

Dassault Systèmes

Cheuvreux - Pan Europe Forum – May, 2011



Thibault de Tersant, Senior EVP and CFO



Agenda

- 1. Q1 2011 Business Review**
2. Q2 & FY 2011 Objectives
3. Financial Information Appendix





Q1 2011 Financial Performance (non-IFRS*)

Q1 2011 Business Review

	Q1 11
Revenue (€m)	409.9
Growth	+31%
Growth ex FX	+29%
New Licenses Growth ex FX	+28%
Software Growth ex FX	+31%
Operating Margin	28.3%
Operating Margin Growth	+6.2 pts
EPS	0.63
EPS Growth	+47%

Well managed quarter - Strong **EPS** growth

* For a reconciliation to IFRS financial information, please refer to the tables in the appendix



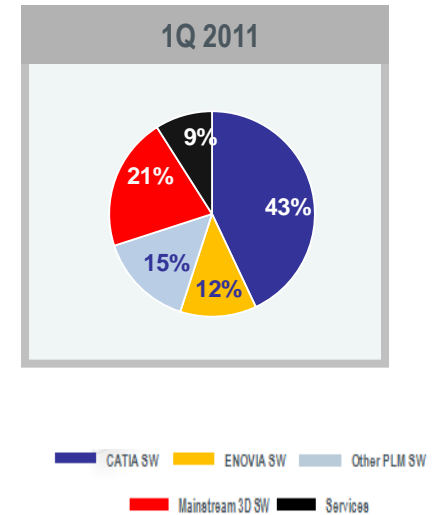
Software Revenue Growth

Non-IFRS*

Software Revenue Growth ex FX by Product Line

	Q1 11
PLM	+36%
CATIA	+44%
ENOVIA	+31%
Other PLM SW	+20%
Mainstream 3D	+16%
Total Software	+31%

Good quarter for **PLM** and **Mainstream 3D**



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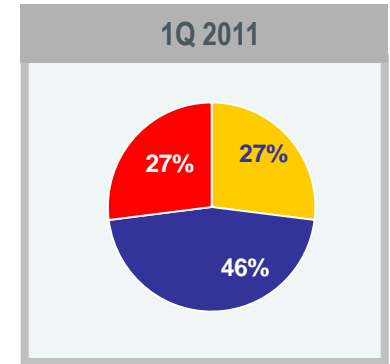


Revenue by Region

Non-IFRS*

Revenue Growth ex FX by Region

	Q1 11
Americas	+22%
Europe	+32%
Asia	+32%
Total	+29%



■ Americas
 ■ Europe
 ■ Asia

Improved revenue growth dynamic in **Americas**
 Continued **good performance** in **Europe**
 Strong quarter in **Korea, India and China**

* For a reconciliation to IFRS financial information, please refer to the tables in the appendix



Situation in Japan




Q1 2011 Business Review

- An **important country** for Dassault Systèmes
 - Industrial country with long-standing customer relationships
 - Strong network of resellers
 - ~400 3DS employees in Japan
 - ~ 16% of 2010 3DS revenue
- **3DS local team and partners** assuring **continuity in operations** and dedicated support to **customers**
- **Production volume** not impacting Japanese customers' **product development plans**
- Expecting stronger financial impact in **Q2** and **Q3**
- Strong **rebound capabilities** of Japanese customers and very **resilient infrastructure** in Japan

Bernard Charlès
Honda Headquarters
Tochigi, Japan
April 12, 2011



Solid Drivers on Top Line

-  **Helping customers to meet their strategic priorities**
-  Further advancing diversification strategy with Intercim & Enginuity
-  Expanding market reach with strong indirect channels





Helping Customers to Meet their Strategic Priorities

Solid Drivers on Top Line

Manage End-to-End Product Lifecycle

Collaborate across Global Organizations

Manage & Protect Intellectual Property

Harness Digital Capital & Simplify Business Intelligence

Connect with Customers and Drive Business



Manage End-to-End Product Lifecycle


Solid Drivers on Top Line

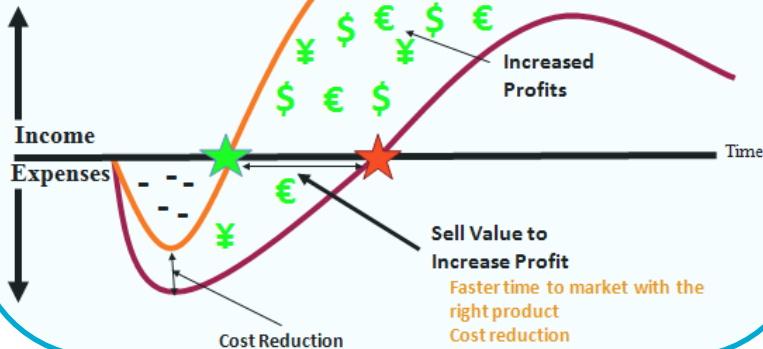
Leading Customers' Trends

Adapt product portfolio to market needs / Sell value

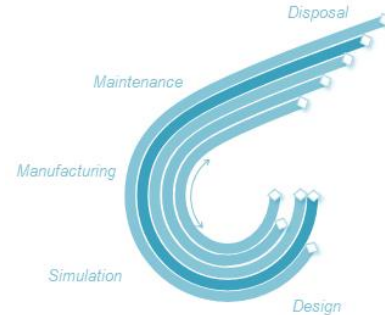
Adapt Product to Demand to Accelerate Revenue Growth

Greater innovation,
Quality,
Compliance with regulations,
Sustainability,
Price of energy,
Fashion & trends ...

