In 2024, like in 2023, cash flows beyond that five or ten-year period have been extrapolated using a steady growth rate comprised between 2% and 3%.

At December 31, 2024, based on management estimates, the Group concluded that the recoverable amount of each CGU or group of CGUs exceeded its carrying value.

At December 31, 2023, based on management estimates, the Group concluded that the recoverable amount of the GEOVIA CGU was below its carrying value, leading to a €33 million partial impairment of the GEOVIA goodwill (refer to Note 8 Other Operating Income and Expense, Net). The Group concluded that the recoverable amount of the other CGUs or group of CGUs' exceeded their carrying value.

The Group performed a sensitivity analysis of its impairment tests based on each of the following key assumptions:

- increase of 150 basis points in the pre-tax discount rates; or
- decrease of 100 basis points in the long-term growth rates; or
- decrease of 100 basis points in the non-IFRS operating margin for 2024 and the following years.

Following this analysis, management believes that any reasonable possible change in key assumptions described above would not cause any CGU or group of CGUs' carrying amount to significantly exceed its recoverable amount at December 31, 2024.

Note 18 Other Liabilities

Other liabilities are comprised of the following:

(in millions of euros)	Year ended December 31,	
	2024	2023
Value added tax and other taxes	€144.6	€139.7
Lease liabilities, current	88.3	66.5
Other ⁽²⁾	272.2	41.4
TOTAL OTHER CURRENT LIABILITIES	€505.1	€247.7
Lease liabilities, non-current	€480.3	€543.7
Uncertainty over Income tax treatments	194.0	200.1
Post-employment benefits ⁽¹⁾	152.0	143.5
Other ⁽²⁾	45.3	187.4
TOTAL OTHER NON-CURRENT LIABILITIES	€871.7	€1,074.7

(1) Refer to Note 21 Post-employment Benefits.

(2) Includes the put option liability on Centric Software's minority interests and Centric Software's cash-settled share-based payment liability for a total amount of €208m, mainly classified in Other Current Liabilities as at December 31, 2024 and €101m, classified in Other Non-Current Liabilities as at December 31, 2023.

The maturity analysis of undiscounted lease liabilities payments as of December 31, 2024 is as follows:

(in millions of euros)	Payments due by period				
	Total	Less than 1 year	1 – 3 years	3 – 5 years	More than 5 years
Lease liabilities – undiscounted cash flows	656.1	113.8	190.7	163.8	187.8

The Group has elected to apply two exemptions provided by IFRS 16 and to recognize as operating rent expense for leases with a lease term no more than 12 months and for leases with underlying asset of low value. The related rents recognized in the consolidated income statement are summarized below:

(in millions of euros)	Year ended December 31,	
	2024	2023
Expenses relating to short-term leases	(6.2)	(6.4)
Expenses relating to leases of low-value assets	(0.7)	(0.7)
TOTAL	€(6.8)	€(7.1)

Note 19 Borrowings

Borrowings are comprised of the following:

(in millions of euros)	Year ended December 31,	
	2024	2023
Bond, current*	€-	€699.6
Term loans, current	0.2	0.2
Commercial papers	448.9	248.7
Accrued interest	1.7	1.6
TOTAL BORROWINGS, CURRENT	€450.8	€950.1
Bonds, non-current*	2,042.8	2,040.6
TOTAL BORROWINGS, NON-CURRENT	€2,042.8	€2,040.6

* As of December 31, 2024 and 2023, the fair value is €1,887.7 and €2,534.2 million respectively (level 1 of fair value hierarchy).

The changes in borrowings as of December 31, 2023 and 2024 are as follows:

(in millions of euros)	Bonds	Term loans	Commercial papers*	Accrued interest	Total
BORROWINGS AS OF DECEMBER 31, 2022	€2,737.3	€7.5	€249.5	€1.7	€2,996.0
Issuance	-	20.3	-	-	20.3
Business combination	-	-	-	-	-
Reimbursement	-	(27.4)	-	-	(27.4)
Exchange differences	-	(0.3)	-	-	(0.3)
Other changes	2.8	-	(0.7)	-	2.1
BORROWINGS AS OF DECEMBER 31, 2023	€2,740.1	€0.2	€248.7	€1.6	€2,990.7
Issuance	-	-	200.0	-	200.0
Business combination	-	0.9	-	-	0.9
Reimbursement	(700.0)	(0.9)	-	-	(700.8)
Exchange differences	-	-	-	-	-
Other changes	2.7	-	0.2	-	2.9
BORROWINGS AS OF DECEMBER 31, 2024	€2,042.8	€0.2	€448.9	€1.7	€2,493.6

* The issuance of commercial papers issued with a maximum maturity of three months is presented net of reimbursement.

The analysis of the borrowings as of December 31, 2024 by currency and nature of rate is as follows:

(in millions of euros)	Currency analysis and rate nature			
	Total	Euros	Other currencies	Fixed rate
Bonds	€2,042.8	€2,042.8	€-	€2,042.8
Term loans	0.2	0.2	-	0.2
Commercial papers	448.9	448.9	-	448.9
Accrued interest	1.7	1.7	-	1.7
TOTAL	€2,493.6	€2,493.6	€-	€2,493.6

The table below provides a breakdown of total borrowings by contractual maturity date as of December 31, 2024:

<i>(in millions of euros)</i>	Total	Payments due by period		
		Less than 1 year	1-5 years	5-10 years
Bonds	€2,042.8	€-	€2,042.8	€-
Term loans	0.2	0.2	-	-
Commercial papers	448.9	448.9	-	-
Accrued interest	1.7	1.7	-	-
TOTAL	€2,493.6	€450.8	€2,042.8	€-

Bonds

On November 15, 2024, Standard & Poors Global Ratings reaffirmed their "A" rating with a stable outlook for Dassault Systèmes SE and its long term debt.

On September 16, 2019, the Group issued four tranches of fixed rate bonds for a total of €3,650.0 million. This issuance

was part of the financing of the acquisition of Medidata Solutions, Inc. completed in October 2019. On September 16, 2024, the Group reimbursed the second tranche of bond for €700.0 million. The first tranche was reimbursed on September 16, 2022, for €900.0 million.

The conditions of the remaining tranches of bonds are as follows:

	Nominal amount <i>(in millions of euros)</i>	Carrying amount <i>(in millions of euros)</i>	Maturity date	Coupon
2026	€900.0	€898.2	Sep 16, 2026	0.125%
2029	€1,150.0	€1,144.6	Sep 16, 2029	0.375%

The terms and conditions of these bonds are detailed in the transaction note having obtained the AMF visa n° 19-434 dated September 12, 2019.

Commercial papers

In July 2022, the Group launched a program of commercial papers (Negotiable EUropean Commercial Paper – NEU CP) with a maximum outstanding amount, authorized by the Board, of €750.0 million. During 2024, the Group issued €2,227.0 million with a maximum maturity of three months and reimbursed €2,027.0 million under this program. As of December 31, 2024 and 2023, the outstanding amount of commercial papers amounted to €448.9 and €248.7 million respectively.

Line of credit

The Group received a financing commitment in the form of a revolving line of credit of €750 million for a period of 5 years from October 28, 2019. In May 2020 and May 2021, the Group exercised its options to extend its term for one year respectively, bringing the new termination date to October 2026. As of December 31, 2024, the line of credit was not drawn down.

The Group's financing contracts do not have commitments such as "covenant ratios" linked to the change in the Group's rating. A lower credit rating would result in an increase (capped) in the margins applicable to the line of credit; symmetrically, a higher rating would lead to a decrease in the applicable margins (with a floor).

Note 20 Derivatives and Currency and Interest Rate Risk Management

The fair market values of derivative instruments are determined by financial institutions using option pricing models.

All financial instruments were subscribed as part of the Group's overall hedging strategy and most foreign currency hedging instruments have a maturity of less than 2 years. Management believes that counter-party risk on financial instruments is minimal since the Group deals with major banks and financial institutions.

A description of market risks to which the Group is exposed to is provided in paragraph 1.9.2 "Financial and Market Risks" of the Universal registration document.

Foreign currency risk

The Group operates internationally and transacts in various foreign currencies, primarily U.S. dollar and Japanese yen.

In 2024, revenue denominated in U.S. dollars represented 48.9% of the Group's total revenue (49.3% in 2023). Operating expenses denominated in U.S. dollars represented 50.1% of the Group's total operating expenses in 2024, compared with 48.6% in 2023. The Group's net operating exposure to U.S. dollar amounted to €610.4 million in 2024, or 9.8% of the Group's total revenue. The average value of the U.S. dollar remained stable against the euro in 2024 and decreased by approximately 3% in 2023. Group's revenue and operating income were marginally impacted with the fluctuation of the U.S. dollar in 2024 and negatively impacted in 2023.

In 2024, revenue denominated in Japanese yens represented 6.6% of the Group's total revenue, compared to 6.7% in 2023. Operating expenses denominated in Japanese yens represented 2.3% of the Group's total operating expenses in 2024 and 2.5% in 2023. The Group's net operating exposure to Japanese yen amounted to €293.7 million in 2024, or 4.7% of the Group's total revenue, and this exposure was partly hedged through market instruments at a level of €246.0 million, as further described below. The average value of the Japanese yen against the euro decreased by approximately 7% in 2024, and decreased by approximately 9% in 2023, resulting in a negative impact on the Group's revenue and operating income in 2024 and in 2023.

With the weights of U.S. dollars and Japanese yens in 2024 as described above, the Group estimates that the sensitivity on the operating income to a variation of +10% and -10% in the exchange rate of the euro against the U.S. dollar would have had an impact of €(55.5) and €67.8 million respectively. In addition, the Group estimates that the sensitivity on the operating income to a variation of +10% and -10% in the exchange rate of euro against the Japanese yen would have had an impact of €(26.7) and €32.6 million respectively.

The table below sets forth, for the year ended December 31, 2024, the values in euros of the Group's revenue, operating expenses and net position, before and after hedging, denominated in U.S. dollars, Japanese yens and other currencies (principally the euro):

	Year ended December 31, 2024					
(in millions of euros)	U.S. dollar	Japanese yen	Other foreign currencies	Total foreign currencies	Euro	Total
Revenue	€3,041.3	€407.5	€1,126.1	€4,574.8	€1,638.7	€6,213.6
Operating expenses	(2,430.9)	(113.8)	(715.1)	(3,259.8)	(1,594.3)	(4,854.0)
NET POSITION	€610.4	€293.7	€411.0	€1,315.1	€44.5	€1,359.6
Hedge	(67.4)	246.0	10.0	188.6		
NET POSITION AFTER HEDGE	€677.8	€47.7	€401.0	€1,126.5		

The Group usually hedges exchange rate risk related to its revenues and expenses coming from usual and predictable economic activity arising in the normal course of operations. It may also cover occasional exchange rate risk arising from specific transactions, such as acquisitions paid for in foreign currencies. Hedging activities are generally carried out by Dassault Systèmes SE for its own account and on behalf of its subsidiaries.

To manage currency exposure, the Group generally uses foreign exchange forward contracts. Except those indicated

in the table below, the derivative instruments held by the Group are designated as cash flow hedges, with high correlation with the underlying exposure and highly effective in offsetting underlying price movements.

The effectiveness of forward contracts and currency options is measured using forward rates and the forward value of the underlying hedged transaction. During 2024 and 2023, the ineffective portion of gains or losses from hedging instruments was nil as per the effectiveness test.

At December 31, 2024 and 2023, the fair value of instruments used to manage the currency exposure was as follows:

(in millions of euros)	Year ended December 31,			
	2024		2023	
	Nominal amount	Fair value	Nominal amount	Fair value
Forward exchange contract JPY/EUR – sale ⁽¹⁾	€131.4	€2.8	€161.6	€1.6
Forward exchange contract JPY/USD – sale ⁽¹⁾	148.6	12.2	155.9	3.4
Forward exchange contract GBP/EUR – sale ⁽¹⁾	115.5	(2.9)	74.6	(0.4)
Forward exchange contract EUR/INR – sale ⁽¹⁾	79.1	1.9	71.5	(1.2)
Forward exchange contract CNH/EUR – sale ⁽¹⁾	164.5	(2.0)	63.1	(0.7)
Forward exchange contract USD/INR – sale ⁽¹⁾	77.3	(1.2)	51.4	(0.1)
Forward exchange contract CNH/USD – sale ⁽¹⁾	-	-	38.2	0.3
Forward exchange contract KRW/EUR – sale ⁽¹⁾	38.8	1.1	-	-
Other instruments ⁽²⁾	0.8	-	39.0	0.1

(1) Instruments entered into by the Company to hedge the foreign currency exchange risk of royalty flows, and mainly qualified as hedging instruments.

(2) Mainly derivatives not documented as hedging instruments. Changes in the derivatives' fair value were recorded in other financial income and expense, net in the consolidated income statement.

Interest rate risk

The Group believes that its business and operating income have not been significantly affected by changes in interest rates in 2024. Despite a context of declining rates since the beginning of the year, the increase in the Group's outstanding investments generates an improvement in interest income on cash, cash equivalents, short-term investments and, consequently, an improvement of the financial income, given the Group's current financing structure relying on fixed rates borrowings.

As of December 31, 2024, cash and cash equivalents and short-term investments totaled €3,952.6 million, including €2,126.9 million sensitive to fluctuations in interest rates. With all other variables held constant, an increase in interest rates of 100 basis points would have had a positive impact in 2024 of €21.3 million on financial income and a decrease in interest rates of 100 basis points would have had a negative impact of €21.3 million.

Note 21 Post-employment Benefits

Contributions made to defined contribution plans amount to €61.2 and €56.0 million in 2024 and 2023 respectively.

The Group provides defined benefit retirement indemnities to the employees of its French operations. The Group also has certain defined benefit plans in other countries, mainly in Germany and in Japan.

In France, defined employee benefits include certain gratifications paid upon anniversary of employment and retirement indemnities that are based upon an individual's years of credited service and annualized salary at retirement. Retirement indemnity benefits vest and are settled as a lump sum paid to the employee upon the employee's retirement.

The Group has implemented for the main French companies a job and career paths agreement for a period of three years, effective in February 2020. This plan allows eligible employees to retire fully or partially in advance while receiving a replacement income in the form of an allowance and maintain a social protection system. This plan is accounted for as a post-employment benefit which estimated costs are based on an assumption of expected proportion of employees to enter the plan and are accrued taking into account the employees estimated residual service period.

The projected benefit obligation was determined using the prospective method, based on the following assumptions:

Assumptions

Assumptions used to determine the benefit obligation are as follows:

	Year ended December 31, 2024		Year ended December 31, 2023	
	Europe	Asia	Europe	Asia
Discount rate	0.95% – 3.40%	2.05% – 3.70%	1.30% – 3.20%	1.70% – 4.05%
Average rate of compensation increase	1.50% – 3.05%	2.50% – 5.00%	1.50% – 3.10%	2.50% – 5.00%

Components of net periodic benefit cost

The components of net periodic benefit cost were as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Service cost	€(11.7)	€(13.1)
Interest cost on benefit obligations	(5.4)	(6.0)
Other	1.2	1.7
NET PERIODIC BENEFIT COST	€(16.0)	€(17.4)

Obligations and funded status

Changes in benefit obligations and plan assets are as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Benefit obligations at beginning of year	€191.7	€181.7
Service cost	11.7	13.1
Interest cost on benefit obligations	5.4	6.0
Remeasurement ⁽¹⁾	3.6	9.3
Benefits paid	(12.4)	(10.8)
Exchange rate differences and other changes ⁽²⁾	(2.8)	(7.6)
BENEFIT OBLIGATIONS AT END OF YEAR	€197.3	€191.7
Fair value of plan assets at beginning of year	45.7	48.9
Employer contribution and benefits paid	(4.6)	(5.8)
Remeasurement	0.3	(0.4)
Exchange rate differences and other changes ⁽²⁾	1.7	3.0
FAIR VALUE OF PLAN ASSETS AT END OF YEAR	€43.0	€45.7
NET DEFINED BENEFIT LIABILITY	€(154.2)	€(146.0)

(1) Remeasurement gains and losses mainly arise from changes in financial assumptions. A decrease of 150 basis points in the discount rates would increase the obligation by €37.9 million.

(2) In 2024 and 2023, includes the reclassification in Accrued compensation and other personnel costs for €1.8 million and €6.5 million respectively as part of the job and career paths agreement implemented for French companies.

The benefit obligation by geographical location is as follows:

	Year ended December 31,	
	2024	2023
Europe	84%	84%
Asia	16%	16%
TOTAL BENEFIT OBLIGATIONS	100%	100%

The fair value of plan assets is fully allocated in Europe.

Plan assets

The weighted average asset allocations are as follows:

	Year ended December 31,	
	2024	2023
Debt instruments	85%	85%
Equity instruments	9%	8%
Other	7%	7%
TOTAL	100%	100%

Average duration

The average duration of the main entities in each country is as follows:

(in years)	France	South Korea	Japan	Germany	Switzerland
2024	12.4	6.7	8.9	12.4	17.6
2023	13.4	5.8	9.8	12.4	16.2

Cash flows

The Group does not expect to make any additional contributions to the hedge funds related to its pension plans in 2025.

The planned payments to the beneficiaries for future periods are presented in the following table:

(in millions of euros)	Total
2025	€9.1
2026	9.6
2027	9.8
2028	10.2
2029	12.3
2030-2034	78.0

Note 22 Shareholders' Equity

Shareholders' equity activity

As of December 31, 2024, Dassault Systèmes had 1,339,674,751 common shares issued with a nominal value of €0.10 per share.

As part of the employee shareholding plan "TOGETHER 2023", Dassault Systèmes SE carried out a capital increase of

4.7 million shares on June 15, 2023 for a total of 146.1 million euros, including share premium. In order to neutralize the dilutive effect for shareholders, the Board of Directors decided on September 20, 2023 to reduce the capital by the same number of shares by treasury shares cancellation.

Changes in shares outstanding are as follows:

(in number of shares)	Year ended December 31,	
	2024	2023
SHARES ISSUED AS OF JANUARY 1,	1,337,916,433	1,335,039,708
Capital increase related to TOGETHER	-	4,688,515
Capital decrease	-	(4,688,515)
Exercise of stock options	1,758,318	2,876,725
SHARES ISSUED AS OF DECEMBER 31,	1,339,674,751	1,337,916,433
Treasury stock as of December 31,	(26,865,573)	(23,135,954)
SHARES OUTSTANDING AS OF DECEMBER 31,	1,312,809,178	1,314,780,479

The primary objective of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its capital market access and for the purpose of increasing the profitability of shareholders' equity and earnings per share. The Company manages its capital structure and adjusts it in light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during 2024 and 2023.

Dividend rights

Dassault Systèmes SE is required to maintain a legal reserve equal to 10% of the aggregate nominal value of its issued share capital. The legal reserve balance was €13.4 million as of December 31, 2024 and 2023, and represents a component of retained earnings in the consolidated balance sheet. The legal reserve is distributable only upon the liquidation of Dassault Systèmes SE.

Distributable profit, consisting of net income of the year increased by retained earnings from prior years and after deduction for legal reserve when required, is available for distribution to shareholders of the Group as dividends. Allocation of this profit is subject to approval by the General Meeting of Shareholders following recommendations by the Board of Directors.

The May 2024 and May 2023 Shareholders' Meetings have decided to distribute dividends, fully in cash, for €302.7 million and €276.2 million in 2024 and in 2023, respectively.

Dividends per share were €0.23 and €0.21 for 2023 and 2022, respectively.

No dividend was paid to non-controlling interest in 2024 or 2023.

Stock repurchase programs

General Meetings of Shareholders of May 24, 2023 and May 22, 2024 authorized the Board of Directors to implement a share repurchase program limited to 25 million Dassault Systèmes shares. Under this authorization, the Company may not buy shares above a maximum annual aggregate amount of €1 billion.

During the year 2024, as part of employee shareholding plans, 9,500,000 shares were acquired by the Group at an average price of €38.34 for a total amount of €364.3 million.

Since 2015, the Group has been engaged in a liquidity agreement with broker Oddo BHF SCA. 6,241,626 shares were acquired during the year 2024 at an average price of €36.61, and 5,971,598 shares were sold at an average price of €36.63, i.e a total net cash amount of €(9.8) million.

Components of other comprehensive income

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
HEDGING RESERVES:		
Gains arising during the year	€29.7	€30.7
Less: Gains reclassified to the income statement	21.0	23.7
	€8.8	€7.0

Note 23 Consolidated Statements of Cash Flows

Adjustments for non-cash items consist of the following:

<i>(in millions of euros)</i>	Note	Year ended December 31,	
		2024	2023
Depreciation and impairment of property and equipment	14	€206.1	€187.9
Amortization and impairment of intangible assets	16	369.1	387.1
Non-cash share-based compensation expense	6, 7	190.4	184.2
Deferred taxes	10	(146.0)	(181.3)
Other*		(20.9)	66.3
ADJUSTMENTS FOR NON-CASH ITEMS		€598.6	€644.2

* In 2023 mainly includes impairment of GEOVIA goodwill (refer to Note 17 Goodwill) and impairment of loans to BioSerenity SAS (refer to Note 9 Financial Income, Net).

Changes in operating assets and liabilities consist of the following:

<i>(in millions of euros)</i>	Year ended December 31,	
	2024	2023
(Increase) in trade accounts receivable and contract assets	€(347.7)	€(97.7)
Increase in accounts payable	1.4	15.0
Increase in accrued compensation	1.0	47.4
Increase (decrease) in income tax payable	42.9	(104.9)
Increase (decrease) in contract liabilities	141.1	(5.0)
Changes in other assets and liabilities	24.3	16.0
CHANGES IN OPERATING ASSETS AND LIABILITIES	€(137.0)	€(129.2)

Other information:

Payment for acquisition of businesses, net of cash acquired is mainly related to Aifora GmbH in 2023.

Note 24 Commitments and Contingencies

Litigation and other proceedings

The Group is involved in litigation and other proceedings, such as civil, commercial and tax proceedings, incidental to normal operations. It is not possible to determine with certainty the outcome of the dispute and notably the resulting expense for the Group, if any. However, in the opinion of management, after consultation with its lawyers and advisers, the resolution of such litigation and proceedings should not have a material effect on the consolidated financial statements of the Group.

Bank guarantees

The Group has a central cash management operated through a banking institution. In this context, the Group offered a guarantee to the bank in an amount of \$500 million. All commitments of the bank are guaranteed by its parent company.

Note 25 Related-Party Transactions

Compensation of key management personnel

The table below summarizes compensation granted to the members of the Executive Committee and to the Chairman of the Board of Directors in 2024 and 2023:

(in millions of euros)	Year ended December 31,	
	2024	2023
Short-term benefits ⁽¹⁾	€11.4	€11.3
Share-based compensation ⁽²⁾	74.7	60.5
COMPENSATION OF KEY MANAGEMENT PERSONNEL	€86.2	€71.8

(1) Including gross salaries, bonus, incentives, profit-sharing, directors' fees and fringe benefits paid.

(2) Expense recorded in the income statement for share-based compensation (refer to Note 7 Share-based Compensation).

In certain circumstances, the Group Chief Executive Officer is entitled to an indemnity payment upon the termination of his functions as Chief Executive Officer. The amount of the indemnity due would be equivalent to a maximum of two years of compensation as Chief Executive Officer and would depend on satisfying the performance conditions established for calculating his variable compensation.

Other transactions with related parties

Dassault Systèmes licenses its products for internal use to Dassault Aviation SA, a sister company to Dassault Systèmes SE. Dassault Aviation SA, its subsidiaries and

associates are granted licenses on Dassault Systèmes' products under commercial terms consistent with those granted to other customers of similar size. These licenses generated €44.9 million and €47.3 million of software revenue for the years ended December 31, 2024 and 2023, respectively.

Such activity generated service revenues of €10.5 million and €10.3 million for the years ended December 31, 2024 and 2023, respectively. The balances of trade accounts receivable with Dassault Aviation SA, its subsidiaries and associates were €23.1 million, and €20.4 million as at December 31, 2024 and 2023, respectively.

Note 26 Principal Statutory Auditors' Fees and Services

The following table presents the amount of fees of the Statutory Auditors in 2024 and 2023:

	PricewaterhouseCoopers Audit				KPMG			
	Amount		%		Amount		%	
	2024	2023	2024	2023	2024	2023	2024	2023
<i>(in millions of euros, excluding VAT)</i>								
Certification of accounts								
Audit opinion, review of statutory and consolidated financial statements ⁽¹⁾ :								
– issuer	€0.6	€0.6	14%	14%	€0.7	€0.6	35%	32%
– other consolidated subsidiaries	2.1	1.7	51%	45%	0.9	0.9	51%	48%
SUBTOTAL	2.7	2.3	65%	59%	1.6	1.5	85%	80%
Certification of the sustainability report								
– issuer	€0.4	-	10%	-	-	-	-	-
– other consolidated subsidiaries	-	-	-	-	-	-	-	-
SUBTOTAL	0.4	-	10%	-	-	-	-	-
Other services								
Other audit-related services ⁽²⁾ :								
– issuer	€0.1	€0.4	3%	9%	-	-	-	-
– other consolidated subsidiaries	-	-	-	-	-	0.1	-	6%
Other services (Legal, tax, social and other) ⁽³⁾ :								
– issuer	-	-	-	-	-	-	-	3%
– other consolidated subsidiaries	0.9	1.2	22%	31%	0.3	0.2	15%	12%
SUBTOTAL	1.1	1.6	25%	41%	0.3	0.4	15%	20%
TOTAL	€4.2	€3.9	100%	100%	€1.9	€1.9	100%	100%

(1) Audit opinion, review of statutory and consolidated financial statements for the years ended December 31, 2024 and 2023 include the Group audit, statutory audits, consents, attest services of Dassault Systèmes SE's and its subsidiaries' financial statements, and services provided in connection with documents filed with the AMF.

(2) Audit-related fees generally consist of fees billed for assurance and related services that are reasonably related to the performance of the audit or review of the Group's financial statements including due diligence services of the independent third-party organization related to 2023 social, societal and environmental information and, 2023 taxonomy, acquisitions, consultations concerning financial accounting and reporting standards, and attestation services not required by statute or regulation.

(3) Fees billed by members of the Statutory Auditors' respective networks to consolidated subsidiaries are mainly related to the review of internal control and to local and international tax compliance services, including the review of tax returns and tax services regarding statutory, regulatory or administrative developments and expatriate tax assistance and compliance.

Note 27 Principal Dassault Systèmes Companies

Dassault Systèmes SE's principal subsidiaries included in the scope of consolidation as of December 31, 2024 are as follows:

Country	Consolidated companies	% of Interest
France	Outscale SAS	100%
Germany	Dassault Systèmes Deutschland GmbH	100%
Brazil	DS do Brasil Ltda	100%
Netherlands	Dassault Systèmes B.V.	100%
Italy	Dassault Systèmes Italia Srl	100%
Sweden	Dassault Systèmes AB	100%
Switzerland	Dassault Systèmes (Suisse) SA	100%
Spain	Dassault Systemes España S.L.U	100%
United Kingdom	Dassault Systèmes UK Limited	100%
United Kingdom	MDSOL Europe Limited	100%
United Kingdom	Medidata Solutions Intl Ltd	100%
Canada	Dassault Systèmes Canada Inc.	100%
United States	Centric Software, Inc.	93.0%
United States	Dassault Systèmes Americas Corp.	100%
United States	Dassault Systèmes Corp.	100%
United States	Dassault Systèmes SolidWorks Corporation	100%
United States	Medidata Solutions, Inc.	100%
United States	No Magic, Inc.	100%
United States	Spatial Corp.	100%
United States	DS Government Solutions Corp.	100%
China	Dassault Systèmes (Shanghai) Information Technology Co., Ltd.	100%
China	Medidata Information Technology (Shanghai) Co., Ltd.	100%
Taiwan	Dassault Systemes Taiwan Co., Ltd.	100%
India	Dassault Systèmes Solutions Lab Private Limited	100%
India	Dassault Systèmes India Private Limited	100%
South Korea	Dassault Systèmes Korea Corp.	100%
Japan	Dassault Systèmes K.K.	100%
Singapore	Dassault Systèmes Singapore Pte. Ltd.	100%
Australia	Dassault Systèmes Australia Pty Ltd	100%
Malaysia	Dassault Systèmes Innovation Technologies Malaysia Sdn.Bhd	100%

4.1.2 Statutory Auditors' Report on the Consolidated Financial Statements

This is a translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking users. This Statutory Auditors' report includes information required by European regulation or French law, such as information about the appointment of Statutory Auditors or verification of the information concerning the Group presented in the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meetings, we have audited the accompanying consolidated financial statements of Dassault Systèmes S.E. for the year ended December 31, 2024.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group at December 31, 2024 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*code de commerce*) and the French Code of Ethics (*code de déontologie*) for Statutory Auditors for the period from January 1, 2024 to the date of our report, and, specifically, we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014 or in the French Code of ethics (*code de déontologie*) for Statutory auditors.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Recognition of revenue from contractual arrangements with multiple performance obligations

Description of risk

The Group's revenue is derived from multiple sources, chief among them licenses, subscriptions, support and services, and is recognized in accordance with the methods described in the section entitled "Revenue recognition" of Note 2 "Material accounting policy information" to the consolidated financial statements.

Where contractual arrangements include multiple goods or services sold as a single package, determining the separate performance obligations as well as the allocation of the transaction price and how revenue should be allocated between the various performance obligations can be difficult and can require a significant degree of judgment from management:

- the revenue for each element of these contractual arrangements including multiple performance obligations is allocated to each distinct performance obligation based on their stand-alone selling price. Allocating revenue between the various

performance obligations of a contract requires analyses by management and, potentially, adjustments, both of which can be complex;

- in addition, when a software license sale is combined with a service deemed essential to the functionality of the software, the two performance obligations (software and service) are not distinct. Therefore, the license revenue is recognized as and when the service obligation is recognized. Determining whether or not a service is essential to the functionality of a product requires significant judgment from management, as does analyzing the potential future profits to be gained from the corresponding long-term contract;
- moreover, recognizing revenue from these arrangements typically requires an in-depth analysis of contractual terms with a view to ascertaining the full scope and nature of the goods or services the Company has committed to providing to clients.

For the above reasons, we deemed the recognition of revenue from contractual arrangements with multiple performance obligations to be a key audit matter.

How our audit addressed this risk

As part of our audit, we gained an understanding of internal control systems relating to the recognition of revenue that were implemented by the Group and tested the design and implementation of controls relating to these systems that we considered to be the most relevant.

Our approach also took into account the information systems used in recognizing revenue, by testing, with the assistance of our IT specialists, the effectiveness of the automatic controls for systems impacting revenue recognition.

In addition, we reviewed the contractual arrangements with multiple performance obligations that were considered significant and other randomly selected contracts to assess whether management's judgments regarding the determination of the various performance obligations, the allocation of the transaction price to the individual performance obligations, and the method of revenue recognition for each distinct performance obligation were consistent with the accounting policies applied by the Group. Our work consisted primarily in reviewing the contractual terms and conditions, analyzing the essentiality criteria for services associated with software sales, re-calculating the stand-alone selling price of each element tested, and verifying the consistency of revenue recognition with the Group's accounting policies and IFRS as adopted by the European Union.

We also analyzed the consistency of all significant manual accounting entries affecting revenue from these contracts with the Group's accounting policies.

Lastly, we analyzed the appropriateness of the related disclosures provided in Note 2 "Material accounting policy information" and Note 4 "Software Revenue" to the consolidated financial statements.

Annual impairment testing of goodwill and non-current intangible assets

Description of risk

At December 31, 2024, the Group's non-current assets included goodwill for €5,046.1 million, software for €1,433.0 million and customer relationships for €1,089.7 million. These amounts mainly derive from business combinations.

As described in the section entitled "Business combinations and goodwill" of Note 2 "Material accounting policy information" and Note 17 "Goodwill" to the consolidated financial statements, the Group performs an impairment test whenever an indication of impairment is identified and at least once a year. These tests are performed at the level of each cash-generating unit (CGU) or group of CGUs, generally corresponding to a software product brand. The recoverable amount is determined on the basis of value in use using cash flow forecasts based on financial budgets over a period of five to ten years.

Given (i) the materiality of the amounts in question in the Group's financial statements and (ii) the measurement methods used in acquisitions and in annual impairment tests, which rely in particular on projected future cash flows, we deemed the measurement of non-current assets to be a key audit matter. In order to implement the aforementioned measurement methods, management must rely on assumptions and make estimates. Regarding the specific matter of recently acquired companies, the degree of judgment required by management in projecting future cash flows is even more significant as projections cannot necessarily be compared with historical data from these companies.

How our audit addressed this risk

Our procedures consisted in taking note of the measurement methods applied by the Group as well as assessing the reasonableness of the main assumptions and estimates used, particularly in terms of future cash flows, long-term growth rates and discount rates.

In addition, with the assistance of our valuation experts, we carried out our own sensitivity analyses to supplement our assessment of the key assumptions and inputs used.

Lastly, we analyzed the appropriateness of the disclosures presented in Note 2 "Material accounting policy information", Note 16 "Intangible Assets, Net" and Note 17 "Goodwill" to the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information presented in the Board of Directors' management report.

We have no matters to report as to their fair presentation and their consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the Statutory Auditors relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2.I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the Chief Executive Officer's responsibility, complies with the single electronic format, defined in the European Delegated Regulation No. 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements comply with the format defined by the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Dassault Systèmes S.E. by the General Meeting of Shareholders held on June 8, 2005 for PricewaterhouseCoopers Audit and on May 19, 2022 for KPMG.

At December 31, 2024, PricewaterhouseCoopers Audit and KPMG S.A. were in the twentieth and the third consecutive year of their engagement, respectively.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit. They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee, which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence and the related safeguard.

Neuilly-sur-Seine and Paris La Défense, March 12, 2025

The Statutory Auditors

PricewaterhouseCoopers Audit

Richard Béjot
Partner

KPMG S.A

Jacques Pierre
Partner

Xavier Niffle
Partner

4.2 Parent company financial statements

The annual financial statements of the entity Dassault Systèmes SE present the financial situation and performance of the parent company as it stands alone.

The annual financial statements for the year ended December 31, 2024 are prepared in accordance with the current French accounting rules.

The operating revenue amounted to €2,488.2 million in 2024 compared to €2,331.3 million in 2023. They increased 6.7% principally driven by the growth in third-party software and services revenues while the Group revenues rose moderately. More precisely, software revenue amounted to €1,815.1 million in 2024 against €1,590.5 million in 2023, reflecting 5.8% growth. The export revenue amounted to €1,957.3 million and represented 79.5% of revenue.

Operating expenses increased 8.2% to €1,955.1 million in 2024, from €1,807.0 million in 2023. The main drivers were as follows:

- the growth of personnel costs resulting from the net hirings and the salary evolution;
- the increase in other expenses, mainly due to higher intra-group royalties;

- the increase of other purchases and external expenses explained by increases in IT-expenses, particularly in relation to the progression of cloud hosting, the increase in cyber security measures, the strengthening of centralization of these costs as well as subcontracting and rents.

The operating income therefore increased 1.7% from €524.2 million in 2023 to €533.1 million in 2024.

The 2024 financial income, amounted to €513.2 million, compared with €541.8 million in 2023 in relation with a lower distribution of dividends received from the subsidiaries and a decrease in interest on current accounts, partially offset by the increase in investment income reflecting the merger bonus from Dassault Data Services SAS TUP and changes in additions and reversals of provisions for impairment of investments.

Exceptional income and loss amounted to a loss of €66.1 million in 2024 compared to one of €78.2 million in 2023 primarily reflecting the reduction in expenses relating to the performance share plans granted to Bernard Charlès, when he was Chief Executive Officer, recognized in exceptional items.

The net income rose to €853.3 million in 2024 compared to €861.2 million in 2023.

4.2.1 Parent company financial statements and notes

Statement of income

(in millions of euros)	Note	Year ended December 31,	
		2024	2023
OPERATING REVENUE		2,488.2	2,331.3
Revenue	3	2,462.9	2,301.3
Of which exports		1,957.3	1,842.7
Other revenue		25.3	29.9
OPERATING EXPENSE		(1,955.1)	(1,807.0)
Other purchases and external expenses		(774.0)	(734.5)
Taxes, duties and similar payments		(33.1)	(29.2)
Personnel costs	4	(727.3)	(667.8)
Depreciation, amortization and provisions	11.12	(77.2)	(78.5)
Other operating expense		(343.5)	(297.0)
OPERATING INCOME		533.1	524.2
Financial income		562.4	620.8
Financial income from investments		535.7	595.4
Reversal of provisions for impairment of investments	11.12	15.5	0.5
Foreign exchange income		11.2	24.9
Financial expense		(49.2)	(78.9)
Additions of provisions for impairment of investments	11.12	(1.4)	(25.0)
Other interest expense		(36.9)	(27.2)
Foreign exchange expense		(10.9)	(26.7)
FINANCIAL INCOME	5	513.2	541.8
CURRENT INCOME		1,046.4	1,066.1
Exceptional income		146.4	146.4
Exceptional loss		(212.6)	(224.6)
EXCEPTIONAL INCOME/(LOSS)	6	(66.1)	(78.2)
EMPLOYEE PROFIT-SHARING		(77.5)	(75.1)
INCOME TAX EXPENSE	7	(49.4)	(51.7)
NET INCOME		853.3	861.2

Balance sheet

		Year ended December 31,			
		Note	2024		2023
(in millions of euros)			Brut	Amort./Depre.	Net
					Net
Assets					
NON-CURRENT ASSETS NET			8,182.8	(714.8)	7,468.0
Intangible assets	10,11,12		755.1	(500.1)	255.0
Property and equipment	10,11,12		231.0	(136.9)	94.1
Non-current financial assets	10,11,12		7,196.6	(77.8)	7,118.8
CURRENT ASSETS NET			3,334.6	(4.4)	3,330.2
Receivables	13		839.9	(4.4)	835.5
Marketable securities	14		1,389.6		1,389.6
Treasury shares	14		926.7		926.7
Cash and cash equivalents	14		9.9		9.9
Prepaid expenses	13		168.4		168.4
DEFERRED EXPENSES, BOND ISSUE AND REDEMPTION PREMIUMS		17	7.8		7.8
FOREIGN CURRENCY TRANSLATION ADJUSTMENT			3.3		3.3
TOTAL ASSETS			11,528.5	(719.2)	10,809.3

		Year ended December 31,		
		Note	2024	2023
(in millions of euros)				
Liabilities and equity				
SHAREHOLDERS' EQUITY		15	6,504.6	5,907.4
Capital			134.0	133.8
Share and contribution premiums			1,488.9	1,444.8
Reserves			13.5	13.5
Retained earnings			4,009.7	3,451.2
Income for the fiscal year			853.3	861.2
Regulated provisions			5.2	2.9
PROVISIONS FOR CONTINGENCIES AND LOSSES		16	706.7	679.6
Provisions for contingencies			10.1	9.6
Provisions for losses			696.6	670.0
LIABILITIES			3,594.2	3,978.8
Financial liabilities	17		2,517.9	3,017.0
Trade payables	18		845.8	796.9
Unearned revenue	18		230.5	164.9
FOREIGN CURRENCY TRANSLATION ADJUSTMENT			3.7	1.5
TOTAL LIABILITIES AND EQUITY			10,809.3	10,567.3

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Note 1 Description of Business and Key Events of the Year

Description of business

Dassault Systèmes SE ("the Company") provides broad end-to-end software solutions and services: its platform-based virtual twin experiences combine modeling, simulation, data science and collaborative innovation to support companies in the three sectors it serves, namely Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities.

These three sectors comprise eleven industries:

- Manufacturing Industries: Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods – Retail. In Manufacturing Industries, Dassault Systèmes helps customers virtualize their operations, improve data sharing and collaboration across their organization, reduce costs and time-to-market, and become more sustainable;
- Life Sciences & Healthcare: Life Sciences & Healthcare. In this sector, the Group aims to address the entire cycle of the patient journey to lead the way toward precision medicine. To reach the broader healthcare ecosystem from research to commercial, the Group's solutions connect all elements from molecule development to prevention to care, and combine new therapeutics, med practices, and Medtech;
- Infrastructure & Cities: Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. In Infrastructure & Cities, the Group supports the virtualization of the sector in making its industries more efficient and sustainable, and creating desirable living environments.

Dassault Systèmes SE (LEI code: 96950065LBWY0APQIM86) is a European company (*Societas Europaea*) incorporated under the laws of France on June 9, 1981 for a 99-year term starting on the date of its registration, until August 4, 2080. The Company's registered office is located at 10, rue Marcel Dassault, 78140 Vélizy-Villacoublay, France.

Dassault Systèmes shares are listed in France on Euronext Paris. Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family, is the main shareholder.

These annual financial statements were established under the responsibility of the Board of Directors on March 11, 2025.

Key Events of the Year

Mergers

As part of its program to simplify the organization of its legal entities throughout the world, Dassault Systèmes SE carried out the merger operation through *Universal Transmission of Assets (TUP)* of Dassault Data Services SAS on January 3, 2024, Eomys Engineering SAS on November 20, 2024.

As a result of the Dassault Data Services SAS TUP, a merger bonus of €49.4 million was recorded under financial income, corresponding to accumulated retained earnings, and €1.3 million under shareholders' equity.

Bonds

On September 16, 2019, the Company carried out a bond issue in four tranches totaling €3,650.0 million at a fixed rate. This transaction was part of the financing of the acquisition of Medidata Solutions, Inc. in October 2019.

On September 16, 2024, the Company reimbursed the second tranche of bond for €700.0 million (see Note 5 Financial income, Net and Note 17 Financial liabilities). The first tranche was reimbursed on September 16, 2022, for €900.0 million.

Note 2 Significant Accounting Policies

The financial year lasts for 12 months from January 1 to December 31.

The annual financial statements for the fiscal year ended December 31, 2024 are prepared and presented in accordance with the rule ANC n° 2014-03 related to the French General Chart of Accounts (PCG). New standards and recommendations effective January 1, 2024 onwards have no significant impact on the annual financial statements.

In particular, the annual financial statements are prepared in accordance with the principle of prudence, the principle of continuity of accounting methods from one year to the next, the independence of financial years, and under the going concern assumption. Assets and liabilities are initially recorded at historical cost.

Significant accounting policies are applied as follows:

Revenue

The Company derives revenue from three primary sources: (i) licenses, other software revenue (which includes the development of additional functionalities of standard products requested by clients), subscription and support (which includes software license updates and technical support); (ii) consulting and training services; and (iii) royalties from distribution agreements signed with the Company's subsidiaries and generally collected in currency of the subsidiary.

Revenues are disclosed net of taxes collected from customers and remitted to governmental authorities.

The Company accounts for a contract with a client when there is a written agreement that creates legally enforceable rights and obligations, including payment terms, when the contract has commercial substance and when collection consideration is probable. A performance obligation is a promise in a contract with a client to transfer products or services that are distinct from the other promises of the contract.

Revenue is recognized when, or as, control of a promised product or service is transferred to a client, in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those products or services.

The Company's products are also sold by value-added resellers that are most often assessed as principal in the transaction because they generally have the primary responsibility for fulfillment to the end-customer. As a result, most of the time the Group recognizes revenue in the amount of the fee it expects to be entitled to, i.e. the consideration paid by the distributor, assuming all other revenue recognition criteria are met.

Licenses, subscription, support and other software revenue

Software license revenue represents fees earned from granting customers licenses to use the Company's software. It includes license revenue of perpetual and periodic license sales of software products and is recognized at a point in time for an arrangement when control is transferred to the client.

Subscription contracts generally have a term of between one-year and five-year, and include an on premise software license and software support. Revenue from on premise license is generally recognized linearly over the contractual term.

Subscription revenue also is derived from access to cloud-based solutions (SaaS), infrastructure as a service (IaaS), cloud solution development and cloud managed services. Revenue from cloud subscription is generally recognized linearly over the contractual term.

Support revenue represents periodic fees associated with the sale of unspecified product updates on a when-and-if-available basis and technical support. Support agreements are entered into in connection with the initial software license purchase. Support may be renewed by the customer at the conclusion of each term. Revenue from support is recognized on a straight-line basis over the term of the support agreement as the Company has a standing ready obligation to provide services.

Other software revenue mainly relates to the development of additional functionalities of standard products requested by clients and is recognized when the development work is performed.

Recurring fees for subscription and support are reported within "Software Revenue".

Services Revenue

Services revenue consist primarily of fees from consulting services in process optimization and in methodology for design, deployment and support, and training services. Services generally do not require significant modification or customization of software products and are accounted for separately to the extent they are not essential to the functionality of software products.

Performance obligation from fixed price contracts are usually satisfied over the time. The revenue is recognized using percentage of completion based on the labor costs incurred to date as a percentage of the total estimated labor costs to fulfill the contract.

Service revenues derived from time and material contracts are recognized over the time on an output basis as labor hours are delivered or direct project expenses are incurred.

Royalties from distribution agreements between the Company and its subsidiaries

Agreements between the Company and its subsidiaries grant distribution rights of the Company's softwares in their respective markets. In consideration for the use of these rights, the Company invoices royalties to its subsidiaries, determined in such a way as to guarantee the distribution subsidiaries an operating margin in line with the arm's length principle. Royalties are accounted for when sales are made by resellers.

Research and development

Research costs are expensed as incurred.

Costs incurred to develop computer software products include mainly payroll and other headcount-related costs. They also include amortization expense, lease and maintenance costs of computer equipment used for product development, software expenditures and costs of information technology and communication.

Due to specificities in the software industry, the Company has determined that technological feasibility is the key criteria to capitalize development expenditure as it is generally the last criteria to be met. Currently, the risks and uncertainties inherent in the software development process make it difficult to demonstrate technological feasibility before a working prototype has been completed, which generally occurs shortly before the commercial release of its software products. As a consequence, costs incurred after technological feasibility is established that could potentially be capitalized are not material.

Research and development tax credits are recognized as a deduction to the income tax expense.

Intangible assets, property and equipment

Intangible assets, property and equipment are recognized at cost, including ancillary expenses, when they are purchased, at their production cost when they are produced internally, and at their integration value.

Under the rule ANC n° 2015-06 dated November 23, 2015, technical deficits from mergers and goodwill have been allocated to their underlying assets (principally technology and customer relationship) and amortized if necessary since January 1, 2016 except for residual goodwill considered as permanent and not amortized. All these assets are subject to impairment tests every year in accordance with the method described further along in the following section: Non-current Financial Assets.

The Company has assessed the risks and opportunities related to climate change and has not identified at this stage any significant impact that could change the estimated useful lives of property and equipment.

The useful life of intangible assets, property and equipment is presented in the Note 11 Depreciation and Amortization.

Non-current Financial Assets

Investments in subsidiaries are recognized at cost without revaluation of the transaction currencies. Expenses directly related to the acquisition of equity securities are included in the acquisition cost of these securities. Loans and advances to subsidiaries are valued at their net realizable value.

At least once a year, the Company reviews the net realizable value of its investments and loans to subsidiaries. The net realizable value of securities takes into account the amount of shareholders' equity, long-term profitability of the different activities and strategic factors based on assumptions and estimates which may have a significant impact. The Company use valuation models according to the activities including principally, for distribution and service, a comparable method based on stock market ratios and, for software operations, a method based on projected cash flows. An impairment loss is recognized if the net realizable value is less than the carrying value for a long period of time.

The Company has assessed the risks and opportunities related to the climate change and has not identified at this stage any significant risk requiring a provision for risk.

"Other financial assets" consist mainly of a portion of treasury shares (see below).

Treasury Shares

The Company implements a share repurchase program under the authorization granted to the Board of Directors by the General Meeting of Shareholders.

Treasury shares acquired under a liquidity contract are recorded under "Other financial assets". These shares are written down where the average share price over the last month of the fiscal year is below their purchased price.

Treasury shares acquired for the express purpose of being used in a future capital reduction are also classified under "Other financial assets". These shares are not written down to reflect their market price if lower.

Treasury shares allocated to a performance shares plans and to Employee shareholding plan are recorded under "Marketable securities", either at their acquisition cost if the shares were allocated at grant date, or at their net book value on the date of their reclassification if they were allocated to the plan after their acquisition. These shares are not subject to a provision for impairment.

For further information about provisions in respect of Group performance share plans, see the below Provisions for Contingencies and losses section.

Treasury shares are valued using the first-in, first-out (FIFO) method.

Marketable Securities

Marketable securities are initially recorded at cost and are depreciated, when applicable, by referring to their quoted price in an active market at year-end.

Operating receivables and payables

Trade receivables are reported at their net receivable value and trade payables are reported at their nominal value. For trade receivables, an allowance is recorded when the net realizable value is lower than the carrying value taking into account, in particular, aging and risk of non-collectability.

Foreign currency transactions

Transactions in foreign currencies are recorded in euros in the income statement at the exchange rate of the last day of the previous month, except for significant transactions, which are booked at the exchange rate of the transaction date. Receivables, payables and cash in foreign currencies are converted to euros in the balance sheet at the closing exchange rate or at the hedged rate when they are subject to exchange rate hedging. The conversion differences are recorded on the balance sheet in "Unrealized Exchange Losses/Gains". In the event of unrealized losses, a provision for contingencies (exchange loss) is recorded.

Provisions for Contingencies and losses

Provisions for contingencies and losses are recognized when liabilities to cover are probable to generate outflows of resources resulting from a present obligation. These provisions are estimated to take into account the most probable hypothesis at the closing date.

A provision for charges related to the attribution of performance share plans is based as follows:

- the acquisition period;
- the estimate that beneficiaries stay until the vesting date;
- the probability to reach the performance conditions;
- the acquisition share price;
- the market share price for the related social contribution.

The corresponding entry is recognized in "Personnel costs" in the income statement.

Derivatives

The Company may choose to manage exposure to foreign currency and interest rates with regards to revenue and cost generated by its ongoing and predictable activity. The Company may also mitigate a given foreign currency exposure linked to specific operations.

In order to hedge foreign currency exposure, the Company uses, as needed, foreign exchange contracts or financial instruments for which total maximum losses are known from the outset.

Hedging activities are generally carried out and managed by the Company for its own account and on behalf of its subsidiaries. In certain cases, however, the Company may authorize selected subsidiaries to enter into hedging instruments directly.

The fair market values of derivative instruments were determined by financial institutions using market prices and option pricing models.

Interest rate derivatives

Financial income and expense resulting from the use of derivatives are recorded in the income statement in the same manner as income and expense from the covered transactions when the derivatives are considered to be hedging transactions from an accounting perspective.

Exchange rate derivatives

Exchange rate derivatives contribute to the Company currency position. Unrealized losses on these derivatives are taken into account in determining the provision for unrealized exchange losses.

Isolated open position

Any transaction that does not qualify as a hedge is classified in a category called "isolated open position". The accounting treatment is as follows:

- derivatives are recorded in the balance sheet against transitional accounts at their fair value;
- a provision for unrealized losses derivatives is booked impacting the profit and loss account.