Before 
After 

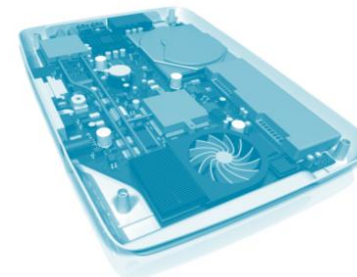


Key 3DS Capabilities



End-to-End Solutions

To manage the entire lifecycle of a product including **design, simulation, manufacturing, maintenance and disposal**



Advanced 3D Solutions

To leverage the power of 3D as universal language



Jaguar Land Rover: Manage End-to-End Product Lifecycle with Full Version6

Context

- Leading premium global automotive OEM
- Belongs to Tata Motors Group ~16,000 employees

Challenges

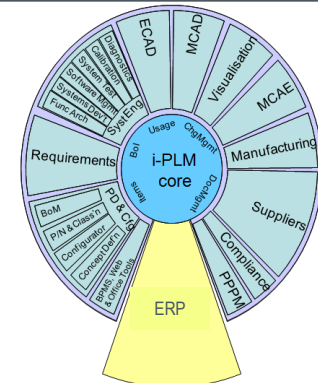
- Increase **operational efficiency** through:
 - **enhanced innovation**
 - **accelerated development capabilities**

Achievements

- Selecting **full Version6** after 18 month evaluation
- Replacing **competitor's products**
- Leveraging full range of 3DS portfolio including **ENOVIA, CATIA, DELMIA, SIMULIA**, and **3DVIA PLM 2** to manage **end-to-end product lifecycle** including requirements for **smart products**



i-PLM JLR Project
Connect everyone to Virtual Vehicle



Version6





Helping Customers to Meet their Strategic Priorities

Solid Drivers on Top Line

Manage End-to-End Product Lifecycle

Collaborate across Global Organizations

Manage & Protect Intellectual Property

Harness Digital Capital & Simplify Business Intelligence

Connect with Customers and Drive Business



Collaborate across Global Organizations

Solid Drivers on Top Line

Leading Customers' Trends



**Design Anywhere /
Manufacture Anywhere**

Key 3DS Capabilities

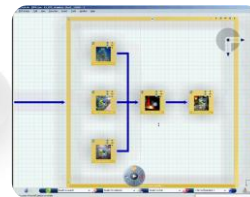


Global Online Collaboration

To collaborate in real time and easily manage evolution and impacts

Digital Resource Modeling

To deliver a **lifelike experience of global production systems and resource use** for a sustainable future



CLAAS: Collaborate across Global Organizations with Full Version6



Context

- Leading manufacturer of agricultural machinery
- 14 production sites in Germany, France, USA, Russia, India
- 2010 revenue €2.5bn - ~9,000 employees

Challenges

- Growing **complexity** and integration of **electronics**
- **Standardize processes** and at the same time **design locally**

Achievement

- After several benchmarks **selected full Version6** to provide **unified platform for global collaboration**

After benchmarking different solutions, we opted for ENOVIA Version6 because it is faster, more stable, and has the most intuitive interface.



Andreas Maehler

Responsible for global CAD & PDM, CLAAS



NXP Semiconductors N.V: Collaborate across Global Organizations with Full Version6



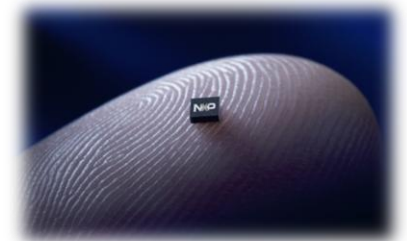
Context

- Leading High-Tech company providing high performance solutions for automotive, consumer goods, electronics ...
- 2010 revenue \$4.4bn ~28,000 employees in ~30 countries



Challenges

- **Implement single version of truth** for new product introduction from definition, concept, design validation, industrialization and production
- **Improve coordination & collaboration**



Achievement

- Selected **ENOVIA Version6** in 2010
- Go-live January 2011 → ~**2,000** users



Helping Customers to Meet their Strategic Priorities

Solid Drivers on Top Line

Manage End-to-End Product Lifecycle

Collaborate across Global Organizations

Manage & Protect Intellectual Property

Harness Digital Capital & Simplify Business Intelligence

Connect with Customers and Drive Business



Manage & Protect Intellectual Property

Solid Drivers on Top Line

Leading Customers' Trends

Key 3DS Capabilities



**Control and Share Data
among Groups**



Global Online Collaboration

To **control** access to information



Single Version of the Truth

To **keep product** data stored on a
centralized repository



Parker Aerospace: Manage & Protect Intellectual Property with ENOVIA Version6

Context

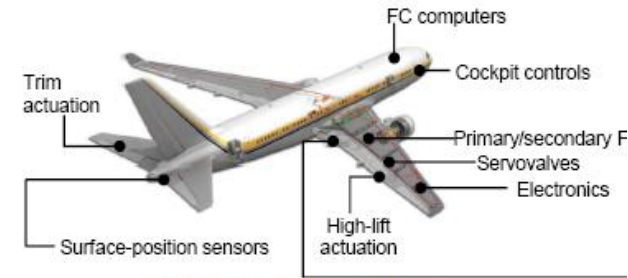
- Leading aerospace supplier - Headquartered in California - \$1.8bn annual sales
- 5,600 employees, 8 divisions, 43 locations
- Serving **world's aerospace leaders**

Challenges

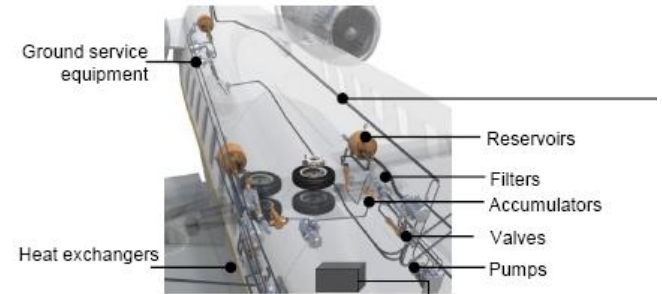
- Build **a single version of the truth**
- IP protection a must
 - To protect **critical corporate technologies**
 - To protect **partners / customers IP**
 - To comply with **export control rules**

Achievement

- Implementing **ENOVIA Version6**
- Standardizing around **CATIA & ENOVIA**



Flight control systems



Hydraulic systems





Helping Customers to Meet their Strategic Priorities

Solid Drivers on Top Line

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Harness Digital Capital & Simplify Business Intelligence

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Harness Digital Capital & Simplify Business Intelligence

Solid Drivers on Top Line

Leading Customers' Trends



Harness the richness of digital capital



Make the right decision quickly with increased volume of information

Key 3DS Capabilities



Technologies derived from the Internet

To bridge information silos and exploit massive volumes of structured or unstructured data with stunning ease and a low TCO





French National Library: Harness Digital Capital with EXALEAD

Context

- Developed by the **French National Library**, **Gallica** is a platform providing access to public domain and copyrighted digital material

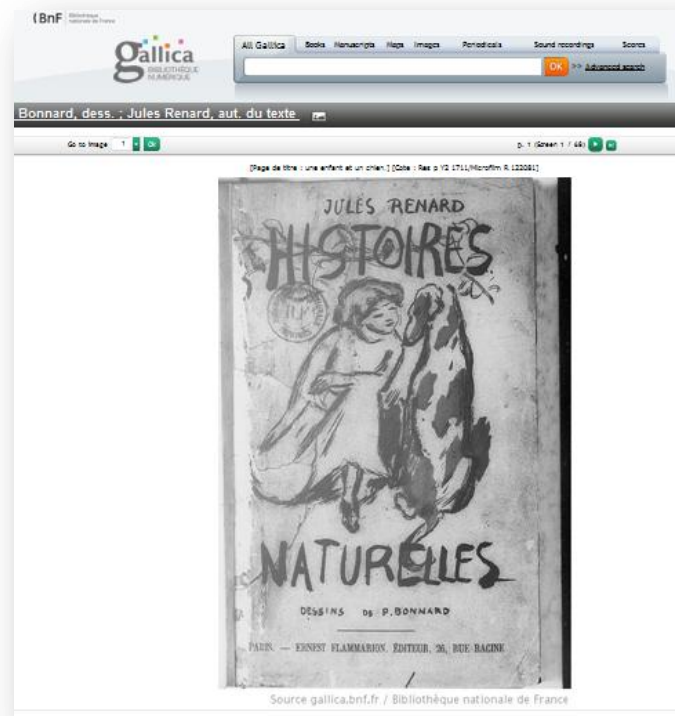
Challenges

- Ensure the success of **large scale digitization efforts** (>1 million works to date)

Achievement

- Selected **EXALEAD** for advanced linguistic and semantic features, high performance and flexibility

EXALEAD Providing Access to Digitization Efforts of Gallica





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Connect with Customers and Drive Business

Solid Drivers on Top Line

Leading Customers' Trends

Key 3DS Capabilities



Improve customers' satisfaction



Unique technology from product idea to product success

Capture ideas in a natural intuitive way

Crowdsourcing

Share product's emotional content with consumers

Sell with 3D

Nestlé: Connect with Customers and Drive Business

Nestlé repeating partnership with Dassault Systèmes

- Previous two campaigns driving **market share increase**
- 2009: Arthur and the Revenge of Maltazard
- 2010: Arthur 3, the War of the Two Worlds

A unique augmented reality experience

Offering a unique online virtual experience around the animation movie RIO

- Transforming cereal boxes into **video games**
- More than **26 million cereal boxes** distributed in **53** countries



Solid Drivers on Top Line

- Helping customers to meet their strategic priorities
- **Further advancing diversification strategy with Intercim & Enginuity**
- Expanding market reach with strong indirect channels

Further Advancing Diversification Strategy: Intercim

Solid Drivers on Top Line

Company profile

- ~ **65** employees – Headquartered in the US
- Provider of Manufacturing Execution System (MES) & Enterprise Manufacturing Intelligence (EMI) Solutions
- 2010 revenue ~**\$10m**

Acquisition price & financing

- New step forward after taking **minority position** in 2009
- Price: **\$30m** in cash - Closed in **Q1 2011**
- Intercim financials to be included in **Q2 2011** in **Other PLM**

Expand **DELMIA** offering for production innovation

- Real-time collaboration in a **single online referential** between design, manufacturing engineering and shop floor

Bring PLM to the Shop Floor

Quickly discover and manage inevitable variations of process



Key Customers:



Further Advancing Diversification Strategy: Enginuity

Solid Drivers on Top Line

Company profile

- ~ **25** employees (R&D mainly)
- Provider of **Formulation Solutions** for regulated formula-based industries

Rationale of the acquisition

- Offer an **end-to-end solution** for **formula-based industries** including **life cycle management** for **formulations** (emulsions, shampoos, lipsticks, hair dyes, etc.)