Note 3 Operating Revenue

Revenue Breakdown

(in millions of euros)	Year ended December 31,	
	2024	2023
Licenses revenue	111.2	130.6
Subscription and Support revenue	693.8	632.5
Royalties	1,010.2	952.7
TOTAL SOFTWARE REVENUE	1,815.1	1,715.8
Services revenue	93.4	58.5
Other revenue	554.3	527.0
TOTAL REVENUE	2,462.9	2,301.3

The breakdown of software revenue by geographic area is as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Europe	1,025.4	941.2
Asia	463.5	447.0
Americas	326.2	327.7
TOTAL SOFTWARE REVENUE	1,815.1	1,715.8

Other Revenue

Other revenue consists mainly in recharges of shared costs and central services, which are performed for the benefit of the Company's subsidiaries and in revenue from R&D activities subcontracted to affiliates.

Note 4 Personnel Costs

Personnel costs are broken down as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Salaries and wages	511.5	449.2
Social contributions	215.8	218.6
TOTAL PERSONNEL COSTS	727.3	667.8

The stability in social contribution is mainly due to an increase resulting from growth in the headcount, offset by the evolution of the Company's share price, which drives the social contributions due on performance share plans (refer to Note 8 Performance Shares).

Average Headcount by Category

Salaried employees by category	Year ended December 31,	
	2024	2023
Executives ("cadres")	4,814	4,200
Supervisors and technicians	-	111
Employees	19	29
TOTAL AVERAGE HEADCOUNT (in full time equivalents)*	4,833	4,340

* Apprentices and professional training contractors excluded.

The Company headcount increased notably as a result of the merger of Dassault Data Services SAS, as well as recruitment to serve the growth of the Group and the investments in research and development.

The concept of "Supervisors and technicians" does no longer exist following a change, in 2024, in the industry collective agreement.

Compensation of Executives

The compensation of the Company's executive officers was entirely paid by Dassault Systèmes SE. The amounts below relate to Mr. Bernard Charlès, Mr. Charles Edelstenne (until January 8, 2023), and Mr. Pascal DALOZ (since January 9, 2023):

(in thousands of euros)	Year ended December 31,	
	2024	2023
Salaries	5,180	4,280
Benefits in kind	20	20
Directors' fees*	114	110
TOTAL COMPENSATION OF EXECUTIVES	5,313	4,409

* The Directors' fees presented here corresponded to payments made in 2024 for 2023. The Directors' fees earned for 2024 totaled €161,000 paid in 2025.

Note 5 Financial Income, Net

Net financial income is as follows:

(in millions of euros)	Year ended December 31,	
	2024	2023
Dividends received	417.0	534.6
Revenue from disposals of investment securities	65.8	38.8
Interest income	52.9	21.9
FINANCIAL INCOME FROM INVESTMENTS	535.7	595.4
Additions of provisions for impairment of investments	(1.4)	(25.0)
Reversal of provisions for impairment of investments	15.5	0.5
Other interest expense	(36.9)	(27.2)
Foreign exchange expense	(10.9)	(26.7)
Foreign exchange income	11.2	24.9
FINANCIAL INCOME, NET	513.2	541.8

In 2024, the Company received €417.0 million dividends from its subsidiaries, of which € 396.2 million served by Dassault Systèmes Corp.

Interest income consists mainly in the merger bonus of €49.4 million following the Dassault Data Services SAS TUP (refer to Note 1 Description of Business and Key Events of the Year).

Note 6 Exceptional Income/Loss

Exceptional loss for the year ended December 31, 2024 is €66.1 million compared to a loss of €78.2 million for the year ended December 31, 2023.

The change is mainly due to the decreased in expenses relating to the performance shares granted to Mr. Bernard Charlès, when he was Chief Executive Officer. These expenses are the main component of the exceptional item.

Note 7 Income Tax

The Company is the head of a tax group, including 5 entities at the end of December 2024.

The tax integration agreement states that the income tax of tax-integrated companies will be the same as it would have been if each subsidiary had not been a member of it. As a

stand-alone entity, the Company income tax would have amounted to €49.3 million in 2024.

The breakdown of income tax between current income and exceptional loss for the year ended December 31, 2024, is as follows:

(in millions of euros)	Income before tax	Tax (expense) credit	Income after income tax
Current income	1,046.4	(85.4)	960.9
Exceptional loss*	(143.7)	36.1	(107.6)
TOTAL	902.7	(49.4)	853.3

* Exceptional loss includes exceptional items and employee profit-sharing.

The effective income tax rate for the year ended December 31, 2024 was 5.5% and remained stable against the 5.7% in 2023.

Following the transposition of the European directive into French law on December 29, 2023, the GloBE rules are applicable in France from this 2024 financial year.

With regard to GloBE rules, the calculations of effective tax rates are carried out on a broader scope of entities than Dassault Systèmes. As a consequence, the potential impacts of this new regulation are currently being analysed jointly at this broader scope. For the 2024 financial year, GloBE rules

do not have a significant impact on the Company effective tax rate.

Increases and Reductions in Future Income Tax Payable

Increases and reductions in future income tax payable are evaluated on the basis of the standard corporate tax rate, plus social security contribution on profits.

(in millions of euros)	Year ended December 31,	
	2024	2023
Nature of temporary differences		
SHORT TERM (25.83% TAX RATE FOR 2024 AND 2023)	51.6	70.6
Provision for employee profit-sharing	39.3	37.5
Depreciation of receivables	4.3	6.5
Other	7.9	26.5
LONG TERM (25.83% TAX RATE FOR 2024 AND 2023)	53.2	44.5
Provision for post-employment benefits	51.0	40.9
Other	2.2	3.6
TOTAL TEMPORARY DIFFERENCES	104.7	115.1
Net reduction of the future corporate tax debt		
25.83% short term tax rate for 2024 and 2023	13.3	18.2
25.83% long term tax rate for 2024 and 2023	13.7	11.5

Note 8 Performance Shares

New plans granted in 2024

Plan 2024-A

Pursuant to an authorization granted by the General Meeting of Shareholders held on May 24, 2023, the Board of Directors decided, on May 22, 2024, to grant 4,377,215 performance shares (Plan 2024-A) to some employees and executives of the Group.

The shares of this 2024-A plan shall be acquired subject to the end of a period of around three years. They shall vest, in full or in part, if some performance criteria are achieved, and the beneficiary is still an employee, an executive or a corporate officer of the Group at the end of a service period ending on November 22, 2026.

Plans 2024-M1 and 2024-M2

The Boards of Directors also decided respectively on May 22, 2024 and on September 18, 2024 to grant 878,771 performance shares (Plan 2024-M1) and 35,166 shares (Plan 2024-M2) to some employees and executives of the Group.

Such shares shall be acquired at the end of a period of one year (tranche 1), two years (tranche 2) and three years and two days (tranche 3) from the grant date. They shall vest, in full or in part, if the beneficiary is still an employee or an executive of the Group at the end of these periods and provided certain performance conditions are achieved.

A summary of the Group's performance shares plans is as follows:

Plans	2020-A	2020-B	2020-M	2021-A	2021-B
Date of General Meeting of Shareholders	05/22/2018	05/22/2018	05/22/2018	05/26/2021	05/26/2021
Date of grant by Board of Directors	05/26/2020	05/26/2020	05/26/2020	06/29/2021	06/29/2021
Total number of shares granted	804,966	300,000	56,721	741,569	300,000
Restated total number of shares granted ⁽¹⁾	4,024,830	1,500,000	283,605	3,707,845	1,500,000
Acquisition period (in years) ⁽²⁾	Four	Four	Three	Two or Four ⁽⁵⁾	Two or Four ⁽⁵⁾
Performance conditions	See note ⁽³⁾	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁶⁾	See note ⁽⁶⁾
Performance conditions is reached at December 31, 2024	See note ⁽¹¹⁾	See note ⁽¹¹⁾	Yes	See note ⁽¹¹⁾	See note ⁽¹¹⁾

Plans	2021-M1	2021-M2	2022-A1	2022-B	2022-M1
Date of General Meeting of Shareholders	N/A	N/A	05/26/2021	05/26/2021	N/A
Date of grant by Board of Directors	06/29/2021	09/22/2021	05/19/2022	05/19/2022	05/19/2022
Total number of shares granted	175,371	16,982	3,690,907	1,500,000	817,809
Restated total number of shares granted ⁽¹⁾	876,855	16,982	3,690,907	1,500,000	817,809
Acquisition period (in years) ⁽²⁾	One, Two, Three or Four ⁽⁵⁾	One, Two, Three or Four ⁽⁵⁾	Three	Three	One, Two, or Three ⁽⁵⁾
Performance conditions	See note ⁽⁴⁾	See note ⁽⁴⁾	See note ⁽³⁾	See note ⁽³⁾	See note ⁽⁴⁾
Performance conditions is reached at December 31, 2024	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾	See note ⁽¹¹⁾

Plans	2022-A2	2022-M2	2023-A	2023-B	2023-M1
Date of General Meeting of Shareholders	05/26/2021	N/A	05/24/2023	05/24/2023	N/A
Date of grant by Board of Directors	09/21/2022	09/21/2022	05/24/2023	05/24/2023	05/24/2023
Total number of shares granted	28,523	24,264	3,707,133	1,500,000	926,310
Restated total number of shares granted ⁽¹⁾	28,523	24,264	3,707,133	1,500,000	926,310
Acquisition period (in years) ⁽²⁾	Three	One, Two, or Three ⁽⁵⁾	Three	Three	One, Two, or Three ⁽⁵⁾
Performance conditions	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁷⁾	See note ⁽⁷⁾	See note ⁽⁸⁾
Performance conditions is reached at December 31, 2024	N/A	See note ⁽¹¹⁾	N/A	N/A	See note ⁽¹¹⁾

Plans	2023-M2	2024-A	2024-M1	2024-M2
Date of General Meeting of Shareholders	N/A	05/24/2023	N/A	N/A
Date of grant by Board of Directors	09/20/2023	05/22/2024	05/22/2024	09/18/2024
Total number of shares granted	28,003	4,377,215	878,771	35,166
Restated total number of shares granted ⁽¹⁾	28,003	4,377,215	878,771	35,166
Acquisition period (<i>in years</i>) ⁽²⁾	One, Two, or Three ⁽⁵⁾	Three	One, Two, or Three ⁽⁵⁾	One, Two, or Three ⁽⁵⁾
Performance conditions	See note ⁽⁸⁾	See note ⁽⁹⁾	See note ⁽¹⁰⁾	See note ⁽¹⁰⁾
Performance conditions is reached at December 31, 2024	See note ⁽¹¹⁾	N/A	See note ⁽¹¹⁾	See note ⁽¹¹⁾

(1) Presented in order to reflect the five-for-one share split effected on July 7, 2021.

(2) For the 2020-M, 2021-M1, 2021-M2, 2022-M1, 2022-M2, 2023-M1, 2023-M2, 2024-M1 and 2024-M2 plans, subject to the condition that the beneficiary be an employee or a Director of the Group at the acquisition date. The presence period is three years for the 2020-A and 2020-B plans, one year and a half and three years for the 2021-A and 2021-B plans (respectively for tranches 1 and 2), and two years and a half for the 2022-A1, 2022-B, 2022-A2, 2023-A, 2023-B and 2024-A plans.

(3) For the 2020 and 2022 plans (2020-M, 2022-M1, 2022-A2, 2022-M2 excluded): performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the respective years 2023 and 2024, and the one achieved in the respective years 2019 and 2021 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares. For the 2022-A2 plan, performance condition based on a targeted growth between the non-IFRS diluted EPS excluding foreign currency effects for the year 2024 and the one achieved in 2021 (vesting condition).

(4) For the 2020-M plan, performance condition based on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA activity. This double condition, is based on targeted growths between the year 2022, excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2021-M1 and 2021-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2021, 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition). For the 2022-M1 and 2022-M2 plans, the criteria of the non-IFRS diluted EPS on the one hand and the non-IFRS revenue and the non-IFRS operating margin on the other hand, are based on targeted growths between the years 2022, 2023 and 2024 (respectively for each tranche), excluding foreign currency effects, and the levels of satisfaction of the considered reference year (vesting condition).

(5) Share acquisition divided into two tranches for 2021-A and 2021-B plans, the first having vested on June 29, 2023 and the second vesting on June 30, 2025. Share acquisition divided into four tranches for 2021-M1 (respectively vesting on June 29, 2022, June 29, 2023, July 1, 2024 and June 30, 2025) and 2021-M2 (respectively vesting on September 22, 2022, September 22, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2022-M1 (respectively vesting on May 19, 2023, May 20, 2024 and May 19, 2025) and 2022-M2 (respectively vesting on September 21, 2023, September 23, 2024 and September 22, 2025). Share acquisition divided into three tranches for 2023-M1 (respectively vesting on May 24, 2024, May 26, 2025 and May 26, 2026) and 2023-M2 (respectively vesting on September 20, 2024, September 22, 2025 and September 21, 2026). Share acquisition divided into three tranches for 2024-M1 (respectively vesting on May 22, 2025, May 22, 2026 and May 24, 2027) and 2024-M2 (respectively vesting on September 18, 2025, September 18, 2026 and September 20, 2027).

(6) For the 2021-A and 2021-B plans, the performance condition will be measured based on the growth of the non-IFRS diluted EPS for the year 2022 (tranche 1) and the year 2024 (tranche 2), neutralized from currency effects, compared to that of the year 2020 (non-vesting condition).

(7) For the 2023-A and 2023-B plans, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2025, neutralized from currency effects, and the one achieved in 2022 (non-vesting condition). Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Target initiative (three sub-criteria) and iii) the diversity (three sub-criteria).

(8) For 2023-M1 and 2023-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 40% on the growth of the non-IFRS diluted EPS for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), neutralized from currency effects, compared to that of the year 2022 (non-market vesting condition); for a weight of 40% on the growth neutralized from currency effects of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2023 (tranche 1), 2024 (tranche 2) and 2025 (tranche 3), compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria by the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Target initiative (three sub-criteria) and iii) the diversity (three sub-criteria).

(9) For the 2024-A plan, performance condition based on two elements: for a weight of 80% on a targeted growth between the non-IFRS diluted EPS for the year 2026, neutralized from currency effects, compared to that of the year 2023. Such growth must be at least equal to a threshold (expressed as a percentage) established by the Board of Directors granting the shares; for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group: i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Target initiative (two sub-criteria) and iii) the diversity (three sub-criteria).

(10) For 2024-M1 and 2024-M2 plans, performance conditions will be measured based on the level of achievement of the following three conditions: for a weight of 30% on the growth of the non-IFRS diluted EPS for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the year 2023 (non-market vesting condition); for a weight of 50% on the growth of the non-IFRS revenue and of the non-IFRS operating margin of the MEDIDATA brand (double criteria) for the years 2024 (tranche 1), 2025 (tranche 2) and 2026 (tranche 3), neutralized from currency effects, compared to that of the considered reference year (non-market vesting condition); for a weight of 20% on the achievement of three environmental, social and governance criteria for the Group (mainly non-market vesting conditions): i) the share of total IFRS revenue deemed eligible within the meaning of EU Taxonomy, ii) the reduction in greenhouse gas emissions in line with the targets submitted to the Science-Based Target initiative (two sub-criteria) and iii) the diversity (three sub-criteria).

(11) Performance conditions related to the following plans have been fulfilled: 2020-A, 2020-B, 2021-A (tranche 1), 2021-B (tranche 1), 2021-M1 (tranches 1, 2 and 3), 2021-M2 (tranches 1, 2 and 3), 2022-M1 (tranches 1 and 2), 2022-M2 (tranches 1 and 2), 2023-M1 (tranche 1) and 2023-M2 (tranche 1). Performance conditions will be measured by the March 11, 2025 Board of Directors related to the following plans: 2021-A (tranche 2), 2021-B (tranche 2), 2021-M1 (tranche 4), 2021-M2 (tranche 4), 2022-A1, 2022-B, 2022-M1 (tranche 3), 2022-M2 (tranche 3), 2023-M1 (tranche 2), 2023-M2 (tranche 2), 2024-M1 (tranche 1) and 2024-M2 (tranche 1).

The Company recorded as operating items an accrual for the total foreseeable costs relating to the rights to receive Dassault Systèmes shares granted to beneficiaries directly contributing to its activity. The expense related to other

Group beneficiaries is recorded as exceptional item, offset by an accrued income for the same amount, representing the recharge to subsidiaries due on maturity dates of the plans.

Note 9 Research and Development Expense

In 2024, the Company recorded a total of €399.5 million of research and development expenses, representing 22.0% of software revenue. This amount reflects a full-cost

basis including IT and facility costs, as well as employee profit sharing for research and development teams, net of intercompany recharges and grants.

Note 10 Fixed Assets

(in millions of euros)	Year ended December 31,			2024
	2023	Addition	Disposal	
Goodwill	112.2	-	-	112.2
Software	91.0	2.4	(6.2)	87.1
Technologies and customer assets	554.0	1.7	-	555.7
INTANGIBLE ASSET	757.2	4.1	(6.2)	755.1
Machinery and equipment	142.4	24.9	(5.2)	162.0
Fixtures and fittings	47.1	10.8	(2.8)	55.1
Office furniture and equipment	7.1	7.1	(0.3)	13.8
PROPERTY & EQUIPMENT	196.6	42.8	(8.4)	231.0
Investments in subsidiaries	7,142.9	13.0	(6.0)	7,149.8
Loans and advances to subsidiaries	13.5	-	(0.5)	13.0
Treasury Shares	16.6	228.5	(222.7)	22.4
Other financial assets	21.1	218.8	(228.5)	11.4
NON CURRENT FINANCIAL ASSETS	7,194.1	460.3	(457.8)	7,196.6
TOTAL	8,147.9	507.2	(472.4)	8,182.8

Residual goodwill considered as non-depreciable asset, amounted to €85.3 million net of provisions.

The property and equipment acquisitions were mainly related to fit-out of the new building on the headquarter campus and Paris-Grande Armée building.

The increase in subsidiaries corresponded to the acquisition of Eomys Engineering SAS and Amcad Engineering SAS.

The decrease in investments in subsidiaries was primarily driven by merger impacts of Dassault Data Services SAS and Eomys Engineering SAS (refer to Note 1 Description of Business and Key Events of the Year).

The movements in treasury shares were primarily due to the repurchase of treasury shares and their subsequent sales.

Note 11 Assets Depreciation and Amortization

(in millions of euros)	Amortization period	Amortization method	Year ended December 31,			2024
			2023	Addition	Disposal	
Software	3 to 5 years	Straight-Line	79.6	4.4	(6.2)	77.7
Technologies and customer assets	5 to 10 years	Straight-Line	355.5	39.9	-	395.4
INTANGIBLE ASSET			435.1	44.3	(6.2)	473.2
Machinery and equipment	3 to 6 years	Straight-Line/ Degrressive	104.7	14.2	(5.2)	113.7
Fixtures and fittings	Over the term of the lease	Straight-Line	17.2	3.9	(1.9)	19.2
Office furniture and equipment	10 years	Straight-Line	3.0	1.3	(0.2)	4.0
PROPERTY & EQUIPMENT			124.8	19.4	(7.4)	136.9
TOTAL			559.9	63.7	(13.6)	610.0

Note 12 Provision for impairment of assets

(in millions of euros)	Year ended December 31,			2024
	2023	Addition	Disposal	
Goodwill	21.9	5.0	-	26.9
INTANGIBLE ASSET	21.9	5.0	-	26.9
Investments in subsidiaries	93.3	-	(15.5)	77.8
Other financial assets	-	-	-	-
NON CURRENT FINANCIAL ASSETS	93.3	-	(15.5)	77.8
Doubtful receivable	6.6	2.0	(4.2)	4.4
RECEIVABLE	6.6	2.0	(4.2)	4.4
TOTAL	121.8	7.1	(19.7)	109.1

The impairment tests realized in 2024 on financial investments (refer to Note 2 Significant Accounting Policies) led to a reversal provision of €15.5 million.

Note 13 Receivables

Gross receivable are as follows:

(in millions of euros)	Less than 1 year	More than 1 year	Year ended December 31,	
			2024	2023
Non-current receivables	-	13.0	13.0	13.5
Current receivables	736.4	103.4	839.9	735.3
Accounts receivable	591.9	103.4	695.3	605.8
Current accounts with debit balances	3.8	-	3.8	2.4
Tax and social receivable	108.8	-	108.8	108.0
Other receivable	31.9	0.1	32.0	19.2
Prepaid expenses	103.8	64.7	168.4	156.1
TOTAL RECEIVABLES	840.2	181.1	1,021.3	904.9

Non-current receivables correspond to a loan granted to a subsidiary.

The increase of accounts receivable, including related companies (refer to Note 19 Elements Concerning Related Companies), is mainly explained by higher commercial activity in the last quarter of 2024 compare to the last quarter of 2023. Accounts receivables are depreciated for €-4.3 million.

Tax receivables mainly comprise tax credits.

Prepaid expenses are mainly composed of IT services paid in advance.

Note 14 Treasury

Marketable Securities and cash

On December 31, 2024, marketable securities amount to €1,389.6 million compared to €1,425.5 million on December 31, 2023. They primarily consist of investments in money market mutual funds and marketable debt securities with short-term maturities invested in euros.

Cash and marketable securities decreased from €1,437.4 million at December 31, 2023 to €1,399.6 million

at December 31, 2024 due to the reimburse of the second tranche of its bonds in September 2024 (refer to Note 1 Description of Business and Key Events of the Year). This decrease is offset by the increase of its operational and holding activities as well as centralized cash management for some of its subsidiaries.

Treasury Shares

Share repurchases are analyzed below as at December 31, 2024:

	Year ended December 31,				
(in millions of euros)	2023	Addition	Disposal	Reclassment	2024
Non-Current Financial Assets ⁽¹⁾					
Number of treasury shares	400,987	6,241,626	(5,971,598)	-	671,015
Gross value	16.6	228.5	(222.7)	-	22.4
Provision for impairment	-	-	-	-	-
NET VALUE TREASURY SHARES	16.6	228.5	(222.7)	-	22.4
Marketable Securities ⁽²⁾					
Number of treasury shares	20,216,897	9,500,000	(6,040,409)	-	23,676,488
Gross value	757.7	364.3	(195.3)	-	926.7
Provision for impairment	-	-	-	-	-
NET VALUE TREASURY SHARES	757.7	364.3	(195.3)	-	926.7

(1) The Company has been contracting in a liquidity agreement with the broker Oddo BHF SCA since 2015. In 2024 as part of this contract, 6,241,626 shares were acquired at an average price of €36.61 and 5,971,598 were sold at an average price of €36.63.

(2) The General Meeting of Shareholders of May 22, 2024 authorized the Board of Directors to implement a share repurchase program limited to 25.0 million of shares. Under this authorization, the Company may not spend more than an annual aggregate amount of €1 billion.

Note 15 Shareholders' Equity

Share Capital

Changes in share capital during the year ended December 31, 2024 are as follows:

	Number of shares authorized and issued	Par value (in euro)	Capital (in euros)
SHARES AS OF JANUARY 1	1,337,916,433	0.10	133,791,643
Capital increase	-	-	-
Capital decrease	-	-	-
Shares issued pursuant to exercise of share subscription options	1,758,318	0.10	175,832
SHARES AS OF DECEMBER 31	1,339,674,751	0.10	133,967,475

Shareholder base

On December 31, 2024, the share capital of the Company is held by:

(%)	2024	2023
Public	49.11	50.16
Groupe Industriel Marcel Dassault	39.97	40.02
Charles Edelstenne ⁽¹⁾	5.99	5.97
Bernard Charlès ⁽²⁾	2.65	1.88
Treasury shares ⁽³⁾ and indirect treasury shares ⁽⁴⁾	2.01	1.73
Pascal Daloz ⁽⁵⁾	0.27	0.24
TOTAL	100.00	100.00

On December 31, 2024, the voting rights in the Company are held by:

(in % of exercisable voting rights)	2024	2023
Groupe Industriel Marcel Dassault SAS	53.91	53.93
Public	34.25	35.32
Charles Edelstenne ⁽¹⁾	8.05	8.03
Bernard Charlès ⁽²⁾	3.46	2.43
Pascal Daloz ⁽⁵⁾	0.33	0.29
TOTAL	100.00	100.00

(1) Including shares held in two family companies managed by Mr. Edelstenne.

At December 31, 2024, Mr. Edelstenne held 22,578,565 shares with all ownership rights and 16,910 shares through two family companies which he manages, representing a total of 1.69% of the capital and 2.25% of the exercisable voting rights, as well as 57,636,000 shares with "beneficial" rights (*usufruit*). For the beneficial rights with respect to these 57,636,000 shares, representing 5.80% of the exercisable voting rights, Mr. Edelstenne can only exercise the right to vote on decisions of the General Meeting concerning the allocation of profits; the holders of the bare ownership rights (*nue-propriété*) exercise the voting rights for other resolutions in compliance with Article 11 of the by-laws.

For details related to the Company shares held by Mr. Edelstenne on December 31, 2023 and December 31, 2022, see paragraph 6.3.1. of Universal registration documents ("URD") for 2023 and 2022, respectively.

(2) Including shares and voting rights held by Mr. Charlès' wife and children. As their proxy, Mr. Charlès exercises the voting rights for all resolutions submitted to the General Meeting of Shareholders. Personally, Mr. Charlès held (i) at December 31, 2024, 23,102,205 shares representing 1.72% of the share capital, and 43,954,410 exercisable voting rights, i.e. 2.21% of the exercisable voting rights, (ii) at December 31, 2023, 25,202,205 shares representing 1.88% of the share capital, and 48,154,410 exercisable voting rights, i.e. 2.43% of exercisable voting rights, and (iii) at December 31, 2022, 24,452,205 shares representing 1.83% of the share capital and 45,904,410 exercisable voting rights, i.e. 2.32% of exercisable voting rights.

(3) Including 671,015 shares through the liquidity agreement as of December 31, 2024. As of December 31, 2023, such number was 400,987 shares.

(4) Shares held by SW Securities LLC. This company is a Dassault Systèmes subsidiary; the Dassault Systèmes' shares held by it do not have voting rights.

(5) Mr. Pascal Daloz is executive officer since January 9, 2023 and Chief Executive Officer since January 1, 2024.

Stock Options

The main features of the Company stock option plans are as follows:

- options vest over various periods ranging from one to three years and a half, subject to continued employment;
- options expire ten years from grant date, or after termination of employment or term of office, whichever is earlier;

- options have generally been granted at an exercise price equal to or greater than the grant date market value (or the market value the day before the grant) of Dassault Systèmes share.

The Company issues new shares when options are granted. The Company does not record any Stock Option Plan expense.

Other information related to the stock options

A summary of the Group's stock option activity is as follows:

	2024		2023	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
OUTSTANDING AS OF JANUARY 1,	24,763,785	€27.60	25,771,918	€26.35
Granted	-	-	2,140,126	39.40
Exercised	(1,758,318)	24.41	(2,876,725)	24.67
Forfeited	(229,464)	36.80	(271,534)	33.11
OUTSTANDING AS OF DECEMBER 31,	22,776,003	€27.76	24,763,785	€27.60
Exercisable	20,324,056	€26.37	18,929,104	€24.83

The remaining contractual lives and exercise prices of options outstanding as of December 31, 2024 are presented below:

Stock option plan	Number of options	Remaining life (years)	Exercise price
2015-01	785,674	0.67	€12.40
2016-01	1,272,396	1.40	€13.80
2017-01	2,288,107	2.39	€16.40
2018-01	3,246,387	3.39	€22.00
2019-01	3,790,084	4.50	€28.00
2020-01	4,681,337	5.40	€29.09
2020-M-01	4,865	5.19	€26.20
2020-M-02	903,440	5.40	€29.09
2020-M-03	130,095	5.73	€31.57
2021-01	1,838,303	6.49	€41.32
2022-01	1,766,799	7.38	€37.17
2023-01	2,068,516	8.40	€39.40
OUTSTANDING AS OF DECEMBER 31,	22,776,003	4.79	€27.76

Movements in Shareholders' Equity

Changes in shareholders' equity for the year ended December 31, 2024 are as follows:

<i>(in millions of euros)</i>	2023	Appropriation of 2023 earnings	Movement in shareholders' equity	Net income for 2024 fiscal year	2024
Share Capital	133.8	-	0.2	-	134.0
Share and contribution premiums	1,444.8	-	44.1	-	1,488.9
Statutory reserve	13.4	0.0	-	-	13.4
Others reserves	0.2	-	-	-	0.2
Retained earnings	3,451.2	558.5	-	-	4,009.7
Income for the fiscal year	861.2	(861.2)	-	853.3	853.3
Regulated provisions	2.9	-	2.4	-	5.2
SHAREHOLDERS' EQUITY	5,907.4	(302.7)	46.6	853.3	6,504.6

Movements in shareholder's equity result from the issuances of new shares from stock option plans as well as the additional of the derogatory depreciation relating to

property, plant and equipment, offset by the reversal of depreciation relating to bond costs incurred.

Dividend rights

The May 2024 and May 2023 Shareholders' Meetings have decided to distribute dividends, fully in cash, for €302.7 million and €276.2 million, respectively.

Note 16 Provisions for Contingencies and Losses

Movements of provisions for contingencies and losses are as follows:

<i>(in millions of euros)</i>	Year ended December 31,				2024
	2023	Addition	Utilization	Reversal of unutilized amounts	
Reserve for litigation	1.8	1.0	(0.3)	(0.1)	2.5
Provisions for exchange losses	1.9	3.6	(2.1)	-	3.3
Provisions for loss on completion	0.7	-	-	(0.2)	0.5
Other provisions for contingencies	5.2	0.3	-	(1.7)	3.8
PROVISIONS FOR CONTINGENCIES	9.6	4.9	(2.4)	(2.0)	10.1
Provisions for post-employment benefits	43.2	10.0	-	(0.4)	52.8
Provisions for restructuring	1.4	0.1	(1.1)	-	0.4
Provisions for performance shares*	625.4	253.8	(235.9)	-	643.3
PROVISIONS FOR LOSSES	670.0	263.9	(237.0)	(0.4)	696.6
TOTAL PROVISIONS	679.6	268.9	(239.4)	(2.4)	706.7

* Refer to Note 8 Performance Shares.

Changes in provisions for contingencies and losses impact captions of the income statement as follows:

<i>(in millions of euros)</i>	Addition	Utilization	Reversal of unutilized amounts
Operating income	150.1	(160.0)	(2.4)
Financial income, net	0.0	(0.0)	-
Exceptional income/(loss)*	118.7	(79.4)	-
TOTAL	268.9	(239.4)	(2.4)

* Refer to Note 8 Performance Shares.

Provisions for Post-employment Benefits

The Company commitment related to post-employment benefits is evaluated and recognized using the prospective actuarial method based on right pro rata acquisition with the use of a corridor. This method takes into account rights acquired by employees on the date of their retirement, computed on the basis of the employees' seniority and annual salary at the time of retirement, recognized on a straight-line basis, on period before the retirement age, and given maximum rights. These rights are acquired and paid as a lump sum to employees when they retire.

The projected benefit obligation at December 31, 2024 is determined based on the following assumptions: retirement between 60 and 66 years of age, discount rate of 3.40%, average increase in salaries of 3.05% and a 3.40% expected return on funds. The Company has an insurance policy with a life insurance company that covers the retirement payment commitments. In respect of this policy, the funds amount to a total of €15.5 million as of December 31, 2024. Actuarial impacts on the cost of past services are spread in operating income using the corridor method. They amount to a net expense of €1.8 million, to be spread over 22.4 years representing the estimated length of residual employee service.

Note 17 Financial Liabilities

Financial liabilities are as follows:

<i>(in millions of euros)</i>	Less than 1 year	1 to 5 years	More than 5 years	Year ended December 31,	
				2024	2023
Bond	1.6	2,050.0	-	2,051.6	2,751.6
Bank loans and borrowings	0.1	-	-	0.1	0.1
Commercial papers	450.0	-	-	450.0	250.0
Employee profit-sharing scheme	3.7	-	-	3.7	7.5
Other financial liabilities	-	11.9	0.7	12.6	7.8
TOTAL FINANCIAL LIABILITIES	455.3	2,061.9	0.7	2,517.9	3,017.0

Bonds

On November 15, 2024, Standard & Poors Global Ratings reaffirmed their "A" rating with a Stable outlook for Dassault Systèmes SE and its long term debt.

On September 16, 2019, the Company issued a four tranches of fixed rate bond for a total of €3,650.0 million. This issuance was part of the financing of the acquisition of Medidata Solutions, Inc. completed in October 2019.

On September 16, 2024, the Company reimbursed the second tranche of bond for €700.0 million. The first tranche was reimbursed on September 16, 2022, for €900.0 million.

The conditions of the remaining tranches of bonds are as follows:

Bond	Nominal amount <i>(in millions of euros)</i>	Maturity date	Coupon
2026	900.0	September 16, 2026	0.125%
2029	1,150.0	September 16, 2029	0.375%

The terms and conditions of these bonds are detailed in the transaction note having obtained the AMF visa n° 19-434 dated September 12, 2019. As of December 31, 2024, €5.8 million bond issue premium was booked as an asset.

Commercial papers

In July 2022, the Company launched a program of commercial papers (Negotiable EUropean Commercial Paper – NEU CP) with a maximum outstanding amount, authorized by the Board, of €750.0 million. During 2024, the Company issued under this program €2,227.0 million with a maximum maturity of three months and reimbursed €2,027.0 million under this program.

Line of credit

The Company received a financing commitment in the form of a revolving line of credit of €750.0 million for a period of 5 years from October 28, 2019. In May 2020 and May 2021, the Company exercised its option to extend its term for one year respectively, bringing the new termination date to October 2026. As of December 31, 2024, the line of credit was not drawn down.

Note 18 Trade Payables

Trade payables are as follows:

(in millions of euros)	Less than 1 year	More than 1 year	Year ended December 31,	
			2024	2023
Trade payables	845.4	0.4	845.8	796.9
Accounts payables	151.6	-	151.6	157.7
Tax and social liabilities	264.9	0.0	264.9	242.1
Current accounts with credit balances	391.8	-	391.8	376.8
Other liabilities	37.2	0.4	37.6	20.4
Unearned revenue	196.0	34.5	230.5	164.9
TOTAL OPERATING LIABILITIES	1,041.4	34.9	1,076.3	961.8

Tax and social security liabilities correspond mainly to provisions for holiday pay and profit-sharing.

Unearned revenue is composed primarily of deferred software, subscription and support revenue relating to periods subsequent to 2024.

Note 19 Elements Concerning Related Companies

(in millions of euros)	Year ended December 31,	
	2024	2023
Loans receivable	13.0	13.5
Trade accounts receivable and related items	454.0	387.4
Current accounts receivable	3.8	2.4
Accounts payable and related items	81.3	72.4
Current accounts with credit balances	391.8	376.8
Finance income: dividends collected and net interest received	402.3	555.8

The increase in trade accounts receivable and related items is principally explained by the re-invoicing to subsidiaries, in particular royalties on products for which Dassault Systèmes SE owns the technology (refer to Note 13 Receivables).

The financial income reflects dividends received from its subsidiaries (refer to Note 5 Financial Income, Net).

Note 20 Financial Commitments

Financial Instruments

The fair value of instruments used to manage currency and interest rate exposure is as follows:

(in millions of euros)	Year ended December 31,			
	2024		2023	
	Nominal amount	Fair value	Nominal amount	Fair value
Forward exchange contract CNH/EUR – sale ⁽¹⁾	164.5	(2.0)	63.1	(0.7)
Forward exchange contract JPY/EUR – sale ⁽¹⁾	131.4	2.8	161.6	1.6
Forward exchange contract GBP/EUR – sale ⁽¹⁾	115.5	(2.9)	74.6	(0.4)
Forward exchange contract KRW/EUR – sale ⁽¹⁾	38.8	1.1	-	-

(1) Instruments entered into by the Company to hedge the foreign currency exchange risk of royalty flows, and mainly qualified as hedging instruments.

At the end of 2024, foreign exchange contracts mentioned above have maturity dates of less than two years.

Note 21 Other Commitments and Contingencies

Leases

Leases commitments mainly relate to building locations with area exceeding 2,500 square meters and break down are as follows:

(in millions of euros)	Year ended December 31, 2024			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Total leases commitments	34.7	153.1	138.5	326.4

Litigation and other proceedings

The Company is involved in litigation and other proceedings, such as civil, commercial and tax proceedings, incidental to normal operations.

It is not possible to determine with certainty the outcome of the dispute and notably the resulting expense for the Company, if any.

However, in the opinion of management, after consultation with its lawyers and advisers, the resolution of such litigation and proceedings should not have a material effect on the financial statements of the Company.

Guarantee pledged

The Group has a central cash management operated through a banking institution. In this context, the Company offered a guarantee to the bank in an amount of \$500.0 million. All commitments of the bank are guaranteed by its parent company.

The Company provides guarantees in the framework of contracts between subsidiaries and third parties for a total amount of €17.8 million at December 31, 2024.

Moreover, the Company provides letters of intent for its subsidiaries Dassault Systèmes UK Limited, Dassault Systèmes (Suisse) SA, and Dassault Systèmes Deutschland GmbH for, respectively, a maximum amount of GBP 150.0 million, CHF 0.4 million and EUR 70.0 million. These letters of intent expire, respectively, on September 24, 2025, December 31, 2025 and October 20, 2033.

Note 22 Additional Information

Identity of the Consolidating Company

Dassault Systèmes SE's business is included in the consolidated financial statements of Groupe Industriel Marcel Dassault SAS, whose registered office is located at 9, Rond-Point des Champs-Élysées – Marcel Dassault, 75008 Paris, France, and which belongs to the Dassault family.

Post-closing events

None.

Note 23 Information Relating to Subsidiaries and Shareholdings

	Cur- rency	Capital and reserves ⁽¹⁾	% of capital held	Carrying amount ⁽²⁾		Loans and advances granted ⁽²⁾	Guarantees provided ⁽²⁾	Previous financial year sales, excluding tax ⁽²⁾	Previous financial year earnings ⁽²⁾	Dividend received on the financial year ⁽²⁾
				Gross value	Net value					
Detailed information on subsidiarises and affiliates (+50% of the capital held by the company)										
Dassault Systèmes Provence SAS	EUR	192.5	100%	32.2	32.2	-	-	63.4	35.3	-
Dassault Systèmes International SAS	EUR	362.0	100%	774.4	749.4	-	-	-	(324.3)	-
Trust Management Advisors-Stratorg SAS	EUR	2.0	51%	3.6	3.6	-	-	0.6	0.4	-
AMCAD Engineering SAS ⁽³⁾	EUR	-	100%	9.6	9.6	-	-	-	-	-
Dassault Systèmes Deutschland GmbH	EUR	65.1	100%	399.4	399.4	-	85.4	374.3	(39.3)	-
Dassault Systèmes Italia Srl	EUR	14.4	99%	1.9	1.9	-	2.4	87.7	2.9	-
Dassault Systèmes (Suisse) SA	CHF	7.2	100%	9.7	9.7	-	0.5	31.0	1.1	-
Dassault Systèmes UK Limited	GBP	82.0	100%	93.4	93.4	-	0.4	211.8	0.2	-
Dassault Systèmes AB	SEK	64.3	100%	16.9	16.9	-	-	80.3	1.9	3.5
Dassault Systemes España S.L.U	EUR	13.7	100%	9.0	9.0	-	-	46.3	1.2	-
Dassault Systèmes Belgium SA	EUR	3.8	100%	0.8	0.8	-	-	17.7	0.8	-
Dassault Systèmes Corp.	USD	10,793.5	100%	5,506.1	5,506.1	-	-	-	478.0	396.2
Dassault Systèmes Canada Inc.	CAD	248.5	100%	105.6	105.6	-	-	60.9	6.8	-
Dassault Systemes Isreal Ltd.	ILS	48.9	100%	64.9	12.1	-	-	6.7	0.3	-
Dassault Systèmes India Private Limited	INR	3,184.2	100%	8.8	8.8	-	-	102.3	2.2	-
Dassault Systèmes Solutions Lab Private Limited	INR	16,236.8	67%	69.7	69.7	-	-	116.4	19.6	-
Dassault Systèmes K.K.	JPY	7,694.6	100%	43.7	43.7	-	-	294.6	17.9	17.2
TOTAL OF SUBSIDIARIES AND AFFILIATES				7,149.8	7,072.1	-	88.7			417.0

(1) In million currency.

(2) In million euros.

(3) Informations about the subsidiaries are not availables.

4.2.2 Selected financial and other information for Dassault Systèmes SE

4.2.2.1 Financial results of the last five years

	2020	2021	2022	2023	2024
Share capital					
Share Capital <i>(in millions of euros)</i>	132.6	133.3	133.5	133.8	134.0
Number of shares authorized and issued ⁽¹⁾	265,136,237	1,332,716,653	1,335,039,708	1,337,916,433	1,339,674,751
Statement of income data <i>(in millions of euros)</i>					
Revenue	1,716.4	1,839.8	2,135.9	2,301.2	2,462.9
Result before income tax, profit sharing, amortization and provisions	674.3	790.8	1,198.0	1,214.6	1,186.9
Result before income tax, profit sharing, amortization and provisions and reversals of provisions	537.5	612.2	1,050.5	1,104.7	1,079.8
Income tax	54.0	33.6	132.9	51.7	49.4
Regulated employee profit-sharing	28.1	33.1	56.8	37.9	38.9
Optional employee profit-sharing	28.1	32.9	22.6	37.1	38.6
Net income	412.9	431.3	781.9	861.2	853.3
Data per share ⁽²⁾ <i>(in euros)</i>					
Result after income tax and profit sharing and before amortization and provisions	1.61	0.38	0.63	0.73	0.71
Basic net income per share	1.56	0.32	0.59	0.64	0.64
Dividend per share	0.56	0.17	0.21	0.23	0.26 ⁽²⁾
Personnel					
Average headcount ⁽³⁾	3,706	3,811	4,026	4,340	4,833
Personnel costs <i>(in millions of euros)</i>	355.3	377.6	439.9	449.2	511.5
Social security contributions <i>(in millions of euros)</i>	167.2	194.2	166.5	218.6	215.8

(1) After the five-for-one share split on Dassault Systèmes' share on July 7 2021.

(2) To be proposed for approval at the General Meeting scheduled for May 22, 2025.

(3) Apprentices and professional training contractors are excluded.

4.2.2.2 Maturity of trade receivables and trade payables**Trade receivables**

Pursuant to Article D. 441-6 of the French Commercial Code, unpaid invoices issued to customers that were past due as of December 31, 2024 are broken down as follows:

<i>(in millions of euros)</i> (A) Overdue split	Year ended December 31, 2024					Total (1 day and over)
	0 day (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and over	
Number of invoices	14,125				10,944	
Total amount of invoices (VAT excluded)	258.9	8.8	3.4	0.7	8.8	21.7
Percentage of total external revenue (VAT excluded)	28.8%	1.0%	0.4%	0.1%	1.0%	2.4%
Total amount of trade receivables excluded from (A) related to claims or not yet issued (VAT excluded)	14.0					

General payment terms applied by the Company to third parties are set out from 30 days end of the month to 60 days net.

Trade payables

Pursuant to Article L. 441-14 of the French Commercial Code, unpaid invoices received from suppliers that were past due as of December 31, 2024 are broken down as follows:

<i>(in millions of euros)</i> (A) Overdue split	Year ended December 31, 2024					Total (1 day and over)
	0 day (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and over	
Number of invoices	1,261					78
Total amount of invoices (VAT excluded)	24.3	0.1	0.0	0.0	(0.0)	0.1
Percentage of total external purchases (VAT excluded)	6.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Total amount of trade payables excluded from (A) related to invoices not yet recognized (VAT excluded)	36.8					

Reference payment terms applied by the Company with third parties are generally end of the month 45 days. More favorable terms for small vendors of the domestic market have been applied since the outburst of the health crisis in 2020.

Overdue invoices are mostly related to compliance issues and are monitored very closely for prompt and fair resolution.

4.2.3 Statutory Auditors' Report on the parent company financial statements

This is a translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulations or French law, such as information about the appointment of Statutory Auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meetings, we have audited the accompanying financial statements of Dassault Systèmes SE for the year ended December 31, 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at December 31, 2024 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (Code de commerce) and the French Code of Ethics (Code de déontologie) for Statutory Auditors for the period from January 1, 2024 to the date of our report, and, specifically, we did not provide any non-audit services prohibited by Article 5⁽¹⁾ of Regulation (EU) No. 537/2014.

Justification of assessments – Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of investments in subsidiaries and loans and advances to subsidiaries

Description of risk

As described in Note 10 "Fixed Assets" to the financial statements, investments in subsidiaries, loans and advances to subsidiaries amounted to €7,149.8 million and €13.0 million respectively at December 31, 2024, therefore representing some of the largest assets on the balance sheet. Investments in subsidiaries are carried at cost and may be impaired, as applicable, based on their net realizable value.

As indicated in the section entitled "Non-current Financial Assets" of Note 2 "Significant Accounting Policies" to the financial statements, the calculation of the net realizable value takes into account the amount of shareholders' equity in the relevant subsidiaries at the reporting date, together with their long-term profitability and strategic factors. Estimating the net realizable value therefore requires management to exercise judgment, relying on stock market ratios' comparables and projected cash flows to define the profitability outlook.

Accordingly, due to the inherent uncertainty of certain components of the valuation, in particular the likelihood of achieving projections, we deemed the valuation of investments in subsidiaries and loans and advances to subsidiaries to be a key audit matter.

How our audit addressed this risk

In order to assess the estimated net realizable values of investments in subsidiaries and loans and advances to subsidiaries, based on the information provided to us, our audit work consisted primarily in analyzing the estimated net realizable values determined by management in relation to the valuation method and underlying data:

- *for valuations based on historical data, we ensured that the equity amounts used were consistent with the financial statements of the entities concerned;*
- *for valuations based on forecast data, we obtained management's analyses on the profitability outlook and the strategic nature of these entities;*
- *for valuations based on stock market ratio's comparables, we ensured that the comparable ratios used were consistent with the market information of the related groups and that the comparable used by management were relevant.*

With the assistance of our valuation experts, we assessed the consistency of the assumptions used with the economic environment at the reporting date and at the date on which the financial statements were prepared.

Where the net realizable value was lower than the carrying value of an investment, we assessed whether an appropriate impairment loss had been recorded and, where appropriate, whether a provision for contingencies had been recognized with respect to the subsidiary in question and to any advances or loans.

Lastly, we analyzed the appropriateness of the disclosures provided in Note 2 "Significant Accounting Policies", Note 10 "Fixed Assets", Note 12 "Provision for impairment of assets" and Note 23 "Information Relating to Subsidiaries and Shareholdings" to the financial statements.

Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by French legal and regulatory provisions.

Information given in the management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in Board of Directors' management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements.

We attest to the fair presentation and the consistency with the financial statements of the information about payment terms referred to in Article D. 441-6 of the French Commercial Code.

Report on corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code relating to compensation and benefits paid or awarded to corporate officers and any other commitments made in their favor, we have verified its consistency with the financial statements or with the underlying information used to prepare these financial statements, and, where applicable, with the information obtained by the Company from controlled companies within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of Article L. 22-10-11 of the French Commercial Code relating to those items the Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on other legal and regulatory requirements**Format of presentation of the financial statements intended to be included in the annual financial report**

We have also verified, in accordance with the professional standards applicable in France relating to the procedures performed by the Statutory Auditors relating to the annual and consolidated financial statements presented according to the European

single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (Code monétaire et financier), prepared under the Chief Executive Officer's responsibility, complies with the single electronic format, defined in European Delegated Regulation No. 2019/815 of December 17, 2018.

On the basis of our work, we conclude that the presentation of the financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

We have no responsibility to verify that the financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Dassault Systèmes S.E. by the General Meeting of Shareholders held on June 8, 2005 for PricewaterhouseCoopers Audit and on May 19, 2022 for KPMG.

At December 31, 2024, PricewaterhouseCoopers Audit and KPMG S.A. were in the twentieth and the third consecutive year of their engagement, respectively.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for implementing the internal control procedures it deems necessary for the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Responsibilities of the Statutory Auditors relating to the audit of the financial statements

Objective and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit. They also:

- *identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;*
- *obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;*
- *evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the financial statements;*

- *assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;*
- *evaluate the overall presentation of the financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.*

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguard.

Neuilly-sur-Seine and Paris La Défense, March 12, 2025

The Statutory Auditors,

PricewaterhouseCoopers Audit

Richard Béjot
Partner

KPMG S.A

Jacques Pierre
Partner

Xavier Niffle
Partner

4.2.4 Statutory Auditors' Special Report on Related Party Agreements

This is a free translation into English of the Statutory Auditors' special report on related-party agreements issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

In our capacity as Statutory Auditors of Dassault Systèmes SE, we hereby report to you on related-party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R. 225-31 of the French Commercial Code (Code de commerce), it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R. 225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the Annual General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

AGREEMENTS SUBMITTED FOR THE APPROVAL OF THE ANNUAL GENERAL MEETING

Agreements authorized and entered into during the year

We were not informed of any agreements authorized and entered into during the year to be submitted for the approval of the Annual General Meeting pursuant to the provisions of Article L. 225-38 of the French Commercial Code.

AGREEMENTS ALREADY APPROVED BY THE ANNUAL GENERAL MEETING

Agreements approved in previous years that were not implemented during the year

We were informed of the following agreements approved by the Annual General Meeting in previous years, which remained in force but were not implemented during the year.

With the Company's Board members, in connection with the insurance policy "Civil liability of Directors and Corporate Officers"

Advance payment to Board members of any legal fees incurred in proceedings instituted against them in the exercise of their corporate office

At its meeting on June 28, 1996, the Board of Directors authorized the advance payment by the Company of any legal fees and financial consequences that the Board members could incur if their personal liability is sought, in the event that the insurance policy signed with the insurance company does not cover these advances and financial consequences.

Payment of legal fees of Board members for any proceedings instituted in the United States

At its meeting on September 23, 2003, the Board of Directors authorized the payment by the Company of any fees and travel expenses that the Board members of the Company and its subsidiaries have to pay to prepare their personal defense before a civil, criminal or administrative Court in the United States within the scope of an inquiry or investigations carried out against the Company.

Paris La Défense and Neuilly-sur-Seine, March 12, 2025

The Statutory Auditors,

KPMG S.A

Jacques Pierre
Partner

Xavier Niffle
Partner

PricewaterhouseCoopers Audit

Richard Béjot
Partner

4.3 Legal and Arbitration Proceedings

In the context of its ordinary course of business, Dassault Systèmes is occasionally involved in disputes or tax audits and occasionally receives requests from regulatory authorities. In particular, Dassault Systèmes may be subject to tax audits and reassessments by the tax authorities of the countries in which it exercises or has exercised a business activity. To Dassault Systèmes' knowledge, there are no governmental,

legal or arbitration proceedings (including any proceedings of which Dassault Systèmes is aware, whether pending or threatened), that are liable to have, or have had over the twelve months immediately prior to the publication of this Universal registration document, any material impact on the Company's financial position or profitability.

CORPORATE GOVERNANCE

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5.1 Report of the Board of Directors on Corporate Governance

Report of the Board of Directors to the Combined General Meeting of May 22, 2025

To the Shareholders of Dassault Systèmes,

The purpose of this report is to describe, *inter alia*, the composition and practices of the Board of Directors of Dassault Systèmes, the application thereto of the principle of balanced representation of men and women and the policy and details of the compensation elements of corporate officers (*mandataires sociaux*).