Accelerate product innovation in formula-based industries

P&G

REVLON

COTY

 MERCK

Solid Drivers on Top Line

- Helping customers to meet their strategic priorities
- Further advancing diversification strategy: Intercim & Enginuity
- **Expanding market reach with strong indirect channels**



Strong Q1 Performance of Indirect Channels

- Strong **Professional Channel** and **SolidWorks** performance
 - Q1 Mainstream 3D non-IFRS revenue growth: **+16%** ex fx
 - Q1 SolidWorks seats: **+23%**
 - Q1 SolidWorks ASP: **+2%** ex fx
 - Success of **multi-product strategy** → Simulation, PDM, 3DVIA Composer **~20%** of Q1 Professional Channel revenue
- Strong **CATIA** performance driven by **Value Solutions Channel**
 - Q1 CATIA non-IFRS software revenue growth: **+44%** ex fx
 - Q1 CATIA new licenses non-IFRS revenue growth: **+34%** ex fx



Solid indirect channels to expand market reach



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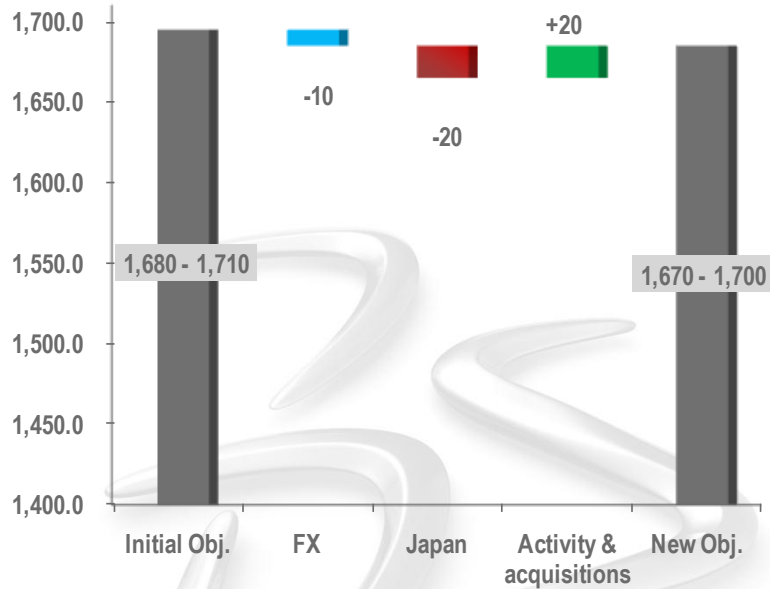
Reconfirming 2011 Financial Growth Objectives

Non-IFRS

- **Offsetting** potential impact of the **earthquake in Japan** thanks to **solid top line revenue drivers and reconfirming:**
 - FY **revenue growth** EX FX → **~+9-11%**
 - FY **new licenses revenue growth** EX FX → **~15%**
 - FY **operating margin** → **~29%**
 - FY **EPS growth** → **~2.64-2.75**
- Updating **exchange rate** assumptions
 - US\$1.40 per €1.00 for FY 2011 → US\$1.43 per €1.00 for FY 2011
 - JPY120 per €1.00 for FY 2011 → JPY118 per €1.00 for FY 2011

Proposed 2011 Objectives (February to April)

Revenue (€m)



Mid-range 1,695

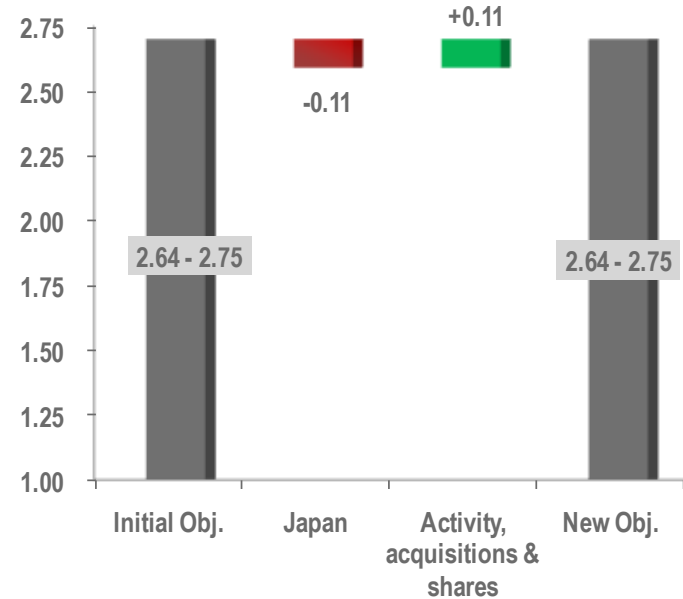
1,685

Ex fx Growth

+9-11%

+9-11%

EPS (€)



Mid-range 2.70

2.70

Growth

+6-10%

+6-10%

Proposed 2011 Objectives

Non-IFRS

€ millions	2Q11	2011
Revenue	400-410	1,670-1,700
Growth	+2-5%	+6-8%
Growth ex FX	+8-10%	+9-11%
Operating Margin	26-27%	~29%
EPS (€)	0.56-0.61	2.64-2.75
EPS Growth	~ stable	+6-10%
€/\$ rates	1.45	1.43
€/¥ rates (before hedging)	120.0	118.0



IFRS 2011 Objectives

Accounting elements not included in non-IFRS 2011 Objectives

- FY 2011 estimated **deferred revenue** write-down: ~€1m
- FY 2011 estimated **share-based compensation** expenses: ~€15m
- Quarterly estimated amount of **amortization of acquired intangibles**: ~€20m (~€80m for 2011)
- These estimates do not include the impact of new stock options or share grants, nor new acquisitions or restructuring which could take place after April 27th, 2011



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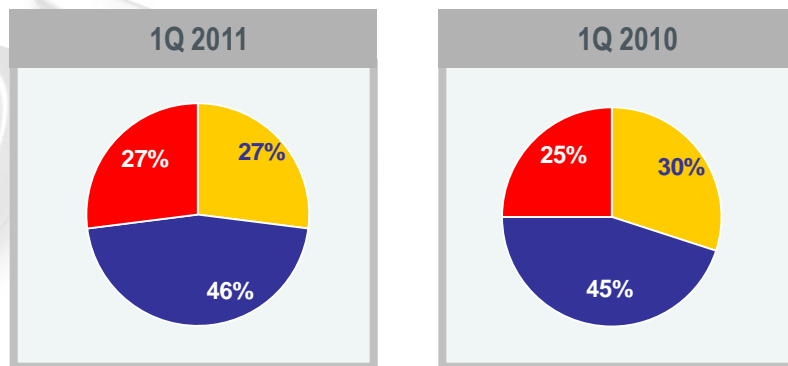


Revenue by Region

IFRS

<i>in €m</i>	1Q11	1Q10	Growth	Growth ex FX
Americas	112.7	91.7	+23%	+22%
Europe	186.8	140.9	+33%	+32%
Asia	110.0	79.3	+39%	+31%
Total Revenue	409.5	311.9	+31%	+29%

Note: Ex FX data for Europe assumes that all the revenue in Europe is recognized in € and £



* For a reconciliation to IFRS financial information, please refer to the tables in the Appendix.

Americas Europe Asia



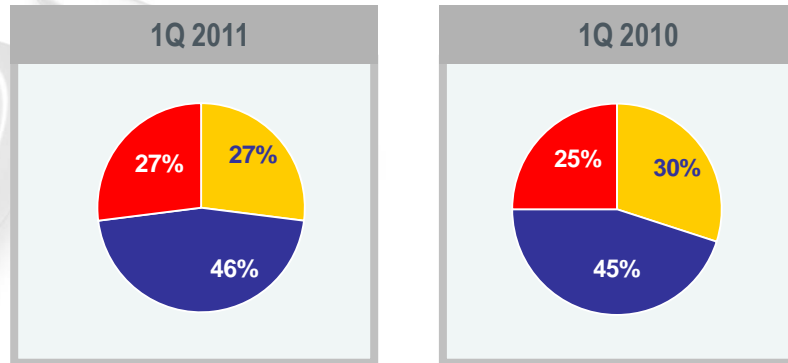


Revenue by Region

Non-IFRS*

<i>in €m</i>	1Q11	1Q10	Growth	Growth ex FX
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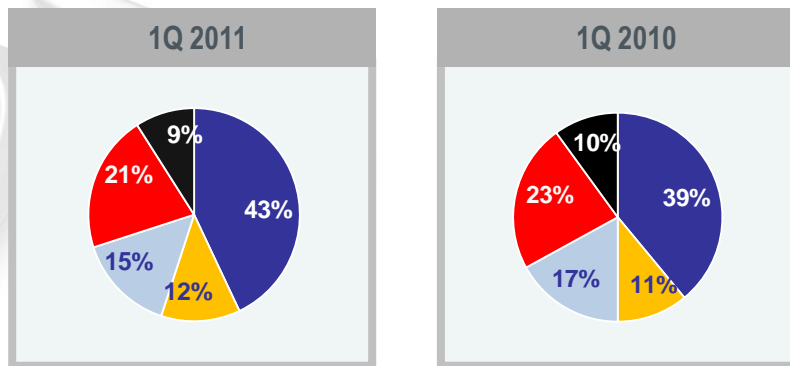
 Americas  Europe  Asia

Revenue by Product Line

IFRS

<i>in €m</i>	1Q11	1Q10	Growth	Growth ex FX
PLM SW	288.1	208.8	+38%	+35%
CATIA SW	176.6	120.7	+46%	+44%
ENOVIA SW	48.0	36.2	+33%	+31%
Other PLM SW	63.5	51.9	+22%	+20%
Mainstream 3D SW	84.1	70.9	+19%	+16%
Services	37.3	32.2	+16%	+14%
Total Revenue	409.5	311.9	+31%	+29%

Note: Ex FX data for Europe assumes that all the revenue in Europe is recognized in € and £



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■ CATIA SW
 ■ ENOVIA SW
 ■ Other PLM SW
 ■ Mainstream 3D SW
 ■ Services

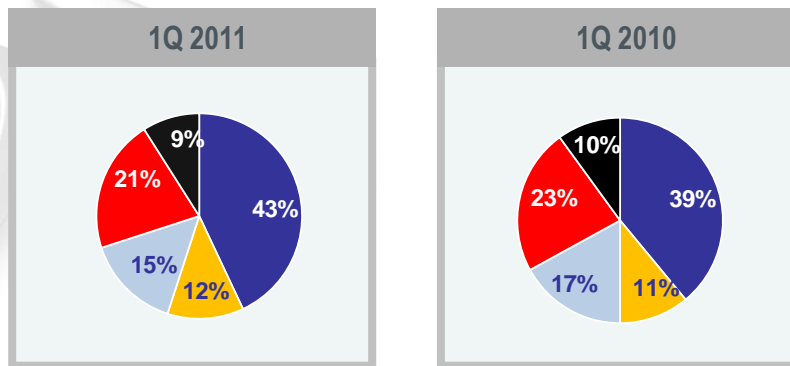


Revenue by Product Line

Non-IFRS*

<i>in €m</i>	1Q11	1Q10	Growth	Growth ex FX
PLM SW	288.5	208.9	+38%	+36%
CATIA SW	177.0	120.7	+47%	+44%
ENOVIA SW	48.0	36.2	+33%	+31%
Other PLM SW	63.5	52.0	+22%	+20%
Mainstream 3D SW	84.1	70.9	+19%	+16%
Services	37.3	32.2	+16%	+14%
Total Revenue	409.9	312.0	+31%	+29%