This report was drawn up in accordance with the French Commercial Code (*Code de commerce*) and the regulations of the French Financial Markets Authority (AMF), based on work carried out by the Finance, Legal and Internal Audit teams of Dassault Systèmes. It was reviewed by the Audit Committee and approved by the Board of Directors on March 11, 2025.

Since its IPO in 1996, Dassault Systèmes has complied with the best international standards of corporate governance. Dassault Systèmes currently adheres to most of the recommendations of the AFEP-MEDEF Code (available on the MEDEF website: www.medef.com) and therefore summarizes in a table the reasons why it does not apply certain of these recommendations (see paragraph 5.1.6 “Application of the AFEP-MEDEF Code”).

Shareholder dialog

Dassault Systèmes is committed to meeting the expectations and concerns of its shareholders. In 2024, meetings were held between management team representatives and investors and proxy agents so that they could discuss their points of concern such as certain General Meeting resolutions, the compensation policy for corporate officers or ESG (Environmental, Social and Governance) matters. These meetings also gave the management team the opportunity to present the changes to governance that took place in January 2024.

Dassault Systèmes takes into account the feedback it receives by making changes to some of the Company’s corporate governance practices. Dassault Systèmes has thus changed the resolutions relating to the allocation of performance shares proposed to the General Meeting of Shareholders, by further restricting the decisions of the Board of Directors (setting the performance criteria in the resolution, which must be assessed over a minimum period of three years, and introducing ESG criteria). The level of transparency regarding the achievement of the criteria to qualify for variable compensation and the vesting of shares granted to the Chief Executive Officer has been strengthened. In line with international practices, Dassault Systèmes has also introduced a “clawback” mechanism applicable to the compensation paid to the Chief Executive Officer, described in paragraph 5.1.3.2 “Compensation Policy Applicable to the Chief Executive Officer”.

These discussions with investors and voting advisory agencies also give us an opportunity to clarify certain practices established to take into account the specific characteristics of Dassault Systèmes, such as (i) the gradual process of associating Mr. Bernard Charlès with the Company’s capital until 2023 with the aim of recognizing his entrepreneurial role for over 35 years with Dassault Systèmes and providing him with an equity stake comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world, or (ii) the alignment of Mr. Pascal Daloz’s level of compensation, as Chief Executive Officer since January 1, 2024, with the practices observed in the international technology companies to which the Company compares itself.

5.1.1 Composition and Practices of the Board of Directors

The social, societal and governance policies relate to the year 2024 and apply only in accordance with applicable local and national regulations. They are reviewed annually and can be adjusted, when necessary, with regard to the evolution of the legal framework around the world, for example in the United-States.

5.1.1.1 Composition of the Board of Directors

As of the date of this Universal registration document, the Board of Directors of Dassault Systèmes comprises twelve members whose term of office is four renewable years:

- Bernard Charlès (Executive Chairman of the Board of Directors);
- Pascal Daloz (Chief Executive Officer);
- Charles Edelstenne (Honorary Chairman);
- Geneviève Berger (lead director of sustainable development);
- Xavier Cauchois;
- Catherine Dassault;
- Laurence Daures (lead independent director);
- Odile Desforges;
- Soumitra Dutta;
- Groupe Industriel Marcel Dassault SAS, represented by Olivier Costa de Beauregard⁽¹⁾;
- Anne-Laure Chevalier (director representing employees)⁽²⁾;
- Christine Defert (director representing employees)⁽²⁾.

The average age of the directors is 65.

In the composition of the Board of Directors, Dassault Systèmes seeks a balance between experienced and new directors, between independent and non-independent directors, between women and men, as well as a diversity of skills, profiles and nationality or country of residence. Dassault Systèmes monitors the evolution of the composition of the Board by making projections based on all of these criteria, which has led to greater diversity within the Board in recent years.

In terms of internationalization, the Board has one non-French director (Indian) who is also a UK resident and one director who is a Swiss resident, representing 17% of the Board.

A percentage of women above the 40% threshold required by law

Dassault Systèmes is committed to ensuring a balanced representation of men and women on the Board. With 50% of its directors being women⁽³⁾, Dassault Systèmes was at December 31, 2024 and until January 8, 2025, above the 40% threshold required by law. This percentage has been stable since 2019. Following the change of permanent

representative of Groupe Industriel Marcel Dassault SAS, the percentage of women is, since January 9, 2025, temporarily reduced to 40%, in compliance with the law.

Dassault Systèmes' intention is to maintain a proportion of male and female representation on the Board of 50%⁽⁴⁾. Taking into account this criterion thus contributed to the proposal to the General Meeting of Shareholders on May 22, 2025 to nominate two women, Ms. Marie-Hélène Habert-Dassault director of Dassault Systèmes in her own name from 2014 to May 2024, and then permanent representative of Groupe Industriel Marcel Dassault from May 2024 to 8 January 2025, and Ms. Nathalie Rouvet Lazare replacing Odile Desforges. Thus, the Board of Directors will be composed of five women and six men (excluding the directors representing the employees), it being understood that it is planned to propose the appointment of a sixth woman in May 2026.

In addition, 100% of the directors representing employees are women.

Skills in line with Dassault Systèmes' strategy

The directors of Dassault Systèmes have a complementary set of skills and experience that line up with the Company's strategy, and enable it to respond to the challenges it faces. Among the five independent directors, three have industry expertise (the manufacturing industry, life sciences, and new technologies) and two have accounting and financial expertise. The non-independent directors provide the Board with extensive knowledge of the Company and its industry and businesses.

Dassault Systèmes is updating the composition of its Board of Directors in line with the specific nature of its business activities.

The strengthening of activities in the sector of bioscience and material science is a major long-term differentiating factor for Dassault Systèmes. Thus, expertise in innovation, research, physics, and human biology, as well as a good knowledge of engineering companies were favored in the appointment of Ms. Geneviève Berger in 2023. Dassault Systèmes is committed to developing ecosystems in the service of its purpose; thus, understanding network dynamics is a future area of enrichment for the Board.

(1) Groupe Industriel Marcel Dassault SAS was represented by Ms. Marie-Hélène Habert-Dassault until January 8, 2025.

(2) The two directors representing employees were appointed, in accordance with Dassault Systèmes SE's by-laws, by the two trade unions that obtained the highest number of votes in the first round of the elections for members of the Social and Economic Committee for Dassault Systèmes SE and its direct or indirect subsidiaries whose registered offices are located on the French territory.

(3) Excluding directors representing employees, not accounted for in accordance with the law.

(4) Excluding directors representing employees.

ESG at the highest level of Dassault Systèmes' corporate governance

As social, societal and environmental responsibility (CSR) is a core element of Dassault Systèmes' strategy and achievements, the governance system put in place aims to ensure that social and environmental issues are better taken into account within the Company and within the Board of Directors.

Ms. Geneviève Berger, who is a physicist, a doctor in medicine and who holds a PhD in human biology, is lead director for sustainable development.

She led the French National Center for Scientific Research (CNRS) from 2000 to 2003 before spending several years as head of research for Unilever and Firmenich. From 2015 to 2023, she was a director and a member of the Environment and Society Committee at Air Liquide, after spending nine years at AstraZeneca as an independent director responsible for sustainable development matters and a member of the Scientific Committee. She is also a member of the Supervisory Board of Institut Curie. Ms. Geneviève Berger thus has considerable expertise in the area of ESG and, more generally, in the scientific field.

A percentage of independent directors greater than the recommendations of the AFEP-MEDEF Code

The proportion of independent directors within the Board of Directors of Dassault Systèmes is, at the date of this Universal registration document, 50%⁽¹⁾, above the ratio of one third recommended by the AFEP-MEDEF Code for controlled companies.

To assess such independence, Dassault Systèmes bases its decision on the definition of the AFEP-MEDEF Code, which has been incorporated into the internal regulation of the Board of Directors, whereby a director is independent when he or she has no relationship whatsoever with Dassault Systèmes SE, the Company or its management team, which might compromise his or her free judgment.

At its meeting on March 11, 2025, the Board of Directors assessed, as it does every year, the independence of its members, after a review by the Compensation and Nomination Committee. The Board of Directors thus determined that five directors are independent: Ms. Berger, Ms. Daures and Ms. Desforges as well as Mr. Cauchois and Mr. Dutta. This decision by the Board is based on the answers from the directors to a dedicated questionnaire and the information available to Dassault Systèmes SE.

In particular, the Board of Directors has also assessed the independence of Mr. Soumitra Dutta, whose term of office as director is due to expire and whose renewal is proposed to the General Meeting of May 22, 2025. As each of the eight independence criteria set out in the AFEP-MEDEF Code was met in his case (see the table below), the Board concluded that he is independent.

The Board of Directors also reviewed and determined the independence of Ms. Nathalie Rouvet Lazare, and her nomination as director is proposed to the General Meeting of Shareholders of May 22, 2025.

As none of the independent directors have a business relationship with Dassault Systèmes, the Board of Directors did not have to express an opinion, as to this day, either on the materiality of any such relationship or on the criteria used to assess it.

Dassault Systèmes' intention is to maintain the proportion of independent directors on the Board at 50%⁽²⁾. The application of this criterion thus resulted in a proposal the appointment of Ms. Nathalie Rouvet Lazare to replace Ms. Odile Desforges, whose term of office expires on May 22, 2025 and who, after three terms of office of four years each, can no longer be considered independent within the meaning of the AFEP-MEDEF Code. It is also contemplated to propose the appointment of a new female independent director in May 2026.

(1) Excluding directors representing employees, not accounted for in accordance with the AFEP-MEDEF Code.

(2) Excluding directors representing employees.

The table below shows the situation of each director⁽¹⁾ as of March 11, 2025 with respect to the independence criteria set out in the AFEP-MEDEF Code (see page 38 of the Code):

	Groupe Industriel Marcel Dassault SAS (represented by Olivier Costa de Beauregard)									
Criteria	Bernard Charès	Pascal Daloz	Charles Edelstenne	Geneviève Berger	Xavier Cauchois	Catherine Dassault	Laurence Daures	Odile Desforges	Soumitra Dutta	
Criterion 1: Employee/corporate officer during the previous five years	X	X	X	✓	✓	X	✓	✓	✓	✓
Criterion 2: Cross-directorships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3: Significant business relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4: Family relationship	✓	✓	✓	✓	✓	X	✓	✓	✓	X
Criterion 5: Auditor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6: Terms of office exceeding twelve years	X	✓	X	✓	✓	✓	✓	✓	✓	✓
Criterion 7: Status of non-executive officer	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Criterion 8: Status of major shareholder	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	X

Regarding the two directors whose nomination is proposed at the General Meeting of Shareholders of May 22, 2025:

Criteria	Marie-Hélène Habert-Dassault	Nathalie Rouvet Lazare
Criterion 1: Employee/corporate officer during the previous five years	X	✓
Criterion 2: Cross-directorships	✓	✓
Criterion 3: Significant business relations	✓	✓
Criterion 4: Family relationship	X	✓
Criterion 5: Auditor	✓	✓
Criterion 6: Terms of office exceeding twelve years	✓	✓
Criterion 7: Status of non-executive officer	N/A	N/A
Criterion 8: Status of major shareholder	N/A	N/A

Appointment of a lead director among the independent directors

In the interest of a balance of power related to the combining of the functions of Chief Executive Officer and Chairman of the Board of Directors, the Board of Directors, at its meeting on March 15, 2022, decided to appoint a lead independent

director, from among the independent directors, whose specific remits are described below:

- to chair the annual meeting of independent directors and report back to the Board of Directors;
- to call for an *ad hoc* session of independent directors when a key strategic decision is submitted to the Board (acquisition of a company of a significant size, etc.);

(1) Excluding directors representing employees.

- to submit recommendations regarding the practices of the Board to the Chairman and the Secretary of the Board of Directors;
- to oversee the formal review of the Board of Directors carried out by the Secretary of the Board;
- to prevent and manage situations, or potential situations, of conflict of interest brought to his or her attention, and inform the Board of Directors thereof, including by reviewing any new directorships envisaged by the directors.

To fulfill his or her remit, the lead independent director:

- shall have access to any documents or information that he or she judges necessary, in particular the work carried out by the committees;
- may request assistance from the Secretary of the Board of Directors.

The lead independent director must report annually to the Board of Directors.

The table below presents the composition of the Board of Directors of Dassault Systèmes at the date of this Universal registration document.

Composition of the Board of Directors of Dassault Systèmes*

	PERSONAL INFORMATION					EXPERIENCE	POSITION ON THE BOARD			PARTICIPATION IN BOARD COMMITTEES
	Age	Gender	Nationality	Number of shares	Number of terms of office in listed companies ⁽¹⁾	Independence	Initial date of appointment	Term expires	Length of service on the Board	
DIRECTORS										
EXECUTIVE OFFICERS										
Bernard Charlès	67	H	France	23,102,205	0		04/08/1993	2026	32 years	
Pascal Daloz	56	H	France	3,574,295	2		07/22/2020	2026	5 years	
DIRECTORS										
Charles Edelstenne	87	H	France	80,231,205	2		04/08/1993	2026	32 years	
Geneviève Berger	70	F	France	500	1	X	05/24/2023	2027	2 years	X
Xavier Cauchois	67	H	France	1,500	1	X	05/22/2018	2026	7 years	X
Catherine Dassault	57	F	France	183,280	0		07/20/2016	2027	9 years	
Laurence Daures	51	F	France	1,505	0	X	05/26/2016	2028	9 years	X
Odile Desforges	75	F	France	2,100	0	X	05/30/2013	2025	11 years	X
Soumitra Dutta	61	H	India	500	0	X	05/23/2017	2025 ⁽²⁾	8 years	X
Groupe Industriel Marcel Dassault	N/A	N/A	France	535,449,840	2		05/22/2024	2028	≤ 1 year	
Permanent representative of										
Groupe Industriel Marcel Dassault				2,830	2					
(Olivier Costa de Beauregard)	64	H	France							
DIRECTORS REPRESENTING EMPLOYEES										
Anne-Laure Chevalier	58	F	France	16,750	0		05/22/2024	2028	< 1 year	
Christine Defert	62	F	France	0	0		05/22/2024	2028	< 1 year	

* As of the date of this Universal registration document.

(1) Number excluding the term of office held within Dassault Systèmes SE.

(2) Renewal proposed for approval at the General Meeting scheduled for May 22, 2025.

The roles and duties performed by the corporate officers of Dassault Systèmes SE are stated in the table below.

Bernard Charlès – Executive Chairman of the Board of Directors

Age: 67

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Executive Chairman
of the Board of Directors
of Dassault Systèmes

Term expires:
General Meeting called to
approve the financial
statements for the year
ending December 31, 2025

Date of first appointment:
04/08/1993

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**
23,102,205

**Attendance rate
at 2024 Board meetings:**
100%

Biography

Bernard Charlès has been Executive Chairman of the Board of Directors of Dassault Systèmes since January 1, 2024, after serving as Chairman & Chief Executive Officer from January 9, to December 31, 2023. He was Chief Executive Officer from 2002 to early 2023. Since 1995, Bernard Charlès has had executive functions which he shared with Charles Edelstenne. Prior to holding this position, Bernard Charlès served as Dassault Systèmes' Director of the New Technology, Research and Strategy Department from 1986 to 1988 and as Director of Strategy, Research and development from 1988 to 1995.

He was Vice chairman of the Board of Directors from 2016 until January 8, 2023.

Other offices and positions

Within the Dassault Systèmes Group

Chairman of the Board of Directors of Dassault Systemes Corp. and of Centric Software, Inc.

Outside the Dassault Systèmes Group

None

Other positions held, and expired, during the past five years

Within the Dassault Systèmes Group

Chairman of the Board of Directors of Dassault Systemes Simulia Corp. until 2020 and of Dassault Systemes SolidWorks Corporation until 2024, Chief Executive Officer of Dassault Systèmes until December 31, 2023

Outside the Dassault Systèmes Group, in France

Independent Director of Sanofi (listed company) until 2021

Pascal Daloz – Chief Executive Officer

Age: 56

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Chief Executive Officer
of Dassault Systèmes

Term expires:
General Meeting called
to approve the financial
statements for the year
ending December 31, 2025

**Date of provisional
appointment by decision
of the Board of Directors:**
07/22/2020

Date of ratification:
May 26, 2021

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**
3,574,295

**Attendance rate
at 2024 Board meetings:**
100%

Biography

Pascal Daloz has been Chief Executive Officer of Dassault Systèmes since January 1, 2024, after serving as Deputy CEO & Chief Operating Officer from January 9 to December 31, 2023. He joined Dassault Systèmes in 2001 as Vice-President R&D in charge of Sales Development and subsequently was Vice-President, Strategy and Business Development (2003); Executive Vice-President, Strategy and Marketing (2007); Executive Vice-President, Corporate Strategy and Market Development (2010); Executive Vice-President, 3DS Global Brands and Corporate Development (2014); Chief Financial Officer and Corporate Strategy Officer (2018); and subsequently Chief Operating Officer & Chief Financial Officer in 2020 and 2023.

From 1992 to 1997 he was a consultant for technology innovation management at Arthur D. Little, and then senior analyst for the technology sector at Crédit Suisse First Boston until 2001.

Other offices and positions

Within the Dassault Systèmes Group, in France

President of Outscale SAS and of Dassault Systèmes International SAS

Within the Dassault Systèmes Group, outside France

Chairman of the Board of Directors of Dassault Systemes Americas Corp., Medidata Holdings, Inc. and Medidata Solutions Inc.

Outside the Dassault Systèmes Group

Director of the PSL Foundation, Honorary Co-Chairman of Alliance Industrie du Futur, independent director of Sopra Steria Group S.A. (listed company), and independent director member of the Supervisory Board of STMicroelectronics N.V. (listed company) since May 22, 2024

Other positions held, and expired, during the past five years

Within the Dassault Systèmes Group

Director of Dassault Systemes SolidWorks Corporation and of Dassault Systemes Simulia Corp. until 2020, Deputy Chief Executive Officer of Dassault Systèmes until December 31, 2023, and Chief Executive Officer of Medidata Solutions, Inc. until March 2024

Outside the Dassault Systèmes Group

Director of Institut d'Etudes Avancées de Nantes until 2021, and of Fondation Mines-Télécom until 2023

Charles Edelstenne – Founder, Honorary Chairman & Director

Age: 87

Nationality: French

Business address:

Groupe Industriel Marcel
Dassault SAS –
9 Rond-Point des Champs-Élysées
– Marcel Dassault, 75008 Paris
– France

Main position:

Director

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2025

Date of first appointment:

04/08/1993

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**

80,231,475
(the majority of which are
beneficial ownership shares)

Attendance rate

at 2024 Board meetings:
100%

Biography

Charles Edelstenne is founder, Honorary Chairman & Director of Dassault Systèmes, having been Chairman of the Board of Directors until January 8, 2023. He had been its Manager (1981–1993) and then its Chairman & Chief Executive Officer (1993–2002).

He is Honorary Chairman of Groupe Industriel Marcel Dassault SAS (GIMD) after having served as Chairman until January 8, 2025.

Charles Edelstenne is also Honorary Chairman and Director of Dassault Aviation after having occupied the positions of Vice-President responsible for economic and financial affairs (from 1986 to 2000), General Secretary (from 1975 to 1986) and Chairman & Chief Executive Officer (from 2000 to 2013).

He holds a chartered accountant qualification.

Other offices and positions

Within the Dassault Group, in France

Honorary Chairman and Director of Dassault Aviation S.A. (listed company); Chairman of the Board of Dassault Médias SAS; Chairman of Rond-Point Immobilier SAS; Representative of GIMD as Chairman of Rond-Point Investissements SAS; Chairman and member of the Board of Directors of Groupe Figaro SAS; and Chairman of Société du Figaro SAS

Within the Dassault Group, outside France

Director of Dassault Falcon Jet Corporation; Representative of GIMD as Chairman and deputy member of the Board of SITAM Belgique S.A.

Outside the Dassault Group

Director of Carrefour S.A. (listed company); Honorary Chairman of Gifas⁽¹⁾; and Manager of the Arie, Arie 2, Nili and Nili 2 partnerships

Other positions held, and expired, during the past five years

Chairman of GIMD until January 8, 2025; Director of SABCA (listed company) until 2020; Chairman of the Board of Directors of Dassault Systèmes SE until 2023; Director of Thalès S.A. (listed company); Chief Executive Officer of Dassault Médias S.A.; Chairman of Rond-Point Holding SASU; Manager of Rond-Point Investissements SAS; Manager of SCI Maison Rouge; and Chief Executive Officer of Dassault Wine Estates SASU until 2025

(1) Groupement des Industries Françaises Aéronautiques et Spatiales.

Geneviève Berger – Independent director and Lead director of Sustainable Development

Age: 70

Member of the Scientific Committee

Nationality: French

Business address:

Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:

Director

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2026

Date of first appointment:

05/24/2023

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**

500

**Attendance rate at
2024 Board meetings:**

100%

**Attendance rate
at 2024 Scientific
Committee meetings:**

100%

**Attendance rate
at the meeting
of independent
directors in 2024:**

100%

Biography

Ms. Geneviève Berger is a Doctor of Medicine (MD) and has a PhD in physical sciences and human biology. In 1991 she founded, and ran until 2000, the mixed laboratory for parametric imaging at the French National Center for Scientific Research (CNRS) and Broussais Hôtel-Dieu hospital. She was Director General of the CNRS from 2000 to 2003. She worked as a university professor and hospital doctor at La Pitié-Salpêtrière hospital from 2003 to 2008 before joining Unilever, first as a director and then as an executive member in charge of research and development from 2008 to 2014.

Ms. Geneviève Berger was Chief Research Officer for the Swiss company Firmenich from 2015 to 2021.

Since 2022 she has also been a member of the Supervisory Board of Institut Curie.

Other offices and positions

Non-executive director of Kerry Group plc. (Ireland) (listed company)

Other positions held, and expired, during the past five years:

Director of AstraZeneca until 2021 and of Air Liquide (listed company) until 2023

Xavier Cauchois – Independent Director

Age: 67 years

Chairman of the Audit Committee

Nationality: French

Business address:

Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:

Director

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2025

Date of first appointment:

05/22/2018

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**

1,500

Attendance rate at 2024

Board meetings:

100%

**Attendance rate at 2024 Audit
Committee meetings:**

100%

**Attendance rate
at the meeting of independent
directors in 2024:**

100%

Biography

Xavier Cauchois has more than 30 years of experience in auditing and consulting, as a partner of PwC France in the Paris office. He has been responsible for several management roles in France and at the European level and has supported his clients, notably in the technology, telecoms and media sectors, as well as in the health sector and more generally in industry.

He was head of PwC Europe and France for the Technology sector until 2009 and also a member of the Global Strategic Committee for Auditing from 2005 to 2008.

He was a member of the France Executive Committee of PwC in charge of “Partners & Strategy” from 2013 to 2016.

Other offices and positions

Director of Temenos AG (listed company)

Other positions held, and expired, during the past five years

Independent director of Technicolor S.A. (listed company) until 2022, and of Technicolor Creative Studios S.A. (listed company) until 2023

Catherine Dassault – Director

Age: 57

Nationality: French

Business address:

Groupe Industriel
Marcel Dassault SAS –
9 Rond-Point des Champs-Élysées
– Marcel Dassault, 75008 Paris
– France

Main position:

Active member of associations
recognized to be of public
interest; Lead Director
of development of the Institut
de l'Engagement

Term expires:

General Meeting called
to approve the financial
statements for the year ending
December 31, 2026

Date of first appointment:

07/20/2016

**Number of Dassault
Systèmes shares**

owned at December 31, 2024:
183,280

Attendance rate at 2024

Board meetings:
100%

Biography

Catherine Dassault is a lead director of development at the Institut de l'Engagement, which helps young volunteers enrolled in France's Civic Service scheme to pursue their studies, find a job or set up their own business. Before devoting her time to helping develop and fund medical research and education, Catherine Dassault studied law and psychology and worked in the advertising and communications industry.

Other offices and positions

Director of Fondation AP-HP, Manager of Green Spark Invest SARL, Manager of TCBD & Fils (partnership) and Chair of Fonds de dotation Citadelle

Other positions held, and expired, during the past five years

Director of Dassault Aviation SA (listed company) until 2021

Laurence Daures – Independent and Lead Director

Age: 51

Nationality: French

Business address:

ESSEC Business School –
3 Avenue Bernard Hirsch –
95021 Cergy-Pontoise –
France

Main position:

Associate professor
in the Finance department –
ESSEC Business School

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2027

Date of first appointment:

05/26/2016

Number of Dassault

**Systèmes shares owned
at December 31, 2024:**

1,505

Attendance rate at 2024

Board meetings:

100%

Attendance rate at 2024

Audit Committee meetings:

100%

Attendance rate at 2024

**Compensation and Nomination
Committee meetings:**

100%

Attendance rate at

**the meeting of independent
directors in 2024:**

100%

Chair of the Compensation and Nomination Committee

Member of the Audit Committee

Biography

Laurence Daures is Professor of Finance at the ESSEC Business School.

She holds a PhD in Finance from HEC Paris (2003), a Master's in Management from EDHEC, a "Master 104 Finance" degree from Paris Dauphine University, and a Master's in Economic Analysis and Policy from the Paris School of Economics.

She served first as assistant professor, then co-Director and subsequently Director of the ESSEC Finance department between 2004 and 2011, then as associate professor between 2011 and 2024. She also taught at ENSAE between 2000 and 2010.

As an academic researcher, she is the author of several publications on organizing and regulating capital markets and has received distinctions for her work. She was the 2013 recipient of the Vega Prize from the Federation of European Securities Exchanges and received the 2015 award for best research Article on derivative products granted by the Montreal Institute of Structured Finance and Derivatives (IFSID).

Other offices and positions

Independent Director of LCL – Le Crédit Lyonnais S.A.

Other positions held, and expired, during the past five years

None

Odile Desforges – Independent Director

Age: 75

Member of the Audit Committee

Nationality: French

Business address:

Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:

Director

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2024

Date of first appointment:

05/30/2013

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**

2,100

Attendance rate

at 2024 Board meetings:

100%

Attendance rate at 2024

Audit Committee meetings:

100%

**Attendance rate at
the meeting of independent
directors in 2024:**

100%

Biography

Odile Desforges graduated from the École Centrale Paris in 1973. She began her career at the French Transport Research Institute, before joining the Renault Group in 1981 as Planner and then Product Engineer. In 1986, she joined the Purchasing Department as manager for external equipment. She then became Body Equipment Purchasing General Manager for the Renault/Volvo Purchasing Organization, then for Renault. In 1999, she became Executive Vice-President of Renault-VI Mack Group, before becoming President of Volvo Group's 3P Business Unit in 2001.

In 2003, she was appointed Senior Vice-President, Purchasing, and Chairwoman & Chief Executive Officer of Renault Nissan Purchasing Organization (RNPO). Between 2009 and 2012, she was Executive Vice-President, Engineering and Quality, and a member of the Group Executive Committee.

Other offices and positions

None

Other positions held, and expired, during the past five years

Director of Imerys (listed company) until 2020, of Safran (listed company) until 2021, and independent director of FORVIA SE (formerly Faurecia) (listed company) until May 2024

Soumitra Dutta – Independent Director

Age: 61

Chairman of the Scientific Committee

Nationality: Indian

Member of the Compensation and Nomination Committee

Business address:

Saïd Business School,
University of Oxford,
Park End Street,
Oxford OX1 3LW, UK

Main position:

The Peter Moores Dean,
Saïd Business School,
University of Oxford

Term expires:

General Meeting called
to approve the financial
statements for the year
ending December 31, 2024

Date of first appointment:

05/23/2017

**Number of Dassault Systèmes
shares owned**

at December 31, 2024:

500

Attendance rate

at 2024 Board meetings:

88.88%

Attendance rate at 2024

Scientific Committee meetings:

100%

Attendance rate at 2024

Compensation and Nomination

Committee meetings:

75%

Attendance rate

at the meeting of independent

directors in 2024:

100%

Biography

Soumitra Dutta is Dean of the Saïd Business School at the University of Oxford since 2022.

He began his career in 1985 as a research assistant at the University of California, Berkeley, USA. Between 1988 and 1990, he gained further research experience at General Electric. He then joined Insead, the international management school based in Fontainebleau (France), where he served as lecturer then Dean of Technology and E-learning. In 1999, he set up eLab@Insead, the school's research and analytics center focused on big data analytics for businesses, which he headed until 2012. In 2002, he was named Dean of Executive Education at Insead. During his tenure at Insead, Soumitra Dutta also participated in setting up and managing three strategy consultancies specialized in new technologies and innovation, which he developed before selling them. From 2012 to 2022, he was successively Dean of the Samuel Curtis Johnson Graduate School of Management and Founding Dean of the College of Business at Cornell University (New York, United States).

Other offices and positions

Director of Reynolds Foundation since February 2024.

Other positions held, and expired, during the past five years

Director of Sodexo (listed company) until 2021, member of the Shareholders Board of ZS Associates (United States) until 2022 and Chairman of the Board of Directors of The Global Business Schools Network (GBSN) until 2024.

Groupe Industriel Marcel Dassault represented by Olivier Costa de Beauregard – Director

Address:

Groupe Industriel
Marcel Dassault SAS –
9 Rond-Point
des Champs-Élysées
– Marcel Dassault,
75008 Paris –
France

Term expires:

General Meeting
called to approve the
financial statements
for the year ending
December 31, 2027

Date of first appointment:

05/22/2024

Number of Dassault Systèmes shares owned at December 31, 2024:

535,449,840

Attendance rate at 2024 Board meetings:

100%

Other offices and positions:

Within the Dassault Group, in France:

Chairman of Dassault Médias SAS, Chairman of Dassault Invest 2 SAS, Chairman of Dassault Invest 3 SAS, Chairman of Dassault Real Estate SAS, Chairman of Financière Dassault SAS, Chairman of Rond Point Investissements SAS, Chief Executive Officer of Dassault Wine Estates SAS, Director of Artcurial SA and Member of the Supervisory Board of Immobilière Dassault SA (listed company)

Within the Dassault Group, outside France:

Chairman of the Board of Directors and deputy director of Sitam Belgique SA (Belgium) and Chairman of the Board of Directors of Sitam Luxembourg SA (Luxembourg)

Outside the Dassault Group:

Director, Member of the Strategic Committee, Member of the Human Resources, Remuneration and CSR Committee of Biomérieux SA (listed company), Member of the Supervisory Board of Rothschild & Co SCA and Director of MNH SAS

Other positions held, and expired, during the past five years:

None

Olivier Costa de Beauregard

Age: 64

Nationality: French

Business address:
Groupe Industriel
Marcel Dassault SAS –
9 Rond-Point des
Champs-Élysées –
Marcel Dassault,
75008 Paris – France

Main position:
Chief Executive Officer
of Groupe Industriel
Marcel Dassault (GIMD)

**Date of appointment
as permanent
representative:**
01/09/2025

Biography

Olivier Costa de Beauregard has served as CEO of Groupe Industriel Marcel Dassault (GIMD) since 2006.

An Honorary Inspector of Finance, he is a graduate of the Ecole Normale Supérieure, the Institut d'Études Politiques of Paris and the Ecole Nationale d'Administration (ENA).

Upon leaving ENA in 1986, he was assigned to the General Finance Inspectorate. In 1990, he served as advisor at Société Générale de Belgique (Suez Group), and then in 1991 at UAP to the Group's Chief Investment Officer.

From 1993 to 1995, he served as technical advisor in the office of Prime Minister Edouard Balladur. In 1995, he was appointed Director of Development at UAP Vie, then Director of Axa UAP France, in charge of Strategy and Planning. In 1998, he joined Crédit Commercial de France and then HSBC as a Director. In 2005, he joined Groupe Industriel Marcel Dassault as Deputy Chief Executive Officer.

Other offices and positions

Within the Dassault Group, in France

Chairman of the Management Board of Immobilière Dassault SA (listed company), Chairman of the Board of Directors of C.P.P.J. S.A., Director of Dassault Médias SAS and of CCM Benchmark Group SAS, Member of the Supervisory Board of Les Maisons du Voyages SAS, of the Supervisory Board of Marco Vasco SAS, and of the Supervisory Board of Le Particulier et Finances Editions SAS, Permanent Representative of Groupe Industriel Marcel Dassault on the Board of Directors of Artcurial S.A., Permanent Representative of Dassault Invest 2 on the Supervisory Committee of Collector Square SAS, Representative of Groupe Industriel Marcel Dassault as Chairman of Financière Dassault SAS, Representative of Groupe Industriel Marcel Dassault as Chairman of Dassault Invest 2 SAS, Representative of Groupe Industriel Marcel Dassault as Chairman of Dassault Invest 3 SAS, Representative of Groupe Industriel Marcel Dassault as Chairman of Dassault Real Estate SAS, CEO of Dassault Wine Estates SAS and of Rond Point Investissements SAS, Chairman of Société d'Exploitation des Vignobles Dassault SAS

Within the Dassault Group, outside France

Deputy Director of Sitam SA (Switzerland), of Sitam Venture SA (Switzerland) and of Sitam Belgique SA (Belgium), Director and Vice-Chairman of Dasnimmo SA (Switzerland), Representative of Groupe Industriel Marcel Dassault as Chairman of the Board of Directors of Sitam Luxembourg SA (Luxembourg), Chairman of the Board of Directors and Chief Executive Officer of Sitam America (United States), Director, Chairman and Secretary of Dassault Immobilier Canada Inc. (Canada) and Co-Manager of DRE Trebol de Diagonal SARL (Spain)

Outside the Dassault Group

Permanent representative of Groupe Industriel Marcel Dassault on the Supervisory Board of Rothschild & Co, Director of Cendres et Métaux SA (Switzerland), Chairman of the Supervisory Board of La Maison SA (Luxembourg), Chairman of Val-de-Grâce Investissement SAS and Manager of Société Civile Immobilière Fenoux-Groult SCI and of OMCB SCI

Other positions held, and expired, during the past five years

Director of Marcel Dassault Trading Corporation (United States), Permanent Representative of Dassault Développement on the Board of Directors of Genoway S.A., Director of SABCA S.A. (Belgium), Director of Terramaris International S.A. (Switzerland), Chief Executive Officer of Dassault Wine Estates SAS, Chairman of Dassault Wine Estates SAS, Co-Manager of SCEA Château La Fleur Saint Emilion until 2020, Vice-Chairman and member of the Supervisory Board of Marco Vasco S.A., Vice-Chairman and member of the Supervisory Board of Les Maisons du Voyage S.A., Representative of Financière Dassault, non-voting board member of Mandarine Gestion S.A., Chairman of Financière de Tourville SAS until 2023, Chairman of Dassault Real Estate SAS, Chairman of Dassault Invest 3 SAS, Chairman of Dassault Invest 2 SAS, Co-Manager of Rond Point Investissements EURL, President of Financière Dassault SAS and Chairman of the Board of Directors of Sitam Luxembourg (Luxembourg) until 2024

Anne-Laure Chevalier – Director representing employees

Age: 58

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Director of Legal Organization
and Development

Term expires:
General Meeting called
to approve the financial
statements for the year
ending December 31, 2027

Date of first appointment:
05/22/2024

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**
16,750

**Attendance rate at 2024
Board meetings:**
100%

Biography

Anne-Laure Chevalier is the director representing employees appointed by the CFE-CGC. She has served as Director of Legal Organization and Development of Dassault Systèmes since 2018, after being responsible for Special Projects and Legal Deployments since 2010. From 1992 to 2010, she served successively as junior counsel for Contracts, senior counsel for Major Accounts, then as Manager of the global Contracts department. She joined Dassault Systèmes in 1990 in the department of training documentation translation. Anne-Laure Chevalier holds a DEA in British and North American Business Law from the University of Paris I Panthéon-Sorbonne.

Other offices and positions

None

Other positions held, and expired, during the past five years

None

Christine Defert – Director representing employees

Age: 63

Nationality: French

Business address:
Dassault Systèmes –
10 rue Marcel-Dassault,
78140 Vélizy-Villacoublay –
France

Main position:
Executive assistant

Term expires:
General Meeting called
to approve the financial
statements for the year
ending December 31, 2027

Date of first appointment:
05/22/2024

**Number of Dassault
Systèmes shares owned
at December 31, 2024:**
0

**Attendance rate at 2024
Board meetings:**
100%

Biography

Christine Defert is a director representing employees, appointed to this position by the CFDT labor union. She has served as the executive assistant of two Dassault Systèmes Industries Vice-chairmen since 2007. She served as a member of the Social and Economic Committee (CSE) of Dassault Systèmes and as an alternate representative of the CSE on the Board of Directors from 2017 to 2024 and member of the European Committee from 2020 to 2024. Before 2007, she served as administrative manager and executive assistant in several startups in France.

Christine Defert is a member of the executive committee of the CFDT union for the metallurgy companies (Symetal) and as labor relations advisor since 2023.

Other offices and positions

None

Other positions held, and expired, during the past five years

None

5.1.1.2 Practices of the Board of Directors

Separation of the offices of Chairman of the Board and Chief Executive Officer

Since 2002, Dassault Systèmes has separated the offices of Chairman of the Board and Chief Executive Officer⁽¹⁾.

In addition to providing a balance of power, this separation of functions allows each of them to focus on well-defined remits.

As such, the Chairman of the Board organizes and supervises the work of the Board of Directors and reports thereon at the General Meeting of Shareholders. He oversees the smooth running of the corporate bodies of Dassault Systèmes SE and compliance with best governance practices, and ensures that the directors are able to fulfill their duties. Mr. Bernard Charlès leads the Board's work on Strategy, Governance, Risk Management and Corporate Social Responsibility aspects. The Chief Executive Officer keeps the Chairman of the Board regularly informed of significant matters concerning Dassault Systèmes, particularly with respect to its strategy, organization and investment projects.

The Chairman of the Board also oversees the maintenance of quality relations with shareholders in close coordination with measures taken in this area by the Chief Executive Officer. To report on this mission, an overview of the change in shareholding in the Company and shareholder dialog is presented and discussed each year during the Board of Directors meetings.

Given his extensive experience and in-depth knowledge of Dassault Systèmes, and having expressed his availability to devote himself to the long-term matters proposed by the Chief Executive Officer, Mr. Bernard Charlès continues to contribute to the Company's strategy, fundamental research strategy and the development of governmental or sensitive relations with certain customers.

All of these tasks of the Chairman of the Board are directed toward serving Dassault Systèmes and his actions are taken into account in reviewing and determining his compensation.

The Chief Executive Officer is vested by law with the most extensive powers to act on behalf of Dassault Systèmes SE, subject to the limitations of powers indicated in paragraph 5.1.1.4 "Powers of the Chief Executive Officer" below. He represents Dassault Systèmes SE in its dealings with third parties.

The Board of Directors has set up a number of special committees to help it perform its tasks: the Audit Committee (established in 1996), the Compensation and Nomination Committee and the Scientific Committee (established in 2005). These Committees report regularly to the Board of Directors as to the performance of their missions. The composition of these Committees and their practices are described in paragraph 5.1.1.3 "Composition, Practices and Activities of the Board Committees".

The Board of Directors also appointed a lead independent director, whose specific remits are described in paragraph 5.1.1.1 "Composition of the Board of Directors", and a lead director of sustainable development matters.

Mr. Charles Edelstenne, having served as Chairman of the Board of Directors until January 8, 2023, is a significant shareholder and continues to play an active role as a director. Since January 9, 2023, he has been appointed Honorary Chairman, an honorary title to honor his role as founder of the Company and officer during more than forty years.

Measures taken to ensure a balance of power within the Board of Directors

Since Dassault Systèmes is committed to ensuring a balance of power within the Board of Directors, several measures have been taken in this regard:

- the Board of Directors, during the meeting held on March 15, 2022, decided to appoint Ms. Laurence Daures as lead independent director among the independent directors. She is responsible for contributing to the prevention and management of conflicts of interest within the Board of Directors, including reviewing any new directorships envisaged by the directors. She is also responsible for making recommendations concerning the Board's functioning and overseeing its formal evaluation. In addition, she may request an extraordinary meeting of the independent directors when a key strategic decision is submitted to the Board (for an exhaustive list of her duties, see paragraph 5.1.1.1 "Composition of the Board of Directors");
- at the date of this Universal registration document, 50% of the members of the Board of Directors are independent directors (excluding directors representing employees – see paragraph 5.1.1.1 "Composition of the Board of Directors");
- 100% of the members of all Board committees are independent directors (see paragraph 5.1.1.3 "Composition, Practices and Activities of the Board Committees");
- independent directors meet, each year, without the presence of executive officers and other directors, to hold a general discussion on the functioning of the Board of Directors and discuss specific subjects (for details regarding the sessions held in 2024, see paragraph "Meetings of independent directors (annual executive sessions)" below);
- the Board of Directors must authorize all acquisitions or disposals of entities, shareholdings or assets (excluding intragroup transactions) and any use of external funding, including bond funding, if the amount of the transaction exceeds €750 million (see paragraph 5.1.1.4 "Powers of the Chief Executive Officer");

(1) These functions have been, exceptionally, combined for a transitional period, from January 9, to December 31, 2023, Mr. Bernard Charlès acting during this period of time as Chairman and Chief Executive Officer.

- within the scope of its duties, the Compensation and Nomination Committee reviews the succession plan for the executive officers and for all members of the Executive team each year.

Main provisions of the Board's internal regulation

The Board of Directors has drawn up an internal regulation which sets out the necessary consideration of social and environmental issues in the definition and implementation of Dassault Systèmes' strategic directions.

It stipulates the frequency of Board meetings and how Board members may participate in them. It also provides the information rules of the Board, whether such information is provided on a regular basis (e.g. information on off-balance sheet commitments and the cash position) or in case of events which may have a material impact on Dassault Systèmes' prospects, outlook or on the implementation of Dassault Systèmes' strategy.

The internal regulation provides for the appointment of a lead director and specifies their missions.

The internal regulation requires that, each year:

- the Board reviews the independence of the directors;
- the independent directors meet without the executive officers and other directors to hold a general discussion regarding the practices of the Board of Directors and debate specific subjects; and
- the Board discusses its functioning. Every three years, the Board conducts a formal review.

In terms of confidentiality obligations, the Board's internal regulation stipulates that the directors, or any persons attending meetings of the Board or one of its Committees, must keep confidential all information obtained in connection with the fulfillment of their duties.

With respect to the prevention and management of conflicts of interest, the executive officers must first obtain the approval from the Board prior to accepting a new term of office in a listed company.

Each director and executive officer is required to inform the Chairman of the Board of Directors, prior to any commitment or decision on their part, of:

- any situation of conflict of interest, even potential, with the Company or one of its subsidiaries and, where applicable, to refrain from attending the discussion and taking part in the vote on the corresponding deliberation. In particular, the personal involvement of a director in a transaction in which the Company or one of its subsidiaries has a direct interest, or which has come to their attention in their capacity as a director, must be notified to the Chairman of the Board of Directors prior to its conclusion; and
- their intention to accept a new term of office or new duties or missions in a third-party company (French or foreign, listed or unlisted).

The Chairman of the Board of Directors examines the request, seeking the opinion of the Chief Executive Officer and the Lead Director, informs the director concerned of his position and, if required by the AFEP-MEDEF corporate governance code, informs or refers the matter to the Board of Directors for an opinion.

If the situation of conflict of interest or the request for a new term of office or new duties or missions in a third-party company concerns the Chairman of the Board of Directors, the procedure detailed above must be followed, in which case the role of Chairman of the Board is performed by the Chief Executive Officer.

In addition, directors are not permitted to use their title or position to obtain benefits of any kind, for themselves or third parties, nor are they permitted to speak on behalf of the Company.

The internal regulation also states the minimum number of shares that must be held by directors (excluding directors representing employees) for the duration of their terms of office and at the latest two years after their appointment. This number is 500 shares with a minimum of 250 shares during the first year in office. Eventually, it requires directors to comply with the rules set up regarding the prevention of insider trading.

The Audit Committee has its own charter.

The Board of Directors' activities in 2024

The Board of Directors met nine times in 2024, with an attendance rate of 99%.

The Board of Directors discussed mainly the following issues in accordance with legal requirements:

- the definition and review of strategic directions;
- the review of the ESG (Environment, Social and Governance) strategy – the Company's targets, plans of action and achievements – and the results of the works carried out within the framework of the CSRD (Corporate Sustainability Reporting Directive), including the conclusions of the double materiality assessment and the implementation of the extra-financial reporting, following a review by all the independent directors and in particular the lead director of sustainability matters;
- the financial statements and the budget (approval of the annual and consolidated financial statements of 2023, the consolidated financial statements for the first half of 2024 and the provisional financial statements for 2024; review of the quarterly results and the financial objectives for 2024); the Board was kept informed of Dassault Systèmes' financial situation through the reports of the Audit Committee and the presentations made at each meeting by the Chief Executive Officer and the Executive Vice-President, Chief Financial Officer;
- the review of acquisition projects;

- the notice of the General Meeting of Shareholders and the drafting of the Universal registration document 2023;
- the review of the assessment of the internal control system;
- the compensation of corporate officers and allocation of shares and share subscription options;
- the Board's composition and practices (including a review of the independent status of directors and a formal review of the Board);
- Dassault Systèmes SE's governance and compliance with corporate governance rules and recommendations;
- the policy on equal employment and pay;
- the compliance program, including risk mapping for corruption and influence peddling, in accordance with the recommendation of the French Anti-Corruption Agency, and the Ethics Committee's management report;
- the prevention and management of risks within the Company, following a review by all the independent directors (i.e., all the members of the three committees of the Board of Directors) at a special annual meeting (see paragraph "Meetings of independent directors (annual executive sessions)" below);
- the review of the shareholding.

Consideration by the Board of social and environmental issues

Back in February 2012, Dassault Systèmes published its purpose, which aims to contribute to sustainable development in all its components: to provide companies and individuals with **3DEXPERIENCE** universes enabling them to imagine sustainable innovations, capable of harmonizing product, nature and life.

This purpose determines not only the choice of acquisitions and product developments, but also the culture and values of the Company and each of its organizations.

Social, societal and environmental responsibility (CSR) is at the heart of Dassault Systèmes' strategy and achievements. It is applied at every level of the Company within the Board of Directors and the Executive Committee, which itself relies on the Sustainability Steering Committee and the Sustainable Development, Sustainable Procurements, Sustainable Finance, and Audit & Risks departments (for more details, refer to sections 2.2.1.3.1 and 2.2.1.3.2).

Meetings of independent directors (annual executive sessions)

Every year, the three committees of the Board of Directors (composed exclusively of independent directors) hold dedicated sessions.

In September 2024, two sessions were held:

- a first session dedicated to sustainability issues;
- a second session devoted to the prevention and management of risks within the Company and to the conclusions of the double materiality assessment carried out within the framework of the CSRD (Corporate Sustainability Reporting Directive).

The session dedicated to sustainability issues allowed a detailed review, together with the Sustainability Steering Committee (see details of the governance established around these issues in paragraph 2.1 "Sustainability Governance"), of the progress made for each of the pillars of the Company's strategy. The development of the portfolio of solutions to enable Dassault Systèmes' customers to reduce their environmental impact ("handprint" pillar) were the subject of particular focus: independent directors have reviewed usage cases to demonstrate the impact of the Company's solutions for the decarbonization of the economy and circularity. In particular, the objectives set in this respect were reviewed and discussed.

The session devoted to the management of risks within the Company provided an initial opportunity to review, together with the Company's Enterprise Risk Management Steering Committee (see paragraph 5.2 "Company Risk Management and Internal Control Procedures"), the latest work carried out within the framework of the ERM (Enterprise Risk Management) defined by the Company. Risk mapping and some methodological aspects, particularly in relation to the work on the CSRD, were reviewed. A specific update was dedicated to the evolution and treatment of cybersecurity risk. The emerging risks that could affect Dassault Systèmes in the medium-to-long term were also presented.

The independent directors subsequently reviewed the findings of the work carried out in relation to the CSRD, in particular the results of the double materiality assessment. The external and internal audit work was presented to them.

As it is the case each year, these presentations were followed by discussions among the independent directors, without the presence of Dassault Systèmes' teams, on the practices of the Board in order to provide the Board with an opinion and recommendations on the subject.

Directors' training

Each year, all the directors of Dassault Systèmes are invited to attend a dedicated information day on the 3DS Paris Campus and the **3DEXPERIENCE** Forum event in France or the United States, where they can receive feedback from the Company's customers and partners.

In 2024, the first year of the new 5-year strategic plan, the theme of the annual information day for directors was: the cycle of life with virtual twin experiences.

The various sessions provided the opportunity to present:

- Dassault Systèmes' ambition to connect life cycle management with virtual twins;
- the strategic axes to achieve the 5-year plan and extend the addressable market by 2040;
- new immersive collaboration experiences;
- the shift from product lifecycle management (PLM) to cycle of life of selected end-products in the three sectors of the economy in which Dassault Systèmes operates;
- the implications and opportunities of artificial intelligence for Dassault Systèmes and its customers, and its legal impact.

In accordance with the AFEP-MEDEF Code, each director may request, if he or she considers it necessary, additional training in specific aspects of Dassault Systèmes, its business lines, business sector and ESG challenges, and in particular, climate-related issues.

Directors representing employees are also offered training tailored to their duties.

Finally, the members of the Audit Committee receive, upon appointment, information on the specific accounting, financial and operational aspects of Dassault Systèmes.

The Board's review of its practices and performance

The Board of Directors is constantly seeking to improve its composition and practices. To this end:

- it solicits the independent directors' comments on the subject. The independent directors meet each year during a dedicated session to provide an opinion, in particular, on the practices of the Board;
- it holds a debate at least once a year on its functioning, particularly to check that important issues are suitably prepared and debated; and
- it conducts a formal review every three years, in accordance with its internal regulation and the AFEP-MEDEF Code.

The results of the formal reviews organized in 2021 and 2024 with all directors were positive overall. During the formalized evaluation of 2024, as during the previous evaluations completed, the Board of Directors considered that it was not desirable to use an outside firm to conduct this evaluation for the following reasons: (i) the confidentiality of the information shared during meetings of the Board of Directors, and (ii) the small number of low signals reported during previous discussions of the Board's practices and formalized evaluations.

The comments and suggestions made by the directors have been taken into account:

- the schedule for meetings of the Board and its committees was modified and the independent directors' session extended to allow them to comprehensively discuss, in addition to corporate governance, other strategic subjects in a holistic manner;
- management continued to pay close attention to the subjects covered during the directors' annual information day, which the independent directors found rewarding;
- management ensures that joint meetings are organized between committees, particularly the Audit Committee and the Scientific Committee, in order to take a global approach to issues or, for example, to plan ahead for major decisions when a significant acquisition is being considered.

Following their meeting in September 2024, the independent directors reported that they were very satisfied with the practices and composition of the Board of Directors and made few recommendations for change. They reiterated their wish to see joint sessions of the Audit Committee and the Scientific Committee.

The formal review of the Board's practices has included an assessment of the Chairman's contribution. The directors are highly satisfied with the performance of this role, and no recommendations were made.