Note: Ex FX data for Europe assumes that all the revenue in Europe is recognized in € and £



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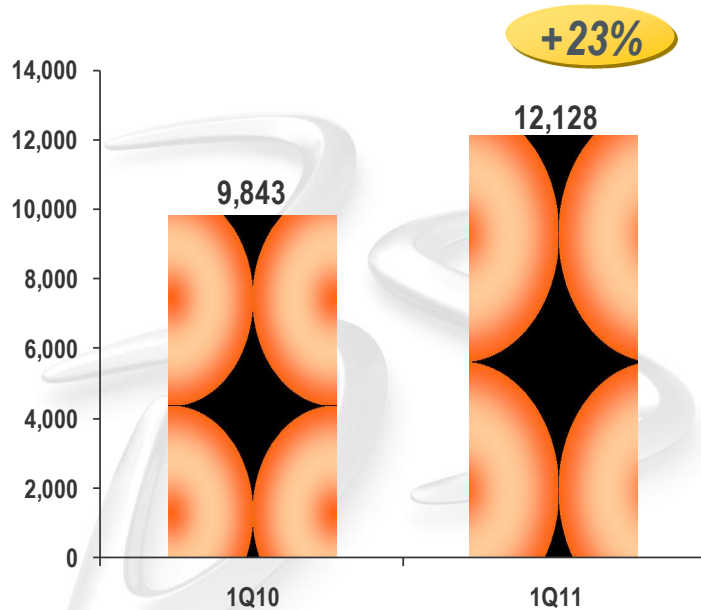
■ CATIA SW
 ■ ENOVIA SW
 ■ Other PLM SW
 ■ Mainstream 3D SW
 ■ Services



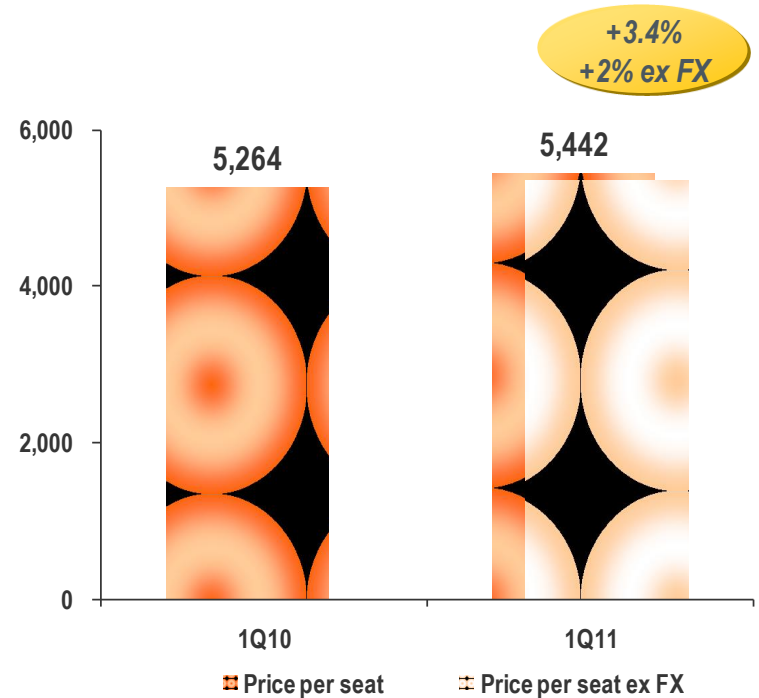


SOLIDWORKS Price & Units Evolution

Number of Units



ASP (€)



Note: assuming a 45% average VAR margin.

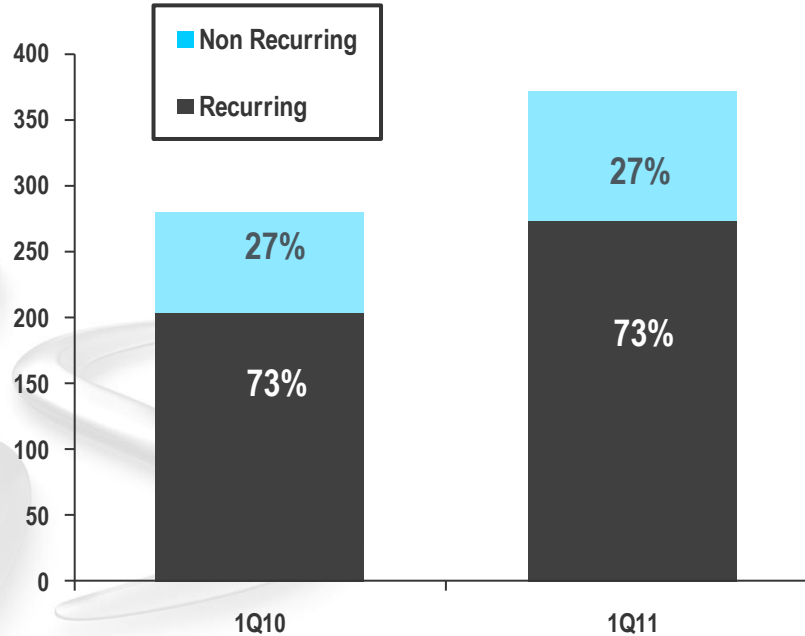




Software Recurring Revenue Evolution

Non-IFRS*

% of Software Revenue



NB: Recurring software revenue excludes product development

* For a reconciliation to IFRS financial information, please refer to the tables in the Appendix.





IFRS P&L

(In millions of €, except per share data)

	Three months ended March		
	2011	2010	y/y
Software revenue	372.2	279.7	+33.1%
New licenses	99.0	76.1	+30.1%
Product development	0.3	0.0	N/S
Periodic licenses and Maintenance	272.9	203.6	+34.0%
Service and other revenue	37.3	32.2	+15.8%
Total revenue	409.5	311.9	+31.3%
Cost of Software revenue	(19.0)	(16.4)	+15.9%
Cost of Service and other revenue	(39.3)	(34.3)	+14.6%
Research and development	(76.9)	(77.4)	(0.6%)
Marketing and sales	(131.5)	(92.1)	+42.8%
General and administrative	(30.9)	(27.5)	+12.4%
Amortization of acquired intangibles	(21.3)	(9.7)	+119.6%
Other operating income and expense, net	0.2	(5.0)	N/S
Total operating expenses	(318.7)	(262.4)	+21.5%
Operating income	90.8	49.5	+83.4%
Financial revenue and other, net	3.3	5.7	(42.1%)
Income before income taxes	94.1	55.2	+70.5%
Income tax expense	(30.2)	(17.4)	+73.6%
Minority Interest	(0.1)	0.0	N/S
Net Income (to equity holders of the parent)	63.8	37.8	+68.8%
Diluted net income per share (EPS)	0.51	0.32	+59.4%
Average shares (Million)	124.0	119.8	

IFRS P&L (%)

	Three months ended March	
	2011	2010
	<u>% of revenue</u>	
Software revenue	90.9%	89.7%
New licenses	24.2%	24.4%
Product development	0.1%	0.0%
Periodic licenses and Maintenance	66.6%	65.3%
Service and other revenue	9.1%	10.3%
Total revenue	100.0%	100.0%
Cost of Software revenue	4.6%	5.3%
Cost of Service and other revenue	9.6%	11.0%
Research and development	18.8%	24.8%
Marketing and sales	32.1%	29.5%
General and administrative	7.5%	8.8%
Amortization of acquired intangibles	5.2%	3.1%
Other operating income and expense, net	0.0%	1.6%
Total operating expenses	77.8%	84.1%
Operating income	22.2%	15.9%
Financial revenue and other, net	0.8%	1.8%
Income before income taxes	23.0%	17.7%
Income tax rate (% of IBIT)	32.1%	31.5%
Minority Interest	0.0%	0.0%
Net Income (to equity holders of the parent)	<u>15.6%</u>	<u>12.1%</u>



Non-IFRS P&L

(In millions of €, except per share data)

	Three months ended March		
	2011	2010	y/y
Software revenue	372.6	279.8	+33.2%
New licenses	99.0	76.1	+30.1%
Product development	0.3	0.0	N/S
Periodic licenses and Maintenance	273.3	203.7	+34.2%
Service and other revenue	37.3	32.2	+15.8%
Total revenue	409.9	312.0	+31.4%
Cost of Software revenue	(19.0)	(16.4)	+15.9%
Cost of Service and other revenue	(39.2)	(34.1)	+15.0%
Research and development	(75.1)	(74.6)	+0.7%
Marketing and sales	(130.5)	(91.2)	+43.1%
General and administrative	(30.0)	(26.6)	+12.8%
Total operating expenses	(293.8)	(242.9)	+21.0%
Operating income	116.1	69.1	+68.0%
Financial revenue and other, net	0.0	5.7	N/S
Income before income taxes	116.1	74.8	+55.2%
Income tax expense	(37.3)	(23.5)	+58.7%
Minority Interest	(0.1)	0.0	N/S
Net Income (to equity holders of the parent)	78.7	51.3	+53.4%
Diluted net income per share (EPS)	0.63	0.43	+46.5%
Average shares (Million)	124.0	119.8	

Non-IFRS P&L (%)

	Three months ended March	
	2011	2010
	<u>% of revenue</u>	
Software revenue	90.9%	89.7%
New licenses	24.2%	24.4%
Product development	0.1%	0.0%
Periodic licenses and Maintenance	66.7%	65.3%
Service and other revenue	9.1%	10.3%
Total revenue	100.0%	100.0%
Cost of Software revenue	4.6%	5.3%
Cost of Service and other revenue	9.6%	10.9%
Research and development	18.3%	23.9%
Marketing and sales	31.8%	29.2%
General and administrative	7.3%	8.5%
Total operating expenses	71.7%	77.9%
Operating income	28.3%	22.1%
Financial revenue and other, net	0.0%	1.8%
Income before income taxes	28.3%	24.0%
Income tax rate (% of IBIT)	32.1%	31.4%
Minority Interest	0.0%	0.0%
Net Income (to equity holders of the parent)	<u>19.2%</u>	<u>16.4%</u>