The Board of Directors thus declared that it was satisfied with its overall functioning and with the effective contribution of each director to its work, notably on the basis of their respective skills, the attendance and the involvement in the debates of the Board and its committees. The Compensation and Nomination Committee is in charge of reviewing the effective contribution of the independent directors to the Board's work before reporting its conclusions to the Board of Directors.

5.1.1.3 Composition, Practices and Activities of the Board Committees

Audit Committee

The Audit Committee consists solely of independent directors: Mr. Xavier Cauchois, who chairs the Committee, Ms. Odile Desforges and Ms. Laurence Daures. All have financial or accounting expertise.

The Audit Committee, in line with its charter, is responsible for overseeing:

- matters related to the preparation and the auditing of accounting, financial and non-financial information, in compliance with applicable regulations;
- questions related to the implementation of regulations in the process of being rolled out;

- the preparation process for financial and non-financial information, the effectiveness of the internal control and risk management systems, the audit by the Statutory Auditors of the annual financial statements and consolidated financial statements and the independence of the Statutory Auditors; and
- the relationship between Dassault Systèmes and its Statutory Auditors. In this regard, the Audit Committee is involved in appointing and reappointing the Statutory Auditors. It monitors the Statutory Auditors to ensure they fulfill their mission and takes into account the findings and conclusions of the Haut Conseil du Commissariat aux Comptes after audits have been conducted.

On all these matters, this Committee reports its recommendations to the Board of Directors.

The Audit Committee also provides the Board of Directors with regular reports on its activities, the results of the process of certification of the financial statements by the Statutory Auditors, how this process contributed to the integrity of the financial and non-financial information and the role it played in this process. It informs the Board of Directors immediately of any difficulties it encounters.

It approves the annual plan for internal audits and gives its opinion on the department's organization.

Eventually, it authorizes the Statutory Auditors to provide services other than the certification of the financial statements.

In the performance of its missions, the Audit Committee is given presentations by Dassault Systèmes' finance department, particularly regarding risks and, as the case may be, off-balance sheet commitments, and during the audit of the financial statements, a presentation from the Auditors on the results of the statutory audit and the accounting options selected. With respect to the efficiency of the internal control and risk management systems, the Statutory Auditors inform the Audit Committee of their main findings and the Internal Audit Director reports on the conclusions of his/her work. In addition, the Committee may call on external experts, having assessed their expertise and independence.

In 2024, the Audit Committee met nine times, including three meetings at the headquarters, which were attended by the Chief Executive Officer, the Chief Financial Officer, the General Secretary, the Sustainable Finance Director, the Group Controller, the Financial Reporting Director, the Internal Audit Director, the General Counsel, and the Statutory Auditors, with whom regular discussions were held without the management of Dassault Systèmes attending such discussions. The attendance rate at the Audit Committee meetings in 2024 was 100%.

During 2024, the Audit Committee had the opportunity to discuss, or to give its opinion on, various topics brought to its attention at its regular meetings, including:

- as part of the quarterly and annual closings, a review of Dassault Systèmes' performance, its targets and the consolidated and parent company financial statements;

- the authorization of services other than certification of the financial statements performed by the Statutory Auditors;
- the validation and follow-up of an audit plan for fiscal year 2024;
- the duties and activities of the Audit & Risks team:
 - changes in the internal control assessment system,
 - review of internal control for the fiscal year 2024,
 - review of internal audit work for the fiscal year 2024,
 - review of fraud cases,
 - update of the Audit & Risks team Charter,
 - review of Group risk mapping and risk-related governance during the independent directors meeting;
- examination of the annual review of the IFACI Professional Certification obtained by the Audit & Risks team and relating to the internal audit system;
- the external audit plan and budget for 2024;
- the activities of the Audit Committee relating to the extra-financial reporting were as follows:
 - review and discussion with the Statutory Auditor authorized to certify information relating to sustainability of extra-financial performance for the 2023 financial year, in particular the result of the taxonomy and the evolution of the carbon footprint with regard to the carbon footprint reduction trajectory,
 - review of the process of choosing the Statutory Auditor authorized to certify information relating to sustainability in charge of auditing the sustainability report during the first application of the European Directive on corporate sustainability reporting (CSRD) in 2024, as well as validation by the Audit Committee of the 2024 audit budget,
 - review of the system implemented by the Company in preparation for the application of the CSRD including:
 - monitoring the CSRD implementation project and more specifically the reporting of sustainability indicators,
 - delving deeper into the issues linked to CSRD sustainability standards and the preparation of the first sustainability report during a special session,
 - the closure options and the approach adopted for the publication of qualitative and quantitative information for the first year of application of the CSRD;
- the update of the revenue recognition principles mainly related to the Group's new business models;
- the status of the projects to simplify the Group's legal structure;

- review of the main points of concern of financial analysts and investors;
- review of the changes in the financial information systems in the context of the Group's transition to a subscription model;
- the monitoring of tax risks, changes to the tax environment, in particular in France and the United States, and getting Dassault Systèmes ready for the OECD's Pillar II GloBE program;
- the monitoring of the main disputes and other proceedings (civil, commercial or tax proceedings) which are generally linked to its day-to-day operations;
- acquisition projects;
- the monitoring of the Group's financing policy;
- the main account closing options for the fiscal year.

Compensation and Nomination Committee

The Compensation and Nomination Committee is composed solely of independent directors: Ms. Laurence Daures, who chairs the Committee, and Mr. Soumitra Dutta.

The main duties of this Committee are:

- to propose to the Board of Directors the amounts for compensation and benefits of the executive officers, including the rules for calculating variable compensation and for verifying the application of these rules;
- to propose the amount and the rules for allocation of the directors' compensation in respect of their directorship;
- to propose to the Board of Directors the appointment or renewal of directors and organize their selection procedure, which breaks down into several steps: determining the selection criteria in line with the diversity policy applicable to the Board, search for candidates, meeting the selected candidates, and decision by the Committee with a view to making a recommendation to the Board;
- to examine the independence of those directors who are identified as such, based on the criteria set out in the AFEP-MEDEF Code;
- to assess the effective contribution of the independent directors to the work of the Board;
- to examine Dassault Systèmes' appointment policy and to be informed of the compensation policy for the managers, including non-corporate officers;
- to discuss the employee profit-sharing and incentive plan, in particular the allocation of performance shares and share subscription options; and
- to propose to the Board of Directors solutions in case of vacancy of the position of Chairman of the Board and of Chief Executive Officer. In this respect, on the recommendation of the Compensation and Nomination Committee, before being appointed Chairman & Chief Executive Officer in January 2023, Mr. Bernard Charlès

had been appointed as Vice chairman of the Board of Directors so that he could act as Chairman of the Board in the event of absence or vacancy in relation to the Chairman position. Similarly, before being appointed Deputy Chief Executive Officer in January 2023, Mr. Pascal Daloz had been managing operations at Dassault Systèmes since 2020. On January 1, 2024, the final step of the succession plan prepared several years ago was implemented with the appointment of Mr. Bernard Charlès as Chairman of the Board and Mr. Pascal Daloz as Chief Executive Officer.

In addition, the Committee meets regularly with the members of Dassault Systèmes' Executive Committee as well as members of the management teams and oversees preparations for the future through an annual review, with the Chief Executive Officer, of the composition of the Executive Committee and of the short- and medium-long-term succession plan for its members.

When the Compensation and Nomination Committee carries out its appointment work, it liaises with the Chairman of the Board of Directors and the Chief Executive Officer.

In relation to its duties, the Committee met four times in 2024, with an attendance rate of 87.50%. During these meetings, it carried out all of the missions described above; it also made observations and recommendations to the Board on the following subjects:

- the governance and composition of the Board of Directors and its committees, including the appointment of Groupe Industriel Marcel Dassault as a new director, represented in 2024 by Ms. Marie-Hélène Habert-Dassault and in 2025 by Mr. Olivier Costa de Beauregard, and the appointment of two new directors representing employees;
- the independence of directors, which was reviewed based on the responses of each director to a dedicated questionnaire, and the assessment of their actual contribution to the Board's work;
- the amount and the allocation of the compensation allocated to directors;
- the compensation of executive officers, particularly in the context of change of the governance in 2024;
- the composition of the Executive Committee in 2024, the short and medium-long term succession plan for its members and their compensation;
- the performance share allocation plans for Dassault Systèmes executives and employees; and
- the new employee share ownership plan.

On a general and ongoing basis, the Compensation and Nomination Committee monitors the compliance of Dassault Systèmes with applicable laws and regulations and best practices in the area of corporate governance, in particular with respect to the composition and practices of the Board.

Scientific Committee

Like the other Board committees, the Scientific Committee is composed solely of independent directors: Soumitra Dutta, Chairman of the Committee, and Geneviève Berger. The Committee reviews the main directions of research and development, as well as Dassault Systèmes' technological achievements, and makes recommendations on these matters. The persons in charge of these matters within Dassault Systèmes are invited to the Committee's meetings.

The Scientific Committee met twice in 2024, with an attendance rate of 100%.

The Scientific Committee reviewed the main lines of Dassault Systèmes' strategy, and more specifically investments in relation to the "generative economy" and to "3D UNIV+RSES". The following topics were addressed:

- Dassault Systèmes works with its customers to develop 3D UNIV+RSES, sets of virtual twins developed on the 3DEXPERIENCE platform, which combine generative artificial intelligence, modelling, simulation and real-world data. Thus, 3D UNIV+RSES make it possible to observe and experience the world, to learn from these experiences, to reveal real-world evidence based on multimodal data, and to represent the world through abstractions – multidisciplinary and multiscale modeling and simulations;
- the Company will offer virtual twins of organizations, to represent the current and projected companies' mode of operation;
- Dassault Systèmes now proposes an offer of "Virtual Twin as a Service"; these are online services associated with virtual twins, available on the 3DEXPERIENCE Cloud. Virtual Twin as a Service goes hand in hand with the implementation of new business models, whose goals are to serve new markets and create new value more quickly;
- in the field of health and care, the approach chosen by Dassault Systèmes is to consider the individuals throughout their lives, both during periods of illness and when they are healthy, and to bring together all the stakeholders (research laboratories, pharmaceutical companies, healthcare establishments, etc.), in order to offer comprehensive prevention and support solutions;
- in the field of nutrition, Dassault Systèmes offers solutions that enable its customers to become part of the generative economy, i.e., to meet the needs of consumers while making frugal use of the planet's resources.

5.1.1.4 Powers of the Chief Executive Officer

Pursuant to French law, the Chief Executive Officer represents Dassault Systèmes SE in dealings with third parties within the limits set by its corporate purpose and by the powers reserved by law to the shareholders or the Board of Directors.

However, under Dassault Systèmes SE's by-laws, certain decisions of the Chief Executive Officer are submitted to the prior approval of the Board. This covers, in particular, the acquisition or the disposal of an entity, shareholding or asset (excluding internal transactions) or the use of external funding (bank loan or capital market issue, including bond issue), if the amount of the transaction exceeds a threshold set each year by the Board. This threshold, which was set by the Board on March 11, 2025, is €750 million. On March 11, 2025, the Board also authorized the Chief Executive Officer to grant guarantees, endorsements or securities in the name of Dassault Systèmes SE:

- without any limitation on the amount, in order to guarantee any commitments made with respect to tax and customs administrations or those made by companies controlled by Dassault Systèmes SE;
- up to an aggregate amount of €750 million in other cases.

5.1.2 Executives of Dassault Systèmes

The Executive Committee, chaired by Mr. Pascal Daloz, brings together the heads of Dassault Systèmes' main business lines and functions. It consists of 13 members, 5 of whom are women:

Pascal Daloz⁽¹⁾	Chief Executive Officer
Florence Hu-Aubigny	Executive Vice-President, Research & Development
Philippe Laufer	Executive Vice-President, 3DS Global Brands
Elisa Prisner	Executive Vice-President, Corporate Strategy & Platform Transformation
Patrick Johnson	Executive Vice-President, Corporate Research & Sciences
Florence Verzellen	Executive Vice-President, Industry, Marketing & Sustainability
Rouven Bergmann	Executive Vice-President, Chief Financial Officer
Laurence Barthès	Executive Vice-President, Chief People & Information Officer
Olivier Ribet	Executive Vice-President, EMEA ⁽²⁾
Samson Khaou	Executive Vice-President, Asia-Pacific
Erik Swedberg	Executive Vice-President, Americas
Victoire de Margerie	Vice-President Corporate Equity, Marketing & Communications
Grégory Abate	General Secretary

(1) Mr. Pascal Daloz is an executive officer (*dirigeant mandataire social exécutif*) within the meaning of the AFEP-MEDEF Code.

(2) Europe Middle East Africa.

Gender equality objective within governing bodies

Upon the proposal of executive management, the Board of Directors has set the objective of maintaining a proportion of women of approximately 40% within the Executive Committee.

This proportion has been 38.5% since 2020.

Dassault Systèmes has a strong ambition in terms of gender equality and promotes diversity of profiles for top positions of responsibility with specific actions taken at the recruitment stage and a follow-up based on objectives that are assessed annually (see paragraph 5.1.7.5 "Gender Equality within the Executive Team and Top Positions of Responsibility").

5.1.3 Compensation Policy for Corporate Officers (Mandataires Sociaux)

A compensation policy in line with the corporate interest, strategy and durability of Dassault Systèmes

Dassault Systèmes' long-term strategy is based on its purpose, which aims at contributing to sustainable development in all its components: to provide business and people with 3DEXPERIENCE universes in order to imagine sustainable innovations, capable of harmonizing products, nature and life.

Dassault Systèmes' compensation policy is defined to be in the Company's corporate interest in order to attract, motivate and retain highly qualified profiles, for whom competition in the market is intense, to promote the Company's success and durability, which depend on the achievement of its strategic objectives, including in relation to ESG, as well as its commercial and financial objectives, in the medium and long term.

Any change in the compensation of executive officers is based on the performance Dassault Systèmes, changes in its scope and its market shares. The development of macro-economic

data and data specific to Dassault Systèmes SE (including the employment and compensation conditions applicable to employees, in particular the level of overall salary increases) over the past three years is also reviewed.

Any significant change in the compensation of executive officers is thus made over long intervals, in accordance with the recommendation of the AFEP-MEDEF Code. The compensation paid to the Chairman of the Board of Directors and the Chief Executive Officer was last revised on January 1, 2024, on which date Mr. Pascal Daloz became Chief Executive Officer, replacing Mr. Bernard Charlès, who has continued to serve as Executive Chairman of the Board of Directors.

In the ten years prior to this change in governance:

- the compensation paid to the Chairman of the Board of Directors was increased in 2015 and again in 2021;
- the compensation paid to the Chief Executive Officer was increased in 2015, 2018 and 2021.

to account for Dassault Systèmes' successive transformations and the expansion of its scope.

In 2021, these increases were decided by taking into account the compensation conditions of employees:

- the increases in the fixed compensation of the Chairman of the Board of Directors and the target annual compensation for objectives achieved of the Chief Executive Officer were at a level equivalent to half of the overall increase of Dassault Systèmes SE employees' salaries between 2018 and 2021;
- the increase in the fixed compensation of the Chairman of the Board of Directors and the Chief Executive Officer was effective on the date on which the fixed compensation of the employees was also increased.

The compensation structure of the Chief Executive Officer is the same as that of the Executive team. Their compensation is composed of a fixed portion and a variable portion (short term and long term). The variable portion may represent a significant part of the total compensation if the annual targets are achieved or outperformed. The applicable criteria and the targets are reviewed every year in order to be consistent with Dassault Systèmes' strategic orientations. However, the Chief Executive Officer is not eligible for the profit-sharing payments from which all Dassault Systèmes SE's employees benefit, unlike the other members of the Executive team attached to France.

Shareholder approval

The compensation policy for the corporate officers (*mandataires sociaux*) of Dassault Systèmes is set out each year in March by the Board of Directors, upon the recommendation of the Compensation and Nomination Committee.

The Committee exercises its missions with complete independence based on the benchmarking of compensation granted to directors, Chairmen of Boards of Directors or Supervisory Boards, and CEOs of companies in the CAC 40 index mainly, as well as CEOs of international technology companies. The benchmark used by the Committee is stable. The members of the Committee, all of whom are independent directors, discuss the subject of compensation in the absence of the executive officers concerned.

In accordance with Article L. 22-10-34, II of the French Commercial Code, the compensation elements paid or granted in 2024 to Mr. Bernard Charlès, Executive Chairman of the Board of Directors, and Mr. Pascal Daloz, Chief Executive Officer, are subject to a shareholders' vote. The payment of the variable or extraordinary compensation elements resulting from the implementation of the compensation policy for the 2024 fiscal year applicable to Mr. Bernard Charlès and Mr. Pascal Daloz, approved by the General Meeting held on May 22, 2024, is thus subject to shareholder approval at the next General Meeting.

In 2024, such resolutions relating to compensation elements paid or granted in 2023 to Mr. Charles Edelstenne, Chairman of the Board of Directors until January 8, 2023 (7th resolution), Mr. Bernard Charlès (8th resolution) and

Mr. Pascal Daloz (9th resolution) were approved at 98.20%, 78.73% and 91.17%, respectively.

Some of the information included in the corporate governance report is also submitted to a vote of the shareholders in accordance with Article L. 22-10-34, I of the French Commercial Code.

Furthermore, in accordance with Article L. 22-10-8 of the French Commercial Code, the compensation policy for corporate officers, as set forth in paragraph 5.1.3, will be subject to the approval of the next General Meeting. Pursuant to Article L. 22-10-34, II of the French Commercial Code, the payment of variable or extraordinary compensation elements resulting from the implementation of this compensation policy for 2025 to Mr. Pascal Daloz will be subject to shareholder approval at the General Meeting called to approve the financial statements for the 2025 fiscal year.

For more details on the resolutions proposed, see paragraph 7.1 "Presentation of the Resolutions Proposed by the Board of Directors to the General Meeting of May 22, 2025".

5.1.3.1 Compensation Policy Applicable to the Executive Chairman of the Board of Directors

The annual compensation of the Executive Chairman of the Board of Directors is fixed compensation only, as recommended by the AFEP-MEDEF Code. He does not receive any variable compensation (short- or long-term), nor does he benefit from any additional retirement plan or indemnity under a non-competition or severance payment clause.

He receives benefits in kind corresponding to the use of a vehicle and mandatory supplemental medical coverage.

All compensation paid to him by the Company is paid by Dassault Systèmes SE, a company incorporated under the laws of France and main operating company of Dassault Systèmes.

At its meeting on March 12, 2024, the Board of Directors, on the recommendation of the Compensation and Nomination Committee, noting the availability of Mr. Bernard Charlès to devote himself to the very long-term matters proposed by the Chief Executive Officer (contribution to the Company's strategy, fundamental research strategy and the development of governmental or sensitive relations with certain customers), set the amount of fixed annual compensation for the Executive Chairman of the Board of Directors at €2,000,000. See paragraph 5.1.1.2 "Practices of the Board of Directors" for more details on the role of Mr. Bernard Charlès since January 1, 2024.

At its meeting on March 11, 2025, the Board of Directors decided, on the recommendation of the Compensation and Nomination Committee, to leave the amount of the annual fixed compensation paid to the Executive Chairman of the Board of Directors unchanged at €2,000,000.

The amount granted to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors reflects the will of the Chief Executive Officer that Mr. Bernard Charlès, an entrepreneur for over 35 years at Dassault Systèmes, continues to contribute to the Company's strategy, fundamental research strategy and the development of the Company's business and reputation with global institutions and longstanding customers with whom he has built strong relationships of trust, and this in a context where the size and visibility of Dassault Systèmes have increased considerably. It also takes into account compensation practices observed for Chairmen of the Board of Directors who have previously performed executive functions, notably in CAC 40 companies.

Mr. Bernard Charlès will not receive any new performance share allocation in 2025, as was the case in 2024.

However, the shares granted to him in 2021, 2022 and 2023 will vest, subject to satisfaction of the applicable performance and continued employment conditions, in 2025 and 2026. The continued employment condition will be considered satisfied if Mr. Bernard Charlès is still Executive Chairman of the Board of Directors at the end of the presence period, except in the event of retirement, disability or death. The performance condition will continue to apply in the event of retirement, but not in the event of disability or death, as it is the case for employees who are beneficiaries of long-term compensation plans.

These shares were granted as part of the gradual process of associating Mr. Bernard Charlès with the Company's capital with the aim of recognizing his entrepreneurial role for over 35 years with Dassault Systèmes and providing him with an equity stake comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world. Prior to the IPO of Dassault Systèmes in 1996, Mr. Bernard Charlès had not benefited from an equity stake in the Company.

The performance condition governing the vesting of these shares is based on demanding financial and, since 2023, non-financial criteria, with a minimum level of achievement set at 75% of the target for the non-financial criterion and 80% for the financial criterion. No minimum amount is therefore guaranteed.

Mr. Bernard Charlès is also required to hold, in registered form and until he ceases to hold office, 15% of the performance shares vested since the allocation by the Board of Directors in 2007. This percentage was calculated after deducting the number of shares whose sale would be necessary to pay the taxes, social security contributions and fees relating to the sale of all such shares. He has also formally agreed to not enter into forward transactions that allow him to guarantee a capital gain in the event of the sale of his performance shares. This prohibition is also stated in the Dassault Systèmes Insider Trading Rules.

In the event of a change in the Executive Chairman of the Board of Directors during the year, the Board of Directors will have the option to adjust the compensation to take into account the new Executive Chairman's profile and assigned missions, in line with Dassault Systèmes' previous practices.

5.1.3.2 Compensation Policy Applicable to the Chief Executive Officer

The compensation of the Chief Executive Officer consists of a fixed and a variable annual compensation as well as benefits in kind corresponding to mandatory supplemental medical coverage. In the event of a forced departure, he may receive an indemnity, subject to the satisfaction of certain conditions, including a performance condition.

He also receives a performance share allocation; however, he is not granted any share subscription or purchase options.

The Chief Executive Officer does not receive any multi-year variable compensation in cash, additional pension plan or compensation under a non-competition clause.

All compensation paid by the Company to the Chief Executive Officer is paid by Dassault Systèmes SE, a company incorporated under the laws of France and main operating company of Dassault Systèmes.

Additionally, only Dassault Systèmes SE grants performance shares to the Chief Executive Officer.

Fixed and variable annual compensation

The Chief Executive Officer receives a target annual compensation for objectives achieved comprised of a fixed portion for 50%, paid monthly, and a variable portion for 50%, paid (subject to the approval of the General Meeting of Shareholders) annually in relation to the achievement of the performance criteria previously set by the Board of Directors.

For 2025, these criteria, as set out below by the Board of Directors, are in line with Dassault Systèmes' strategic orientations in the short, medium and long term. Therefore, they contribute to the objectives of the compensation policy of Dassault Systèmes to promote the Company's success and durability.

These criteria include an ESG indicator, representing 15% of the variable portion. The purely qualitative portion of these criteria is limited to 15%.

The ESG criteria and associated targets are reviewed annually to ensure consistency with Dassault Systèmes' ESG strategy for 2027. For more details on Dassault Systèmes' ESG strategy for 2027, see paragraph 1.8 "Extra-financial Performance – Main Figures" and Chapter 2 "Environmental, Social, Societal and Governance Responsibility".

Performance criteria triggering the payment of variable compensation to the Chief Executive Officer

	Type	Weighting	Minimum level of achievement	Cap
Dassault Systèmes' ESG indicator based on four environmental, social and governance criteria*:	Quantifiable	15%		140%
– employee pride and satisfaction rates measured via an annual internal survey	Quantifiable	1/4		140%
– proportion of women on the Board of Directors, the Executive team and among <i>People Managers</i>	Quantifiable	1/4		140%
– share of total IFRS revenue (software and services) deemed eligible and share of total IFRS revenue (software and services) deemed aligned within the meaning of EU Taxonomy	Quantifiable	1/4	Minimum level of achievement: between 75% and 100% of target, depending on the criterion.	140%
– reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi):	Quantifiable	1/4		140%
– *emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3)			Minimum payment level of 60% and, in the event of an outperformance, up to a maximum of 140%.	
– *percentage of suppliers (by emissions weight) who have set science-based targets for reduction				
Diluted net earnings per share on a non-IFRS consolidated basis in line with the objectives communicated by Dassault Systèmes for the year	Quantifiable	20%		140%
Company efficiency processes, measured by the fact that the non-IFRS operating margin is in line with the objectives announced by Dassault Systèmes for the year	Quantifiable	15%		140%
Competitive position, measured by relative revenue growth compared to competitors and consistency of the evolution in cloud and 3DEXPERIENCE revenue	Quantifiable	15%		140%
Composition of product portfolio	Quantifiable	20%		140%
Implementation of Dassault Systèmes' short-, medium- and long-term strategy contributing to future growth	Qualitative	15%	-	140%

* These ESG criteria will be calculated at constant scope.

To determine whether the above criteria are met, the Compensation and Nomination Committee verifies in March of Year N+1 to what extent the targets set in March of Year N have been met. The level of achievement of the objectives determines the amount actually paid for the variable compensation, which can result in a payment below the target, or above the target up to 140% overall and per criterion. No minimum payment is guaranteed and, in the event of an outperformance, the allocated amount is capped.

In the event of fraud or material error, with the exception of a change in an accounting standard or its interpretation, that occurred during the three previous fiscal years and resulting in the restatement of the individual or consolidated financial statements of the Company, the Board of Directors, on an opinion from the Compensation and Nomination Committee, reserves the right to cancel all or a portion of the performance shares granted to the Chief Executive Officer but not yet vested, and/or to cancel or reduce the amount

of the CEO's annual variable compensation for the current year. The number of performance shares and/or the amount of the variable compensation canceled or reduced shall then be equal to the amount which, on the basis of the restated financial statements approved by the statutory auditors, appears to have been incorrectly granted to the Chief Executive Officer.

During its March 11, 2025 meeting, the Board of Directors set the amount of the annual target compensation with targets achieved for the Chief Executive Officer for 2025 at €2,000,000, composed of a fixed amount of €1,000,000 and a variable portion of no more than 140% of the fixed portion, the amount of which will depend upon the achievement of the targets and will be subject to the approval of the General Meeting of Shareholders called to approve the 2025 financial statements.

This amount is unchanged from 2024.

Performance shares

At its meeting on March 11, 2025, the Board of Directors decided that 450,000 performance shares will be granted in 2025 to the Chief Executive Officer, per the authorization granted by the General Meeting of Shareholders.

This amount is unchanged from 2024.

The vesting of these shares, at the end of a three-year vesting period, is subject to conditions of continued employment

and performance that are identical to those stipulated for the vesting of shares granted to Dassault Systèmes' eligible employees (excluding MEDIDATA).

The performance conditions defined by the Board are based on demanding financial and non-financial criteria, with no minimum amount guaranteed. It therefore contributes to the objectives of the compensation policy of Dassault Systèmes to promote the Company's success and durability.

The Board of Directors set these criteria as follows for 2025.

Performance criteria triggering the vesting of performance shares granted to the Chief Executive Officer

	Type	Weighting	Minimum level of achievement	Cap
ESG indicator based on three environmental, social and governance criteria*:	Quantifiable	20%	Minimum level of achievement for each of the three ESG criteria and sub-criteria: between 75% and 100% of the target. For each criterion, a "payment" level (60% minimum and, in the event of an outperformance, up to a maximum of 140%) is determined based on the level of achievement. This "payment" level will be equal to zero if the minimum level is not achieved. The number of shares vested for this tranche will depend on the weighted average of the "payment" levels for all ESG criteria and sub-criteria.	100%
– proportion of women on the Board of Directors, the Executive team and among <i>People Managers</i>	Quantifiable	1/3		140%
– share of total IFRS revenue (software and services) deemed eligible and share of total IFRS revenue (software and services) deemed aligned within the meaning of EU Taxonomy	Quantifiable	1/3		140%
– reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi): – *emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3) – *percentage of suppliers (by emissions weight) who have set science-based targets for reduction	Quantifiable	1/3	See above	140%
Growth in diluted net earnings per share on a non-IFRS consolidated basis, neutralized from currency effects (hereinafter "EPS"): EPS achieved in 2027 compared with EPS achieved in 2024	Quantifiable	80%	Minimum level of achievement: 80% of the target. No performance shares may be acquired for this tranche if the achievement level is below 80%. If the achievement level is between 80% and 100%, the number of shares granted will progress linearly from 50% to 100%.	100%

* These ESG criteria will be calculated at constant scope.

No performance shares may be acquired by the Chief Executive Officer if the achievement level of the targets for growth in EPS and for each of the ESG criteria is below the minimum levels set by the Board referred to above. If the achievement level is greater than 100%, the number of shares vested will be capped at 100%. There is no compensation possible between financial and non-financial criteria.

If the continued employment condition is not met, except in the case of retirement, disability or death, no shares will be acquired by the Chief Executive Officer. As it is the case for employees who are beneficiaries of long-term compensation plans, the performance condition will continue to apply, in the event of retirement, but not in the event of disability or death.

There is no mandatory holding period after the vesting of these shares. However, in accordance with the AFEP-MEDEF Code and the French Financial Markets Authority (AMF) recommendations, the Board of Directors has, with each allocation, set the percentage of shares acquired that the Chief Executive Officer will be required to keep in registered form for as long as he holds office.

Accordingly, on March 11, 2025, the Board of Directors decided that this percentage would be equal, as it has been every year, to 15% of the shares vested. This percentage is calculated after deduction of the number of shares that it would be necessary to sell in order to pay taxes due, social charges and expenses related to the sale of the total number of shares vested.

The Chief Executive Officer cannot enter into forward transactions that allow him to guarantee a capital gain in the event of the sale of his performance shares. He has formally agreed to this prohibition which is also stated in the Dassault Systèmes Insider Trading Rules.

Benefits in kind

The Chief Executive Officer receives benefits in kind corresponding to mandatory supplemental medical coverage.

Indemnity due in the event of imposed departure

The Chief Executive Officer may receive compensation for the termination of his functions whose principle and amount are subject to certain conditions, in particular performance conditions, in accordance with the French Commercial Code and the AFEP-MEDEF Code. Thus, the indemnity would be due in case of a change in control or strategy duly acknowledged by the Board of Directors, which results in an imposed departure in the subsequent twelve months. In the event of forced departure due to poor results at Dassault Systèmes or mismanagement, the indemnity shall not be paid.

The indemnity would also not be due in the event that the Chief Executive Officer were to leave Dassault Systèmes on his own initiative to take a new position elsewhere, or were to be assigned a new position within the Company, or if he were to receive retirement benefits shortly after leaving.

In the event the indemnity is paid to the Chief Executive Officer, the Board may, by way of exception, reduce

the amount or decide that it is not due in the event of (i) misconduct other than in connection with his corporate functions and incompatible with the normal performance of his term of office, or (ii) events seriously damaging the image of Dassault Systèmes and significantly reducing the share price.

The amount of the indemnity due to the Chief Executive Officer, in the event of the termination of his functions, will be equivalent to a maximum of two years of compensation and will depend on satisfying the performance conditions established for calculating his variable compensation. The amount paid would be calculated pro rata with respect to the percentage of variable compensation which was paid during the three years preceding his departure as compared to the targeted variable compensation for such years, using the following formula:

- the aggregate gross compensation (including variable compensation but excluding benefits in kind and directors' compensation) due in connection with his term of office as director for the two years ended prior to the date of departure;
- multiplied by the quotient of (i) the amount of variable compensation actually paid during the three fiscal years ended prior to the date of departure with respect to their respective years of reference (numerator), divided by (ii) the amount of target variable compensation determined for each of these years by the Board of Directors on the basis of achievement of the objectives set for Dassault Systèmes (denominator).

The indemnity is thus subject to performance conditions related to achieving targets fixed for the variable compensation.

5.1.3.3 Directors' Compensation

Each director of Dassault Systèmes SE, including Mr. Bernard Charlès and Mr. Pascal Daloz, is entitled to compensation in respect of their office (formerly known as "directors' fees").

Since 2022, the annual amount of compensation granted to directors has been €900,000.

It is proposed to the General Meeting of May 22, 2025 that the annual amount of compensation granted to directors be increased to €1,200,000 for the fiscal year 2025 and the following fiscal years, until a new decision of the General Meeting of Shareholders, to take into account, in particular, the increase in the number of directors in the future and changes in the practices of CAC 40 companies in terms of directors' compensation.

In terms of criteria for allocating the total amount among the directors, Dassault Systèmes is focused on attracting, motivating and retaining highly qualified profiles.

Subject to approval by the General Meeting of May 22, 2025 of the new amount of compensation granted to directors and of the compensation policy for corporate officers, the Board of Directors of March 11, 2025 proposed the following allocation criteria: €24,000 per director, an additional €24,000 for the Chairman of the Board, an additional

€40,000 for the Chairman of the Audit Committee, an additional €30,000 for the Chairman of the Compensation and Nomination Committee, an additional €15,000 for the Chairman of the Scientific Committee, an additional €30,000 for the lead independent director, and an additional €20,000 for the lead director of sustainability development (these amounts being paid in proportion to the actual term in office during the year); €5,400 per member for physical presence at a Board or Committee meeting or at a meeting of independent directors; and €2,700 per member for participation in a Board, Committee or independent directors' meeting by conference call or video-conference.

In the event of the presence of the members of the Board of Directors at all the scheduled meetings of the Board, the variable part is thus structurally higher than the fixed part.

5.1.3.4 Terms of office, Employment Contracts or Service Agreements with the Company

The term of office of the corporate officers of Dassault Systèmes SE is four years. They are revocable under the conditions provided by law.

Apart from the two directors representing employees, Ms. Anne-Laure Chevalier and Ms. Christine Defert, no directors of Dassault Systèmes SE have an employment contract. Their employment contracts have an indefinite term and are subject to legal conditions, in particular with respect to notice and termination.

The employment contract of Mr. Pascal Daloz, an employee of Dassault Systèmes SE since 2001, was terminated in 2023.

No contract for the provision of services has been concluded by the Company with one of its corporate officers.

5.1.4 Summary of the Compensation and Benefits due to Corporate Officers (*Mandataires Sociaux*)

Ratios between the compensation paid to executive corporate officers of Dassault Systèmes SE and that paid to employees who are not corporate officers

Below, Dassault Systèmes SE publishes the ratios required by Article L. 22-10-9 of the French Commercial Code relating to the compensation of corporate officers of listed companies following the AFEP guidelines on compensation multiples as of February 2021.

Dassault Systèmes SE is the Company's main operating company, with its workforce representing 90% of the workforce in France as of December 31, 2024. As Dassault Systèmes SE's equity ratios are representative, the definition of a larger scope for the purpose of presenting those ratios is not relevant.

The elements included as compensation are the compensation and benefits paid in respect of fiscal year N and comprising the fixed part, the variable part paid during fiscal year N, the extraordinary compensation (where applicable) paid during fiscal year N, the compensation allocated to directors in respect of their term of office as a director as soon as these elements were received by the executive officer and paid during fiscal year N, performance shares granted during fiscal year N and valued at their IFRS value, and employee saving (profit-sharing, incentives), employer contribution and benefits in kind.

Compensation is calculated on a full-time equivalent basis of Dassault Systèmes SE employees present in 2023 and 2024 (excluding apprentices).

The compensation elements taken into account for Mr. Bernard Charlès and Mr. Pascal Daloz are presented in Table 1 of this chapter.

Since 2002, Dassault Systèmes has separated the offices of Chairman of the Board and Chief Executive Officer. Thus, until January 8, 2023, Mr. Charles Edelstenne was Chairman of the Board of Directors and Mr. Bernard Charlès was Chief Executive Officer.

The two functions were combined for a transitional period in 2023, with Mr. Bernard Charlès acting as Chairman & Chief Executive Officer from January 9 to December 31.

This combination of functions ended on December 31, 2023, with Mr. Bernard Charlès remaining Executive Chairman of the Board and Mr. Pascal Daloz becoming Chief Executive Officer with effect from January 1, 2024.

As the position of Chairman & Chief Executive Officer only existed in 2023, and as Mr. Bernard Charlès' compensation did not change between 2022 and 2023 despite the change in position, Dassault Systèmes SE has not deemed it relevant to present a ratio specifically for the position of Chairman & Chief Executive Officer for fiscal year 2023.

Mr. Bernard Charlès's compensation as Chairman & Chief Executive Officer is presented in the same way as that of the Vice chairman of the Board of Directors and the Chief Executive Officer, allowing for a comparison with previous years.

Chairman of the Board of Directors

	2024	2023	2022	2021	2020
Ratio compared to the average compensation paid to employees of Dassault Systèmes SE (<i>Year-on-year change</i>)	17.8 ⁽¹⁾ NA	NA NA	9.6 +1.1%	9.5 -1.0%	9.6 +3.2%
Ratio compared to the median compensation paid to employees of Dassault Systèmes SE (<i>Year-on-year change</i>)	24.0 ⁽¹⁾ NA	NA NA	12.8 -5.2%	13.5 +5.5%	12.8 0.0%

(1) The data presented take into account the compensation paid to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors with effect from January 1, 2024.

Chief Executive Officer

	2024	2023	2022	2021	2020
Ratio compared to the average compensation paid to employees of Dassault Systèmes SE (Year-on-year change)	130.8 NA ⁽¹⁾	383.9 +31.7%	291.4 -25.3%	390.0 +103.9%	191.3 -14.2%
Ratio compared to the median compensation paid to employees of Dassault Systèmes SE (Year-on-year change)	176.0 NA ⁽¹⁾	518.3 +33.2%	389.0 -29.6%	552.2 +116.9%	254.6 -16.9%

(1) Dassault Systèmes did not deem it relevant to publish the change in 2024, given that the roles of Chairman and Chief Executive Officer were combined, on an exceptional basis, in 2023.

For 2021, the significant variations observed are explained by the change in Dassault Systèmes' share price, which has an impact on the valuation of performance shares taken into account in the calculation of the ratio.

Annual trends in the compensation paid to executive corporate officers, in the Company's performance, and in the average compensation paid to Company employees over the past five years

The share price and net earnings per share shown in the table below reflect the five-for-one stock split of the nominal value of Dassault Systèmes' shares on July 7, 2021.

(in euros)	2024	2023	2022	2021	2020
Compensation paid to the Chairman of the Board					
Compensation paid to Mr. Charles Edelstenne	NA	NA	1,087,150	1,070,895	1,031,645
Compensation paid to Mr. Bernard Charlès (Year-on-year change)	2,086,155 ⁽¹⁾ NA	NA NA	+1.5%	+3.8%	+0.4%
Compensation paid to the Chief Executive Officer					
Compensation paid to Mr. Bernard Charlès	NA	3,099,235	3,243,587	3,089,077	2,997,377
Compensation paid to Mr. Pascal Daloz (Year-on-year change)	15,320,153 NA	NA -4.5%	NA +5.0%	NA +3.1%	NA +1.8%
Share price on December 31 of the reporting year (Year-on-year change)	33.50 -24.3%	44.24 +32.1%	33.50 -36.0%	52.31 +57.4%	33.23 +13.4%
Net earnings per share (non-IFRS) (Year-on-year change)	1.28 +6.7%	1.20 +6.2%	1.13 +18.9%	0.95 +26.7%	0.75 +2.7%
Average compensation paid to the Company's employees (other than executive officers) on a full-time equivalent basis (Year-on-year change)	117,099 -4.2%	122,211 +7.6%	113,623 +0.8%	112,665 +5.0%	107,267 -3.1%

The above compensation of the Vice chairman of the Board of Directors and Chief Executive Officer, then Chairman & Chief Executive Officer, does not include the shares granted to Mr. Bernard Charlès as part of the gradual process of associating him with the Company's capital. The evolution of the valuation of these shares is:

Value of the shares granted to the Vice chairman of the Board of Directors and Chief Executive Officer, then Chairman & Chief Executive Officer, as part of the gradual process of associating him with the Company's capital ⁽²⁾ (Year-on-year change)	NA NA	43,815,000 ⁽³⁾ +46.7%	29,865,000 ⁽⁴⁾ -26.9%	40,845,000 ⁽⁵⁾ +133.0%	17,526,600 ⁽⁶⁾ -19.4%

(1) The data presented take into account the compensation paid to Mr. Bernard Charlès in his capacity as Executive Chairman of the Board of Directors with effect from January 1, 2024.

(2) Value based on the method chosen for the consolidated financial statements before the spreading of the expense and after taking into account the performance criteria.

(3) 1,500,000 2023-B shares granted in 2023.

(4) 1,500,000 2022-B shares granted in 2022.

(5) 300,000 2021-B shares granted in 2021. This quantity was multiplied by five to attain a total of 1,500,000 following the five-for-one stock split of the nominal value of Dassault Systèmes shares that occurred on July 7, 2021.

(6) 300,000 2020-B shares granted in 2020. This quantity was multiplied by five to attain a total of 1,500,000 following the five-for-one stock split of the nominal value of Dassault Systèmes shares that occurred on July 7, 2021.

The tables below provide a summary, in accordance with the recommendations of the French Financial Markets Authority (AMF) and the AFEP-MEDEF Code, of the compensation and benefits of any kind paid to the corporate officers of Dassault Systèmes SE, pursuant to Article L. 22-10-9 of the French Commercial Code (see also paragraphs 5.1.3 "Compensation Policy for Corporate Officers (*Mandataires Sociaux*)" and 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE").

The total compensation of the corporate officers paid and awarded during fiscal year 2024 complies with the compensation policy adopted in 2023 and the compensation policy adopted in 2024. This compensation contributes to the long-term performance of the Company. With respect to the Chief Executive Officer, the variable portion of his

compensation is conditional on achieving demanding performance criteria and is in line with Dassault Systèmes' strategic orientations in the short, medium and long term. Payment of this variable portion is also subject to approval by the General Meeting of Shareholders.

For fiscal year 2024, the amount of compensation granted to the directors of Dassault Systèmes SE in respect of their roles as directors totaled €788,000, €320,000 of which was attributed on the basis of their position (fixed portion) and €468,000 on the basis of their attendance at meetings of the Board of Directors and its committees (variable portion). In accordance with the AFEP-MEDEF Code, the variable portion of the compensation allocated to the directors is thus preponderant.

Table 1: SUMMARY OF COMPENSATION AND OPTIONS AND SHARES GRANTED TO EACH EXECUTIVE OFFICER

(in euros)	2024	2023
Bernard Charlès, Chairman & Chief Executive Officer from January 9 to December 31, 2023, then Executive Chairman of the Board of Directors from January 1, 2024		
Compensation due for the year (detailed in Table 2) ⁽¹⁾	2,086,593	2,976,047
Value of the multi-year variable compensation paid during the year	None	None
Value of the stock options granted during the year (detailed in Table 4)	None	None
Value of the performance shares granted during the year (detailed in Table 6)	None	None
Value of the other long-term compensation plans		See table below

(1) All compensation paid by the Company to Mr. Bernard Charlès is paid by Dassault Systèmes SE, a company incorporated under the laws of France and the principal operating company.

Value of the shares granted to Bernard Charlès, Chairman & Chief Executive Officer from January 9 to December 31, 2023, then Executive Chairman of the Board of Directors from January 1, 2024, as part of the gradual process of associating him with the Company's capital,

These shares have been granted in 2023 to Mr. Bernard Charlès, Chairman & Chief Executive Officer from January 9 to December 31, 2023, as part of the gradual process of associating him with the Company's capital that began several years ago, with the aim of recognizing his entrepreneurial role for over 35 years

with Dassault Systèmes and giving him an equity stake comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world. Since January 1, 2024, Mr. Bernard Charlès has been Chairman of the Board of Directors and no more shares are granted to him.

(in euros)	2024	2023
Bernard Charlès, Chairman & Chief Executive Officer from January 9 to December 31, 2023, then Executive Chairman of the Board of Directors from January 1, 2024		
Value of the shares granted ⁽¹⁾	NA	43,815,000 ⁽²⁾

(1) Value based on the method chosen for the consolidated financial statements before the spreading of the expense and after taking into account the performance criteria.

(2) 1,500,000 2023-B shares granted in 2023.

(in euros)

2024

2023

Pascal Daloz, Deputy Chief Executive Officer from January 9 to December 31, 2023, then Chief Executive Officer from January 1, 2024

Compensation due for the year (detailed in Table 2) ⁽¹⁾	1,997,334	1,529,994
Value of the multi-year variable compensation paid during the year	None	None
Value of the stock options granted during the year (detailed in Table 4)	None	None
Value of the performance shares granted during the year (detailed in Table 6)	13,522,500 ^{(1) (3)}	13,144,500 ^{(1) (2)}
Value of the other long-term compensation plans	None	None

(1) All compensation paid and all performance shares granted by the Company to Mr. Pascal Daloz are paid or granted by Dassault Systèmes SE, a company incorporated under the laws of France and the principal operating company.

(2) 450,000 2023-A shares granted in 2023.

(3) 450,000 2024-A shares granted in 2024.

The 450,000 shares granted to Pascal Daloz (referred to as "2024-A") on May 22, 2024 represent 2.24% of the global allocation decided by the General Meeting of May 24, 2023⁽¹⁾.

These 2024-A shares will vest on May 24, 2027, subject, in accordance with the AFEP-MEDEF Code, to the satisfaction of a continued employment condition and a performance condition, described below, identical to those provided for the benefit of Dassault Systèmes eligible employees (excluding MEDIDATA). The vesting of these shares is subject to the following criteria:

- an ESG indicator based on three environmental, social and governance criteria, representing 20% of the total weighting of the criteria: the proportion of women on the Board of Directors, the Executive team and the *People Managers*; the share of total IFRS revenue (software and services) considered eligible pursuant to the EU Taxonomy; the reduction in greenhouse gas emissions in line with targets submitted to the Science Based Targets initiative (SBTi); and

- growth in the non-IFRS EPS (neutralized from currency effects) between the EPS achieved in 2026 and the EPS achieved in 2023, which represents 80% of the total weighting of the criteria.

For more details on these criteria, see the 2024 compensation policy for executive officers, paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2023.

No performance shares may vest to Mr. Pascal Daloz if the achievement level of the targets for EPS growth and for each of the ESG criteria is below the minimum levels set by the Board. If the achievement level is greater than 100%, the number of shares vested will be capped at 100%. There is no possible compensation between the financial criteria and the non-financial criteria.

No 2024-A shares may vest to him if the continued employment condition is not met, except in case of retirement, disability or death.

(1) The General Meeting of May 24, 2023 set the maximum number of shares that may be granted to executive officers at 35% of the decided global allocation amount, assessed on the date of the allocation, i.e. 7,029,078 shares on May 22, 2024.

Table 2: Summary of the compensation of each executive officer

The gross compensation before tax of the executive officers is set forth in the table below. All compensation paid by the Company to the executive officers is paid by Dassault Systèmes SE, a company incorporated under

the laws of France, and main operating company of Dassault Systèmes.

The executive officers do not receive any compensation from Dassault Systèmes SE other than that shown in the table below.

	2024		2023 ⁽¹⁾	
	Amounts due for the year	Amounts paid in 2024	Amounts due for the year	Amounts paid in 2023
<i>(in euros)</i>				
Bernard Charlès, Chairman & Chief Executive Officer from January 9 to December 31, 2023, then Executive Chairman of the Board of Directors from January 1, 2024				
Fixed compensation	2,000,000	2,000,000	1,445,000	1,445,000
Annual variable compensation	None	1,445,000 ⁽²⁾	1,445,000 ⁽²⁾	1,590,000 ⁽³⁾
Multi-year variable compensation	None	None	None	None
Extraordinary compensation	None	None	None	None
Compensation allocated to directors in respect of their directorship	67,000	66,562	66,562	44,750
Benefits in kind ⁽⁴⁾	19,593	19,593	19,485	19,485
TOTAL	2,086,593	3,531,155	2,976,047	3,099,235
Pascal Daloz, Deputy Chief Executive Officer from January 9 to December 31, 2023, then Chief Executive Officer from January 1, 2024				
Fixed compensation	1,000,000	1,000,000	700,224	700,224
Annual variable compensation ⁽⁵⁾	950,000 ⁽⁶⁾	735,000 ⁽²⁾	735,000 ⁽²⁾	546,000 ⁽³⁾
Multi-year variable compensation	None	None	None	None
Extraordinary compensation	None	None	None	None
Compensation allocated to directors in respect of their directorship	47,000	47,000	47,000	44,750
Benefits in kind ⁽⁷⁾	334	334	7,091	7,091
Employment benefits (profit-sharing and vacation pay)	None	15,319	40,679	200,982
TOTAL	1,997,334	1,797,653	1,529,994	1,499,047

(1) In 2023, Dassault Systèmes SE has paid Mr. Bernard Charlès each of the compensation elements referred to in the table above, with the exception of the compensation paid in respect of his term of office as a Director, in respect of his office as Chief Executive Officer of Dassault Systèmes. Mr. Bernard Charlès did not receive any compensation in consideration of his role as Vice chairman of the Board of Directors of the Board of Directors until January 8, 2023, nor for his role as Chairman of the Board of Directors from January 9 to December 31, 2023.

(2) Variable portion due for 2023 and paid in 2024.

(3) Variable portion due for 2022 and paid in 2023.

(4) These benefits in kind are linked to mandatory supplemental medical coverage, and use of a vehicle made available to Mr. Bernard Charlès by Dassault Systèmes SE.

(5) The conditions for determining the variable portion of the Chief Executive Officer's compensation are described below.

(6) Variable portion due for 2024 and paid in 2025.

(7) These benefits in kind correspond to the payment of travel expenses and mandatory supplemental medical coverage.

Conditions for determining the variable portion of Mr. Pascal Daloz's compensation due in respect of financial year 2024

At its meeting on March 11, 2025, upon the recommendation of the Compensation and Nomination Committee and further to the review of the achievement of the performance criteria set in 2024, the Board set the variable portion of the Chief Executive Officer's compensation to be paid in 2025 in respect of 2024, subject to the approval of the General Meeting of Shareholders, at €950,000, equivalent to 95% of the annual target variable compensation. This amount represents 95 % of his fixed compensation paid in 2024. The Chief Executive Officer's variable compensation (including

the annual variable compensation and the valuation of the performance shares allocated during the fiscal year) and fixed compensation for the 2024 fiscal year thus represent 93.3% and 6.4%, respectively, of his total compensation (for further details on the total compensation, see paragraph 5.1.4 Tables 1 & 2 "Summary of the compensation of each executive officer").

The applicable performance criteria categories are set forth in the following table with an indication, for each of them, of their respective weight and the level of payment resulting from the level of satisfaction. The level of achievement of the objectives can result in a payment below the target, or above the target up to 140%.

The minimum level of achievement was between 75% and 100% of target, depending on the criterion.

The associated payment level for each criterion was a minimum of 60% and, in the event of outperformance, a maximum of 140%.

Performance criteria categories	Type	Weighting	Target 2024	Actual 2024	Level of payment
Dassault Systèmes' ESG indicator based on four environmental, social and governance criteria ⁽¹⁾ :	Quantifiable	15%			89%
– employee pride and satisfaction rates measured via an annual internal survey		1/4	82.7%	78.4%	0%
– the proportion of women on the Board of Directors, the Executive team and among <i>People Managers</i>		1/4	40% 40% 25.9%	50% 38.5% 26.3%	106.7%
– share of total IFRS revenue (software and services) deemed eligible within the meaning of EU Taxonomy		1/4	68%	69.8%	110.6%
– reduction in greenhouse gas emissions in line with the targets submitted to the Science Based Targets initiative (SBTi):		1/4	Scopes 1 & 2 and scope 3: -15.2%	-52.8%	139.2%
– *emissions from Dassault Systèmes' own operations (scopes 1 and 2) and business travel and commuting (scope 3)					
– *percentage of suppliers (by emissions weight) who have set science-based targets for reduction			Suppliers: 42%	47.9%	
Diluted net earnings per share on a non-IFRS consolidated basis in line with the objectives communicated by Dassault Systèmes for the year	Quantifiable	20%	1.29	1.28	97%
Company efficiency processes, measured by the fact that the non-IFRS operating margin is in line with the objectives announced by Dassault Systèmes for the year	Quantifiable	15%	32.5%	31.9%	88%

(1) These indicators are calculated at constant scope.

Performance criteria categories	Type	Weighting	Target 2024	Actual 2024	Level of payment
Competitive position, measured by relative revenue growth compared to competitors and by the growth in cloud and 3DEXPERIENCE revenue	Quantifiable	15%	The Compensation and Nomination Committee set (i) a target for Dassault Systèmes' revenue growth compared with revenue growth for the three sectors, (ii) a target for cloud revenue as a proportion of total software revenue and (iii) a target for 3DEXPERIENCE revenue as a proportion of eligible software revenue. For confidentiality reasons, no further details are given on this criterion.	Dassault Systèmes is at the lower end of the target set for one of the three sectors. The cloud revenue as a proportion of total software revenue and the 3DEXPERIENCE revenue as a proportion of eligible software revenue were both at the lower end of the target range. For confidentiality reasons, no further details are given on the performance.	62%
Composition of product portfolio	Quantifiable	20%	The Compensation and Nomination Committee defined achievement targets (i) for the solutions roll-out plan and (ii) for flagship projects.	Roll-out plan and 6 flagship projects completed.	115%

Performance criteria categories	Type	Weighting	Target 2024	Actual 2024	Level of payment
Implementation of Dassault Systèmes' short-, medium- and long-term strategy contributing to future growth	Qualitative	15%	The Committee noted the continued implementation in 2024 of the major strategic orientations approved by the Board of Directors, which led to the announcements of November 13, 2024 and February 4, 2025: — preparation of the fundamentals of 3D UNIV+RSES, which include generative Artificial Intelligence technologies at the heart of Intellectual Property Lifecycle Management (IPLM) on a global scale, based on the 3DEXPERIENCE platform. "3D UNIV+RSES" represents the seventh generation of world representation introduced by Dassault Systèmes over the past 44 years; — new positioning of the Company in the Life Sciences and Healthcare sector. For confidentiality reasons, no further details are given on the actions implemented and achievements of 2024.		112%

Table 3: Compensation received by non-executive directors

Non-executive directors do not receive any compensation from the Company other than that indicated in the table below, except for Mr. Tanneguy de Fromont de Bouaille, Mr. Hervé Andorre, Ms. Anne-Laure Chevalier and Ms. Christine Defert⁽¹⁾, who also received compensation in respect of their employment contracts.

All compensation paid by the Company to the non-executive directors is paid by Dassault Systèmes SE, a company incorporated under the laws of France, and main operating company of Dassault Systèmes.

The compensations presented in the table below are gross compensations.

(in euros)	2024		2023	
	Amounts due for the year	Amounts paid in 2024	Amounts due for the year	Amounts paid in 2023
Hervé Andorre ⁽¹⁾ (director representing employees until May 2024)	16,760	47,000	47,000	44,750
Geneviève Berger	60,500	39,164	39,164	-
Xavier Cauchois	98,500	96,250	96,250	89,500
Anne-Laure Chevalier (director representing employees since May 2024) ⁽²⁾	30,240	-	-	-
Catherine Dassault	47,000	47,000	47,000	42,500
Laurence Daures	124,250	119,750	119,750	113,500
Christine Defert (director representing employees since May 2024) ⁽³⁾	30,240	-	-	-
Odile Desforges	78,500	76,250	76,250	69,500
Soumitra Dutta	79,500	75,000	75,000	79,500
Charles Edelstenne ⁽⁴⁾	47,000	47,438	47,438	64,750
Tanneguy de Fromont de Bouaille ⁽⁵⁾ (director representing employees until May 2024)	16,760	47,000	47,000	44,750
GIMD represented by Ms. Habert-Dassault	30,240	-	-	-
Marie-Hélène Habert-Dassault ⁽⁶⁾ (director in her own name until May 21, 2024)	14,510	47,000	47,000	44,750
Toshiko Mori (Director until May 24, 2023)	-	21,336	21,336	53,750
TOTAL	674,000	663,188	663,188	647,250

(1) The compensation due to Mr. Hervé Andorre, director representing employees, in respect of his term of office as a Director was paid to Ensemble à DS.

(2) The compensation due to Ms. Anne-Laure Chevalier, director representing employees, for her term of office as a director was paid to the CFE-CGC.

(3) The compensation due to Ms. Christine Defert, director representing employees for her term of office as a director was paid to the CFDT.

(4) GIMD paid to Mr. Charles Edelstenne in 2024 and 2023 a gross compensation of €1,865,058 and €1,066,990, respectively, for his term as Chairman of GIMD, as well as benefits in kind for amounts respectively estimated at €4,922 and €4,920.

(5) The compensation due to Mr. Tanneguy de Fromont de Bouaille, director representing employees, in relation to his term of office as a Director was paid to the CFE-CGC.

(6) GIMD paid Ms. Marie-Hélène Habert-Dassault, in 2024 and 2023, compensation of €417,952 and €404,153, respectively, for her role as Director of Communication and Patronage of GIMD. GIMD granted her, in 2024 and 2023, benefits in kind relating to the use of a car, valued at €2,649 and €1,389, respectively. In 2024 and 2023, GIMD paid Ms. Marie-Hélène Habert-Dassault €30,000 and €60,000, respectively, for her roles as member and Chair of the Supervisory Board of GIMD.

* Mr. Hervé Andorre and Mr. Tanneguy de Fromont de Bouaille also received compensation, in 2023 and 2024, under their employment contract. Ms. Anne-Laure Chevalier and Ms. Christine Defert also received compensation, in 2024, under their employment contract. These compensations are not detailed as they were not granted in respect of their corporate office.

(1) Mr. Tanneguy de Fromont de Bouaille and Mr. Hervé Andorre served as directors representing employees until May 2024 and Ms. Anne-Laure Chevalier and Ms. Christine Defert replaced them since May 2024.

Table 4: Share subscription or purchase options granted in 2024 to each executive officer by the issuer and by any of Dassault Systèmes' companies

(in euros)	No. and date of the plan	Type of options (purchase or subscription)	Value of the options	Number of options granted in 2024	Exercise price	Exercise period
Bernard Charlès	-	-	-	-	-	-
Pascal Daloz	-	-	-	-	-	-
TOTAL		-	-	-	-	-

Table 5: Share subscription or purchase options exercised during 2024 by each executive officer

(in euros)	No. and date of the plan	Number of options exercised in 2024	Exercise price
Bernard Charlès	-	-	-
Pascal Daloz	-	-	-
TOTAL		-	-

Table 6: Shares granted in 2024 to each executive officer by the issuer and by any of Dassault Systèmes' companies

	No. and date of the plan	Number of performance shares granted in 2024	Value of the shares (in euros) ⁽¹⁾	Date of acquisition	Date of availability	Performance conditions
Bernard Charlès	-	-	-	-	-	-
	2024-A					
Pascal Daloz	05/22/2024	450,000	13,522,500	05/24/2027	05/24/2027	Yes
TOTAL		450,000	13,522,500			

(1) Value based on the method chosen for the consolidated financial statements before the spreading of the expense and after taking into account the performance criteria.

Table 7: Shares that became available during 2024 for each executive officer

On May 26, 2024, 1,500,000 shares granted to Mr. Bernard Charlès (known as "2020-B") and 400,000 shares granted to Mr. Pascal Daloz (known as "2020-A"), on May 26, 2020, were definitively vested at the end of the vesting period, with the continued employment and performance conditions having been satisfied.

Indicator	Target	Minimum level of achievement and vesting scale	Result
Non-IFRS EPS growth rate, neutralized from currency effects, achieved in 2023 compared with the non-IFRS EPS achieved in 2019	45% growth over the period (four years)	Minimum level of achievement: 78% of target (i.e. 35% growth over the period) – no performance shares shall vest if the achievement level is less than 78% of target If the achievement level is between 78% and 100% (or above 100%), the number of shares that can vest will progress linearly from 80% to 100%	Growth of the non-IFRS EPS, neutralized from currency effects, over the period: 68% I.e. a payout level equal to 100%

Since the number of shares that may vest is capped at 100%, the Board of Directors noted, on the recommendation of the Compensation and Nomination Committee, that the 1,500,000 shares granted to Mr. Bernard Charlès vested on May 26, 2024, and the 400,000 shares granted to Mr. Pascal Daloz vested on May 26, 2020.

	No. and date of the plan	Number of shares that became available in 2024
Bernard Charlès⁽¹⁾	2020-B – 05/26/2020	1,500,000 ⁽²⁾
Pascal Daloz	2020-A – 05/26/2020	400,000 ⁽³⁾
TOTAL		1,900,000

(1) These shares were granted to Mr. Bernard Charlès in 2020, when he was Vice-Chairman of the Board of Directors & Chief Executive Officer, as part of the gradual process of associating him with the Company's capital, with the aim of ultimately recognizing his entrepreneurial role for over 35 years with Dassault Systèmes and giving him an equity stake comparable to that of founders of companies in the same sector, and more generally, of his peers in technology companies around the world. A portion of such shares is subject to lock-up (see paragraph 5.1.3.1 "Compensation Policy Applicable to the Chairman of the Board of Directors" of the Universal registration document 2023). Since January 1, 2024, Mr. Bernard Charlès has been Chairman of the Board of Directors and no more shares are allocated to him.

(2) The quantity of shares initially allocated was equal to 300,000 and was multiplied by five to attain a total of 1,500,000 following the five-for-one stock split of the nominal value of Dassault Systèmes shares that occurred on July 7, 2021.

(3) The quantity of shares initially allocated was equal to 80,000 and was multiplied by five to attain a total of 400,000 following the five-for-one stock split of the nominal value of Dassault Systèmes shares that occurred on July 7, 2021.

From a general perspective, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the vesting period for the granted shares. Thus, in 2024, Mr. Bernard Charlès retained the 1,500,000 shares, and Mr. Pascal Daloz the 400,000 shares, acquired on May 26, 2024. Exceptionally, Mr. Bernard Charlès made a family donation of 3,600,000 shares in July 2024.

On December 31, 2023, Mr. Bernard Charlès held 25,202,205 shares in full ownership, representing 1.88% of Dassault Systèmes' share capital. Mr. Pascal Daloz held of 3,174,295 shares in full ownership, representing 0.24% of Dassault Systèmes' share capital.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares in full ownership, representing 1.72% of Dassault Systèmes' share capital. Mr. Pascal Daloz held 3,574,295 shares in full ownership, representing 0.27% of Dassault Systèmes' share capital.

Table 8: History of share subscription and purchase options granted

See paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE" below.

Table 9: History of performance shares granted

See paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE" below.

Table 10: Variable multi-annual compensation granted to each executive officer

The Table 10 "Summary of variable multi-annual compensations for each executive officer" recommended by the AFEP-MEDEF Code is not relevant as no such variable multi-annual compensations have been granted to any executive officer of Dassault Systèmes SE.

Table 11: Monitoring of the AFEP-MEDEF's Recommendations

As indicated in the table below, Dassault Systèmes SE complies with the main recommendations of the AFEP-MEDEF Code regarding compensation and benefits granted to executive officers.

Executive officers	Employment agreement		Additional retirement plan		Indemnities or benefits due or which may become due in the event of termination of or change in functions		Indemnities related to a non-competition clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Bernard Charlès <i>Executive Chairman of the Board of Directors</i> Executive Chairman of the Board of Directors since (1 st appointment): 01/09/2023 – End of term of office: General Meeting called to approve the financial statements for the year ending December 31, 2025		X		X		X		X
Pascal Daloz <i>Chief Executive Officer</i> CEO since (1 st appointment): 01/01/2024		X		X	X*			X

* The conditions for payment and the amount of the indemnities likely to be due are described in paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer".

There is no specific additional retirement plan for the corporate officers. The companies controlled by Dassault Systèmes SE have not paid any compensations, or granted any other benefits in kind or granted shares or

subscription options to the executive officers mentioned above.

5.1.5 Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE

The Executive team of Dassault Systèmes is given long-term incentives notably through allocations of performance shares to give them a stake in the development and performance of the Company. In general, performance shares may be granted to key employees, the number granted to each of them being dependent on individual performance and level of responsibility. Until 2023, long-term incentives could also be given through allocations of stock options.

In accordance with the AFEP-MEDEF Code, the Board of Directors shall endeavor to grant the performance shares during identical periods, usually in May after the General Meeting. There may have been rare exceptions to this rule, given the recent changes in the tax and legal frameworks, or the compliance with the rules regarding knowledge of inside information by the corporate officers. This rule was complied with in 2024 with respect to executive officers, as Mr. Pascal Daloz benefited from only one performance share allocation on May 22, 2024.

Employee shareholding plan

Dassault Systèmes did not set up an employee shareholding plan in 2024, but announced the launch of a new plan on March 13, 2025. This new employee shareholding plan will be offered to around 99% of Dassault Systèmes employees and will enable employees to subscribe to a leveraged shareholding plan with a 15% discount and a capital guarantee in euros. This will result in a capital

increase reserved for employees amounting to a maximum of 7 million Dassault Systèmes shares. It is due to be launched on June 27, 2025.

Options to subscribe to Dassault Systèmes shares

As of December 31, 2024, there were 13 active share subscription option plans for the benefit of certain Dassault Systèmes managers and employees. The exercise price of these options was set without a discount for all the plans.

The new shares created by the exercise of options between January 1 and the date of the Annual General Meeting deciding on the allocation of profit related to the most recently completed fiscal year are entitled to receive the dividend distributed with respect to that year. As a result, the new shares are traded on the same line as the previously existing shares.

However, the new shares created as from the day after this Annual General Meeting do not have a right to receive this dividend. Those shares are temporarily listed on a second trading line until the date the shares trade ex-dividend, i.e. without the right to receive the dividend to be distributed on Dassault Systèmes shares.

The following table provides certain information on the plans in effect during 2024.

History of share subscription and purchase options granted

(Corresponding to Table 8 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the grants prior to July 7, 2021, the figures in this table (options, shares and exercise price) reflect the five-for-one stock split of the nominal value of Dassault Systèmes shares effective on that date, and the correlative multiplication of the number of shares that may be exercised.

For more visibility, this table is divided into two parts: (1) plans from 2015 to 2020, and (2) plans from 2020 and 2023, the totals being mentioned in the second part for all plans.

Stock option plan	2015-01	2016-01	2017-01	2018-01	2019-01	2020-01	Total
General Meeting	05/30/2013	05/26/2016	05/26/2016	05/26/2016	05/23/2019	05/26/2020	
Board of Directors	09/04/2015	05/26/2016	05/23/2017	05/22/2018	07/01/2019	05/26/2020	
Total number of shares to be subscribed pursuant to options exercise	9,827,775	9,738,925	10,251,850	9,926,005	8,161,870	7,451,580	See table below.
– by corporate officers	N/A	N/A	N/A	N/A	N/A	N/A	See table below.
Starting point for exercising the options	09/04/2016	05/26/2017	05/23/2018	05/22/2019	05/23/2020	05/26/2021	
Expiration date	09/03/2025	05/25/2026	05/22/2027	05/21/2028	05/22/2029	05/25/2030	
Exercise price (<i>in euros</i>)	12.40	13.80	16.40	22.00	28.00	29.09	
Terms of exercise	See note ⁽¹⁾	See note ⁽²⁾	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁵⁾	See note ⁽⁶⁾	
Total number of shares subscribed pursuant to options exercised as of 12/31/2024	7,299,596	6,722,929	5,978,778	5,383,483	3,436,346	1,826,036	See table below.
Cumulative number of options canceled or lapsed as of 12/31/2024	1,742,505	1,743,600	1,984,965	1,296,135	935,440	944,207	See table below.
Number of options outstanding as of 12/31/2024	785,674	1,272,396	2,288,107	3,246,387	3,790,084	4,681,337	See table below.

- (1) The 2015-01 options are exercisable by one-third tranches as from September 4, 2016, 2017 and 2018, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the diluted net earnings per share on a non-IFRS consolidated basis (hereinafter referred to as the “EPS”), and/or the achievement of the target for his or her respective brand.
- (2) The 2016-01 options are exercisable by one-third tranches as from May 26, 2017, 2018 and 2019, respectively, provided that the beneficiary fulfills the condition of presence and performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (3) The 2017-01 options are exercisable by one-third tranches as from May 23, 2018, 2019 and 2020, respectively, provided that the beneficiary fulfills the condition of presence and performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (4) The 2018-01 options are exercisable by one-third tranches as from May 22, 2019, 2020 and 2021, respectively, provided that the beneficiary fulfills the condition of presence and performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (5) The 2019-01 options are exercisable by one-third tranches as from May 23, 2020, 2021 and 2022, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (6) The 2020-01 options are exercisable by one-third tranches as from May 26, 2021, 2022, 2023 and 2024, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.

Stock option plan	2020-M-01	2020-M-02	2020-M-03	2020-M-04	2021-01	2022-01	2023-01	Total (including the table above)
General Meeting	05/23/2019	05/26/2020	05/26/2020	05/26/2020	05/26/2020	05/26/2020	05/24/2023	
Board of Directors	03/11/2020	05/26/2020	09/23/2020	12/04/2020	06/29/2021	05/19/2022	05/24/2023	
Total number of shares to be subscribed pursuant to options exercise	65,965	3,292,050	175,875	57,045	2,257,255	1,989,674	2,140,126	65,335,995
– by corporate officers	N/A	N/A	N/A	N/A	N/A	NA	NA	N/A
Starting point for exercising the options	03/31/2021	05/26/2021	09/23/2021	12/04/2021	06/29/2022	05/19/2023	05/24/2024	
Expiration date	03/10/2030	05/25/2030	09/22/2030	12/03/2030	06/28/2031	05/18/2032	05/23/2033	
Exercise price (<i>in euros</i>)	26.20	29.09	31.57	30.43	41.32	37.17	39.40	
Terms of exercise	See note ⁽¹⁾	See note ⁽²⁾	See note ⁽³⁾	See note ⁽⁴⁾	See note ⁽⁵⁾	See note ⁽⁶⁾	See note ⁽⁷⁾	
Total number of shares subscribed pursuant to options exercised as of 12/31/2024	43,045	1,516,105	20,880	20,615	46,729	45,404	-	32,339,946
Cumulative number of options canceled or lapsed as of 12/31/2024	18,055	872,505	24,900	36,430	372,223	177,471	71,610	10,220,046
Number of options outstanding as of 12/31/2024	4,865	903,440	130,095	-	1,838,303	1,766,799	2,068,516	22,776,003

- (1) The 2020-M-01 options are exercisable by one-third tranches from March 31, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills the condition of presence and performance condition relating to the EPS (neutralized from currency effects).
- (2) The 2020-M-02 options are exercisable by one-third tranches from May 26, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects).
- (3) The 2020-M-03 options are exercisable by one-third tranches from September 23, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects).
- (4) The 2020-M-04 options are exercisable by one-third tranches from December 04, 2021, 2022 and 2023, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects).
- (5) The 2021-01 options are exercisable by one-third tranches as from June 29, 2022, 2023, 2024 and 2025, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (6) The 2022-01 options are exercisable by one-third tranches as from May 19, 2023, 2024 and 2025, respectively, provided that the beneficiary fulfills the condition of presence and the performance condition relating to the EPS (neutralized from currency effects), and/or the achievement of the target for his or her respective brand.
- (7) The 2023-01 options are exercisable by one-third tranches as from May 24, 2024, 2025 and 2026 respectively, provided that the beneficiary fulfills the continued employment condition and a performance condition relating to the EPS (neutralized from currency effects) and the achievement of targets related to three ESG criteria (and their sub-criteria).

For information regarding the dilutive effect on share capital by the exercise of options, see also paragraph 6.2.1 “Share Capital at December 31, 2024”.

As of December 31, 2024, no corporate officer held share subscription options.

For information regarding the equity interests in Dassault Systèmes SE of the corporate officers, see paragraphs 5.1.1 “Composition and Practices of the Board of Directors” and 6.3 “Information About the Shareholders” in this Universal registration document.

Share subscription and purchase options of the top ten employees of Dassault Systèmes who are not corporate officers and the options they exercised during 2024

(Corresponding to Table 9 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the grants prior to July 7, 2021, the figures in this table (options, shares and exercise price) reflect the five-for-one stock split of the nominal value of Dassault Systèmes shares effective on that date, and the correlative multiplication of the number of shares that may be exercised.

The following table shows, on aggregate, the total number and weighted average exercise price of options granted to, and options exercised by, the ten Dassault Systèmes employees who obtained or exercised the largest number of Dassault Systèmes stock options during 2024 and who are not corporate officers of Dassault Systèmes SE.

	Total number of options	Weighted average price per option	Plan 2016-01	Plan 2017-01	Plan 2018-01	Plan 2019-01	Plan 2020-01
Options exercised in 2024 by the ten employees who subscribed for the largest number of options	522,450	After the splitting of the nominal value: €25.43	32,676	27,535	130,175	130,929	201,135
Options granted in 2024 to the ten employees who were granted the largest number of options	None						

Performance shares

The General Meeting of May 24, 2023 authorized the Board of Directors to grant Dassault Systèmes shares for up to a maximum of 1.5% of Dassault Systèmes SE's capital at the date of the allocation by the Board (i.e. 20,083,082 shares as of May 21, 2024). The Board, at its meeting on May 22, 2024, used this authorization to grant (i) 3,927,215 "2024-A" performance shares to 2,294 beneficiaries, all employees of the Company excluding MEDIDATA, as well as (ii) 450,000 "2024-A" performance shares to Mr. Pascal Daloz.

In connection with the share buyback program authorized by the General Meeting, on May 22, 2024 the Board of Directors granted 878,771 "2024-M1" performance shares to 484 beneficiaries, all employees of MEDIDATA. On September 18, 2024 the Board of Directors granted 35,166 "2024-M2" performance shares to 16 beneficiaries, all employees of MEDIDATA.

None of the beneficiaries of the "2024-A" plan is a beneficiary of the "2024-M1" plan or the "2024-M2" plan.

The following table provides certain information on the plans in effect during 2024.

History of performance share allocations

(Corresponding to Table 10 of French Financial Markets Authority (AMF) Position-Recommendation No. 2021-02)

For all the grants prior to July 7, 2021, the number of shares in this table reflect the five-for-one stock split of the nominal value of Dassault Systèmes shares effective on that date, and the correlative multiplication of the number of shares that may be acquired.

For more visibility, this table is divided into two parts: (1) the plans for the 2020 to 2022 fiscal years and (2) the plans for the 2022 (continued) to 2024 fiscal years, the totals being mentioned in the second part for all the plans.

Plan Number	2020-A	2021-A	2021-M1	2021-M2	2022-A1	2022-M1	2022-A2	Total
General Meeting	05/22/2018	05/26/2021	(7)	(7)	05/26/2021	(7)	05/26/2021	
Date of the Board meeting	05/26/2020	06/29/2021	06/29/2021	09/22/2021	05/19/2022	05/19/2022	09/21/2022	
Total number of shares granted	4,024,830	3,707,845	876,855	16,982	3,690,907	817,809	28,523	
<i>Of which the following numbers were granted to corporate officers⁽¹⁾</i>	400,000	400,000	-	-	450,000	-	-	See table below.
<i>Pascal Daloz</i>	400,000	400,000	-	-	450,000	-	-	See table below.
			06/29/2022	09/22/2022				
			– 1 st tranche	– 1 st tranche				
			06/29/2023	09/22/2023		05/19/2023		
			– 2 nd tranche	– 2 nd tranche		1 st tranche		
		06/29/2023	07/01/2024	09/23/2024		05/20/2024		
		1 st tranche	– 3 rd tranche	– 3 rd tranche		2 nd tranche		
		06/30/2025	06/30/2025	09/22/2025		05/19/2025		
Vesting date of shares	05/26/2024	2 nd tranche	4 th tranche	4 th tranche	05/19/2025	3 rd tranche	09/22/2025	
Date of end of holding period	None	None	None	None	None	None	None	
Performance conditions	Yes ⁽²⁾	Yes ⁽³⁾	Yes ⁽⁴⁾	Yes ⁽⁴⁾	Yes ⁽⁵⁾	Yes ⁽⁶⁾	Yes ⁽⁵⁾	
Number of shares vested as of 12/31/2024	3,912,415	1,811,166	520,525	10,956	2,950	437,425	-	See table below.
Cumulative number of shares canceled or null and void as of 12/31/2024	112,415	110,318	232,090	3,475	70,472	210,568	1,200	See table below.
Performance shares remaining at the end of 2024	-	1,786,361	124,240	2,551	3,617,485	169,816	27,323	See table below.

(1) No 2020-A, 2021-A, 2021-M1, 2021-M2, 2022-A1, 2022-M1, 2022-A2, 2022-M2, 2023-A, 2023-M1, 2023-M2, 2024-A, 2024-M1 and 2024-M2 performance shares were granted to corporate officers (excluding the directors representing employees) other than Mr. Pascal Daloz. For share allocations to Mr. Bernard Charlès, see the table below "History of share allocations to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès with the Company's capital".

(2) The 2020-A Shares vested at the end of the vesting period, subject to the beneficiary fulfilling a condition of presence and the following performance condition, the achievement of which was measured in 2023: growth in EPS compared to that achieved in 2019. The Board, when granting these shares, has set two limits: if the growth of the EPS is at least equal to the upper limit, all the shares vested; If this is below the lower limit, no shares will be vested. Between these two thresholds, the number of shares granted will varies linearly.

(3) The 2021-A Shares will only vest at the end of the vesting period, provided that the beneficiary fulfills a condition of presence and the following performance condition, the achievement of which was measured in 2022 and 2024 for each of the tranches: growth in EPS compared to that achieved in 2020. The Board, when granting these shares, has set two limits: if the growth of the EPS is at least equal to the upper limit, all the shares will be vested; If this is below the lower limit, no shares will be vested. Between these two thresholds, the number of shares granted varies linearly.

(4) The 2021-M1 and 2021-M2 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a condition of continued employment and the following performance condition, the achievement of which was measured in 2021, 2022, 2023 and 2024 for each of the tranches: growth in EPS compared to that achieved for fiscal year 2020 and double growth criterion for the non-IFRS revenue of the MEDIDATA brand compared to that achieved for the reference year, and an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand over the reference year.

(5) The 2022-A1 and 2022-A2 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a continued employment condition and the following performance condition, the achievement of which was measured in 2022, 2023 and 2024 for each of the tranches: growth in EPS compared to that achieved in fiscal year 2021. The Board, having granted these shares, has set two limits: if the growth of the EPS is at least equal to the upper limit, all the shares will be vested; If this is below the lower limit, no shares will be vested. Between these two thresholds, the number of shares granted varies linearly.

(6) The 2022-M1 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a condition of continued employment and the following performance condition, the achievement of which was measured in 2022, 2023 and 2024 for each of the tranches: growth in EPS compared to that achieved in fiscal year 2021 and double growth criterion for the non-IFRS revenue of the MEDIDATA brand over that achieved in the reference year, and an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year.

(7) Shares granted by the buyback programs authorized by the General Meeting.

Plan Number	2022-M2	2023-A	2023-M1	2023-M2	2024-A	2024-M1	2024-M2	Total (including the table above)
General Meeting	(14)	05/24/2023	(14)	(14)	05/24/2023	(14)	(14)	
Date of the Board meeting	09/21/2022	05/24/2023	05/24/2023	09/20/2023	05/22/2024	05/22/2024	09/18/2024	
Total number of shares granted	24,264	3,707,133	926,310	28,003	4,377,215	878,771	35,166	23,140,613
Of which the following numbers were granted to corporate officers ⁽⁸⁾	-	450,000	-	-	450,000	-	-	2,150,000
Pascal Daloz	-	450,000	-	-	450,000	-	-	2,150,000
	09/21/2023		05/24/2024	09/20/2024		05/22/2025	09/18/2025	
	1 st tranche		1 st tranche	1 st tranche		1 st tranche	1 st tranche	
	09/23/2024		05/26/2025	09/22/2025		05/22/2026	09/18/2026	
	2 nd tranche		2 nd tranche	2 nd tranche		2 nd tranche	2 nd tranche	
	09/22/2025		05/26/2026	09/21/2026		05/24/2027	09/20/2027	
	3 rd tranche		3 rd tranche	3 rd tranche		3 rd tranche	3 rd tranche	
Vesting date of shares		05/26/2026			05/24/2027			
Date of end of holding period	None	None	None	None	None	None	None	
Performance conditions	Yes ⁽⁹⁾	Yes ⁽¹⁰⁾	Yes ⁽¹¹⁾	Yes ⁽¹¹⁾	Yes ⁽¹²⁾	Yes ⁽¹³⁾	Yes ⁽¹³⁾	
Number of shares vested as of 12/31/2024	15,115	-	280,092	9,332	-	-	-	6,999,976
Cumulative number of shares canceled or null and void as of 12/31/2024	1,874	27,774	145,834	-	10,245	28,325	-	954,590
Performance shares remaining at the end of 2024	7,275	3,679,359	500,384	18,671	4,366,970	850,446	35,166	15,186,047

- (8) No 2020-A, 2021-A, 2021-M1, 2021-M2, 2022-A1, 2022-M1, 2022-A2, 2022-M2, 2023-A, 2023-M1, 2023-M2, 2024-A, 2024-M1 and 2024-M2 performance shares were granted to corporate officers (excluding the directors representing employees) other than Mr. Pascal Daloz. For share allocations to Mr. Bernard Charlès, see the table below "History of share allocations to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès with the Company's capital".
- (9) The 2022-M2 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a condition of continued employment and the following performance condition, the achievement of which was measured in 2022, 2023 and 2024 for each of the tranches: growth in EPS compared to that achieved in fiscal year 2021 and double growth criterion for the non-IFRS revenue of the MEDIDATA brand over that achieved in the reference year, and an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year.
- (10) The 2023-A Shares will only vest at the end of the vesting period, provided that the beneficiary fulfills a condition of presence and the following performance condition, the achievement of which will be measured in 2025: growth in EPS compared to that achieved in 2022 and the achievement of targets related to three ESG criteria (and their sub-criteria).
- (11) The 2023-M1 and 2023-M2 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a condition of continued employment and the following performance condition, the achievement of which will be measured in 2023, 2024 and 2025 for each of the tranches: growth in EPS compared to that achieved in fiscal year 2022, double growth criterion for the non-IFRS revenue of the MEDIDATA brand over that achieved in the reference year, an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year, and the achievement of targets related to three ESG criteria (and their sub-criteria).
- (12) The 2024-A Shares will only vest at the end of the vesting period, provided that the beneficiary fulfills a condition of presence and the following performance condition, the achievement of which will be measured in 2026: growth in EPS compared to that achieved in 2023 and the achievement of targets related to three ESG criteria (and their sub-criteria).
- (13) The 2024-M1 and 2024-M2 Shares will only fully vest at the end of the vesting period, provided that the beneficiary fulfills a condition of continued employment and the following performance condition, the achievement of which will be measured in 2024, 2025 and 2026 for each of the tranches: growth in EPS compared to that achieved in fiscal year 2023, double growth criterion for the non-IFRS revenue of the MEDIDATA brand over that achieved in the reference year, an increase in the percentage of the non-IFRS operating margin of the MEDIDATA brand compared to the reference year, and the achievement of targets related to three ESG criteria (and their sub-criteria).
- (14) Shares granted by the buyback programs authorized by the General Meeting.

History of share allocations to Mr. Bernard Charlès, in respect of the gradual process of associating Mr. Bernard Charlès with the Company's capital

(See also paragraph 5.1.3.1 "Compensation Policy Applicable to the Chairman of the Board of Directors" of the Universal registration document 2023)

Plan Details	2020-B	2021-B	2022-B	2023-B
General Meeting	05/22/2018	05/26/2021	05/26/2021	05/24/2023
Board of Directors	05/26/2020	06/29/2021	05/19/2022	05/24/2023
Total number of shares granted	1,500,000 ⁽¹⁾	1,500,000 ⁽¹⁾	1,500,000	1,500,000
Vesting date of shares	05/26/2024	06/29/2023 – 1 st tranche 06/30/2025 – 2 nd tranche	05/19/2025	05/26/2026
Date of end of holding period ⁽²⁾	None	None	None	None
Performance conditions	Yes ⁽³⁾	Yes ⁽⁴⁾	Yes ⁽⁵⁾	Yes ⁽⁶⁾
Number of shares vested by Bernard Charlès as of 12/31/2024	1,500,000	750,000	-	-

(1) After adjustment in order to reflect the five-for-one stock split of the nominal value of Dassault Systèmes shares in effect as of July 7, 2021.

(2) Not applicable to the shares subject to the legal lock-up set by the Board of Directors (see paragraph 5.1.3.1 "Compensation Policy Applicable to the Chairman of the Board of Directors" of the Universal registration document 2023).

(3) Performance condition identical to the one stipulated for the 2020-A performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "History of performance share allocations").

(4) Performance condition identical to the one stipulated for the 2021-A performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "History of performance share allocations").

(5) Performance condition identical to the one stipulated for the 2022-A1 performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "History of performance share allocations").

(6) Performance condition identical to the one stipulated for the 2023-A performance shares granted by the Board on the same day to certain Dassault Systèmes employees (see table above "History of performance share allocations").

From a general perspective, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the vesting period for the granted shares. Thus, in 2024, Mr. Bernard Charlès retained the 1,500,000 shares, and Mr. Pascal Daloz the 400,000 shares, acquired on May 26, 2024. Exceptionally, Mr. Bernard Charlès made a family donation of 3,600,000 shares in July 2024.

On December 31, 2023, Mr. Bernard Charlès held 25,202,205 shares in full ownership, representing 1.88% of Dassault Systèmes' share capital. Pascal Daloz held 3,174,295 shares in full ownership, representing 0.24% of Dassault Systèmes' share capital.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares in full ownership, representing 1.72% of Dassault Systèmes' share capital. Mr. Pascal Daloz held 3,574,295 shares in full ownership, representing 0.27% of Dassault Systèmes' share capital.

5.1.6 Application of the AFEP-MEDEF Code

Dassault Systèmes refers to the recommendations of the AFEP-MEDEF Code revised in December 2022 and reviews its corporate governance practices on a regular basis in order to achieve continual improvement in this area.

As permitted by the said Code and the law, Dassault Systèmes SE has not adopted all of the Code's recommendations, or has adopted certain provisions in modified form, in view of its particular situation or due to its compliance with other provisions of the Code. These are summarized in the table below, together with the reasons for their exclusion/modification.

Recommendations of the AFEP-MEDEF Code	Explanation
Proportion of performance shares in the compensation of executive officers (Article 26.3.3)	The shares granted to Mr. Pascal Daloz represent a significant proportion of his total compensation. This is in line with the practice observed in the international technology companies with which the Company compares itself.
Appointment of the directors representing employees to the Compensation and Nomination Committee (Article 19.1)	The Board of Directors favors total independence of its committees and considers this to be essential to achieve a balance of power in a controlled company. The independence of the committees therefore helps maintain an overall balance in Dassault Systèmes' governance, as does the appointment of an independent lead director. The Compensation and Nomination Committee's discussions are carefully reported and the Committee's recommendations are debated during the Board meetings. All directors, including the directors representing employees, have the opportunity to express their opinions on the subjects dealt with by the Committee.

5.1.7 Other Information Required by Articles L. 225-37 and L. 22-10-8 *et seq.* of the French Commercial Code

5.1.7.1 Specific Conditions Related to Shareholder Participation in the General Meeting

Shareholders participate in the General Meetings of Dassault Systèmes SE in accordance with applicable law and its by-laws (Articles 24 to 33). Thus, every shareholder has the right to participate in General Meetings and deliberations either personally or via a proxy, regardless of the number of shares held, according to the conditions specified by Article 27 of the by-laws of Dassault Systèmes (see paragraph 6.1.2 "Memorandum and Specific By-Laws Provisions").

In the case of stripping of the ownership of the shares, the voting right belongs to the bare owner, except for decisions relating to the allocation of profits, where it belongs to the beneficial owner.

5.1.7.2 Table Summarizing the Current Delegations Granted by the General Meeting of Shareholders in Respect of Capital Increases

The following table summarizes the delegations of authority and authorizations granted by the General Meeting to the Board of Directors and in effect during the 2024 fiscal year and as of the date of this Universal registration document. It includes authorizations to increase the share capital and to buy back and cancel Dassault Systèmes SE's own shares.

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
SHARE BUYBACKS AND CANCELLATION		
13 th resolution GM of 05/22/2024	Authorization: purchase of Dassault Systèmes shares. Duration: approximately 12 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2024). Cap: 25 million shares representing up to €1 billion. Cannot be used during a public offering period.	See paragraph 6.2.4 "Share Buyback Programs"
14 th resolution GM of 05/22/2024	Authorization: cancel shares purchased under the buyback program. Duration: approximately 12 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2024). Cap: 5% of share capital in a 24-month period.	See paragraph 6.2.4 "Share Buyback Programs"
ISSUANCE OF SECURITIES		
14 th resolution GM of 05/24/2023	Authorization: increase the Company's share capital by issuing shares or marketable securities giving access to Dassault Systèmes SE share capital or equity securities giving right to debt securities, with the preemptive right of shareholders. Duration: 26 months, i.e. until 07/24/2025. Cap: for a maximum nominal amount of €12 million for shares or marketable securities – for a maximum nominal amount of €1 billion for debt securities. Cannot be used during a public offering period.	None
15 th resolution GM of 05/24/2023	Authorization: increase the Company's share capital by issuing shares or marketable securities giving access to Dassault Systèmes SE share capital, or equity securities giving right to the allocation of debt securities, with a waiver of their preferential subscription right and by way of a public offering other than those envisaged by Article L. 411-2, 1st paragraph, of the French Monetary and Financial Code. Duration: 26 months, i.e. until 07/24/2025. Cap: for a maximum nominal amount of €12 million for shares or marketable securities – for a maximum nominal amount of €1 billion for debt securities, to be deducted from the caps set out in the 14th resolution. Cannot be used during a public offering period.	None
16 th resolution GM of 05/24/2023	Authorization: increase the Company's share capital by issuing shares or marketable securities giving access to Dassault Systèmes SE share capital, or equity securities giving right to the allocation of debt securities, under the terms of the delegation of authority referred to in the previous resolution, by way of a public offering as provided for in Article L. 411-2, 1st paragraph, of the French Monetary and Financial Code. Duration: 26 months, i.e. until 07/24/2025. Cap: for a maximum nominal amount of €12 million for shares or marketable securities – for a maximum nominal amount of €1 billion for debt securities, to be deducted from the caps set out in the 14th resolution. Cannot be used during a public offering period.	None
17 th resolution GM of 05/24/2023	Authorization: increase the number of marketable securities to issue in the case of a share capital increase with or without the preemptive right of shareholders. Duration: 26 months, i.e. until 07/24/2025. Cap: 15% of the initial issue, to be deducted from the cap provided for in the 14th resolution. Cannot be used during a public offering period.	None
18 th resolution GM of 05/24/2023	Authorization: increase the share capital by the incorporation of reserves, profits or premiums. Duration: 26 months, i.e. until 07/24/2025. Cap: for a maximum nominal amount of €12 million (to be deducted from the cap set out in the 14th resolution). Cannot be used during a public offering period.	None

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
19 th resolution GM of 05/24/2023	Authorization: increase the share capital to remunerate contributions in kind of shares. Duration: 26 months, i.e. until 07/24/2025. Cap: 10% of the share capital, to be deducted from the cap provided for in the 14 th resolution. Cannot be used during a public offering period.	None
17 th and 18 th resolutions GM of 05/22/2024	Authorization: decide one or more mergers through absorption and consequently to increase share capital by issuing new shares. Duration: 26 months, i.e. until 07/22/2026. Cap: for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14 th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a public offering period.	None
19 th and 20 th resolutions GM of 05/22/2024	Authorization: decide on one or more splits and increase the share capital accordingly by issuing new shares. Duration: 26 months, i.e. until 07/22/2026. Cap: for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14 th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a public offering period.	None
21 st and 22 nd resolutions GM of 05/22/2024	Authorization: decide on one or more partial asset contributions and increase the share capital accordingly by issuing new shares. Duration: 26 months, i.e. until 07/22/2026. Cap: for a maximum nominal amount of €10 million, to be deducted from the cap set out in the 14 th resolution of the General Meeting of May 24, 2023, or any subsequent resolution having the same purpose. Cannot be used during a public offering period.	None
ISSUANCE FOR THE BENEFIT OF EMPLOYEES AND EXECUTIVE OFFICERS		
20 th resolution GM of 05/24/2023	Authorization: grant free shares, existing or to be issued, for the benefit of certain employees and/or corporate officers (<i>mandataires sociaux</i>) of Dassault Systèmes SE and its affiliated entities as defined in Article L. 225-197-2 of the French Commercial Code. Duration: approximately 24 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2024). Cap: 1.5% of share capital.	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"
21 st resolution GM of 05/24/2023	Authorization: grant stock options giving right to subscribe to new shares or purchase existing shares for the benefit of certain employees and/or corporate officers of Dassault Systèmes SE and its affiliated entities as defined in Article L. 225-180 of the French Commercial Code. Duration: approximately 24 months (expiring at the GM approving the financial statements for the fiscal year ending December 31, 2024). Cap: 3% of share capital.	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"
15 th resolution GM of 05/22/2024	Authorization: increase the share capital for the benefit of members of a company savings plan of Dassault Systèmes SE and/or its affiliated entities. Duration: 26 months, i.e. until 07/22/2026. Cap: for a maximum nominal amount of €1 million (to be deducted from the cap set out in the 14 th resolution of the General Meeting of May 24, 2023).	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"

Resolutions and General Meetings ("GM")	Description of the delegation of authority granted to the Board of Directors	Utilization in the fiscal year
16 th resolution GM of 05/22/2024	Authorization: increase the Company's share capital in favor of a category of beneficiaries. Duration: 18 months, i.e. until 11/22/2025. Cap: for a maximum nominal amount of €1 million, to be deducted from the cap set out in the 14th resolution of the General Meeting of May 24, 2023, and from the cap set out in the 15th resolution of the General Meeting of May 22, 2024.	Use of this authorization is described in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"

It is proposed to the General Meeting among other resolutions (see paragraph 7.1 "Presentation of the Resolutions Proposed by the Board of Directors to the General Meeting of May 22, 2025"):

- to renew the authorizations to purchase Dassault Systèmes shares and to cancel the authorizations, which expire on May 22, 2025 (see also paragraph 6.2.4.2 "Description of the Share Buyback Program Proposed to the General Meeting on May 22, 2025");
- to renew the delegations relating to the issuance of Dassault Systèmes securities under the conditions set out in paragraph 7.1.10 "Delegations of authority and powers to increase the share capital";
- to reauthorize the Board of Directors to grant free shares and options to subscribe to Dassault Systèmes shares;
- in order to allow for the introduction of an employee shareholding plan, two new authorizations allowing for an increase in the share capital reserved for members of company savings plans and a specific category of beneficiaries.

5.1.7.3 Draft Resolutions Prepared by the Board pursuant to the General Meeting Vote on the Compensation Policy

The draft resolution in respect of the vote on the compensation policy is set out in paragraph 7.2 "Text of the Draft Resolutions Proposed by the Board of Directors to the General Meeting on May 22, 2025".

5.1.7.4 Possible Consequences in Case of a Public Tender Offer

The information required by Article L. 22-10-11 of the French Commercial Code is contained in paragraphs 6.3 "Information about the Shareholders" (concerning control of GIMD), 6.1.2.3 "Shares and Voting Rights" (concerning the conditions for exercising voting rights) and 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of this Universal registration document. This Universal registration document is available on the

French Financial Markets Authority (AMF) website (www.amf-france.org) and on the Dassault Systèmes website (www.3ds.com). A press release is issued to announce when the Universal registration document becomes available.

Under the credit agreement executed on June 11, 2019, if a person or a group of persons acting in concert (with the exception of GIMD and/or Mr. Charles Edelstenne) takes control (within the meaning of Article L. 233-3 I 1st and 2nd paragraphs and II of the French Commercial Code) of Dassault Systèmes, any lender participating in the €750 million revolving credit facility may request the cancellation of its entire commitment in respect of the facility and the immediate repayment of its share of all outstanding advances. As of December 31, 2024, the revolving credit facility had not been drawn upon (see paragraph 1.4.3 "Material Contracts").

In addition, if such a change of control results in a rating downgrade, below investment grade, for the bonds issued by Dassault Systèmes on September 16, 2019 for a total of €3.65 billion, bondholders may request the redemption at par value of the bonds they hold. On September 16, 2022, the Group repaid the first tranche of its bonds for €900 million. The second tranche of €700 million was reimbursed on September 16, 2024.

5.1.7.5 Gender Equality Within the Executive Team and Top Positions of Responsibility

Dassault Systèmes has a strong ambition in terms of gender equality, including within the Executive team and top positions of responsibility.

The policies and main actions implemented by the Company, as well as the indicators monitored and the objectives set on this matter, are described in paragraph 2.2.3.1.4 "Management of Strategic Matter 7: Promoting Professional Opportunities for all employees nurturing Inclusion and Creativity". They relate to the year 2024 and apply only in accordance with applicable local and national regulations. They are reviewed annually and can be adjusted, when necessary, with regard to the evolution of the legal framework in the world, for example in the United-States.

5.1.7.6 Procedure for Evaluating Related-Party Agreements

The Board of Directors adopted a procedure for classifying related-party agreements, subjecting them, where appropriate, to the regulated agreements procedure and, for routine transactions entered into at arm's length, regularly assessing whether they satisfy those conditions.

The Legal Department, with the support of the Finance Department, is thus responsible for reviewing prior to its conclusion, and in the event of its amendment, renewal or extension, any agreement entered into by Dassault Systèmes SE and a related party (as provided for in Article L. 225-38 of the French Commercial Code) and conducts an annual review of standard agreements entered into at arm's length, during the last fiscal year or earlier, as long as their effects continue.

The results of the assessment of non-regulated agreements are presented to the Board's Audit Committee which decides upon it.

In early 2025, the Legal Department thus carried out a review of related-party agreements considered to be routine transactions entered into at arm's length and concluded that all such agreements continue to satisfy both of these conditions. [To be confirmed]

5.1.7.7 Agreements With a Company Controlled by Dassault Systèmes SE

No agreement was entered into directly or by an intermediary person between, on the one hand, one of Dassault Systèmes' corporate officers or shareholders owning more than 10% of voting rights and, on the other hand, a company controlled by Dassault Systèmes SE.

5.2 Enterprise risk management and internal control

5.2.1 Definitions and Objectives of Enterprise Risk Management and Internal Control

The aim of enterprise risk management is to identify, assess, address and communicate enterprise risks in the context of defining and achieving the objectives set by corporate governance. Dassault Systèmes promotes a risk management culture that is overseen by a Risk Management Steering Committee. The Committee relies on standards (COSO ERM and ISO31000) and tailored guidelines to the specificities of the Enterprise. Internal control is a key component of the global risk management process.

According to the COSO, internal control is a process implemented by the Board of Directors, managers and employees aimed at providing a reasonable guarantee with respect to achieving the following objectives: performing and optimizing operations, the reliability of financial and accounting information, and compliance with the laws and regulations in force.

Inspired by the COSO framework and the French Financial Markets Authority (AMF) reference framework, internal control procedures at Dassault Systèmes SE and its subsidiaries aim to:

- improve the performance and efficiency of operations through optimized use of available resources (COSO framework);
- ensure the reliability, quality and availability of financial and non-financial data (COSO and AMF frameworks);
- ensure that operations comply with legislation in force and Dassault Systèmes' internal regulation (COSO and AMF frameworks);
- guarantee the security of assets, particularly intellectual property, the human and financial resources as well as the image of Dassault Systèmes (AMF framework);
- prevent risks of error or fraud (COSO and AMF frameworks).

5.2.2 Organizational Framework

5.2.2.1 Risk Management Participants and Organization

Risk management is led by a Risk Management Steering Committee comprised of representatives from the Legal, Sustainable Finance, Human Resources, and Audit & Risks departments, overseen by the General Secretary. The Steering Committee monitors the evolutions in the Company's risk mapping, confirming or updating it, as necessary.

To do this, it interacts regularly with the entire Dassault Systèmes organizational structure, and especially with:

- members of the executive committee;
- representatives from other departments, internal experts and operational managers (especially the Group heads of Sustainable Finance, Cybersecurity, Personnel Health and Safety, Information Systems and Compliance), as well as those in charge of specific risk management systems developed and maintained for regulatory or operational reasons.

Each year it holds a meeting with the members of the Board's three committees gathered in an independent directors' session dedicated to risks management and presents a mapping of the Group's risks along with the conclusions of its work over the past period.

The Risk Management Steering Committee uses the risk management systems required by regulation and/or that require specific monitoring, namely:

- social, societal and environmental risks: work mainly carried out by the Human Resources, Sustainable Development and Sustainable Finance departments;
- cybersecurity risks for IT, R&D and cloud infrastructure, overseen by a dedicated Steering Committee;
- risks of corruption and influence peddling – French Sapin 2 law, US Foreign Corrupt Practices Act (FCPA), UK Bribery Act: work carried out by the Business Ethics and compliance department based on a specific methodology;
- as well as risks related to the vigilance plan: work carried out by the Business Ethics and compliance department based on a specific methodology.

ENTERPRISE RISK MANAGEMENT GOVERNANCE

BOARD OF DIRECTORS

Independent Directors hold an annual meeting dedicated to enterprise risk management



INDEPENDENT DIRECTORS



THE EXECUTIVE COMMITTEE

directs the enterprise risk management activities



THE GENERAL SECRETARY

drives the enterprise risk management steering committee



THE CHIEF FINANCIAL OFFICER

is an executive member of the steering committee



THE ENTERPRISE RISK MANAGEMENT STEERING COMMITTEE

assesses the enterprise risks to formalize the risk mapping and monitor treatment



SUSTAINABLE
FINANCE AND
PROCUREMENT



AUDIT
AND RISKS



HUMAN
RESOURCES



LEGAL



SUSTAINABILITY



A WORLDWIDE NETWORK OF EXPERTS AND RISK MANAGERS

manage risks in accordance with priorities identified by the steering committee

5.2.2.2 Internal Control Participants and Organization

All corporate governance bodies participate in the implementation of internal control and risk management processes.

The Board of Directors created an Audit Committee, with the mission described in paragraph “5.1.1.3 Composition, Practices and Activities of the Board Committees”.

Internal control relies on the responsibility by directions and subsidiaries of Dassault Systèmes over their respective area of expertise, and on delegations of powers to certain members of the Executive Committee of the Company, such delegations having specific fields of application:

- subsidiaries’ local chief executive and financial officers are responsible for preparing the subsidiaries’ financial statements which are included in Dassault Systèmes’ consolidated financial statements and the annual financial statements and management reports for each of their respective subsidiaries, whether the accounts are prepared by their own financial teams or by shared internal financial and accounting shared services centers, located particularly in France, the United States, Japan, and Malaysia;
- Dassault Systèmes’ Financial Planning & Analysis department is responsible for directing the financial objectives of Dassault Systèmes in accordance with the budget monitoring procedure and, in this respect, performs specific controls and analyzes of the quarterly accounts. It is also responsible for identifying, analyzing and warning of any differences from the previous year, the previous quarter and Dassault Systèmes’ budget objectives, which are subject to a quarterly update;
- the Audit & Risks department, reporting to the General Secretary and Finance department and presenting its work to the Audit Committee, has the main mission of evaluating the relevance of Dassault Systèmes’ internal control processes, of alerting senior management and the Audit Committee regarding possible deficiencies or risks, and of proposing measures that will limit the risks and improve the efficiency of operations. The Audit & Risks department also has the responsibility for the annual assessment, on behalf of senior management, of the internal control mechanisms related to financial

reporting; An Audit & Risks department charter has been published within the company;

- the team in charge of Business Ethics and Compliance, reporting to the Legal department, is responsible for ensuring the deployment and enforcement for the principles described in the Dassault Systèmes’ Code of Business Conduct, as well as Dassault Systèmes’ specific policies, recommendations and procedures regarding ethics and compliance. This department is supported by an Ethics Committee, which meets every month and investigates any alleged non-conformities brought to its knowledge, in particular through the internal Whistleblowing procedure. For matters pertaining specifically to human rights and environment, a “Duty of Vigilance” Steering Committee composed of representatives of the Business Ethics and Compliance, Purchasing and Audit & Risks and Human Resources departments follows up and evaluates the implementation of the Vigilance Plan (see paragraph “2.4.1 Governance” in section “2.4 Vigilance plan”).

In parallel, Dassault Systèmes’ management has established the following bodies:

- a Disclosure Committee, responsible for deciding whether certain information is considered inside information and if the publication of such information may be deferred, ensuring compliance with the conditions allowing a deferral of publication, documenting it and informing the French Financial Markets Authority (AMF) at the time of publication;
- an Insider Committee responsible for setting and applying the rules aimed at preventing insider trading. In particular, this Committee informs all interested parties (employees, directors, consultants, etc.) of the periods in which they are prohibited from trading Dassault Systèmes’ securities. These blackout periods are longer than those set forth by law. In addition, as soon as they have regular access to privileged and insider information in relation to their roles, all persons must obtain the Insider Committee’s prior approval for any transactions involving Dassault Systèmes’ securities (as defined in its Insider Trading Rules). Dassault Systèmes complies with legal and regulatory provisions regarding the prevention of insider trading on a general basis.

5.2.3 Processes

5.2.3.1 Risk Management Process

The Risk Management Steering Committee of the Company relies on a charter, that was published internally and a procedure defining activities carried out throughout the year. The work of the Steering Committee, in connection with that of Dassault Systèmes' senior management, is aimed at identifying, assessing, handling and communicating risks that could impact Dassault Systèmes' performance. The actions taken are aligned with the risk appetite defined by the Executive Committee.

The Group's risk appetite determines the level of risk-taking that executive management deems acceptable or unacceptable to achieve its strategic and operational objectives. It sets limits at the financial level (nature and volume of resources) and non-financial level (ethics and legal, in particular). This transparent approach allows for informed risk-taking and strikes a balance between the potential negative effects of the risks and the pursuit of opportunities.

The Dassault Systèmes Group's risk management process is performed iteratively and consists of the following steps:

a) Risk identification: risks are identified through interviews and surveys with Company management and industry experts and are analyzed in detail to determine their causes and potential effects.

These risks are considered over a short-term and medium-term horizon and are classified by type:

- strategic risks: risks that have an impact on the Group's ability to execute its strategy and achieve its objectives;
- financial risks: risks of losses on financial assets (credit and concentration risks, market risk) and of a balance sheet imbalance (liquidity, foreign currency, interest rate, solvency);
- operational risks: risks of loss resulting from inadequate or failed internal processes, people and systems or from external events;
- legal or regulatory risks: risks of failure to comply with new or existing regulations in countries where the Group conducts business or would like to operate.

b) Risk assessment

Each risk identified is assessed on three dimensions:

- probability of occurrence, which measures the probability that the scenario(s) described will materialize;
- severity, i.e. the measurement of the potential impacts on the Group should the risk occur; severity is in turn assessed on three dimensions: impact on strategic positioning, impact on image and reputation, and financial impact;
- level of control, which reflects the effectiveness of the control actions already implemented.

This assessment is used to rank the risks identified in terms of action priority, and thus to optimize the allocation of resources for implementation of treatment actions.

c) Risk treatment

Each risk identified is placed under the responsibility of an operational manager, who defines and implements the mitigation actions. The Risk Management Steering Committee periodically monitors the relevance and status of the risk map mitigation actions.

d) Risk communication: the Steering Committee's conclusions are reviewed annually by the members of the Board of Directors' three committees as part of an independent director's session at a meeting devoted to preventing and managing risks within the Company. These risks, after taking into account risk management policies, are summarized in paragraphs 1.9.1 "Risks Related to the Business" and 1.9.2 "Financial and Market Risks".

Operational risks are essentially managed by entities and the Company's organizational structures. Certain risks, particularly in the area of intellectual property protection, ethics and compliance, and legal and financial risks are also specifically monitored at the Group level.

As part of its risk identification and assessment responsibilities, the Company's Risk Management Steering Committee also focuses on identifying emerging risks in order to anticipate the risks and challenges of the future. An emerging risk can be defined as a new risk that could, in the medium term or long term, have a negative impact on the Company's business and its financial position, but which is not yet considered a material risk for the Company.

As such, every year the Risk Management Steering Committee relies on reports from analysts and experts to provide the Risk Management Steering Committee with insights into the main emerging risks.

5.2.3.2 Internal Control Process

The internal control mechanisms developed by Dassault Systèmes rely on the following:

- **control environment:** Dassault Systèmes' business ethics rules are guided by a strict framework presented in paragraph "2.2.4.1 G1 – Business Conduct". It is formalized in particular in the Code of Business Conduct, which describes the manner in which the Company expects its business to be conducted and is intended to serve as a reference for all Dassault Systèmes employees to guide their behavior and interactions in their daily activities. The Code of Business Conduct applies to all employees of Dassault Systèmes and is available on Dassault Systèmes' website and internal platform. It addresses, in particular (i) compliance with regulations applicable to Dassault Systèmes' business, (ii) individual interactions within Dassault Systèmes and with its ecosystem and (iii) protecting Dassault Systèmes' assets (in particular, its intellectual property and the confidentiality of its clients and partners). The Code also includes specific policies, procedures and recommendations concerning the fight against corruption and influence-peddling (Responsible Public Affairs Charter, Anti-Corruption Policy), societal responsibility (Corporate Social Responsibility Principles), personal data protection, export embargoes, conflicts of interest, and insider trading. The distribution of these policies is accompanied by training, which is specifically provided to any new employee and to employees joining Dassault Systèmes as part of the integration process for its acquisitions;
- **protection and monitoring activities:**
 - the framework and internal control policies related to the main processes within the Company (information technology security, sales administration, human resources, protection of intellectual property, closing and publication of financial statements, treasury management and client credit risk management) are formalized and updated at the level of both Dassault Systèmes SE and its main subsidiaries or the related shared services centers; they are implemented in newly acquired entities as quickly as possible once their integration has begun; the framework and the internal control policies are maintained via a specialized software tool,
 - the financial control points as well as newly implemented the non-financial control points documented in the internal control framework prevent or detect risks impacting the financial information in Dassault Systèmes' significant entities;
- **monitoring:** Dassault Systèmes has rolled out processes to monitor, review and analyze on a regular basis its performance at the level of its main brands, GEOs, entities and distribution channels (governance, budget reviews, and activity reviews). Quarterly communication meetings are also held to ensure the dissemination of Dassault Systèmes' strategy and culture of integrity to all its employees and exchanges facilitating its implementation;
- **audit missions:** every year, the Audit & Risks department carries out a number of audits according to a plan approved by the Audit Committee. The audit plan is prepared on a multi-year basis mainly using the risk analysis as described in "5.2.3.1 Risk Management Process", interviews with executives and the results of the internal control assessment. If the environment changes over the year, the audit plan can be adjusted at the request of Company management and on the advice of the Audit Committee. In addition to assessing the effectiveness of internal control, these missions generally focus on improving the effectiveness and efficiency of processes and organizations. They result, as necessary, in recommendations to the audited organizations and to their management, which must submit corrective action plans with timetables. The Audit & Risks department monitors these action plans until it has been determined that they have been fully implemented. It presents the results of the audits as well as the status of the corrective plans to Management and the Audit Committee. The recommendations resulting from the audits and the monitoring of the plans are managed using a specialized software tool made available to the audited parties across the Group. In 2024, the Audit & Risks department conducted several missions aimed at assessing the compliance of the internal control activities, including at some of Dassault Systèmes' foreign entities.

5.2.4 Internal Control Procedures Relating to the Preparation of Financial and Accounting Information and of Non-Financial Information

With respect to the internal control processes related to the preparation of financial and accounting information, Dassault Systèmes' focus has been to:

- **operate based on a quarterly system and cycle** to update budget objectives and identify and analyze variations from the objectives set by the Finance department of Dassault Systèmes, and from the previous quarter and fiscal year.

Thus, each of the organizations (GEOs, brands, functions) prepares a detailed and documented presentation of its sales activity for the past quarter and the year and performs a comparative analysis of its financial results (revenues and costs) in comparison with the budget targets of the current year and compared to the same quarter for the previous year.

Budget projections are reviewed, analyzed and updated each quarter by the executive teams of the Finance Department to take into account all changes in the market and the economic environment, particularly as regards exchange rates, and to present realistic objectives to shareholders and financial markets;

- **maintain reliable consolidation tools and processes** in order to establish and publish required financial information every quarter as soon as possible. The consolidation procedure as defined by Dassault Systèmes SE is based on:
 - giving responsibility to the finance teams in the subsidiaries, who are required to certify the quarterly statements transmitted to Dassault Systèmes SE and

to provide detailed business reviews and analyses before the accounts are consolidated,

- consolidation tools that secure data transmission and processing,
- standardization of processes and information systems, particularly by centralizing the majority of the accounting transactions in shared service centers,
- an annual process to monitor off-balance sheet commitments and related-party agreements,
- the detailed review by the Finance department of the quarterly accounts of Dassault Systèmes SE and its subsidiaries,
- the detailed analysis by the Accounting department of all the material software license and/or service transactions in order to validate the accounting recognition;
- **systematize the processes by which the Audit Committee and the Board of Directors review financial information** prior to publication;
- **structure its financial communications** to ensure simultaneous and equivalent publication on its principal markets of financial results or any other information that could have an impact on the price of its shares.

In 2024, Dassault Systèmes developed an internal control system for the preparation of non-financial information. It is described in section "2.2.1.3.5 GOV 5 – Risk management and internal controls over sustainability reporting". It is an integral part of the control framework managed by the Audit & Risks department and will undergo the same assessment.

5.2.5 Internal Control Assessment

The Company's management seeks to maintain a high level of internal control within Dassault Systèmes. Every year, the operating entities conduct managerial self-assessments of their internal control related to requirements deemed essential. These are performed under the supervision of the Audit & Risks department, which reports the results to Company Management and the Audit Committee. A targeted assessment work, particularly on key control points, is carried out independently by the Audit & Risks department based on a targeting and rotation protocol used to cover the entire Group over a multi-year cycle. The results are

also presented to the Company management and the Audit Committee and inform a continuous improvement process for controls as well as the internal audit plan. The actions taken to improve control are monitored by the Audit & Risks department until they have been fully implemented. Newly acquired entities undergo an internal control assessment within the first few months of acquisition.

In addition, the efficiency of internal control is assessed every year by the Statutory Auditors as part of their assignment.

5.2.6 Internal Control Limitations

The internal control system cannot provide an absolute guarantee that Dassault Systèmes' objectives in this area will be achieved. Inherent limitations apply to all internal control systems, related in particular to the exercise of individual judgment, dysfunctions which may result from human

failure, or even to the uncertainties linked to events external to Dassault Systèmes.

5.3 Summary of Share Transactions by Dassault Systèmes Executives

Pursuant to Article 223-26 of the French Financial Markets Authority (AMF) General Regulation, the table below shows transactions involving marketable securities issued by Dassault Systèmes carried out in 2024 by directors or executives of Dassault Systèmes or by persons related

to them (according to Article L. 621-18-2 of the French Monetary and Financial Code) on the basis of the declarations made by the relevant parties to the AMF, available on www.amf-france.org.

Date Place	Person concerned	Nature of the transaction	Unit price (in euros)	Volume
02/02/2024 – Euronext Paris	Erik Swedberg	Exercise of stock options	29.0900	60,000
02/02/2024 – Euronext Paris	Erik Swedberg	Sale of shares	42.1233	60,000
02/02/2024 – Over-the-counter	GIMD	Assignment of put options	0.9900	37,000
02/05/2024 – Over-the-counter	GIMD	Assignment of put options	0.8920	38,000
02/06/2024 – Over-the-counter	GIMD	Assignment of put options	0.9350	38,000
02/07/2024 – Euronext Paris	Thibault de Tersant	Sale of shares	43.1908	20,000
02/12/2024 – Over-the-counter	GIMD	Assignment of put options	1.2710	36,500
02/13/2024 – Over-the-counter	GIMD	Assignment of put options	1.2600	37,500
02/27/2024 – Euronext Paris	Erik Swedberg	Exercise of stock options	29.0900	72,455
02/27/2024 – Euronext Paris	Erik Swedberg	Sale of shares	42.7162	72,455
03/01/2024 – Over-the-counter	GIMD	Assignment of put options	1.0240	37,500
03/05/2024 – Over-the-counter	GIMD	Assignment of put options	1.0790	38,500
03/06/2024 – Over-the-counter	GIMD	Assignment of put options	1.0127	38,500
03/08/2024 – Over-the-counter	GIMD	Assignment of put options	1.1210	41,000
04/26/2024 – Over-the-counter	GIMD	Assignment of put options	1.2170	42,000
04/26/2024 – Euronext Paris	Geneviève Berger	Acquisition of shares	37.3000	500
04/29/2024 – Over-the-counter	GIMD	Assignment of put options	1.2493	42,000
04/30/2024 – Over-the-counter	GIMD	Assignment of put options	1.2710	42,000
05/02/2024 – Over-the-counter	GIMD	Assignment of put options	3.5040	38,000
05/07/2024 – Over-the-counter	GIMD	Assignment of put options	1.8232	40,000
05/13/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	37.9600	40,000
05/15/2024 – Over-the-counter	GIMD	Assignment of put options	1.9105	60,000
05/16/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	37.7657	26,077
05/16/2024*	Charles Edelstenne	Acquisition of shares	37.9106	13,923
05/21/2024 – Over-the-counter	GIMD	Assignment of put options	1.4610	27,000
05/21/2024 – Over-the-counter	GIMD	Assignment of put options	1.4370	27,500
05/26/2024 – Off-trading platform	Bernard Charlès	Acquisition of performance shares	0.0000	1,500,000
05/26/2024 – Off-trading platform	Laurence Baucher-Barthès	Acquisition of performance shares	0.0000	100,000
05/26/2024 – Off-trading platform	Samson Khaou	Acquisition of performance shares	0.0000	100,000

Date Place	Person concerned	Nature of the transaction	Unit price (in euros)	Volume
05/26/2024 – Off-trading platform	Florence Rubigny	Acquisition of performance shares	0.0000	250,000
05/26/2024 – Off-trading platform	Philippe Laufer	Acquisition of performance shares	0.0000	200,000
05/26/2024 – Off-trading platform	Hervé Andorre	Acquisition of performance shares	0.0000	10,000
05/26/2024 – Off-trading platform	Pascal Daloz	Acquisition of performance shares	0.0000	400,000
05/26/2024 – Off-trading platform	Olivier Ribet	Acquisition of performance shares	0.0000	150,000
05/26/2024 – Off-trading platform	Florence Verzelen	Acquisition of performance shares	0.0000	150,000
05/26/2024 – Off-trading platform	Elisa Prisner	Acquisition of performance shares	0.0000	15,000
05/26/2024 – Off-trading platform	Victoire de Margerie	Acquisition of performance shares	0.0000	10,000
05/26/2024 – Off-trading platform	Patrick Johnson	Acquisition of performance shares	0.0000	100,000
05/29/2024 – Over-the-counter	GIMD**	Assignment of put options	1.7900	40,000
05/29/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	37.9817	23,907
05/29/2024*	Charles Edelstenne	Acquisition of shares	37.9728	16,093
05/30/2024 – Over-the-counter	GIMD	Assignment of put options	1.6260	41,000
05/30/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	37.2440	3,064
05/30/2024*	Charles Edelstenne	Acquisition of shares	37.2440	4,177
05/31/2024 – Over-the-counter	GIMD	Assignment of put options	2.2110	40,500
05/31/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	36.7090	80,958
05/31/2024*	Charles Edelstenne	Acquisition of shares	36.7350	31,801
06/04/2024 – Over-the-counter	GIMD	Assignment of put options	2.0770	41,000
06/07/2024 – Over-the-counter	GIMD	Assignment of put options	2.0300	41,000
07/01/2024 – Off-trading platform	Rouven Bergmann	Acquisition of performance shares	0.0000	18,092
07/26/2024 – Over-the-counter	GIMD	Assignment of put options	0.9435	45,000
07/26/2024 – Over-the-counter	GIMD	Assignment of put options	0.9935	45,000
07/26/2024 – Over-the-counter	GIMD	Assignment of put options	3.0850	62,000
07/26/2024 – Off-trading platform	Bernard Charlès	Donation of shares	0.0000	3,600,000
07/26/2024 – Euronext Paris	Charles Edelstenne	Acquisition of shares	34.7912	70,145
07/26/2024*	Charles Edelstenne	Acquisition of shares	34.7969	49,855
07/29/2024 – Over-the-counter	GIMD	Assignment of put options	1.3093	44,000
07/30/2024 – Over-the-counter	GIMD	Assignment of put options	1.1600	44,500
08/28/2024 – Over-the-counter	GIMD	Assignment of put options	1.3750	45,000
08/29/2024 – Over-the-counter	GIMD	Assignment of put options	0.9610	45,000
08/30/2024 – Over-the-counter	GIMD	Assignment of put options	2.7055	40,000

Date Place	Person concerned	Nature of the transaction	Unit price (in euros)	Volume
08/30/2024 – Euronext Paris	Erik Swedberg	Sale of shares	35.3603	5,000
09/02/2024 – Over-the-counter	GIMD	Assignment of put options	0.9890	45,000
09/04/2024 – Over-the-counter	GIMD	Assignment of put options	2.7434	41,500
09/05/2024 – Over-the-counter	GIMD	Assignment of put options	4.9800	40,000
09/06/2024 – Over-the-counter	GIMD	Assignment of put options	5.8250	38,000
09/06/2024 – Over-the-counter	GIMD	Assignment of put options	1.3480	46,000
09/09/2024 – Over-the-counter	GIMD	Assignment of put options	2.4250	43,000
09/10/2024 – Over-the-counter	GIMD	Assignment of put options	2.4350	43,000
10/25/2024 – Over-the-counter	GIMD	Assignment of put options	3.2671	27,500
10/25/2024 – Over-the-counter	GIMD	Assignment of put options	0.9849	48,500
10/29/2024 – Over-the-counter	GIMD	Assignment of put options	0.7731	48,500
10/29/2024 – Over-the-counter	GIMD	Assignment of put options	3.9421	40,500
10/31/2024 – Over-the-counter	GIMD	Assignment of put options	6.0540	62,000
10/31/2024 – Over-the-counter	GIMD	Assignment of put options	3.2000	44,000
10/31/2024 – Over-the-counter	GIMD	Assignment of put options	1.2300	48,500
11/05/2024 – Over-the-counter	GIMD	Assignment of put options	1.1720	48,500
11/05/2024 – Over-the-counter	GIMD	Assignment of put options	4.1254	41,000
11/05/2024 – Over-the-counter	GIMD	Assignment of put options	2.4500	44,500
11/06/2024 – Euronext Paris	Thibault de Tersant	Sale of shares	32.1861	10,000
11/06/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	31.8386	7,200
11/07/2024 – Over-the-counter	GIMD	Assignment of put options	1.0500	45,000
11/07/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.4655	21,622
11/08/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	33.0460	6,108
11/11/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.8822	3,485
11/12/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.6296	5,248
11/12/2024 – Over-the-counter	GIMD	Assignment of put options	2.1350	45,000
11/12/2024 – Over-the-counter	GIMD	Assignment of put options	3.9500	41,000
11/14/2024 – Over-the-counter	GIMD	Assignment of put options	1.8270	45,000
11/18/2024 – Over-the-counter	GIMD	Assignment of put options	1.7540	45,000
11/20/2024 – Over-the-counter	GIMD	Assignment of put options	5.2300	40,000
11/22/2024 – Over-the-counter	GIMD	Assignment of put options	1.0670	45,000
11/25/2024 – Over-the-counter	GIMD	Assignment of put options	3.4700	42,000
11/27/2024 – Over-the-counter	GIMD	Assignment of put options	4.0461	125,000
11/29/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.6166	6,097
12/02/2024 – Over-the-counter	GIMD	Assignment of put options	3.5600	43,000
12/02/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.6100	554
12/03/2024 – Over-the-counter	GIMD	Assignment of put options	1.0100	46,000
12/03/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	32.6150	5,942

Date Place	Person concerned	Nature of the transaction	Unit price (in euros)	Volume
12/04/2024 – Euronext Paris	Laurence Baucher-Barthès	Sale of shares	33.0174	19,968
12/09/2024 – Over-the-counter	GIMD	Assignment of put options	0.9875	43,000
12/10/2024 – Euronext Paris	Elisa Prisner	Sale of shares	34.9001	8,571

* CBOE Europe-DXE Order Books, CBOE Europe BATS Europe, Turquoise, Virtu Financial Ireland Limited, iShares Core Equity ETF Portfolio, Aquis.

** GIMD was appointed director of the Company as from the General Meeting of May 22, 2024. Declarations by GIMD prior to that date were made as a legal entity related to Charles Edelstenne, Honorary Chairman and Director of Dassault Systèmes, and to Marie-Hélène Habert-Dassault, Director of Dassault Systèmes in her own name.

From a general perspective, Mr. Bernard Charlès and Mr. Pascal Daloz retain the Dassault Systèmes shares at the end of the vesting period for the granted shares. Thus, in 2024, Mr. Bernard Charlès retained the 1,500,000 shares, and Mr. Pascal Daloz the 400,000 shares, acquired on May 26, 2024. Exceptionally, Mr. Bernard Charlès made a family donation of 3,600,000 shares in July 2024.

On December 31, 2023, Mr. Bernard Charlès held 25,202,205 shares in full ownership, representing 1.88%

of Dassault Systèmes' share capital. Pascal Daloz held 3,174,295 shares in full ownership, representing 0.24% of Dassault Systèmes' share capital.

On December 31, 2024, Mr. Bernard Charlès held 23,102,205 shares in full ownership, representing 1.72% of Dassault Systèmes' share capital. Mr. Pascal Daloz held 3,574,295 shares in full ownership, representing 0.27% of Dassault Systèmes' share capital.

5.4 Information About the Statutory Auditors

Principal auditors

PricewaterhouseCoopers Audit, member of the Compagnie Régionale des Commissaires aux comptes de Versailles (Versailles regional association of auditors), 63, rue de Villiers – 92200 Neuilly-sur-Seine, France, represented by Mr. Richard Béjot, whose first mandate began on June 8, 2005 and was renewed on May 24, 2023 for a period of six fiscal years expiring at the General Meeting approving the financial statements for the fiscal year ending on December 31, 2028.

KPMG S.A., member of the Compagnie Régionale des Commissaires aux comptes de Versailles, Tour Egho, 2 avenue Gambetta – 92066 Paris La Défense Cedex, represented by Mr. Jacques Pierre and Mr. Xavier Niffle, whose first mandate commenced on May 19, 2022 and will expire at the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2027.

Statutory Auditors' fees and services

See Note 26 to the consolidated financial statements.

5.5 Declarations Regarding the Administrative and Management Bodies

To Dassault Systèmes SE's knowledge:

- there is no family relationship between the directors, or between a director and an executive of Dassault Systèmes (see paragraph 5.1.2 "Executives of Dassault Systèmes" above for the list of members) with the exception of Ms. Catherine Dassault and Groupe Industriel Marcel Dassault SAS, which belongs to the Dassault family;
- in the past five years, none of the directors or executives of Dassault Systèmes:
 - has been convicted of fraudulent offenses,
 - has been affected by bankruptcy, receivership, liquidations or placing under administration of a company,
 - has been subject to an official accusation and/or sanctions by statutory or regulatory authorities (including designated professional bodies),
 - has been disqualified by a court from acting as a member of the administrative, management or supervisory bodies of an issuer, or from acting in the management or conduct of the affairs of any issuer;
- there is no potential conflict of interest between the duties of the directors toward Dassault Systèmes and their private interests and/or other duties;
- no director or executive of Dassault Systèmes has been selected as a member of an administrative or management body by virtue of an agreement with major shareholders, customers, suppliers or others;
- no director or executive of Dassault Systèmes is party to a service contract with Dassault Systèmes SE, or one of its subsidiaries, which provides him or her with a personal benefit.

INFORMATION ABOUT DASSAULT SYSTÈMES SE, THE SHARE CAPITAL AND THE OWNERSHIP STRUCTURE

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6.1 Information about Dassault Systèmes SE

6.1.1 General Information

6.1.1.1 Commercial Name and Registered Office

Dassault Systèmes
10 rue Marcel Dassault, 78140 Vélizy-Villacoublay, France
Telephone: + 33 (0)1 61 62 61 62
Website: www.3ds.com.

It is specified that the information on Dassault Systèmes' website is not part of this Universal registration document (with the exception of that expressly incorporated by reference in this Universal registration document) and has not been reviewed or approved by the French Financial Markets Authority (AMF).

6.1.1.2 Legal Form – Applicable Law – Place of Registration and Registration Number – APE Code

Dassault Systèmes SE is a European company (*Societas Europaea*) incorporated and registered under French law, with a Board of Directors, governed by the provisions of Council Regulation (EC) no. 2157/2001 as well as by French legislative and regulatory provisions in force at any time (hereinafter the "Law"). It is registered under number 322 306 440 with the trade and companies registry of Versailles. Its APE code is 58.29 C. Its LEI code is: 96950065LBWY0APQIM86.

6.1.1.3 Date of Incorporation and Term

Dassault Systèmes SE was incorporated as a limited liability company (*société à responsabilité limitée*) on June 9, 1981 for a 99-year term starting on the date of its registration, i.e. until August 4, 2080. It was transformed into a public limited liability company (*société anonyme*) on April 8, 1993 and then into a European company (*Societas Europaea*) on June 15, 2015.

6.1.1.4 Corporate Purpose

Pursuant to Article 2 of its by-laws, Dassault Systèmes SE's corporate purpose, in France and abroad, is:

- the design, development, production, marketing, purchase, sale, brokerage, rental, maintenance and provision of after-sale services of software, digital content and/or computer hardware;
- the supply and provision of services of data centers, including the supply of online software solutions as a service and the operation and supply of the corresponding infrastructure;

- the supply and provision of services to users notably in the area of training, demonstration, methodology, display and utilization; and

- the supply and sale of computer resources, together or separate from the supply or sale of software or services,

notably in the areas of 3D design, modeling, simulation, manufacturing, planning, collaboration, lifecycle management, business intelligence, marketing or consumer 3D solutions in the domains of products, nature and life.

The purpose of Dassault Systèmes SE also includes:

- the creation, acquisition, rental and management-lease of any on-going business, the signing of leases, and the establishment and operation of any facilities;
- the acquisition, operation or sale of any industrial or intellectual property rights as well as any know-how in the field of computers;
- and more generally, taking an interest in any business or company created or to be created as well as in any legal, economic, financial, industrial, civil and commercial, personal or real property transactions connected directly or indirectly, in whole or in part, with the purposes above or any similar or related purposes.

6.1.1.5 Fiscal Year

The 12-month fiscal year covers the period from January 1 to December 31 of each year.

6.1.1.6 Branches, Secondary Establishments

Dassault Systèmes SE has no branch. Dassault Systèmes SE has 22 secondary establishments as of December 31, 2024, located at the following addresses:

- Rue Évariste Galois, ZAC St-Philippe II, lot 24, Quartier des Lucioles, 06410 Biot;
- 233 avenue de Rodez, 12450 Luc-la-Primaube;
- 53 avenue de l'Europe, 13090 Aix-en-Provence;
- 120 rue René Descartes, 29280 Plouzané;
- 7B avenue de l'Europe, 31520 Ramonville-Saint-Agne;
- 231 rue Pierre et Marie Curie, 31670 Labège;
- 37 Chemin des Ramassiers, ZAC des Ramassiers, 31770 Colomiers;
- Zac du Perget, Rue Antoine Lavoisier, 31770 Colomiers;
- Cité de la Photonique Bâtiment Gienah, 11 avenue de Canteranne, 33600 Pessac;
- Lot N 19, 48 rue Claude Balbastre, 34070 Montpellier;
- 1 avenue de l'Europe, 34830 Clapiers;

- 15 rue Claude Chappe, bâtiment B – Zac des Champs blancs, 35510 Cesson-Sevigné;
- 18 Chemin de Malacher, Immeuble Le Signal, 38240 Meylan;
- 5 rue de l’Halbrane, Technocampus Océan, ZAC Croix Rouge, 44340 Bouguenais;
- 1 passage Annette Zelman, 54000 Nancy;
- Immeuble Triopolis – 46 rue des Fusillés – 59493 Villeneuve d’Ascq;
- 9 avenue de la Créativité – 59650 Villeneuve d’Ascq;
- 20 Boulevard Eugène Deruelle, bâtiment A, Immeuble Le Britannia, 69003 Lyon;
- ZAC du Bois de Côtes – 304 Route National 6, 69760 Limonest;
- 65-67 avenue de la Grande Armée – 75016 Paris;
- 5 C Route de Saint-Laurent, 76430 Saint-Romain-de-Colbosc.
- 1-3 rue Jeanne Braconnier, Immeuble Terre Europa, 92360 Meudon

6.1.1.7 Documents Available to the General Public.

Dassault Systèmes SE’s by-laws, minutes of the General Meetings and reports of the Board of Directors to the General Meetings, reports of the Statutory Auditors, financial statements for the last three years and, more generally, all documents provided or made available to shareholders pursuant to the Law may be viewed at Dassault Systèmes SE’s registered office.

Some of these documents are also available on Dassault Systèmes’ website (<https://investor.3ds.com/>).

6.1.2 Memorandum and Specific By-Laws Provisions

The by-laws of Dassault Systèmes SE were last amended on March 11, 2025.

6.1.2.1 Allocation of Profits (Article 36 of the By-Laws)

The profits for each year, less any losses from prior periods, where appropriate, are first allocated to the reserves as required by Law. An amount of 5% is deducted to form the legal reserve fund. This deduction ceases to be compulsory when said fund reaches one-tenth of share capital; it becomes compulsory once again when the legal reserve falls below this amount.

The distributable profit is composed of the profit from the year less any losses from prior periods as well as the amounts allocated to reserves as required by Law or the by-laws, and increased by retained earnings.

The General Meeting then deducts from this distributable profit the amounts deemed appropriate to allocate to any optional, ordinary or special reserves or to the retained earnings account.

As appropriate, any remaining balance is distributed to all shares proportionately to the unredeemed paid-up value.

However, except in the event of a share capital reduction, no distribution can be made to shareholders if the equity is, or would be as a result of the distribution, less than the amount of the share capital plus the reserves that cannot be distributed under the Law or the by-laws.

The General Meeting may decide to distribute amounts taken from available reserves, either to pay or increase a dividend, or distribute a special dividend. In this case, the resolution explicitly identifies from which reserves these amounts are to be withdrawn. Nevertheless, the dividends are distributed

in order of priority starting with the distributable profit of the year.

After the approval of the financial statements by the General Meeting, any losses are recorded in a special account and carried forward against the profits of future years, until they have been eliminated.

In case of stripping of the ownership of the shares, Article 11 of the by-laws reserves for beneficial owners the right to vote on decisions relating to the allocation of profits (see paragraph 6.1.2.3 “Shares and Voting Rights”).

6.1.2.2 General Meetings

Notice and agenda of meeting (Articles 25 and 26 of the by-laws)

General Meetings are convened by the Board of Directors or, if the Board of Directors fails to convene a General Meeting, by the Statutory Auditor(s). One or more shareholders who together hold at least 10% of the subscribed capital may also request the Board of Directors to call such General Meetings and set the agenda thereof. The request to convene the meeting shall set out the items to be put on the agenda.

Notice of the meeting is made through an announcement placed in a journal of legal notices in the department of the registered office and in the French Bulletin of required legal notices (*Bulletin des Annonces Légales Obligatoires* – BALO). Shareholders holding registered shares for at least one month from the date of the announcement are also notified of all General Meetings by letter sent by standard mail or, at their request and expense, by registered letter. The General Meeting cannot be held less than fifteen days after the announcement is published or the letter is sent to registered shareholders.

One or more shareholders, representing at least the required percentage of capital, also have the possibility of requesting that items and proposed resolutions be added to the agenda in accordance with the Law.

Conditions for admission (Article 27 of the by-laws)

Every shareholder has the right to participate in General Meetings either in person or by proxy, provided his/her shares are fully paid-up and:

- for holders of registered shares, that they are held in a registered account (directly or through a financial intermediary) at 12:00 AM (Paris time) on the second business day preceding the Meeting;
- for holders of shares in bearer form, that they are recorded in a bearer securities account maintained by the accredited intermediary at 12:00 AM (Paris time) on the second business day preceding the Meeting.

The registration of shares in a bearer securities account maintained by the accredited intermediary shall be validated by a shareholding certificate (attestation de participation) issued by the accredited intermediary to the holder of the shares. This certificate must be attached to the voting or proxy form or to the request for an admission card issued in the shareholder's name. A certificate can also be issued to a shareholder who wishes to attend in person the General Meeting and who has not received an admission card by the second business day preceding the Meeting.

Shareholders may vote by mail using a form that will be sent to them under the conditions indicated by the notice of meeting. The form, duly completed and accompanied, as the case may be, by a shareholding certificate (attestation de participation), must be received by Dassault Systèmes SE at least three days before the date of the General Meeting, or it will not be taken into consideration.

A shareholder may be represented by any natural person or legal entity who has been appointed as proxy, under the conditions provided by Law. The shareholders who are legal entities are represented by the natural persons duly authorized to represent them with respect to third parties or by any person to whom the power of proxy has been transferred.

A shareholder, who is a non-French resident as defined in Article 102 of the French Civil Code, may be represented at General Meetings by an accredited intermediary registered according to the provisions of the Law. Such shareholder will be considered present in calculating the quorum and the results of voting.

If the Board of Directors so decides when convening the General Meeting, any shareholder may also participate and vote at the Meeting by videoconference or by any other means of telecommunications permitting him/her to be identified and to participate effectively. Such participation must comply with the conditions and means provided for by Law. Such shareholder will be accounted for in calculating the quorum and the results of voting.

Actions required to amend shareholders' rights (Articles 13, 31 and 32 of the by-laws)

Only an Extraordinary General Meeting can amend shareholders' rights in compliance with the provisions of the Law.

Except as may be otherwise provided for under the provisions of the Law and with the exception of reverse share splits carried out in accordance with the Law, no majority may impose on shareholders an increase in their commitments. If new classes of shares are created, only an Extraordinary General Meeting and a Special Meeting of Shareholders of the specific class of shares may approve an amendment to the rights of these classes of shares.

6.1.2.3 Shares and Voting Rights

Rights, privileges and restrictions attached to each class of shares (Articles 13, 29 and 39 of the by-laws)

All the shares are of the same class and carry, under Dassault Systèmes SE's by-laws, the same rights to the allocation of profits and any amounts distributed in the event of liquidation (see paragraph 6.1.2.1 "Allocation of Profits (Article 36 of the by-laws)"). However, a double voting right is awarded to any fully paid-up share held in registered form for at least two consecutive years in the name of the same holder (see the paragraph "Double voting rights (Article 29 of the by-laws)" below).

Conditions for exercising voting rights (Articles 11 and 29 of the by-laws)

The voting rights attached to equity shares or deferred shares are proportional to the portion of capital they represent.

Voting is carried out by show of hands, by roll call or by secret ballot, as decided by the secretariat of the Meeting or the shareholders. Shareholders may also vote by mail, by videoconference or by any other means of communication, in accordance with the by-laws. For the calculation of the majority, the votes cast shall not include votes attaching to shares in respect of which the shareholder has abstained or has returned a blank or invalid ballot.

In case the ownership of a share is divided, the voting right attached to the share belongs to the bare owner (*nu-propriétaire*), except for the decisions relating to the allocation of profits for which it belongs to the beneficial owner (*usufruitier*).

Double voting rights (Article 29 of the by-laws)

Each share gives the right to one vote. Nevertheless, a double vote has been awarded to all fully paid-up shares held in registered form for at least two consecutive years in the name of the same holder. In the case of a capital increase by incorporation of reserves, profits or premiums, this double voting right will be attached on the date of their issuance to free registered new shares granted to a shareholder in consideration for his or her old shares giving rise to such right.

Under the Law, any share converted into a bearer share or changing hands shall lose the right to the double voting right except in the case of a transfer from a registered account to another registered account following an inheritance or a gift *inter vivos* to a spouse or a relative entitled to succeed to the donor's estate. The double voting right may also be canceled by a resolution of the shareholders at an Extraordinary General Meeting, subject to the approval of the Special Meeting of Shareholders having a double voting right.

Limitations on voting rights

The by-laws contain no restrictions on the exercise of voting rights attached to Dassault Systèmes shares except in the event of stripping of the ownership of the shares (see the paragraph "Conditions for exercising voting rights Articles 11 and 29 of the by-laws" above).

6.1.2.4 Declarations Concerning Crossing of the Ownership Thresholds (Article 13 of the By-Laws)

In addition to the legal obligation to inform Dassault Systèmes SE and the French Financial Markets Authority (AMF) in the event a shareholder's interest crosses the thresholds set out in Article L. 233-7 of the French Commercial Code (*Code de commerce*), any natural person or legal entity, acting alone or in concert with others, who directly or indirectly holds shares representing at least 2.5% of Dassault Systèmes' share capital or voting rights, or a multiple thereof up to 50%, must inform Dassault Systèmes SE of the total number of shares or voting rights it holds whenever such thresholds are crossed, whether over or under. This information must be sent to Dassault Systèmes SE by registered letter with return receipt requested, within four trading days following the date of acquisition or disposal of the shares.

The shareholder must certify in each declaration that it includes all shares or voting rights held or owned, in accordance with Articles L. 233-7 *et seq.* of the French Commercial Code. The declaration must also indicate the date or dates on which the acquisitions or disposals occurred.

In the event of non-compliance with this requirement, the shares exceeding the fraction of 2.5% which should have been declared will lose their voting rights, upon the request recorded in the minutes of the General Meeting of one or more shareholders holding a portion of Dassault Systèmes' share capital or voting rights equal to at least 2.5% of the share capital or voting rights. The voting rights will be lost for all general meetings held until the expiration of two years following the date on which the required declaration is made.

6.1.2.5 Terms in the By-Laws, a Charter or Regulation of Dassault Systèmes SE Which Could Delay, Postpone or Prevent a Change in Control

Other than the aforementioned double voting right (see paragraph 6.1.2.3 "Shares and Voting Rights") and the reporting obligation when holdings exceed 2.5% (see paragraph 6.1.2.4 "Declarations Concerning Crossing of the Ownership Thresholds (Article 13 of the By-Laws)"), Article 10 of the by-laws provides that Dassault Systèmes SE may, at any time and in compliance with the provisions of the Law, request that a central depository maintaining its share register provides it with the name (or corporate name for legal entities), the nationality, the year of birth or the year of incorporation and the postal and, where applicable, email address of holders of Dassault Systèmes shares in bearer form which grant, immediately or over time, the right to vote at General Meetings of Shareholders, as well as the number of shares held by each of these shareholders and, where appropriate, any restrictions applicable to such shares.

6.1.2.6 Terms in the By-Laws Concerning Modifications in Share Capital Which are More Restrictive Than the Law

The by-laws of Dassault Systèmes SE do not contain any provisions governing changes in share capital, which are more restrictive than those provided by Law.

6.1.2.7 Terms in the By-Laws Concerning the Directors and Members of the Executive Team (Articles 14, 15 and 19 of the By-Laws)

Dassault Systèmes SE is administrated by a Board of Directors established in accordance with the Law. Directors shall be appointed for four years, renewed or revoked by shareholders at an Ordinary General Meeting. The number of directors aged seventy or over cannot exceed half the members of the Board of Directors at any time. The Board of Directors also includes two directors representing employees, appointed by each of the two trade union organizations that have obtained the highest number of votes in the first round of the Social and Economic Committee members in the Company and its direct or indirect subsidiaries whose registered office is located on French territory.

From among its individual members, the Board of Directors shall elect a Chairman who may not be more than eighty-five years of age, and set his or her term of office. The Chairman shall organize and supervise the work of the Board of Directors and reports on the same at the General Meeting of Shareholders, and shall watch over the running of the corporate bodies of the Company. The Board of Directors may also elect a Vice chairman who will serve as Chairman on an interim basis, in the case of (i) a temporary incapacity or death of the Chairman or (ii) an absence or unavailability of the Chairman to preside over a meeting of the Board of Directors.

Depending on the decision of the Board of Directors, the general management of the Company shall be undertaken either by the Chairman of the Board of Directors or by another individual appointed by the Board of Directors and who shall take the title of Chief Executive Officer. The Chief Executive Officer may not be more than seventy-five years old. The Chief Executive Officer shall be vested with the broadest powers to act under any circumstance on behalf of the Company which he represents in its dealings with third parties. He or she shall exercise these powers within the limits of the corporate purpose and subject to the powers expressly attributed by Law, the Company's bylaws and the Board's internal regulation to shareholders meetings and the Board of Directors. The Chief Executive Officer may be dismissed at any time by the Board of Directors. If dismissal is without cause, costs for damages and related interest may arise, unless the Chief Executive Officer is also Chairman of the Board of Directors.

Upon the proposal of the Chief Executive Officer, the Board of Directors may appoint one or more individuals, whether directors or not, to assist the Chief Executive Officer as Deputy Chief Executive Officer. The Deputy Chief Executive Officer may not be more than seventy-five years old. In agreement with the Chief Executive Officer, the Board of Directors determines the extent and duration of the powers granted to each Deputy Chief Executive Officer. In dealings with third parties, each Deputy Chief Executive Officer has the same powers as the Chief Executive Officer. The Deputy Chief Executive Officer may be dismissed at any time by the Board of Directors, at the proposal of the Chief Executive Officer. If dismissal is without cause, costs for damages and related interest may arise. In the event of the death, resignation or dismissal of the Chief Executive Officer, each Deputy Chief Executive Officer shall retain his/her position and duties until the appointment of a new Chief Executive Officer, unless otherwise decided by the Board of Directors.

6.2 Information About the Share Capital

6.2.1 Share Capital as of December 31, 2024

As of December 31, 2024, the number of shares making up Dassault Systèmes SE's share capital was 1,339,674,751, fully paid-up, with a nominal value of €0.10 each, corresponding to a share capital amount of €133,967,475.10⁽¹⁾.

6.2.2 Potential Share Capital

As of December 31, 2024, outstanding share subscription options, whether or not exercisable, would, if all were exercised, result in the issuance of 22,776,003 new shares, representing 1.67% of Dassault Systèmes SE's share capital at that date (on a diluted basis).

On the same date, based on the closing price of its shares on December 31, 2024 (€33.50 per share), the exercise of all exercisable issued options, whose exercise price was less than that closing price, would have resulted in the issuance of 17,102,385 new shares, representing 1.26% of Dassault Systèmes SE's share capital at that date (on a diluted basis). The dilutive effect per share is also set forth in Note 11 to the consolidated financial statements.

In connection with the acquisition of SolidWorks in 1997, Dassault Systèmes SE issued shares to the holders of share subscription options and warrants issued by SolidWorks prior to this acquisition. These Dassault Systèmes shares have historically been held by Dassault Systèmes SE's

wholly owned U.S. subsidiary, SW Securities LLC. No other SolidWorks share subscription options or warrants remain outstanding at this time. As of December 31, 2024, SW Securities LLC held 2,518,070 shares, or approximately 0.19% of share capital at that date. As the shares held by SW Securities LLC are to be considered as treasury shares, they do not carry voting rights and are not eligible for dividends.

Other than the share subscription options granted in connection with stock option plans and performance share allocations as described in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers (*Mandataires Sociaux*)" and paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE", and the capital increase as part of the TOGETHER 2025 employee shareholding plan announced on March 13, 2025, there are no other securities giving a right to subscribe Dassault Systèmes shares, and there is no agreement which could result in a capital increase.

(1) The amount of share capital and number of shares at December 31, 2024 take into account the share subscription options exercised since March 1, 2024, but not yet acknowledged by the Board of Directors.

Pledge of shares

To Dassault Systèmes SE's knowledge, there was no pledge of Dassault Systèmes shares in registered form and representing a significant portion of its share capital as of December 31, 2024.

6.2.3 Changes in Dassault Systèmes SE's Share Capital over the Past Three Years

Date	Transaction	Nominal amount of changes in share capital (in euros)	Amount of share capital (in euros)	Number of shares created or canceled	Total number of shares	Nominal value of the shares (in euros)
January 20, 2022	Capital increase as part of the TOGETHER 2022 employee shareholding plan	430,505	133,392,596	4,305,050	1,333,925,960	0.10
February 28, 2022	Capital increase resulting from the exercise of share subscription options	344,328	133,736,924	3,443,280	1,337,369,240	0.10
March 15, 2022	Capital reduction	-430,505	133,306,419	-4,305,050	1,333,064,190	0.10
February 28, 2023	Capital increase resulting from the exercise of share subscription options	221,136.30	133,527,555.30	2,211,363	1,335,275,553	0.10
June 15, 2023	Capital increase as part of the TOGETHER 2023 employee shareholding plan	468,851.50	133,996,406.80	4,688,515	1,339,964,068	0.10
August 31, 2023	Capital increase resulting from the exercise of share subscription options	117,415.90	134,113,822.70	1,174,159	1,341,138,227	0.10
September 20, 2023	Reduction in share capital by cancellation of shares	-468,851.50	133,644,971.20	-4,688,515	1,336,449,712	0.10
February 29, 2024	Capital increase resulting from the exercise of share subscription options	198,565.10	133,843,536.30	1,985,651	1,338,435,363	0.10
February 28, 2025	Capital increase resulting from the exercise of share subscription options	199,776.20	134,043,312.50	1,997,762	1,340,433,125	0.10

The changes in equity resulting from transactions through December 31, 2024 set forth above are included in the "Consolidated Statements of Shareholders' Equity" in the consolidated financial statements.

6.2.4 Share Buyback Programs

6.2.4.1 Transactions Carried out by Dassault Systèmes SE in 2024

During the 2024 fiscal year, Dassault Systèmes purchased, under the authorizations granted to the Board of Directors by the General Meetings of May 24, 2023 and May 22, 2024 a total of 9,500,000 of its own shares (excluding shares acquired through the liquidity agreement, a report of which is presented below).

These shares were purchased at an average price of €38.34 per share, giving a total cost of €364,276,979 (excluding tax). The transaction costs paid by Dassault Systèmes in connection with these repurchased shares amounted to €117,869 (including tax), to which is added the tax on financial transactions for an amount of €1,092,831.

These 9,500,000 shares were allocated to the following objectives:

- to cover Dassault Systèmes' obligations resulting from share attributions to Dassault Systèmes' employees: 9,500,000 shares;
- cancellation: 0 shares.

The shares repurchased before 2024 were allocated in 2024 to the following purposes:

- covering Dassault Systèmes' obligations resulting from share allocations to Dassault Systèmes' employees decided prior to 2024: 20,216,897 shares;
- cancellation: 0 shares;
- liquidity agreement entered into with Oddo BHF SCA mentioned below: 400,987 shares.

Dassault Systèmes directly held, on December 31, 2024, a total of 24,347,503 of its own shares (including 671,015 shares through the liquidity agreement) of a nominal value of €0.10 each, which had been repurchased at an average price of €38.98, representing approximately 1.82% of the share capital at that date. Out of these 24,347,503 shares, a total of 23,676,488 shares are at the disposal of Dassault Systèmes and are granted to cover the Dassault Systèmes obligations resulting from share allocations to Dassault Systèmes employees.

On January 5, 2015, Dassault Systèmes SE entered into a liquidity agreement with Oddo BHF SCA, complying with the Code of Ethics of the AFEI (French association of investment firms) recognized by the French Financial Markets Authority (AMF), implemented as of January 7, 2015 for an initial period ending on December 31, 2015, automatically renewable for subsequent twelve-month terms. This agreement was amended twice in 2017 and 2018, increasing the resources assigned to the liquidity agreement to €20 million. The agreement was amended on June 18, 2019, to comply with the new requirements of AMF Decision no. 2018-01 of July 2, 2018, since replaced by AMF Decision no. 2021-01 of June 22, 2021.

During fiscal year 2024, a total of 6,241,626 shares were purchased and 5,971,598 shares were sold within the framework of the liquidity agreement. As of December 31, 2024, the following resources appeared on the liquidity account:

- 671,015 Dassault Systèmes shares; ; and
- €11,139,634.13 in cash.

During fiscal year 2024, Dassault Systèmes has not entered into any transactions on derivative securities linked to its shares nor has it purchased or sold any of its shares through the exercise or maturity of derivative securities.

6.2.4.2 Description of the Share Buyback Program Proposed to the General Meeting on May 22, 2025

Pursuant to Article 241-2 *et seq.* of the French Financial Markets Authority (AMF) General Regulation and Article L. 451-3 of the French Monetary and Financial Code, and in accordance with European Regulations, the terms and objectives of the Dassault Systèmes share buyback program that will be submitted for approval at the General Meeting of May 22, 2025, are described below.

Breakdown of treasury shares by objectives

As of December 31, 2024, Dassault Systèmes held 24,347,503 of its own shares directly and 2,518,070 indirectly (treasury shares). These 24,347,503 shares were allocated to the following objectives:

- to cover Dassault Systèmes' obligations resulting from share attributions to employees of Dassault Systèmes or of an affiliated company: 23,676,488 shares; and
- a liquidity agreement signed with Oddo BHF SCA on January 5, 2015, updated on June 18, 2019: 671,015 shares.

Objectives of the new repurchase program

- 1) To cancel shares for the purpose of offsetting a capital increase resulting from issues of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labour Code or under the conditions set out in equivalent regulations;
- 2) To meet obligations related to stock option allocations or other allocations, delivery or transfer of shares to employees or Corporate Officers (*mandataires sociaux*) of Dassault Systèmes or of an affiliated company;
- 3) To provide shares upon exercise of rights attached to marketable securities giving immediate or future access to the share capital of Dassault Systèmes, mainly through redemption, conversion, exchange, presentation of a warrant or any other means;

- 4) To maintain an active market or provide liquidity for Dassault Systèmes shares under a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice and with a code of ethics recognized by the AMF;
- 5) To implement any stock-exchange market practice which may be accepted by the regulations or by the French Financial Markets Authority (AMF);
- 6) To subsequently allocate, retain or reallocate shares in the context of external growth transactions by Dassault Systèmes or an affiliated company, in particular through mergers, demergers, partial demergers or contributions in kind;
- 7) Exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

Objectives 1 to 3 and 7 above comply with the terms of paragraph 2, Article 5 of European Regulation no. 596/2014 dated April 16, 2014, and objective 4 complies with Decision no. 2021-01 of June 22, 2021 taken by the French

Financial Markets Authority (AMF). Objective 5 complies with provisions of Article 13 of European Regulation no. 596/2014 dated April 16, 2014. Objective 6 does not benefit from a presumption of legitimacy but it is in the interest of the Company to have such a possibility, referred to in Article L. 22-10-62 of the French Commercial Code.

The General Shareholders' Meeting of May 22, 2025 will also be asked to authorize the Board of Directors to cancel, as the case may be, all or part of the shares which it may repurchase in connection with the share buyback program and to carry out the corresponding reduction in share capital.

Maximum amount allocated to the share buyback program, maximum number and characteristics of the securities that Dassault Systèmes SE proposes to acquire

The Board of Directors is authorized to repurchase Dassault Systèmes shares representing up to 25 million shares. The maximum amount of the funds used for the purpose of buying back shares is set at €1 billion.

Duration of the share buyback program

The program would last 18 months, starting on the General Meeting of May 22, 2025.

6.3 Information About the Shareholder Base

6.3.1 Shareholder Base and Double Voting Rights

The table below sets forth certain information concerning Dassault Systèmes SE's shareholder base over the last three fiscal years. Pursuant to position/recommendation No. 2021-02 of the French Financial Markets Authority (AMF), it specifies:

- the theoretical or "gross" voting rights, taking into account the voting rights attached to the shares without voting rights, in accordance with Article 223-11 of the French Financial Markets Authority (AMF) General Regulation and used as a denominator by shareholders to calculate their percentage of shares held and voting rights

for the purposes of regulatory declarations (in particular the declarations with regards to crossing thresholds); and

- the voting rights that can be exercised at the General Meeting or "net" voting rights, not taking into account shares without voting rights.

Double voting rights are attributed to all fully paid-up shares held in registered form for at least two consecutive years in the name of the same holder.

The major shareholders of Dassault Systèmes SE do not hold voting rights different from those of other shareholders (such as double voting rights).

Shareholders	Shares	% of capital	Theoretical voting rights	% of theoretical voting rights	Voting rights exercisable in the General Meeting	% of voting rights exercisable in the General Meeting
AT DECEMBER 31, 2024						
Groupe Industriel Marcel Dassault	535,449,840	39.97%	1,070,899,680	53.19%	1,070,899,680	53.91%
Charles Edelstenne ⁽¹⁾	80,231,475	5.99%	159,912,950	7.94%	159,912,950	8.05%
Bernard Charlès ⁽²⁾	35,523,570	2.65%	68,782,430	3.42%	68,782,430	3.46%
Pascal Daloz	3,574,295	0.27%	6,548,590	0.33%	6,548,590	0.33%
Treasury shares ⁽³⁾	24,347,503	1.82%	24,347,503	1.21%	-	-
Indirect treasury shares ⁽⁴⁾	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	658,029,998	49.11%	680,210,252	33.78%	680,210,252	34.25%
TOTAL	1,339,674,751	100%	2,013,219,475	100%	1,986,353,902	100%
AT DECEMBER 31, 2023						
Groupe Industriel Marcel Dassault	535,449,840	40.02%	1,070,899,680	53.31%	1,070,899,680	53.93%
Charles Edelstenne ⁽¹⁾	79,871,475	5.97%	159,358,900	7.93%	159,358,900	8.03%
Bernard Charlès ⁽²⁾	34,023,570	2.55%	65,797,140	3.27%	65,797,140	3.31%
Pascal Daloz	3,174,295	0.24%	5,848,590	0.29%	5,848,590	0.30%
Treasury shares ⁽³⁾	20,617,884	1.54%	20,617,884	1.03%	-	-
Indirect treasury shares ⁽⁴⁾	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	662,261,299	49.49%	683,714,914	34.04%	683,714,914	34.43%
TOTAL	1,337,916,433	100%	2,008,755,178	100%	1,985,619,224	100%
AT DECEMBER 31, 2022						
Groupe Industriel Marcel Dassault	535,449,840	40.11%	1,070,899,680	53.52%	1,070,899,680	54.09%
Charles Edelstenne ⁽¹⁾	79,681,475	5.97%	159,168,900	7.95%	159,168,900	8.04%
Bernard Charlès ⁽²⁾	33,273,570	2.49%	63,547,140	3.17%	63,547,140	3.21%
Pascal Daloz	2,974,295	0.22%	5,348,590	0.27%	5,348,590	0.27%
Treasury shares ⁽³⁾	18,598,155	1.39%	18,598,155	0.93%	-	-
Indirect treasury shares ⁽⁴⁾	2,518,070	0.19%	2,518,070	0.13%	-	-
Public	662,544,303	49.63%	680,993,183	34.03%	680,993,183	34.39%
TOTAL	1,335,039,708	100%	2,001,073,718	100%	1,979,957,493	100%

(1) Including shares held in two family companies managed by Mr. Edelstenne.

On December 31, 2024, Mr. Edelstenne held 22,578,565 shares with all ownership rights and 16,910 shares through two family companies which he manages, representing a total of 1.69% of the capital and 2.25% of the exercisable voting rights, as well as 57,636,000 shares with "beneficial" rights (*usufruit*). For the beneficial rights with respect to these 57,636,000 shares, representing 5.80% of the exercisable voting rights, Mr. Edelstenne can only exercise the voting rights on decisions of the General Meeting of Shareholders concerning the allocation of profits; the holders of the bare ownership rights (*nue-propriété*) exercise the voting rights for other resolutions in compliance with Article 11 of the by-laws.

For details related to the Company shares held by Mr. Edelstenne on December 31, 2023 and December 31, 2022, see paragraph 6.3.1. of the Universal registration documents ("URD") for 2023 and 2022, respectively.

(2) Including shares and voting rights held by Mr. Charlès' wife and children. As their proxy, Mr. Charlès exercises the voting rights for all resolutions submitted to the General Meeting of Shareholders. Personally, Mr. Charlès held (i) at December 31, 2024, 23,102,205 shares representing 1.72% of the share capital, and 43,954,410 exercisable voting rights, i.e. 2.21% of the exercisable voting rights, (ii) at December 31, 2023, 25,202,205 shares representing 1.88% of the share capital, and 48,154,410 exercisable voting rights, i.e. 2.43% of exercisable voting rights, and (iii) at December 31, 2022, 24,452,205 shares representing 1.83% of the share capital and 45,904,410 exercisable voting rights, i.e. 2.32% of exercisable voting rights.

(3) Including 671,015 shares through the liquidity contract as of December 31, 2024. As of December 31, 2023, this number was 400,987 shares.

(4) SW Securities LLC. This company is a Dassault Systèmes subsidiary; the Dassault Systèmes shares held by it do not have voting rights.

The overall number of theoretical voting rights amounted to 2,013,219,475 as of December 31, 2024 (the number of exercisable voting rights was 1,986,353,902). The difference between the number of theoretical and exercisable voting rights is explained by the direct and indirect treasury shares.

MFS Investment Management (MFS) notified Dassault Systèmes SE that as of September 17, 2015 the funds managed by companies within its group held more than 2.5% of the company's capital.

BlackRock, Inc. further advised Dassault Systèmes SE that, as of September 4, 2019, it held more than 2.5% of the company's capital.

No other shareholders, except as indicated above, declared holding 2.5% (threshold set forth in by-laws) or more than 5% of the company's share capital or voting rights, directly

or indirectly, alone or in agreement with other shareholders, pursuant to shareholders' reporting obligations.

Although Dassault Systèmes SE voluntarily delisted its shares from NASDAQ in October 2008, it continues to maintain its ADR ("American Depositary Receipts") program, which are still traded on the U.S. over-the-counter market (see paragraph 6.4 "Stock Market Information"). On December 31, 2024, there were 23,937,246 American Depositary Shares ("ADS") outstanding, and the number of recorded ADS holders, holding them either for themselves or for third parties, was 38.

In December 2024, Dassault Systèmes SE commissioned a survey on the composition of its shareholder base from an external specialized services provider. According to this survey, institutional investors holding more than

3,000 shares each numbered 642, and they held 42.5% of the Dassault Systèmes SE share capital as of December 31, 2024.

As of December 31, 2024, Dassault Systèmes SE held 671,015 shares under the liquidity contract entered into with Oddo BHF SCA and 23,676,488 treasury shares. Of these 23,676,488, 4,000,000 shares were bought back during the buyback program adopted by the General Meeting of May 22, 2024 and the remainder, i.e. 19,676,488 shares, under previous buybacks. These 23,676,488 shares represent approximately 1.77% of the share capital as of December 31, 2024, with no voting rights or dividend rights attached to them.

On December 31, 2024, a total of 707,887,209 shares (i.e. approximately 52.84% of the capital) are held in registered form, providing entitlement to 1,355,241,134 exercisable voting rights (i.e. approximately 67.32% of the gross voting rights).

The number of Dassault Systèmes shares held by employees, in accordance with Article L. 225-102 of the French Commercial Code, was 21,076,599 shares on December 31, 2024, or approximately 1.57% of the total number of shares on that date. This percentage was 1.44% as of December 31, 2023, as a result of the correction of a material error on page 349 of the 2023 Universal registration document.

6.3.2 Controlling Shareholder

Groupe Industriel Marcel Dassault SAS (GIMD), which belongs to the Dassault family and whose Supervisory Board is exclusively composed of and chaired by members of the Dassault family, is the main shareholder of Dassault Systèmes with, as of December 31, 2024, 39.97% of the share capital and 53.91% of the exercisable voting rights (i.e. 53.19% of theoretical voting rights). With more than 50% of the voting rights of Dassault Systèmes held by GIMD, the Dassault family ultimately controls Dassault Systèmes. Until January 8, 2025, the Chairman of GIMD was Charles Edelstenne, founder and Honorary Chairman of Dassault Systèmes. At December 31, 2024, GIMD was a director of Dassault Systèmes.

At the date of this Universal registration document, the Board of Directors of Dassault Systèmes is made up of 50% of independent directors⁽¹⁾, i.e. a proportion exceeding the requirement stipulated in the AFEP-MEDEF Code for controlled companies. All the Committees under the Board (Audit Committee, Compensation and Nomination Committee and Scientific Committee) are fully composed of independent directors, as a guarantee of a balanced exercise of control by GIMD.

(1) Directors representing employees are not taken into account for the calculation of the number of independent directors, in compliance with the recommendations of the AFEP-MEDEF Code.

6.3.3 Agreements Between Shareholders

In 2011, 2013, 2014, 2015, 2017, 2018, 2019, 2020, 2022, 2023 and 2024, Dassault Systèmes was informed about collective undertakings concluded concerning the holding of shares whose characteristics are summarized in the tables hereafter in accordance with French Financial Markets Authority (AMF) Position/Recommendation no. 2021-02.

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 02, 2024	July 12, 2024	July 12, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	25.30% of the share capital	23.64% of the share capital	23.80% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 12, 2024	July 12, 2024	July 12, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.37% of the share capital	24.37% of the share capital	27.92% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	September 17, 2024	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.62% of the share capital	23.89% of the share capital	23.89% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 11, 2024	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	25.34% of the share capital	24.07% of the share capital	24.07% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 11, 2024	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.99% of the share capital	23.99% of the share capital	23.70% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 11, 2024	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.71% of the share capital	23.66% of the share capital	23.66% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 11, 2024	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.79% of the share capital	23.80% of the share capital	23.69% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz	Mr. Bernard Charlès Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 11, 2024	July 11, 2024
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.69% of the share capital	23.69% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2024

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	July 04, 2024	July 04, 2024	July 04, 2024
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.69% of the share capital	23.73% of the share capital	23.69% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz	Mr. Bernard Charlès and beneficiaries ⁽³⁾ Mr. Pascal Daloz
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

(3) See Note 2 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2023

System	Article 787 B of the French Tax Code
Date of signing	October 27, 2023
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (as at September 30, 2023)	23.67% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2022

System	Article 787 B of the French Tax Code
Date of signing	April 26, 2022
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (as at March 31, 2022)	23.66% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2020

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	May 06, 2020	November 06, 2020
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	23.95% of the share capital	24.00% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2019

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	January 21, 2019	September 02, 2019	September 02, 2019
Duration of collective undertakings	At least two years	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.10% of the share capital	27.79% of the share capital	29.98% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2018

System	Article 787 B of the French Tax Code
Date of signing	April 24, 2018
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.30% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 975 III, 1, 1° of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2017

System	Article 787 B of the French Tax Code
Date of signing	March 30, 2017
Duration of collective undertakings	At least two years
Contractual duration of the agreement	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.52% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 885 O bis of the French Tax Code, now Article 975 III, 1.1 of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2015

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	December 17, 2015	December 17, 2015
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	24.85% of the share capital	24.66% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 885 O bis of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

Collective undertakings concluded in 2014

System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	February 27, 2014	December 16 and 17, 2014
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	25.0% of the share capital	24.7% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 885 O bis of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

	Collective undertakings concluded in 2013	Collective undertakings concluded in 2011
System	Article 787 B of the French Tax Code	Article 787 B of the French Tax Code
Date of signing	October 29, 2013	July 11, 2011
Duration of collective undertakings	At least two years	At least two years
Contractual duration of the agreement	Undetermined with cases of termination	Undetermined with cases of termination
Conditions for renewal	No specific conditions stipulated	No specific conditions stipulated
Capital and voting rights % concerned by the agreement (at its date of execution)	28.2% of the share capital	29.6% of the share capital
Names of the signatories having the capacity of executives ⁽¹⁾	Mr. Charles Edelstenne Mr. Bernard Charlès	Mr. Charles Edelstenne Mr. Bernard Charlès
Name(s) of the signatory (ies) having close links with executives	Groupe Industriel Marcel Dassault SAS	Groupe Industriel Marcel Dassault SAS
Names of the signatories holding at least 5% of the capital and/or voting rights of Dassault Systèmes SE	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾	Groupe Industriel Marcel Dassault SAS Mr. Charles Edelstenne and beneficiaries ⁽²⁾

(1) Pursuant to Article 885 O bis of the French Tax Code.

(2) See Note 1 under the table of paragraph 6.3.1 "Shareholder Base and Double Voting Rights".

The same shares can be subject to several joint lock-up agreements.

6.4 Stock Market Information

Stock exchange

Shares of Dassault Systèmes have been listed on Compartment A of Euronext Paris (ISIN code FR0014003TT8) since June 28, 1996. Its shares were also listed on the NASDAQ in the form of ADS (American Depositary Shares) under the symbol DASTY until October 16, 2008. The ADS are still traded under this symbol on the U.S. over-the-counter (OTC) market. One ADS represents one ordinary share (see paragraph 6.3.1 "Shareholder Base and Double Voting Rights").

For dividend policy, see the paragraph 7.1 "Presentation of the Resolutions Proposed by the Board of Directors to the General Meeting of May 22, 2025".

Share price history and trading volumes of Dassault Systèmes shares in Paris in 2024

<i>(in euros except for Volume of Shares Traded)</i>	Volume of shares traded	Share price on last day of the month	Highest share price during the month	Lowest share price during the month
January 2024	1,412,777	48.24	48.44	42.04
February 2024	1,737,074	43.19	44.16	42.00
March 2024	1,539,715	41.04	42.96	40.97
April 2024	1,727,170	37.03	40.24	37.03
May 2024	5,848,944	37.07	39.84	36.69
June 2024	1,562,718	35.30	37.66	34.55
July 2024	1,683,465	35.04	35.78	33.64
August 2024	1,745,999	35.28	35.28	33.00
September 2024	1,397,579	35.63	36.65	33.52
October 2024	2,878,798	31.46	35.66	31.46
November 2024	1,360,139	32.65	32.99	31.39
December 2024	476,626	33.50	35.30	31.95

Person responsible for financial communications

Béatrix Martinez
Vice-President, Investor Relations

To obtain all financial information and documents published by Dassault Systèmes SE, please contact:

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Indicative timetable for the publication of financial information for 2025

- First quarter of 2025: April 24, 2025
- Second quarter of 2025: July 24, 2025
- Third quarter of 2025: October 23, 2025
- Fourth quarter of 2025: February 11, 2026

GENERAL MEETING

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7.1 Presentation of the Resolutions Proposed by the Board of Directors to the General Meeting of May 22, 2024

7.1.1 Annual Financial Statements and Allocation of Earnings (1st and 3rd resolutions)

It is proposed to approve the annual financial statements of Dassault Systèmes SE (or the "Company" for the purposes of this Chapter 7 "General Meeting") for the year ended December 31, 2024, prepared on the basis of French accounting principles, as they have been presented in paragraph 4.2 "Parent Company Financial Statements".

Dassault Systèmes SE has paid dividends every year since 1986. The decision to distribute dividends and their amount depends on the profits and the financial position of Dassault

Systèmes SE as well as other factors. Dividends which have been distributed but are not collected by a shareholder revert to the French State at the end of the five-year period following the date of their payment.

Based on the financial statements and the management report of the Board of Directors included in this Universal registration document, a profit of €853,309,050.84⁽¹⁾ was realized for the year ended December 31, 2024, which we propose that you allocate as follows:

– to the legal reserve	€17,583.18
– to a special reserve account ⁽²⁾	€0
– for distribution to the 1,339,674,751 shares forming the share capital at 12/31/2024 of a dividend of (€0.26 x 1,339,674,751) ⁽³⁾	€348,315,435.26
– to retained earnings	€504,976,032.40
which, increased by the retained earnings from previous years of €4,009,671,104.29, brings the amount of retained earnings to	€4,514,647,136.69

(1) This profit, increased by the retained earnings from previous years of €4,009,671,104.29, results in a distributable profit of €4,862,980,155.13.

(2) In compliance with Article 238 bis AB, paragraph 5 of the French Tax Code.

(3) The aggregate amount of the dividend will be adjusted according to the number of new shares created between January 1, 2025, and the date of this General Meeting, mainly as a result of the exercise of share subscription options, it being specified that the maximum number of shares that may derive from the exercise of options is 20,926,190, representing a maximum additional dividend of €5,440,809.40.

Further new shares created, by the exercise of subscription options, until the date of the annual General Meeting deciding on the allocation of profit related to the preceding year will receive the dividend distributed with respect to that year (see paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE").

It is thus proposed that the General Meeting of May 22, 2025 resolve to distribute, in respect of fiscal year 2024, a dividend of €0.26 per share making up the capital on the date of the Meeting, corresponding (i) based on the number of shares making up the share capital at December 31, 2024, to a total amount of €348,315,435.26 and (ii) if applicable, an additional maximum total amount of €5,440,809.40, corresponding to the maximum number of new shares that may be created further to the exercise of share subscription options between January 1, 2025 and the date of the General Meeting (i.e. 20,926,190 shares).

Shares will be traded ex-dividend on May 26, 2025 and the dividend will be paid on May 28, 2025.

On the date of payment, the amount of the dividend corresponding to (i) the treasury shares of Dassault

Systèmes SE and (ii) the Dassault Systèmes shares held by SW Securities LLC, a company which is controlled by Dassault Systèmes SE, will be allocated to "retained earnings", in accordance with the provisions of Article L. 225-210 of the French Commercial Code (*Code de commerce*) and the contractual provisions in force between SW Securities LLC and Dassault Systèmes SE.

In addition, prior to distribution of the dividend, the Board of Directors, or if so authorized, the Chief Executive Officer will determine the number of additional shares issued as a result of the exercise of share subscription options between January 1, 2025 and the date of this General Meeting of May 22, 2025. The amount required for payment of dividends for shares issued during this period will be taken from "retained earnings".

The amount thus distributed to individual shareholders resident in France for tax purposes will be, where applicable:

- either subject to a flat-rate withholding tax of 30% (12.8% non-discharging flat-rate withholding tax paid as income tax and 17.2% social security withholding) (Article 117 *quater* of the French Tax Code);

- or, if an individual option is expressly and irrevocably exercised each year across the board for all income from securities, taken into account in determining shareholders' total income subject to the progressive rate of income tax for the year in which it is received (Article 200A of the French Tax Code), after application of an uncapped deduction of 40% (Article 158, 3, 2° of

the French Tax Code). Dividends taxed at the progressive rate of income tax are also subject to social security contributions at a rate of 17.2%.

Pursuant to Article 243 bis of the French Tax Code, it is noted that dividends per share paid over the last three years have been as follows:

Year	2023	2022	2021
Dividend ⁽¹⁾ (in euros)	0.23	0.21	0.17
Number of shares eligible for dividends	1,315,927,865	1,315,586,120	1,314,896,795

(1) Dividend 100% eligible for the 40% deduction provided for in Article 158, 3, 2° of the French Tax Code.

In accordance with the provisions of Article 223 *quater* of the French Tax Code, we draw your attention to the aggregate amount of the expenses and charges referred to in

Article 39.4 of the French Tax Code that are non-deductible from taxable income, which amounted to €751,441 and resulted in corporate tax of €194,097.

7.1.2 Consolidated Financial Statements (2nd resolution)

In addition to the 2024 annual financial statements, it is also proposed to approve Dassault Systèmes SE's consolidated financial statements for the year ended December 31, 2024, prepared in accordance with IFRS as described in paragraph 4.1.1 "Consolidated Financial Statements" of this Universal registration document.

7.1.3 Related-Party Agreements (4th resolution)

The following agreements, which were approved in accordance with Articles L. 225-38 *et seq.* of the French Commercial Code, were continued during the year ended December 31, 2024. These are undertakings made by the Company in connection with its "Directors and Corporate Officers Liability Insurance Policy":

- to reimburse the cost of legal defense of directors in the event of their personal liability being sought and indemnify the directors for the financial implications of such liability and payment of the costs in relation with legal defense related thereto, to the extent they would not be covered by that insurance policy (approved by the Board of Directors' meeting held on June 28, 1996);
- to assume, under certain conditions, the fees and travel expenses of Directors of Dassault Systèmes SE should

they have to prepare their personal defense before a civil, criminal or administrative court in the United States in connection with an inquiry or investigation conducted against Dassault Systèmes SE (approved by the Board of Directors' meeting held on September 23, 2003).

These agreements were reviewed by the Board of Directors at its meeting on March 11, 2025, in accordance with the provisions of Article L. 225-40-1 of the French Commercial Code.

The Auditors have prepared a special report pursuant to Articles L. 225-40 and L. 225-40-1 of the French Commercial Code, as set forth in paragraph 4.2.4 "Statutory Auditors' Report on Related Party Agreements and Commitments".

The General Meeting has been requested to acknowledge this report which refers to no new agreements.

7.1.4 Compensation Elements Paid in 2024 or Granted for Fiscal Year 2024 to Mr. Bernard Charlès and Mr. Pascal Daloz (6th and 7th resolutions)

Pursuant to the provisions of Article L. 22-10-34, II of the French Commercial Code (*Code de commerce*), the General Meeting will be asked to approve the compensation elements paid in 2024 or granted with respect to 2024 to Mr. Bernard Charlès and Mr. Pascal Daloz in their capacity as executive officers (*dirigeants mandataires sociaux*). These compensation elements are summarized in the tables below (see also paragraph 5.1 “The Board’s Corporate Governance

Report”). The payment of the Chief Executive Officer’s variable compensation with respect to 2024 is subject to the General Meeting’s approval of their compensation elements for 2024. As the compensation of the Chairman of the Board of Directors is fixed compensation only, this condition is not applicable.

7.1.4.1 Compensation Elements Paid or Granted in 2024 to Mr. Bernard Charlès, Chairman of the Board of Directors⁽¹⁾

Compensation granted with respect to 2024

Compensation elements	Amount (in euros)	Observations
Fixed compensation⁽²⁾	2,000,000	Gross fixed compensation for 2024 decided by the meeting of the Board of Directors of March 12, 2024, on the recommendation of the Compensation and Nomination Committee. This compensation was paid in 2024.
Annual variable compensation	N/A	Mr. Bernard Charlès receives no annual variable compensation.
Deferred annual variable compensation	N/A	Mr. Bernard Charlès receives no deferred annual variable compensation.
Multi-year variable compensation	N/A	Mr. Bernard Charlès receives no multi-year annual variable compensation.
Compensation allocated to directors in respect of the directorship⁽³⁾	67,000	Gross compensation amount allocated for 2024. This compensation was paid at the beginning of 2025.
Extraordinary compensation	N/A	Mr. Bernard Charlès receives no extraordinary compensation.
Share subscription options and/or performance share awards	N/A	Mr. Bernard Charlès was not granted any share subscription options or performance shares.
Indemnity upon start or termination of function	N/A	Mr. Bernard Charlès receives no indemnity upon start or termination of duties.
Non-compete indemnity	N/A	Mr. Bernard Charlès receives no non-compete indemnity.
Additional retirement plan	N/A	No additional retirement plan was implemented by Dassault Systèmes SE.
Benefits in kind	19,593	These benefits in kind are linked to a mandatory supplemental medical coverage and use of a vehicle made available to Mr. Bernard Charlès by Dassault Systèmes SE.

(1) All compensation paid by Dassault Systèmes SE to Mr. Bernard Charlès is paid by Dassault Systèmes SE, a company incorporated under the laws of France.

(2) See also paragraph 5.1.3.1 “Compensation Policy Applicable to the Chairman of the Board of Directors” of the Universal registration document 2023.

(3) See also paragraph 5.1.3.3 “Directors’ Compensation” of the Universal registration document 2023 regarding the conditions for distributing the annual budget allocated to Directors of Dassault Systèmes SE.

As a reminder:

Compensation granted with respect to 2023 and paid in 2024

Compensation elements	Amount (in euros)	Observations
Annual variable compensation	1,445,000	Variable gross compensation with respect to 2023 actually earned and decided by the Board of Directors of March 12, 2024, upon the proposal of the Compensation and Nomination Committee. This compensation was paid in 2024 following approval by the General Meeting of the compensation elements of Mr. Bernard Charlès for 2023.
Compensation allocated to directors in respect of their directorship	66,562	Gross compensation amount allocated for 2023. This compensation was paid at the beginning of 2024.

7.1.4.2 Compensation Elements for 2024 for Mr. Pascal Daloz, Chief Executive Officer⁽¹⁾

Compensation granted with respect to 2024

Compensation elements	Amount (in euros)	Observations
Fixed compensation⁽²⁾	1,000,000	Gross fixed compensation for 2024, as set by the Board of Directors at its meeting of March 12, 2024 on the recommendation of the Compensation and Nomination Committee. This compensation was paid in 2024.
Annual variable compensation⁽²⁾	950,000	Variable gross compensation with respect to 2024 actually earned and decided by the Board of Directors of March 11, 2025, upon the proposal of the Compensation and Nomination Committee. The methods for determining this compensation are set out in Table 2 "Summary of the Compensation of Each Executive Officer" in paragraph 5.1.4. This compensation will be paid in 2025 subject to approval by the General Meeting of May 22, 2025, of the compensation elements of Mr. Pascal Daloz for 2024.
Deferred annual variable compensation	N/A	Mr. Pascal Daloz receives no deferred variable compensation.
Multi-year variable compensation	N/A	Mr. Pascal Daloz receives no multi-year variable compensation.
Compensation allocated to directors in respect of the directorship⁽³⁾	47,000	Gross compensation amount allocated for 2024. This compensation was paid at the beginning of 2025.
Extraordinary compensation	N/A	Mr. Pascal Daloz receives no extraordinary compensation.
Share subscription options and/or performance share awards⁽⁵⁾	13,522,500 ⁽⁴⁾	Mr. Pascal Daloz was granted 450,000 2024-A shares by the Board of Directors at its meeting on May 22, 2024.
Indemnity upon start or termination of function	N/A	Mr. Pascal Daloz will receive, subject to certain conditions, an indemnity upon the termination of his functions, the amount of which will not exceed two years' compensation and will depend on the achievement of performance conditions established for the calculation of his variable compensation ⁽⁵⁾ .
Non-compete indemnity	N/A	Mr. Pascal Daloz receives no non-compete indemnity.
Additional retirement plan	N/A	No additional retirement plan was implemented.
Benefits in kind	334	These benefits in kind are linked to mandatory supplemental medical coverage and the reimbursement of travel expenses.

(1) All compensation paid by Dassault Systèmes SE to Mr. Pascal Daloz is paid by Dassault Systèmes SE, a company incorporated under the laws of France.

(2) See also section 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2023.

(3) See also paragraph 5.1.3.3 "Directors' Compensation" of the Universal registration document 2023 regarding the conditions for distributing the annual budget allocated to Directors of Dassault Systèmes SE.

(4) Value based on the method chosen for the consolidated financial statements before the spreading of the expense and taking into account the performance criteria.

(5) See also paragraph 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer" of the Universal registration document 2023.

As a reminder:

Compensation granted with respect to 2023 and paid in 2024

Compensation elements	Amount (in euros)	Observations
Annual variable compensation	735,000	Variable gross compensation with respect to 2023 actually earned and decided by the Board of Directors of March 12, 2024, upon the proposal of the Compensation and Nomination Committee. This compensation was paid in 2024 following approval by the General Meeting of the compensation elements of Mr. Pascal Daloz for 2023.
Compensation allocated to directors in respect of their directorship	47,000	Gross compensation amount allocated for 2023. This compensation was paid at the beginning of 2024.

7.1.5 Information Contained in the Corporate Governance Report Relating to the Compensation of Corporate Officers (*Mandataires Sociaux*) (Article L. 22-10-9, I of the French Commercial Code) (8th resolution)

In accordance with the provisions of Article L. 22-10-34, I of the French Commercial Code, the following information is submitted for your approval:

Information referred to in section I of Article L. 22-10-9 of the French Commercial Code

Total compensation and benefits of any kind paid or allocated in 2024 and the relative proportion of fixed and variable compensation	See paragraphs 5.1.4 and 5.1.5
Use of the option of requesting the repayment of variable compensation	N/A
Undertakings made by the Company in connection with the termination or change of office or subsequent to the performance of such office and the estimated amount liable to be paid on that basis	See paragraph 5.1.3.2
Any compensation paid or granted by a company within the scope of consolidation	N/A
Equity ratios	See paragraph 5.1.4
Annual change in compensation, the Company's performance, average compensation on a full-time equivalent basis of the Company's employees (other than management) and equity ratios over the last five or more fiscal years	See paragraph 5.1.4
Explanation of how the total compensation reflects the compensation policy adopted, including how it contributes to the long-term performance of the Company, and how the performance criteria have been applied.	See paragraph 5.1.4
Taking into account the vote of the last Ordinary General Meeting provided for in Article L. 22-10-34, I of the French Commercial Code	N/A
Any deviation from the procedure for implementing the compensation policy and any derogation applied	N/A
Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (irregular composition of the Board of Directors)	N/A

7.1.6 Compensation Policy for Corporate Officers (*Mandataires Sociaux*) (5th resolution)

In accordance with the provisions of Articles L. 22-10-8, I and R. 22-10-14 of the French Commercial Code, the corporate governance report (see paragraph 5.1.3 "Compensation Policy for Corporate Officers (*Mandataires Sociaux*)")

describes the compensation policy for corporate officers set by the Board of Directors, submitted for your approval in accordance with Article L. 22-10-8, II of the French Commercial Code.

7.1.7 Setting the Amount of the Directors' Compensation (9th resolution)

The General Meeting is asked to increase the annual compensation package allocated to the directors, which is currently set at €900,000, to raise it to €1,200,000 for the current fiscal year and subsequent years.

This increase takes into account the growth in the number of directors in the future and changes in the practices of CAC 40 companies in terms of directors' compensation.

Subject to approval by the General Meeting of May 22, 2025 of the compensation policy for corporate officers and the new package for 2025, the meeting of the Board of Directors thus decided its allocation among the directors would be based on the following principles: €24,000 per

director, an additional €24,000 for the Chairman of the Board, an additional €40,000 for the Chairman of the Audit Committee, an additional €30,000 for the Chairman of the Compensation and Nomination Committee, an additional €15,000 for the Chairman of the Scientific Committee, an additional €30,000 for the lead independent director, and an additional €20,000 for the lead director on sustainable development (these amounts being paid in proportion to the actual term in office during the year); €5,400 per member for physical presence at a Board or Committee meeting or at a meeting of independent directors; and €2,700 per member for every Board, Committee or independent directors' meeting by conference call or video-conference.

7.1.8 Reappointment and Appointment of Directors (10th, 11th and 12th resolutions)

The directorship of Mr. Soumitra Dutta expires at the close of the General Meeting of May 22, 2025.

It is proposed to re-elect him for a four-year term, i.e. until the General Meeting called to approve the financial statements for the year ending December 31, 2028.

Mr. Soumitra Dutta is an independent director, Chairman of the Scientific Committee and a member of the Compensation and Nomination Committee. He offers solid expertise in technologies and innovation. Mr. Soumitra Dutta's full biography can be found in section 5.1.1.1 "Composition of the Board of Directors".

At its meeting on March 11, 2025, the Board of Directors reviewed the independence of Mr. Soumitra Dutta in light of eight independence criteria set out in the AFEP-MEDEF Code (see paragraph 5.1.1.1 "Composition of the Board of Directors"). As each of these criteria was met, the Board concluded that he was independent, acting on the recommendation of the Compensation and Nomination Committee in which Mr. Soumitra Dutta did not take part.

The term of office as director of Ms. Odile Desforges also expires at the end of the General Meeting of May 22, 2025. After three terms of four years each, Ms. Odile Desforges can no longer be considered independent within the meaning of the AFEP-MEDEF Code.

After an opinion from the Compensation and Nomination Committee, the appointment of a new director is proposed; Ms. Nathalie Rouvet Lazare, whose biography is provided below, to replace Ms. Odile Desforges,

At its meeting on March 11, 2025, upon the recommendation of the Compensation and Nomination Committee, the Board of Directors reviewed and ruled in favor of the independence of Ms. Nathalie Rouvet Lazare. She would be appointed a member of the Audit Committee.

Nathalie Rouvet Lazare – Candidate for Director

Age: 62 years

Nationality: French

Business address:

Associés en Gouvernance,
46 rue du Général Foy,
75008 Paris

Main position:

Associate at the consulting firm
Associés en Gouvernance

Term expires:

General Meeting called
to approve the financial
statements for the year ending
December 31, 2028

**Number of Dassault Systèmes
shares owned**

on December 31, 2024:

0

Biography

An HEC graduate (1984) and an IFA/Sciences Po certified corporate director (2011), Nathalie Rouvet Lazare has, in her 35 years of professional experience, gained a profound understanding of corporate strategy and management, the challenges of development and digital transformation, and governance issues.

Her career combines strategy, marketing and communication (Air France, Saatchi & Saatchi Advertising, Publicis, La Poste Group, In Between) and corporate management with Coheris.

Having worked in the corporate governance field since 2010, Nathalie Rouvet Lazare became an Independent Director of Coheris in September 2011 and chaired its Strategy Committee. In 2013, she became Chairman & Chief Executive Officer of the software company listed on Compartment C of Euronext Paris and served as a Director from 2013 to 2019. She led the company's turnaround and then the restructuring of its capital structure, which resulted in a friendly takeover in 2019.

Other offices and positions

Independent Director, Member of the Audit Committee and Chair of the Compensation and Nomination Committee of Hightech Payment Systems (HPS) since Sept. 2021 (a company listed on the Casablanca Stock Exchange)

Other positions were held during the past five years

Director of Middennext (until 2020)

It is also proposed to appoint as director Ms. Marie-Hélène Habert-Dassault, director of Dassault Systèmes in her own name from 2014 to May 2024, then permanent representative of Groupe Industriel Marcel Dassault from May 2024 to January 8, 2025. Ms. Habert-Dassault's biography is presented below.

Marie-Hélène Habert-Dassault is a member of the Dassault family, which owns Groupe Industriel Marcel Dassault SAS (GIMD), the main shareholder and director of Dassault Systèmes SE. She is also a member of GIMD's Supervisory Board.

Marie-Hélène Habert-Dassault – Candidate for Director

Age: 59 years

Nationality: French

Business address:

Groupe Industriel Marcel Dassault SAS –
9 Rond-Point des
Champs-Élysées –
Marcel Dassault,
75008 Paris – France

Main position:

Director of Communication
and Patronage, GIMD

Term expires:

General Meeting called
to approve the financial
statements for the year ending
December 31, 2028

**Number of Dassault Systèmes
shares owned**

on December 31, 2024:

2,830

Biography

Marie-Hélène Habert-Dassault has been Director of Communication and Patronage of the Groupe Industriel Marcel Dassault SAS (GIMD) since 1998. She joined GIMD in 1991 as Deputy Director of Communication after having started her career at the DDB advertising agency in London as a media planning consultant. She holds a Master's degree in Business Law and Taxation, a Business Law practitioner diploma (Assas, France, 1988) and a Master's in Strategy and Marketing (Sciences Po, Paris, 1989).

Marie-Hélène Habert-Dassault was a Director of Dassault Systèmes from July 23, 2014, until May 22, 2024, then GIMD representative to the Board of Directors of Dassault Systèmes until January 8, 2025

Other offices and positions

Within the Dassault Group

Member of the Supervisory Board of GIMD; Vice-Chair of the Supervisory Board of Immobilière Dassault S.A. (listed company); Chair of the Supervisory Board of Rond-Point Immobilier SAS; Member of the Board of Directors of Dassault Aviation S.A. (listed company); Director and chairwoman of the Serge Dassault Foundation; Director of Artcurial S.A.

Outside the Dassault Group

Director member of the Strategy Committee and of the HR and CSR Committee of Biomérieux (listed company); Member of the Strategy Committee and President of HDF; General Manager of H Investissements; General Manager of HDH Immo; Director of Siparex Associés; Manager of SCI Duquesne; Director of Fondation Fondamental; and member of the Board of Directors of the Fondation Gustave Roussy since 2023

Other positions were held during the past five years

Director of Dassault Systèmes (until 2024) and GIMD representative to the Board of Directors of Dassault Systèmes (until 2025)

Director of Middenext (until 2020)

The targets applicable to the Board's composition can be found in paragraph 5.1.1.1 "Composition of the Board of Directors". If the above proposals are approved, the Board of Directors would have 11 members, excluding directors representing employees, including five women and six men (i.e., 45% of women), and 45% of independent directors. These proportions go beyond the legal requirements and recommendations of the AFEP-MEDEF Code⁽¹⁾.

All of the Board's committees would remain wholly composed of independent directors.

Dassault Systèmes has the intention to maintain a ratio of men and women, and independent directors, on the Board of Directors equal to 50%. It is planned to propose the appointment of a new independent woman director in May 2026.

⁽¹⁾ As a reminder, the proportion of female representation and independent directors does not include the directors representing employees, in accordance with Article 10.3 of the AFEP-MEDEF Code and Articles L. 225-27-1 and L. 22-10-7 of the French Commercial Code, respectively.

7.1.9 Authorization to Repurchase Shares of Dassault Systèmes (13th and 14th resolutions)

The authorization to repurchase shares of the Company granted to the Board of Directors at the General Meeting of May 22, 2024 will expire at the General Meeting of May 22, 2025. Within the framework of this authorization, share buybacks were carried out in 2024 (these transactions are described in paragraph 6.2.4 "Share Buyback Programs") and also in early 2025. They were carried out for the purposes of covering the Company's obligations resulting from share allocations and maintaining an active market and providing liquidity for Dassault Systèmes shares. An active market is maintained by an investment services provider operating under a liquidity agreement between Dassault Systèmes SE and Oddo BHF SCA. This agreement was tacitly renewed for the 2025 fiscal year.

Any share buybacks made between January 1, 2025, and the date of the General Meeting will be described in the Universal registration document for the year ending December 31, 2025.

It is proposed to reauthorize the Board of Directors to repurchase Dassault Systèmes shares, in accordance with Articles L. 22-10-62 *et seq.* of the French Commercial Code, within a limit of 25 million shares, i.e. approximately 1.87% of the share capital as of December 31, 2024, within the limits set by the applicable regulations. The maximum amount of funds dedicated to the repurchase of Dassault Systèmes shares may not exceed €1 billion.

If this proposal is adopted, the authorization shall be valid as from the General Meeting of May 22, 2025 for a period of eighteen months.

This authorization may be used for the following purposes:

- 1) to cancel shares for the purpose of offsetting a capital increase resulting from issues of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labour Code or under the conditions set out in equivalent regulations;
- 2) to meet obligations related to stock option allocations or other allocations of shares to employees or Corporate Officers (*mandataires sociaux*) of Dassault Systèmes SE or of an affiliated company;
- 3) to provide shares upon exercise of rights attached to marketable securities giving immediate or future access

to the share capital of Dassault Systèmes SE, mainly through redemption, conversion, exchange, presentation of a warrant or any other means;

- 4) to maintain an active market or provide liquidity for Dassault Systèmes shares under a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice and with a code of ethics recognized by the AMF;
- 5) to implement any stock-exchange market practice which may be accepted by the regulations or by the French Financial Markets Authority (AMF);
- 6) to subsequently allocate, deliver or hold shares in the context of external growth transactions by Dassault Systèmes SE or an affiliated company, in particular through mergers, demergers, partial demergers or contributions in kind;
- 7) exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

The acquisition, sale, transfer or exchange of such shares may be realized by any means allowed on the market (whether or not the market is regulated), on multilateral trade facilities (MTF) or through a systematic internalizer or over-the counter, including the purchase of blocks and through the use of derivative instruments.

The acquisition, sale, transfer or exchange of such shares may be completed at any time in accordance with the applicable legal provisions and regulations except during a public offering period.

The share buyback program is described in this Universal registration document in paragraph 6.2.4 "Share Buyback Programs", where all relevant information is presented.

In light of the possible cancellation of the repurchased shares, we propose that you also authorize the Board of Directors to cancel, as applicable, for the same period of eighteen months from the General Meeting of May 22, 2025, all or a portion of the shares which it has repurchased and to reduce the share capital by a corresponding amount, within a limit of 5% of its amount per 24-month period.

7.1.10 Delegations of Authority and Powers to Increase the Share Capital (15th, 16th, 17th, 18th, 19th and 20th resolutions)

The delegations of authority and powers to increase the share capital granted to the Board of Directors by the General Meeting of May 24, 2023 are due to expire in July 2025. It is therefore proposed that the General Meeting reauthorize the Board of Directors to increase the share capital for a period of 26 months to enable the Board of Directors, at any time, to select among a broad range of marketable securities giving access to the share capital or debt securities of the Company, with or without preferential subscription rights for shareholders, through a public offering, the most appropriate financing for the Group's development, taking into account the market conditions at the time of the contemplated transaction.

It is also proposed to renew the delegation of authority granted to the Board of Directors to increase the share capital by incorporation of reserves, profits or premiums, as well as the delegation of powers to increase the share capital to remunerate contributions in kind of shares.

The resolutions submitted for this purpose will replace those adopted by the General Shareholders' Meeting of May 24, 2023, which the Board of Directors has not used as at the date of preparation of this Universal registration document (see paragraph 5.1.7.2 "Table Summarizing the Current Delegations Granted by the General Meeting of Shareholders in Respect of Capital Increases").

Should you approve these resolutions, the Board of Directors will have the opportunity to:

- carry out capital increases with or without preferential subscription rights for shareholders (in particular by using the option offered by law to launch a public offering only for portfolio managers or qualified investors) up to a maximum nominal amount of €13 million and, for debt securities giving access to the share capital, up to a maximum nominal amount of €1 billion;
- carry out capital increases by incorporation of reserves, profits or premiums up to a maximum nominal amount of €13 million;
- increase the share capital to remunerate contributions of shares in kind up to a limit of 10% of the share capital and the same nominal amount of €13 million.

The Board of Directors would not be able to use these delegations in case of a tender offer on the Company's shares.

The overall cap of €13 million will count toward the overall nominal amount for capital increases that may be carried out and provided for in (i) the 15th to 20th and 23th and 24th resolutions submitted to the General Meeting on May 22, 2025 and (ii) the 17th to 22nd resolutions approved by the General Meeting of May 22, 2024 (delegations for mergers, demergers and partial demergers, see paragraph 7.1.11 of the Universal registration document 2023).

7.1.11 Financial Authorizations for Issuances Reserved for Employees and Corporate Officers (*Mandataires Sociaux*) (21st, 22nd, 23rd and 24th resolutions)

The compensation policy implemented by Dassault Systèmes must serve the ability to attract, to motivate and to retain key employees and executives with the diversity of talents and the high level of skills required for the Company's various activities, the competition in the labor market for such employees being intense.

The members of the Executive team and key employees of Dassault Systèmes may be granted long-term incentives, notably through allocations of performance shares or options to subscribe to Dassault Systèmes shares.

In 2022 and 2023, Dassault Systèmes' employees also had the opportunity to subscribe to collective employee

shareholding operations launched in 2021 and 2023 (see paragraph 5.1.5. "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE"). A new offer for employees, as decided by the Board of Directors at the end of 2024, is currently scheduled for completion in June 2025.

Performance shares

It is proposed to renew the authorization to grant free shares to employees or executive officers of Dassault Systèmes SE, granted to the Board of Directors by the General Meeting of May 24, 2023 and which will expire in 2025.

This new authorization would cancel, as from May 22, 2025 and for the yet unused portion, the authorization granted to the Board of Directors by the General Meeting of May 24, 2023 (20th resolution).

This authorization would be granted for a period of two years.

The total number of free shares granted under this authorization may not exceed 1.5% of the Company's share capital, at the date of the allocation by the Board of Directors.

In accordance with AFEP-MEDEF's Corporate Governance Code for listed companies, and the recommendation from the Compensation and Nomination Committee, it is proposed that the number of shares that may be granted to executive officers (*dirigeants mandataires sociaux*) within the meaning of this Code be limited to 35% of the so authorized overall amount.

The structure of the allocation plans would be identical to the one of the previous plans. All share allocations, including performance share allocations to the Chief Executive Officer, would be subject to a continued employment condition, so that no share may be vested if the continued employment condition is not met, and to a strict performance condition, assessed over a minimum period of three years.

The performance condition would be based on two criteria:

- a rate of growth in net earnings per share set by the Board; and
- a multi-criteria ESG indicator.

For some beneficiaries (excluding executive officers), the performance condition could, if appropriate, alternatively or cumulatively be based on a target specific to their brand.

The Board of Directors will set the minimum level(s) of achievement (usually set at 80%) below which no shares may be acquired by the beneficiaries.

Information relating to the use by the Board of Directors of the authorization granted by the General Meeting of May 24, 2023 can be found in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE".

Share subscription or purchase options

It is proposed to renew the authorization to grant options to subscribe or to purchase shares, granted to the Board of Directors by the General Meeting of May 24, 2023 and which will expire in 2025.

This new authorization would cancel, as from May 22, 2025 and for the yet unused portion, the authorization granted to the Board of Directors by the General Meeting of May 24, 2023 (21st resolution).

This authorization would be granted for a period of two years.

The maximum number of stock options that may be granted by the Board of Directors and not yet exercised may not

give the right to subscribe or purchase a number of shares exceeding 3% of the share capital.

No options may be granted to executive officers within the meaning of the AFEP-MEDEF corporate governance code for listed companies.

The structure of the allocation plans would be identical to the one of the previous plans. All allocations of options would be subject to one continued employment condition (no option may be exercised if the continued employment condition is not met), and to a strict performance condition.

The performance condition would be based on two criteria:

- a rate of growth in net earnings per share set by the Board; and
- a multi-criteria ESG indicator.

For some beneficiaries, the performance condition could, if appropriate, alternatively or cumulatively be based on a target specific to their brand.

The performance conditions would be assessed over a minimum period of three years, with tranches exercisable each year.

The Board of Directors will set the minimum level(s) of achievement (usually set at 80%) below which no options may be exercised by the beneficiaries.

The subscription price for the new shares or the purchase price of existing shares by exercising the options would be determined by the Board of Directors on the day on which the Options are granted. No discount would be applied compared to the share's closing price on the Euronext Paris market on the trading day preceding the day of the allocation.

Information relating to the use by the Board of Directors of the authorizations granted by the General Meeting of May 24, 2023 can be found in paragraph 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE".

Capital increase reserved for employees

In order to enable the implementation of employee shareholding operations, it is proposed to authorize the Board of Directors to increase the share capital reserved for members of a corporate savings plan.

To facilitate the structuring of this offer in the countries outside France, it is also proposed to authorize the Board of Directors to increase the share capital for the benefit of a category of beneficiaries as part of an employee shareholding operation.

The maximum nominal global amount of the capital increases that may be carried out under these authorizations would be €1 million through the issuing of new shares or securities giving access to share capital.

The two new authorizations would terminate and replace the authorizations granted by the General Meeting on May 22, 2024 from September 1, 2025, after completion of the employee shareholding offer launching in 2025.

Information relating to the use by the Board of Directors of the authorizations granted by the General Meeting of May 22, 2024, can be found in paragraph 5.1.7.2 "Table

Summarizing the Current Delegations Granted by the General Meeting of Shareholders in Respect of Capital Increases".

7.1.12 Amendment to Article 16 of the Company's By-Laws Governing the Deliberations of the Board of Directors (25th resolution)

As a result of the change in the provisions of Article L. 225-37 section 3 of the French Commercial Code by Law 2024-537 of June 13, 2024 intended to increase financing of businesses and the attractiveness of France, you are being

asked to amend Article 16 of the by-laws in order to simplify the conditions for decisions made by written consultation within the Board of Directors and the conditions for the participation in Board meetings via telecommunications.

7.2 Text of the Draft Resolutions Proposed by the Board of Directors to the General Meeting of May 22, 2025

Ordinary General Meeting

1st resolution

Approval of the parent company annual financial statements

The General Meeting, having reviewed the management report of the Board of Directors and the report of the Statutory Auditors, as well the additional explanations made orally, hereby approves the management report of the Board of Directors and the annual financial statements for the year ended December 31, 2024, as they have been presented.

The General Meeting consequently approves any transactions disclosed in these financial statements or summarized in these reports and, in particular, in accordance with the provisions of Article 223 *quater* of the French Tax Code, the aggregate amount of the expenses and charges referred to in Article 39.4 of the said Code that are non-deductible from taxable income, totaling €751,441 and resulting in corporate tax of €194,097.

2nd resolution

Approval of the consolidated financial statements

The General Meeting, having reviewed the report of the Board of Directors with respect to management of Dassault Systèmes included in the management report and the report by the Statutory Auditors related to the consolidated financial statements, in addition to explanations made orally, hereby approves in all respects the management report of the Board of Directors and the consolidated financial statements for the year ended December 31, 2024, as they have been presented.

The General Meeting consequently approves any transactions disclosed by such consolidated financial statements or summarized in such reports.

3rd resolution

Allocation of profit

The General Meeting, on the recommendation of the Board of Directors, hereby resolves to allocate the profit of the year amounting to €853,309,050.84⁽¹⁾ as follows:

– to the legal reserve	€17,583.18
– to a special reserve account ⁽²⁾	€0
– for distribution to the 1,339,674,751 shares forming the share capital at 12/31/2024 of a dividend of (€0.26 x 1,339,674,751) ⁽³⁾	€348,315,435.26
– to retained earnings	€504,976,032.40
which, increased by the retained earnings from previous years of €4,009,671,104.29, brings the amount of retained earnings to	€4,514,647,136.69

(1) This profit, increased by the retained earnings from previous years of €4,009,671,104.29, results in a distributable profit of €4,862,980,155.13.

(2) In compliance with Article 238 bis AB, paragraph 5 of the French Tax Code.

(3) The aggregate amount of the dividend will be adjusted according to the change in the number of new shares created between January 1, 2025, and the date of this General Meeting, mainly as a result of the exercise of share subscription options, it being specified that the maximum number of shares that may derive from the exercise of options is 20,926,190, representing a maximum additional dividend of €5,440,809.40.

Shares will be traded ex-dividend on May 26, 2025 and the dividend will be paid on May 28, 2025.

On the date of payment, the amount of the dividend corresponding to (i) the treasury shares of Dassault Systèmes SE and (ii) the Dassault Systèmes shares held by SW Securities LLC, a company which is controlled by the Dassault Systèmes SE Group, will be allocated to “retained earnings” in accordance with the provisions of Article L. 225-210 of the French Commercial Code and the contractual provisions in force between SW Securities LLC and Dassault Systèmes SE.

In addition, prior to distribution of the dividend, the Board of Directors, or if so authorized, the Chief Executive Officer will determine the number of additional shares issued as a result of the exercise of share subscription options between January 1, 2025 and the date of this General Meeting. The amount required for payment of dividends for shares issued during this period will be taken from “retained earnings”.

Pursuant to Article 243 bis of the French Tax Code, it is noted that dividends per share paid over the last three years have been as follows:

Year	2023	2022	2021
Dividend ⁽¹⁾ (in euros)	0.23	0.21	0.17
Number of shares eligible for dividends	1,315,927,865	1,315,586,120	1,314,896,795

(1) Dividend 100% eligible for the 40% deduction provided for in Article 158, 3, 2° of the French Tax Code.

The amount thus distributed to individual shareholders resident in France for tax purposes will be, where applicable:

- either subject to a flat-rate withholding tax of 30% (12.8% non-discharging flat-rate withholding tax paid as income tax and 17.2% social security withholding) (Article 117 *quater* of the French Tax Code);
- or, if an individual option is expressly and irrevocably exercised each year across the board for all income from securities, taken into account in determining shareholders’ total income subject to the progressive rate of income tax for the year in which it is received (Article 200A of the French Tax Code), after application of an uncapped deduction of 40% (Article 158, 3, 2° of the French Tax Code). Dividends taxed at the progressive rate of income tax are also subject to social security contributions at a rate of 17.2%.

4th resolution

Related-party agreements

The General Meeting, having reviewed the special report of the Statutory Auditors on the agreements governed by Articles L. 225-38 *et seq.* of the French Commercial Code, acknowledges the report, which does not include any new agreements.

5th resolution

Compensation policy for corporate officers (mandataires sociaux)

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 225-37 and L. 22-10-8 of the French Commercial Code, approves the compensation policy for corporate officers set by the Board of Directors and contained in paragraph 5.1.3 "Compensation Policy for Corporate Officers (*Mandataires Sociaux*)" of Chapter 5 "Corporate Governance" of the Universal registration document for 2024.

6th resolution

Compensation elements paid in 2024 or granted for fiscal year 2024 to Mr. Bernard Charlès, Chairman of the Board of Directors

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code, approves the compensation elements paid in 2024 or granted with respect to 2024 to Mr. Bernard Charlès, Executive Chairman of the Board of Directors, as indicated in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers (*Mandataires Sociaux*)" of Chapter 5 "Corporate Governance" of the Universal registration document for 2024.

7th resolution

Compensation elements paid in 2024 or granted for fiscal year 2024 to Mr. Pascal Daloz, Chief Executive Officer

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 225-37 and L. 22-10-9 of the French Commercial Code, approves the compensation elements paid in 2024 or granted with respect to 2024 to Mr. Pascal Daloz, Chief Executive Officer, as indicated in paragraph 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers (*Mandataires Sociaux*)" of Chapter 5 "Corporate Governance" of the Universal registration document for 2024.

8th resolution

Approval of the information contained in the corporate governance report and relating to the compensation of corporate officers (mandataires sociaux) (Article L. 22-10-9 of the French Commercial Code)

The General Meeting, having reviewed the report drawn up in accordance with Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code, approves the information contained in the corporate governance report regarding the compensation of corporate officers (*mandataires sociaux*) mentioned in Article L. 22-10-9, I of the French Commercial Code and contained in paragraphs 5.1.3.2 "Compensation Policy Applicable to the Chief Executive Officer", 5.1.4 "Summary of the Compensation and Benefits due to Corporate Officers (*Mandataires Sociaux*)" and 5.1.5 "Interests of Executive Management and Employees in the Share Capital of Dassault Systèmes SE" of Chapter 5 "Corporate Governance" of the Universal registration document for 2024.

9th resolution

Setting the amount of directors' compensation

The General Meeting, after a review of the report of the Board of Directors, sets the amount of the annual compensation to be distributed among the directors at €1,200,000 for the current and subsequent years until a new decision of the General Meeting.

10th resolution

Nomination of Ms. Marie-Hélène Habert-Dassault as director

The General Meeting, having reviewed the report of the Board of Directors, decides to appoint Ms. Marie-Hélène Habert-Dassault as director of the Company for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the year ending December 31, 2028.

11th resolution

Nomination of Ms. Nathalie Rouvet Lazare as director

The General Meeting, having reviewed the report of the Board of Directors, decides to appoint Ms. Nathalie Rouvet Lazare as director of the Company for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the year ending December 31, 2028.

12th resolution

Reappointment of Mr. Soumitra Dutta

The General Meeting, having reviewed the report of the Board of Directors, notes that Mr. Soumitra Dutta's term of office as director expires at the close of this General Meeting and reappoints him for a four-year term. This term of office will expire at the close of the General Meeting called to approve the financial statements for the year ending December 31, 2028.

13th resolution

Authorization to repurchase Dassault Systèmes shares

The General Meeting, having reviewed the report of the Board of Directors, authorizes the Board of Directors to purchase a maximum of 25 million Dassault Systèmes shares, in accordance with the terms and conditions stipulated in Articles L. 22-10-62 *et seq.* of the French Commercial Code, Articles 241-1 *et seq.* of the French Financial Markets Authority (AMF) General Regulation, Regulation (EU) no. 596/2014 of April 16, 2014 on market abuse ("MAR Regulation"), and Commission Delegated Regulation (EU) no. 2016/1052 of March 8, 2016 supplementing the MAR Regulation.

This authorization may be used by the Board of Directors for the following purposes:

- 1) to cancel shares for the purpose of offsetting a capital increase resulting from issues of securities granted under the conditions set out in Articles L. 225-177 to L. 225-184, L. 225-197-1 to L. 225-197-5, L. 22-10-56 or L. 22-10-59 of the French Commercial Code or Articles L. 3332-18 to L. 3332-24 or L. 3344-1 of the French Labour Code or under the conditions set out in equivalent regulations;
- 2) to meet obligations related to stock option allocations or other allocations of shares to employees or corporate officers of Dassault Systèmes SE or of an affiliated company;
- 3) to provide shares upon exercise of rights attached to marketable securities giving immediate or future access to the share capital of Dassault Systèmes SE, mainly through redemption, conversion, exchange, presentation of a warrant or any other means;
- 4) to maintain an active market or provide liquidity for Dassault Systèmes shares under a liquidity contract entered into with an investment services provider acting independently in accordance with the French Financial Markets Authority (AMF)'s accepted market practice and with a code of ethics recognized by the AMF;
- 5) to implement any stock-exchange market practice which may be accepted by the regulations or by the French Financial Markets Authority (AMF);

- 6) to subsequently allocate, deliver or hold shares in the context of external growth transactions by Dassault Systèmes SE or an affiliated company, in particular through mergers, demergers, partial demergers or contributions in kind;
- 7) exceptionally, to cancel shares for the purpose of increasing the profitability of shareholders' equity and earnings per share, under an authorization by the Extraordinary General Meeting permitting shares to be canceled.

The acquisition, sale, transfer or exchange of such shares may be realized by any means, on the market (whether or not the market is regulated), on multilateral trade facilities (MTF), through a systematic internalizer or over-the counter, including block purchases and the use of derivative instruments.

The acquisition, sale, transfer or exchange of such shares may be completed at any time in accordance with the applicable legal provisions and regulations except during a public offering period.

The maximum amount of funds dedicated to the repurchase of Company shares may not exceed €1 billion, this condition being cumulative with the cap of 25 million Dassault Systèmes shares.

This authorization can be used by the Board of Directors for all the treasury shares held by Dassault Systèmes.

This authorization is valid from this General Meeting for a period of eighteen months. The General Meeting hereby grants any and all powers to the Board of Directors with option of delegation when legally authorized, to place any stock orders or orders outside the market, enter into any agreements, prepare any documents including information documents, determine terms and conditions of Company transactions on the market, as well as terms and conditions for purchase and sale of shares, file any declarations, including those required by the French Financial Markets Authority (AMF), accomplish any formalities, and more generally, carry out any necessary measures to complete such transactions.

The General Meeting also grants any and all powers to the Board of Directors, in case that the Law or the French Financial Markets Authority (AMF) appears to extend or to complete the authorized objectives concerning the share buyback program, in order to inform the public, pursuant to applicable regulations and laws, about the potential changes of the program concerning the modified objectives.

In accordance with the provisions of Articles L. 225-211 and R. 225-160 of the French Commercial Code, the Company or the intermediary in charge of securities administration for the Company shall keep registers which record purchases and sales of shares pursuant to this program.

This authorization replaces and supersedes the previous share buyback program authorized by the Combined General Meeting of Shareholders of May 22, 2024, in its 13th resolution.

Extraordinary General Meeting

14th resolution

Authorization granted to the Board of Directors to reduce the share capital by cancellation of previously repurchased shares in the framework of the share buyback program

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, hereby authorizes the Board of Directors, pursuant to the provisions of Article L. 22-10-62 of the French Commercial Code, to:

- reduce the share capital by canceling, in one or more transactions, some or all of the shares repurchased by the Company under its share buyback program, subject to a limit of 5% of the share capital in each 24-month period;
- deduct the difference between the repurchase value of the canceled shares and their nominal value from available premiums and reserves.

The General Meeting hereby gives, more generally, any and all powers to the Board of Directors to set the terms and conditions of such share capital reduction(s), record the completion of the share capital reduction(s) made pursuant to the cancellation transactions authorized by this resolution, amend the by-laws of the Company as may be necessary, file any declaration with the French Financial Markets Authority (AMF) or other institutions, accomplish any formalities and more generally take any necessary measures for the purposes of completing this transaction.

This authorization is given for a period of eighteen months from the date of this General Meeting.

15th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares or equity securities giving access to other equity securities of the Company or giving entitlement to the allocation of debt securities and to issue marketable securities giving access to the Company's equity securities to be issued, with preferential subscription rights for shareholders

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) delegates to the Board of Directors, pursuant to the provisions of Articles L. 225-129 to L. 225-129-6, L. 22-10-49, L. 22-10-51, L. 228-91 and L. 228-92 of the French Commercial Code, its authority to decide to issue, on one or more occasions, at the time or times and in the proportions it shall decide, both in France and abroad, ordinary shares and/or equity securities giving access to other equity securities or giving the right to the allocation of debt securities and/or any other marketable securities giving access to equity securities of the Company to be

issued, it being specified that the Board of Directors may delegate to the Chief Executive Officer, or in agreement with the latter, to one or more Deputy CEOs, under the conditions permitted by law, all powers necessary to decide on a capital increase;

- 2) resolves that any issue of preference shares and marketable securities giving access to preference shares is excluded;
- 3) resolves that the maximum nominal amount of the capital increases that may be performed immediately or in the future under the present authorization cannot exceed €13 million, it being specified that this overall cap is fixed not taking into account the nominal amount of the shares to be issued to preserve the rights of holders of marketable securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;
- 4) also resolves that the nominal amount of the marketable securities representing the Company's debt securities, which may be issued pursuant to this delegation, may not exceed €1 billion or the equivalent-value of this amount in foreign currency or in accounting units calculated by reference to several currencies;
- 5) resolves that shareholders may exercise, under the conditions provided by law, their preferential subscription rights to shares, equity securities and other marketable securities issued under this resolution;
- 6) resolves that if the subscriptions on an irrevocable basis (*à titre irréductible*) and, where applicable, on a revocable basis (*à titre réductible*), have not absorbed the entire issue of shares, equity securities or other marketable securities, the Board of Directors may offer to the public all or part of the unsubscribed securities;
- 7) notes that this delegation will act automatically as a waiver by shareholders, to the benefit of the holders of marketable securities giving access to the Company's share capital that may be issued, of their preferential subscription rights to equity securities to which these marketable securities may create a right;
- 8) resolves that the amount due to the Company immediately or in the future for each of the shares issued under this delegation must be at least equal to the par value of the shares on the issuance date;
- 9) resolves that the Board of Directors may, if it sees fit, charge any expenses to the share premium(s), in particular expenses, duties and fees involved in the completion of these issuances, and if necessary, deduct from the amount, the sums required to increase the legal reserve to one-tenth of the new share capital after each issuance;

10) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;

11) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 14th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

16th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares or equity securities giving access to other equity securities of the Company or giving entitlement to the allocation of debt securities and to issue marketable securities giving access to equity securities to be issued, without preferential subscription rights for shareholders and by way of a public offering other than those referred to in Article L. 411-2 1° of the French Monetary and Financial Code

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

1) Delegates to the Board of Directors, pursuant to the provisions of Articles L. 225-129 to L. 225-129-6, L. 225-135, L. 225-136, L. 22-10-49, L. 22-10-51, L. 22-10-54 and L. 228-91 to L. 228-94 of the French Commercial Code, its authority to decide, through a public offering other than those stipulated in section 1 of Article L. 411-2 of the French Monetary and Financial Code or, as applicable, subject to the approval of a specific resolution to that effect by the General Meeting of Shareholders, through a public offering described in section 1 of Article L. 411-2 of the French Monetary and Financial Code, on one or more occasions, at the time or times it shall set, in the proportions that it shall determine, both in France and abroad:

- a) the issuance of shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities of the Company and/or any other marketable securities giving access to equity securities of the Company to be issued,
- b) the issuance of shares and/or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities of the Company and/or any other marketable securities giving access to equity securities of the Company to be issued, following the issuance by companies in which the Company directly or indirectly holds more than half of the share capital, of any equity securities or marketable securities giving access to equity securities of the Company to be issued,
- c) the issuance of shares and/or equity securities and/or marketable securities giving access to equity securities to be issued from a company in which

it directly or indirectly holds more than half of the share capital,

- d) the issuance of marketable securities giving access to existing equity securities or giving entitlement to the allocation of debt securities of another company in which the Company does not directly or indirectly own more than half of the share capital.

The Board of Directors can delegate to the Chief Executive Officer, or in agreement with the latter, to one or several Deputy CEOs, in accordance with the applicable law, all the powers required to decide upon capital increases.

This decision will act automatically as a waiver by Company shareholders, to the benefit of the holders of marketable securities that may be issued by subsidiaries, of their preferential subscription rights to equity securities to which these securities may create a right;

- 2) resolves that the maximum nominal amount of the capital increases that may be performed immediately or in the future under the present authorization cannot exceed €13 million, it being specified that this overall cap is fixed not taking into account the nominal amount of the shares to be issued to preserve the rights of holders of marketable securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;
- 3) resolves that the maximum nominal amount that may be issued under this resolution will count toward the overall nominal amount for capital increases of €13 million set in the 15th resolution of this General Meeting;
- 4) resolves that any issue of preference shares and marketable securities giving access to preference shares is excluded;
- 5) resolves that this capital increase may result from the exercise of an allocation right resulting from any marketable securities issued by any company in which the Company holds, directly or indirectly, more than half of the share capital and with the agreement of the latter;
- 6) also resolves that the nominal amount of the marketable debt securities that may be issued under this delegation may not exceed €1 billion or the equivalent-value of this amount in foreign currency or in accounting units calculated by reference to several currencies, and shall be charged against the €1 billion cap set under the 15th resolution of this Meeting;
- 7) resolves to cancel shareholders' preferential subscription rights to shares, equity securities and other marketable securities to be issued, it being understood that the Board of Directors may grant shareholders a priority subscription period for all or part of the issue, during the period and under the conditions that it will set, in accordance with the provisions of Article L. 22-10-51 of the French Commercial Code, this subscription period does not give rise to the creation of negotiable rights;

- 8) notes that this delegation will act automatically as a waiver by shareholders, to the benefit of the holders of marketable securities giving access to the Company's share capital that may be issued, of their preferential subscription rights to equity securities to which these marketable securities may create a right;
- 9) resolves that the amount due to the Company immediately or in future for each of the shares issued or to be issued under this delegation shall be at least equal to the weighted average of the Company's share price on the regulated market of Euronext Paris in the last three trading sessions preceding the start of the public offering, within the meaning of Regulation (EU) 2017/1129 of June 14, 2017, potentially decreased by maximum discount of 10% and after correction of this amount, if applicable, to take into account the different vesting dates;
- 10) resolves that the Board of Directors may use this delegation, in whole or in part, to remunerate securities contributed to a public exchange offer initiated by the Company, within the limits and under the conditions provided for by Article L. 22-10-54 of the French Commercial Code;
- 11) resolves that the Board of Directors may, if it sees fit, charge any expenses to the share premium(s), in particular expenses, duties and fees involved in the completion of these issuances, and if necessary, deduct from the amount, the sums required to increase the legal reserve to one-tenth of the new share capital after each issuance;
- 12) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;
- 13) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 15th resolution.

This authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

17th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by issuing shares or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities and to issue marketable securities giving access to equity securities to be issued, without preferential subscription rights for shareholders, under a public offering referred to in Article L. 411-2 1 of the French Monetary and Financial Code

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) delegates its authority to the Board of Directors, to decide, within the framework and under the conditions set by the sixteenth resolution of this General Meeting, on the issuance of equity securities or debt securities, through a public offering referred to in section 1 of Article L. 411-2 of the French Monetary and Financial Code;
- 2) resolves that the maximum nominal amount of capital increases that may be carried out, immediately and/or in the future under this delegation, will count toward the overall nominal amount for capital increases of €13 million set in the 15th resolution of this General Meeting;
- 3) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;
- 4) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 16th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

18th resolution

Delegation of authority granted to the Board of Directors to increase the number of securities to be issued in the event of a share capital increase with or without preferential subscription rights

The General Meeting, after review of the report of the Board of Directors:

- 1) delegates to the Board of Directors, pursuant to the provisions of Article L. 225-135-1 of the French Commercial Code, its authority to increase the number of securities to be issued for each issuance, with or without preferential subscription rights, decided pursuant to the 15th, 16th and 17th resolutions of this Meeting, within thirty days following the end of the subscription, up to a limit of 15% of the initial issue and at the same price as that used for the initial issue;
- 2) resolves that the maximum nominal amount that may be issued under this delegation will count toward the overall nominal amount for capital increases of €13 million set in the 15th resolution of this General Meeting;
- 3) resolves that the Board of Directors may, if it sees fit, charge any expenses to the share premium(s), in particular expenses, duties and fees involved in the completion of these issuances, and if necessary, deduct from the amount, the sums required to increase the legal reserve to one-tenth of the new share capital after each issuance;
- 4) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;
- 5) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 17th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

19th resolution

Delegation of authority granted to the Board of Directors to increase the share capital by incorporation of reserves, profits or premiums

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) pursuant to Articles L. 225-130 and L. 22-10-50 of the French Commercial Code, delegates to the Board of Directors its authority to increase the share capital, on one or more occasions, at the time or times and in

the proportions it shall deem fit, by incorporation of reserves, profits or premiums, or any other amounts whose incorporation is permitted, or by combining such a capital increase with a capital increase in cash carried out under the 15th, 16th, 17th and 18th resolutions of this General Meeting, through the issuance and the grant of free shares or by increasing the par value of existing shares, or ultimately combining both transactions, it being specified that the Board of Directors may delegate to the Chief Executive Officer, or in agreement with the latter, to one or more Deputy CEOs, under the conditions permitted by law, all the powers necessary to decide on a capital increase;

- 2) resolves that the maximum nominal amount of the capital increases that may be performed under the present authorization cannot exceed €13 million, it being specified that this overall cap is fixed not taking into account the nominal amount of the shares to be issued to preserve the rights of holders of marketable securities or other rights giving access to the Company's share capital, in accordance with the applicable legal and regulatory provisions and, where applicable, the contractual provisions allowing other adjustments;
- 3) resolves that this maximum nominal amount will count toward the overall nominal amount for capital increases that may be carried out under the 15th resolution of this General Meeting;
- 4) resolves that rights forming odd lots shall not be negotiable and that the corresponding shares shall be sold. The amounts resulting from the sale will be allocated to the holders of such rights no later than 30 days after the date of registration of the number of whole shares granted to their account;
- 5) resolves that the Board of Directors may, if it sees fit, charge any expenses to the share premium(s), in particular expenses, duties and fees involved in the completion of these issuances, and if necessary, deduct from the amount, the sums required to increase the legal reserve to one-tenth of the new share capital after each issuance;
- 6) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;
- 7) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 18th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

20th resolution

Delegation of powers granted to the Board of Directors to increase the share capital by issuing shares or equity securities giving access to other equity securities or giving entitlement to the allocation of debt securities as well as to marketable securities giving access to equity securities to be issued, up to a maximum of 10%, to remunerate contributions in kind of shares

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) delegates to the Board of Directors, pursuant to the provisions of Articles L. 22-10-49 and L. 22-10-53 of the French Commercial Code, the powers necessary to increase the share capital by issuing shares and/or marketable securities giving rights to other equity securities or giving rights to the allocation of debt securities of the Company and/or marketable securities giving rights to equity securities to be issued by the Company, up to a maximum of 10% of the share capital, based on the report of the Statutory Auditor(s) (*Commissaire(s) aux apports*), to remunerate contributions in kind made to the Company and composed up of equity securities or marketable securities giving access to the share capital, when the provisions of Article L. 22-10-54 of the French Commercial Code are not applicable;
- 2) resolves that the Board of Directors will have full powers to implement this delegation, in particular to determine all the terms and conditions of the authorized transactions and, in particular, to evaluate the contributions and the allocation, where applicable, of specific benefits, to set the number of securities to be issued to remunerate the contributions, and the dividend bearing date of the securities to be issued, to charge, if necessary, any expense against the contribution premium(s), and in particular that of the costs, resulting from the completion of the issuances, to record the completion of the capital increase and amend the by-laws accordingly, and more generally take all necessary measures and enter into any agreements, carry out all the formalities required, in particular for the admission to trading of the shares;
- 3) resolves that the maximum nominal amount that may be issued under this delegation will count toward the overall nominal amount for capital increases of €13 million set in the 15th resolution of this General Meeting;
- 4) notes, as necessary, that this delegation will act automatically as a waiver by shareholders of their preferential subscription rights to equity securities to which the marketable securities that may be issued on the basis of this delegation may give entitlement;
- 5) resolves that the Board of Directors may not, unless approved by the General Meeting, use this authorization as from the submission of a tender offer on the Company's shares by a third party and until the end of the tender offer period;

- 6) resolves that this delegation cancels the delegation of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 19th resolution.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

21st resolution

Authorization granted to the Board of Directors to grant Company shares to corporate officers (mandataires sociaux) and employees of the Company and its affiliated companies, entailing automatically that shareholders waive their preferential subscription rights

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) authorizes the Board of Directors, pursuant to the provisions of Articles L. 225-197-1 et seq., L. 22-10-59 and L. 22-10-60 of the French Commercial Code, to carry out free allocations, on one or more occasions, of existing Company shares or shares to be issued, for employees or certain categories of employees that it will determine from among eligible employees and corporate officers (*mandataires sociaux*) of the Company or its affiliated companies, within the meaning of Article L. 225-197-2 of the French Commercial Code;
- 2) resolves that the Board of Directors will determine the identity of the beneficiaries of the allocations as well as the conditions and criteria for allocating the shares;
- 3) resolves that the total number of free shares granted may not exceed 1.5% of the Company's share capital on the date the allocation is decided by the Board of Directors, it being specified that this amount does not take into account any adjustments that may be made in accordance with applicable laws and regulations and, where applicable, with contractual provisions providing for other cases of adjustment, to preserve the rights of holders of marketable securities or other rights giving access to the share capital. To this end, the General Meeting authorizes, as necessary, the Board of Directors to increase the share capital by incorporation of reserves in the appropriate amount;
- 4) resolves that the maximum number of shares that may be granted to executive officers (*dirigeants mandataires sociaux*) pursuant to the AFEP-MEDEF's Corporate Governance Code for listed companies may not represent more than 35% of the overall amount authorized by the present Meeting;
- 5) resolves (a) that the granting of the shares to their beneficiaries will become definitive at the end of a vesting period, the duration of which shall be determined by the Board of Directors, (b) that the vesting of the shares granted will be subject to a continued employment condition defined by the Board of Directors, it being stipulated that no share may be acquired by the beneficiaries if the continued employment condition is not met, and (c) that the beneficiaries must, if the Board of Directors deem it useful or necessary, hold said shares for a period determined at

the Board of Directors' discretion, it being specified that the total duration of the vesting periods and, if applicable, the holding periods shall be set in compliance with the minimum conditions provided by law;

- 6) resolves that the vesting of the free shares granted will be subject to a performance condition based on (i) a growth rate in the Company's net earnings per share, determined by the Board of Directors, and (ii) an ESG multi-criteria indicator. For some beneficiaries (excluding the Company's executive officers), the performance condition could, if appropriate, alternatively or cumulatively be based on (a) target(s) specific to their brand;
- 7) resolves that this performance condition will be assessed over a minimum period of three years. The Board of Directors will set the minimum level(s) of achievement below which no shares may be vested by the beneficiaries;
- 8) also resolves that, in the event of the beneficiary's disability, as classified in the second or third of categories provided for in Article L. 341-4 of the French Social Security Code, the shares will be definitively granted before the end of the vesting period. The shares will be freely transferable as from their delivery;
- 9) notes that this authorization will act automatically as a waiver by shareholders, to the benefit of the beneficiaries of the shares granted, of their preferential subscription rights to shares that may be issued under this resolution;
- 10) delegates all powers to the Board of Directors, with the right to delegate under the legal and regulatory conditions, to implement this authorization, under the above conditions and within the limits authorized by applicable texts and in particular, to set the terms, conditions and criteria (including in respect of performance) for the share allocations that would be carried out under this authorization as well as the vesting dates, even retroactive, of the new shares, to take all measures, if necessary if it so decides, to carry out any adjustments to protect the rights of the beneficiaries of the free share allocations, to record the completion of the capital increases, to amend the by-laws accordingly, and more generally, complete all formalities required for the issuance, listing and financial servicing of the shares issued under this resolution and do anything that is useful and necessary within the framework of applicable laws and regulations;
- 11) resolves that this authorization cancels, as from today, for the part not yet used, the authorization granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 20th resolution and is valid for a period ending at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2026.

22nd resolution

Authorization granted to the Board of Directors to grant share subscription and purchase options to corporate officers and employees of the Company and its affiliated companies entailing that shareholders waive their preferential subscription rights

The General Meeting, after review of the report of the Board of Directors and the special report of the Statutory Auditors:

- 1) authorizes the Board of Directors, under the provisions of Articles L. 225-177 *et seq.* of the French Commercial Code, to grant options granting entitlement to the subscription of new shares or the purchase of existing ones (the "Options") to employees and corporate officers (*mandataires sociaux*) of the Company or its affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code or some of them who hold, individually, less than 10% of the Company's capital (the "Beneficiaries");
- 2) resolves that the maximum number of Options that can be granted by the Board of Directors and not yet exercised cannot grant entitlement to subscribe or purchase a number of shares exceeding 3% of the share capital. This limit should be assessed at the time when the Options are granted by the Board taking into account the new Options offered therefore and also those from preceding allocations resulting from this present authorization which have not yet been exercised;
- 3) resolves that no Options may be granted to the Company's executive officers (*dirigeants mandataires sociaux*) within the meaning of the AFEP-MEDEF corporate governance code for listed companies;
- 4) resolves that the list of recipients of the Options from among the Beneficiaries and the number of Options granted to each one will be freely determined by the Board of Directors;
- 5) notes that, in accordance with law, no subscription or purchase Option can be granted during periods prohibited by Articles L. 225-177 and L. 22-10-56 of the French Commercial Code;
- 6) resolves that the subscription price for the new shares or the purchase price of existing shares by exercising the Options will be determined by the Board of Directors on the day on which the Options are granted and that (a) in the case of subscription options, this subscription price could not be lower than the share's closing price on the Euronext Paris market on the trading day preceding the day on which the Options will be granted (within the legal limits) and (b) in the case of purchase options, this price could not be lower than the greater of the two following amounts: (i) the value indicated in (a) above and (ii) the average purchase price of the shares indicated in Article L. 225-179 of the French Commercial Code.

The Options exercise price, as determined above, can only be amended if the Company performs one of the financial or securities transactions outlined in Article L. 225-181 of the French Commercial Code. In this case, the Board of Directors would adjust, under the legal and regulatory

conditions, the exercise price and the number of shares that can be purchased or subscribed, as the case may be, by exercising the Options, to take into account the impact of the transaction;

- 7) notes that the present authorization entails, to the benefit of the Beneficiaries of the share subscription options, that shareholders expressly waive their preferential subscription rights to the shares issued as the Options are exercised;
- 8) resolves that allocations of options will be subject to a continued employment condition determined by the Board; no option can be exercised by the beneficiaries if the continued employment condition is not met, and to a performance condition based on (i) a growth rate in the Company's net earnings per share, defined by the Board of Directors and (ii) an ESG multi-criteria indicator. The performance condition could, if appropriate, alternatively or cumulatively be based on one or more targets specific to the beneficiaries' brand. The Board of Directors will set the minimum level(s) of achievement below which no options may be exercised by the beneficiaries;
- 9) grants all powers to the Board of Directors to set the terms and conditions of the Options and in particular (without this list being exhaustive):
 - a) the validity period for the Options, it being understood that the Options must be exercised within a maximum of ten years,
 - b) the date(s) or periods for exercising the Options, it being understood that the Board of Directors can (a) bring forward the dates or periods for exercising the Options, (b) maintain the exercisability of the Options or (c) amend the dates or periods during which the shares obtained by exercising the options may not be transferred or converted into bearer shares,
 - c) any clauses prohibiting the immediate resale of all or some of the shares obtained by exercising the Options provided that the period during which shares must be retained does not exceed three years as from the exercise of the Option, notwithstanding the provisions provided in Article L. 225-185, paragraph 4, of the French Commercial Code,
 - d) where necessary, limit, suspend, restrict or prohibit the exercise of Options or the sale or transfer to bearer form of the shares obtained by exercising the Options, during certain periods or following certain events, and this decision may cover some or all of the Options or shares or concern some or all of the Beneficiaries,
 - e) determine the dividend bearing date, even retroactively, of the new shares as a result of the subscription Options;
- 10) resolves that the Board of Directors will have, with the possibility to delegate under the legal conditions, all powers to record the completion of the capital increases to reflect the amount of shares actually subscribed by exercising the subscription Options, amend the by-laws accordingly and, at its sole discretion and as it sees fit,

charge the costs of the capital increases against the share premiums arising therefrom and deduct from this amount the sums necessary to increase the legal reserve to one tenth of the new share capital after each capital increase, and perform all formalities necessary for the listing of the securities thereby issued, make all declarations with the relevant bodies and generally do all that is necessary;

- 11) resolves that this authorization cancels, as from today, for the part not yet used, the authorization of the same nature granted by the Combined General Shareholders' Meeting of May 24, 2023 in its 21st resolution and is valid for a period ending at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2026.

23rd resolution

Authorization of the Board of Directors to increase the share capital for the benefit of members of a corporate savings plan, without preferential subscription rights

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, pursuant to the provisions of Articles L. 3332-1 *et seq.* of the French Labor Code and Articles L. 225-138-1 and L. 225-129-6, first and second paragraphs, of the French Commercial Code:

- 1) delegates to the Board of Directors its authority to increase the share capital of the Company, in one or more transactions, by a maximum nominal amount of €1 million through the issue of new shares or other securities giving access to the Company's share capital under the conditions prescribed by law, reserved for members of corporate savings plans of the Company and/or its affiliated entities within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code;
- 2) resolves to cancel the preferential subscription rights of shareholders to the new shares to be issued or to other securities giving access to share capital and securities to which these securities give entitlement under this resolution for the benefit of the members of the plans referred to in the previous paragraph and waives the rights to the shares or other securities that would be granted through the application of this resolution;
- 3) resolves that the maximum nominal amount that may be issued under this delegation will count toward the overall nominal amount for capital increases of €13 million set in the 15th resolution of this General Meeting;
- 4) resolves that the subscription price for the new shares will be at least 85% of the average listed price of the Company's shares on Euronext Paris in the 20 trading days preceding the day on which subscriptions open. However, the General Meeting of Shareholders expressly authorizes the Board of Directors, if it deems it appropriate, to reduce or cancel the above-mentioned discount, within the legal and regulatory limits, in order to take account of, *inter alia*, the legal, accounting, tax and social security rules applicable locally;

- 5) resolves that the Board of Directors may also replace all or part of the discount with the free allocation of shares or other securities giving access to the Company's share capital, whether existing or to be issued, it being specified that the total benefit resulting from this allocation and, if applicable, from the discount mentioned above, cannot exceed the total benefit that members of the savings plan would have received if this difference had been 15% compared with the average Company share prices mentioned above;
- 6) resolves that the Board of Directors may provide for, pursuant to Article L. 3332-21 of the French Labor Code, the free allocation of shares or other securities giving access to the Company's share capital to be issued or already issued under a bonus scheme, provided that the inclusion of their monetary value, valued at the subscription price, does not result in the legal or regulatory limits being exceeded;
- 7) resolves that the characteristics of the other securities giving access to the Company's share capital will be determined by the Board of Directors according to the conditions laid down by the regulations;
- 8) resolves that the Board of Directors will have all the necessary powers, with the option for delegation or sub-delegation, in accordance with the legal and regulatory provisions, within the limits and under the conditions specified above, to determine all the terms and conditions of transactions and, in particular, to decide on the amount to be issued, the issue price and the terms of each issue, and to define the terms, where applicable, for the free allocation of shares or other securities giving access to the share capital, under the authorization given above, to determine the opening and closing dates for subscriptions, to set, within the maximum limit of three years, the period granted to subscribers to pay for their shares, to determine the date, which may be retroactive, from which the new shares will be eligible for dividends, to apply for their admission to listing on the stock market wherever they are advised to do so, to record the share capital increase in the amount of shares effectively subscribed for, to make all necessary arrangements to carry out the share capital increases, carry out all formalities arising therefrom and amend the by-laws accordingly, and at its sole discretion, and if it deems it appropriate, to deduct the fees involved in carrying out the share capital increases from the premiums relating to these increases as well as the sums necessary to increase the legal reserve to one tenth of the new share capital after each increase;
- 9) resolves that this delegation will take effect from September 1, 2025, and will cancel any delegation of the same nature, as of the same date, granted by the General Meeting of Shareholders of May 22, 2024 in its 15th resolution. It is noted that the employee shareholding offer announced on March 13, 2025 and

scheduled for completion in June 2025 was decided by the Board of Directors at its meeting on October 23, 2024 through the application of the 15th and 16th resolutions of the Combined General Meeting of May 22, 2024.

The authorization thus granted to the Board of Directors is valid for twenty-six months from the date of this General Meeting.

24th resolution

Delegation of authorities granted to the Board of Directors to increase the share capital for the benefit of a category of beneficiaries, without preferential subscription rights, under an employee shareholding plan

The General Meeting, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, pursuant to the provisions of Articles L. 225-129-2, L. 225-138, L. 22-10-49 and L. 228-91 of the French Commercial Code:

- 1) delegates to the Board of Directors its authority to increase the share capital of the Company, in one or more transactions, by a maximum nominal amount of €1 million through the issue of new shares or other securities giving access to the Company's share capital, reserved in the category of beneficiaries as defined below;
- 2) resolves that the maximum nominal amount that may be issued under the present delegation shall be charged against (a) the total nominal amount for capital increases of €13 million set under the 15th resolution of this General Meeting, and (b) against the maximum nominal amount set in the 23rd resolution of this General Meeting;
- 3) resolves to cancel the preferential subscription rights of the shareholders to the shares to be issued or other securities giving access to share capital and securities to which these securities give entitlement to be issued under this resolution and to reserve the subscription rights to a category of beneficiaries having the following characteristics: (i) any credit institution or any entity held by a credit institution, which participates, at the request of the Company in the implementation of a structured offering reserved for employees and corporate officers of companies related to the Company under the conditions set out in Articles L. 225-180 and L. 233-16 of the French Commercial Code, and having their registered office outside France; (ii) and/or employees and corporate officers of companies related to the Company under the conditions set out in Articles L. 225-180 and L. 233-16 of the French Commercial Code, and having their registered office outside France; (iii) and/or collective investment vehicles (OPCVM) or any other employee shareholding vehicle invested in the Company's securities, irrespective of whether it is a legal entity, the unitholders of which will be the persons referred to in (ii) above;

- 4) resolves that the subscription price for the new shares will be at least 85% of the average listed price of the Company's share on Euronext Paris on the 20 trading days preceding the day of the corporate decision setting the opening day of the subscription period carried out on the basis of the 23rd resolution of this General Meeting. However, the General Meeting of Shareholders expressly authorizes the Board of Directors, if it deems it appropriate, to reduce or cancel the above-mentioned discount, within the legal and regulatory limits, in order to take account of, *inter alia*, the legal, accounting, tax and social security rules applicable locally;
- 5) resolves that the characteristics of the other securities giving access to the Company's share capital will be determined by the Board of Directors according to the conditions laid down by the regulations;
- 6) resolves that the Board of Directors will have all the necessary powers, with the option for delegation or sub-delegation, in accordance with the legal and regulatory provisions, within the limits and under the conditions specified above, to determine all the terms and conditions of transactions and, in particular, to decide on the amount to be issued, the issue price and the terms of each issue, set the list of beneficiaries of the cancellation of the preferential subscription rights within the categories defined above and the number of shares to be subscribed by each of them, to determine the opening and closing dates for subscriptions, to determine the date, which may be retroactive, from which the new shares will be eligible for dividends, to apply for their admission to listing on the stock market wherever they are advised to do so, to record the share capital increase in the amount of shares effectively subscribed for, to make all necessary arrangements to carry out the share capital increases, carry out all formalities arising therefrom and amend the by-laws accordingly, and at its sole discretion, and if it deems it appropriate, to deduct the fees involved in carrying out the share capital increases from the premiums relating to these increases as well as the sums necessary to increase the legal reserve to one tenth of the new share capital after each increase;
- 7) resolves that this delegation will take effect from September 1, 2025, and will cancel any delegation of the same nature, as of the same date, granted by the General Meeting of Shareholders of May 22, 2024 in its 16th resolution. It is noted that the employee shareholding offer announced on March 13, 2025 and scheduled for completion in June 2025 was decided by the Board of Directors at its meeting on October 23, 2024 through the application of the 15th and 16th resolutions of the Combined General Meeting of May 22, 2024.

The delegation thus granted to the Board of Directors is valid for eighteen months from the date of this General Meeting.

25th resolution

Amendment to Article 16 of the Company's by-laws governing the deliberations of the Board of Directors

The General Meeting, after a reading of the report of the Board of Directors, pursuant to Article L. 225-37 section 3 of the French Commercial Code as amended by Law 2024-537 of June 13, 2024 intended to increase financing of businesses and the attractiveness of France, decides to amend Article 16 of the by-laws in order to define the conditions for decisions made by written consultation within the Board of Directors and the conditions for the participation in Board meetings via telecommunications and Article 16 of the by-laws now reads as follows:

Section 8 is amended as follows:

"At the initiative of its Chairman, the Board of Directors may make decisions by written consultations among the directors, under the conditions stipulated and according to the procedures specified in the internal regulations of the Board of Directors. The members of the Board of Directors are thus called to vote by any written means, including electronic mail, on the decisions or decisions addressed to them. Any member of the Board of Directors may oppose the use of written consultation within the period stipulated by the internal regulations of the Board of Directors".

Section 10 is amended as follows:

"In the event of a tie, the Chairman of the session shall have the deciding vote, whatever the methods of consultation".

Section 11 is amended as follows:

"The directors who participate in the meeting of the Board of Directors via videoconference or telecommunications in compliance with the provisions of the law are deemed present for the calculation of quorum and majority".

The other provisions of Article 16 of the bylaws remain unchanged.

Ordinary and Extraordinary General Meeting

26th resolution

Powers for formalities

The General Meeting hereby grants any and all powers to the bearer of an original, a copy or an excerpt of the minutes of these deliberations for the purpose of carrying out any legal formalities for publication.

CROSS-REFERENCE TABLES

Cross-reference table with the annual financial report

The cross-reference table below makes it possible to identify the information in this Universal registration document making up the annual financial report under Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the French Financial Markets Authority (AMF) General Regulation.

		Universal registration document
		Paragraphs
Annual financial report		
1.	Dassault Systèmes SE's annual financial statements	4.2.1
2.	Group's consolidated financial statements	4.1.1
		See cross-reference table with the management report below
3.	Management report	
4.	Statement of the person responsible for the annual financial report	-
5.	Statutory auditors' report on the annual financial statements	4.2.3
6.	Statutory auditors' report on the consolidated financial statements	4.1.2

Cross-reference table with the management report

The cross-reference table below makes it possible to identify the information in this Universal registration document making up the annual management report to be drawn up by the Board of Directors of Dassault Systèmes SE, as defined by Articles L. 225-100 *et seq.* of the French Commercial Code.

Management report		Universal registration document
		Paragraphs
1.	Business trend analysis	3.1
2.	Analysis of results	3.1
3.	Analysis of financial position	3.1
4.	Description of main risks and uncertainties	1.9
5.	Information on the use of financial instruments	4.1.1 – Notes 2, 20; 4.2.1 – Notes 2, 20
6.	Exposure to price, credit, liquidity and cash flow risks	1.9.2
7.	Information referred to in Article L. 225-211 of the French Commercial Code: information concerning share buybacks	6.2.4
8.	Position in fiscal year 2024	3.1, 4.1.1, 4.2.1
9.	Foreseeable changes in situation	3.2
10.	Important events that occurred since the end of fiscal year 2024	None
11.	Research and development activities	1.5
12.	Existing branches	6.1.1.6
13.	Activities and results of Dassault Systèmes SE, parent company	1.4, 1.6.1, 4.2
14.	Activities of Dassault Systèmes SE's subsidiaries during fiscal year 2024	1.4, 1.6.2
15.	Key financial and non-financial performance indicators	1.7, 1.8, 2.7
16.	Financial performance table for Dassault Systèmes SE for the past five fiscal years	4.2.2
17.	Employee share capital participation on the last day of the fiscal year	6.3.1
18.	Non-financial performance statement	1.8, 2
19.	Acquisition or significant control in Group companies with their registered office in France	4.2.1 – Note 24 4.1.1 – Note 27
20.	Breakdown of transactions performed by senior executives on the Company's securities	5.3
21.	Information on supplier and customer payment periods	4.2.2
22.	Amount of business-to-business loans granted and auditor statement	N/A
23.	Corporate governance report	5.1
24.	Amount of dividends distributed in the past three fiscal years	7.1.1, 4.2.2
25.	Distribution and evolution of shareholders (including treasury shares)	6.3.1, 4.2.1 – Note 15
26.	Financial risks related to the impact of climate change and measures taken to reduce them by implementing a low-carbon strategy	2
27.	Main characteristics of internal control and risk management procedures	5.2
28.	Vigilance Plan	2.6
29.	Injunctions or financial penalties for anti-competitive practices	N/A

Cross-reference table with the headings of Annex 1 of Commission Delegated Regulation (EU) 2019/980

The cross-reference table below makes it possible to identify the information in this Universal registration document mentioned by the different headings of Annex 1 of Commission Delegated Regulation (EU) 2019/980 of the European Commission of March 14, 2019.

Headings of Annex 1 of the European Regulation		Universal registration document
		Paragraphs
1.	PERSONS RESPONSIBLE, THIRD-PARTY INFORMATION, EXPERTS' REPORTS AND COMPETENT AUTHORITY APPROVAL	
1.1	Name and function of the persons responsible	
1.2	Declaration by those responsible	
1.3	Persons acting as experts	Not applicable
1.4	Statement concerning third-party information	Not applicable
1.5	Statement concerning the approval of the Universal registration document by the competent authority	
2.	STATUTORY AUDITORS	5.4
3.	RISK FACTORS	1.9
4.	INFORMATION ABOUT THE ISSUER	
4.1	The legal and commercial name of the issuer	6.1.1
4.2	The place of registration of the issuer, its registration number and legal entity identifier (LEI)	6.1.1.2
4.3	The date of incorporation and term	6.1.1.3
4.4	The domicile and legal form of the issuer, the legislation under which the issuer operates, its country of incorporation, the address, telephone number of its registered office and website of the issuer	6.1.1
5.	BUSINESS OVERVIEW	
5.1	Principal activities	1.4.1
5.2	Principal markets	1.4.2
		3.1.3
5.3	The important events in the development of the issuer's business	None
5.4	Strategy and objectives	1.4.1
5.5	Extent to which the issuer is dependent, on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	1.9.1.5
5.6	The basis for any statements made by the issuer regarding its competitive position	1.4.1, 1.5
5.7	Investments	1.5.4
6.	ORGANIZATIONAL STRUCTURE	
6.1	Description of the Group and the issuer's position within the Company	1.6.1
6.2	List of the issuer's significant subsidiaries	1.6.2
7.	OPERATING AND FINANCIAL REVIEW	3.1
8.	CAPITAL RESOURCES	3.1.6
9.	REGULATORY ENVIRONMENT	1.9.1.3
10.	TREND INFORMATION	1.9.1.1
11.	PROFIT FORECASTS OR ESTIMATES	3.2
12.	ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES AND SENIOR MANAGEMENT	
12.1	Information regarding the members of administrative and management bodies	5.1.1, 5.1.2
12.2	Conflicts of interest in administrative, management and supervisory bodies and senior management	5.5
13.	REMUNERATION AND BENEFITS	
13.1	Amount of remuneration paid and benefits in kind	5.1.4
13.2	The total amounts set aside or accrued to provide for pension, retirement or similar benefits	5.1.4 – Table 11

Headings of Annex 1 of the European Regulation

Paragraphs

14.	BOARD PRACTICES	5.1
14.1	Date of expiration of the current term of office	5.1.1.1
14.2	Service contracts with the issuer	5.5
14.3	Information about committees	5.1.1.3
14.4	Statement as to whether or not the issuer complies with the corporate governance regime	5.1, 5.1.6
14.5	Potential material impacts on the corporate governance	5.1.6
15.	EMPLOYEES	
15.1	Number of employees	2.2.3.1
15.2	Shareholdings and stock options	5.1.1, 5.1.5
		6.3.1
15.3	Arrangements for involving the employees in the capital of the issuer	5.1.5
16.	MAJOR SHAREHOLDERS	6.3
16.1	Shareholders holding more than 5% of the share capital or voting rights	6.3.1
16.2	Existence of different voting rights	6.1.2.3
16.3	Control of the issuer	6.3.2
16.4	Any arrangements, known to the issuer, the operation of which may at a subsequent date result in a change in control of the issuer	6.3.3
17.	RELATED PARTY TRANSACTIONS	4.1.1 – NOTE 25, 4.2.4, 7.1.5
18.	FINANCIAL INFORMATION CONCERNING THE ISSUER'S ASSETS AND LIABILITIES, FINANCIAL POSITION AND PROFITS AND LOSSES	
18.1	Historical financial information	4.1, 4.2
18.2	Interim and other financial information	3.3
18.3	Auditing of historical annual financial information	4.1.2, 4.2.3, 4.2.4
18.4	Pro forma financial information	Not applicable
18.5	Dividend policy	7.1
18.6	Legal and arbitration proceedings	4.3
18.7	Significant change in the issuer's financial position	None
19.	ADDITIONAL INFORMATION	
19.1	Share capital	6.2, 6.3
		4.1 – Note 22
		4.2 – Note 15
19.2	Memorandum and Articles of Association	6.1.2
20.	MATERIAL CONTRACTS	1.4.3
21.	DOCUMENTS AVAILABLE	6.1.1.7

SASB Cross-Reference Table

The sustainability statement has been drawn up in accordance with the new CSRD regulations, with very detailed information relating to sustainability. Dassault Systèmes therefore no longer publishes a SASB cross-reference table.

United Nations' Global Compact Communication On Progress (COP)



The United Nations Global Compact is a non-binding United Nations pact to encourage businesses and companies worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

Corporate sustainability starts with a company's value system and a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of Human rights,

labor rights, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they operate, and know that good practices in one area do not offset harm in another. By incorporating the ten Principles the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.

Global Compact Principles	Active level	Description	Paragraphs
Human Rights			
Principle 1		Businesses should support and respect the protection of internationally proclaimed human rights; and	2.2.3.1.3; 2.2.3.2.3; 2.2.3.3.4; 2.2.3.4.4; 2.2.4.1.2; 2.4
Principle 2		make sure that they are not complicit in human rights abuses.	2.2.3.1.3; 2.2.3.2.3; 2.2.3.3.4; 2.2.3.4.4; 2.2.4.1.2; 2.4
Labor			
Principle 3		Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	2.2.3.1.3; 2.2.4.1.2; 2.4
Principle 4		the elimination of all forms of forced and compulsory labor;	2.2.3.1.3; 2.2.3.2.3 2.2.4.1.2; 2.4
Principle 5		the effective abolition of child labor; and	2.2.3.1.3; 2.2.3.2.3; 2.2.4.1.2; 2.4
Principle 6		the elimination of discrimination in respect of employment and occupation.	2.2.3.1.3; 2.2.3.1.4; 2.2.4.1.2; 2.4
Environment			
Principle 7		Businesses should support a precautionary approach to environmental challenges;	2.2.1.3.4; 2.2.1.3.5; 2.2.2.2; 2.2.2.3; 2.2.2.4
Principle 8		undertake initiatives to promote greater environmental responsibility; and	2.2.2.2; 2.2.2.3; 2.2.2.4
Principle 9		encourage the development and diffusion of environmentally friendly technologies.	2.2.2.2; 2.2.2.3; 2.2.2.4
Anti-Corruption			
Principle 10		Businesses should work against corruption in all its forms, including extortion and bribery.	2.2.4.1.2

Additional information

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