IFRS – Non-IFRS Reconciliation – 1Q11

Revenue and Gross Margin

(€ million, except % and per share data)	Three months ended March 31,						Increase (Decrease)	
	2011 IFRS	Adjustment (1)	2011 non-IFRS	2010 IFRS	Adjustment (1)	2010 non-IFRS	IFRS	Non-IFRS (2)
TOTAL REVENUE	409.5	0.4	409.9	311.9	0.1	312.0	+31.3%	+31.4%
Total Revenue breakdown by activity								
Software revenue	372.2	0.4	372.6	279.7	0.1	279.8	+33.1%	+33.2%
<i>New Licenses revenue</i>	99.0			76.1			+30.1%	
<i>Product Development</i>	0.3			0.0				
<i>Periodic and Maintenance revenue</i>	272.9	0.4	273.3	203.6	0.1	203.7	+34.0%	+34.2%
<i>Recurring portion of Software revenue</i>	73%		73%	73%		73%		
Service and other revenue	37.3			32.2			+15.8%	
Total Revenue breakdown by segment								
PLM SW revenue	288.1	0.4	288.5	208.8	0.1	208.9	+38.0%	+38.1%
<i>of which CATIA SW revenue</i>	176.6	0.4	177.0	120.7			+46.3%	+46.6%
<i>of which ENOVIA SW revenue</i>	48.0			36.2			+32.6%	
Mainstream 3D SW revenue	84.1			70.9			+18.6%	
Service and other revenue	37.3			32.2			+15.8%	
Total Revenue breakdown by geography								
Americas revenue	112.7	0.1	112.8	91.7	0.1	91.8	+22.9%	+22.9%
Europe revenue	186.8			140.9			+32.6%	
Asia revenue	110.0	0.3	110.3	79.3			+38.7%	+39.1%
Gross Margin								
Cost of Software revenue	(19.0)			(16.4)			+15.9%	
Software Gross margin*	94.9%			94.1%				
Cost of Service and other revenue	(39.3)	0.1	(39.2)	(34.3)	0.2	(34.1)	+14.6%	+15.0%
Service Gross margin	(5.4%)		(5.1%)	(6.5%)		(5.9%)		

- 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 expenses data reflect the exclusion of the amortization of acquired intangibles, share based compensation expense, and other operating income and expense, (iii) adjustments to IFRS financial revenue and other, net reflect the exclusion of certain one-time financial gains in 2011, and (iv) all adjustments to IFRS income data reflect the combined effect of these adjustments, plus with respect to net income and diluted net income per share, the income tax effect of the non IFRS adjustments .
- The non-IFRS percentage increase (decrease) compares non-IFRS measures for the two different periods. In the event there is a non-IFRS adjustment to the relevant measure for only one of the periods under comparison, the non-IFRS increase (decrease) compares the non-IFRS measure to the relevant IFRS measure.

* No amortization of acquired intangibles is included in Software Gross margin calculation





IFRS – Non-IFRS Reconciliation – 1Q11

Expenses and Earnings

(€ million, except % and per share data)	Three months ended March 31,						Increase (Decrease)	
	2011 IFRS	Adjustment (1)	2011 non-IFRS	2010 IFRS	Adjustment (1)	2010 non-IFRS	IFRS	Non-IFRS (2)
Total Operating Expenses	(318.7)	24.9	(293.8)	(262.4)	19.5	(242.9)	+21.5%	+21.0%
Stock-based compensation expense	(3.8)	3.8	-	(4.8)	4.8	-	-	-
Amortization of acquired intangibles	(21.3)	21.3	-	(9.7)	9.7	-	-	-
Other operating income and expense, net	0.2	(0.2)	-	(5.0)	5.0	-	-	-
Operating Income	90.8	25.3	116.1	49.5	19.6	69.1	+83.4%	+68.0%
Operating Margin	22.2%		28.3%	15.9%		22.1%		
Financial revenue & other, net	3.3	(3.3)	0.0	5.7	0.0	5.7	(42.1%)	(100.0%)
Income tax expense	(30.2)	(7.1)	(37.3)	(17.4)	(6.1)	(23.5)	+73.6%	+58.7%
Net Income	63.8	14.9	78.7	37.8	13.5	51.3	+68.8%	+53.4%
Diluted net income per share, in € (3)	0.51	0.12	0.63	0.32	0.11	0.43	+59.4%	+46.5%

(€ million)	Three months ended March 31,					
	2011 IFRS	Adjust.	2011 non-IFRS	2010 IFRS	Adjust.	2010 non-IFRS
Cost of Service and other revenue	(39.3)	0.1	(39.2)	(34.3)	0.2	(34.1)
Research and development	(76.9)	1.8	(75.1)	(77.4)	2.8	(74.6)
Marketing and sales	(131.5)	1.0	(130.5)	(92.1)	0.9	(91.2)
General and administrative	(30.9)	0.9	(30.0)	(27.5)	0.9	(26.6)
Total stock-based compensation expense		3.8			4.8	

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 expenses data reflect the exclusion of the amortization of acquired intangibles, share based compensation expense, and other operating income and expense, (iii) adjustments to IFRS financial revenue and other, net reflect the exclusion of certain one-time financial gains in 2011, and (iv) all adjustments to IFRS income data reflect the combined effect of these adjustments, plus with respect to net income and diluted net income per share, the income tax effect of the non IFRS adjustments .
2. The non-IFRS percentage increase (decrease) compares non-IFRS measures for the two different periods. In the event there is a non-IFRS adjustment to the relevant measure for only one of the periods under comparison, the non-IFRS increase (decrease) compares the non-IFRS measure to the relevant IFRS measure.
3. Based on a weighted average of **124.0** million diluted shares for Q1 2011 and **119.8** million diluted shares for Q1 2010.



Exchange Rate Evolution

From assumptions to actual data

Breakdown of P&L by currency for 2011

	USD	JPY
Revenue <i>(As a % of Revenue)</i>	35.8%	16.4%
<i>Of which was hedged</i>	-	~6%
Operating Expenses <i>(As a % of Expenses)</i>	39.9%	6.6%

Average Exchange rates

	1Q11	1Q10	% change
USD	1.37	1.38	-1%
JPY	112.6	125.5	-10%

€/\$ – 1Q11 / 1Q10 Variance



€/¥ – 1Q11 / 1Q10 Variance



Comparing Q1 2011 with Objectives

Non-IFRS*

€ millions	Revenue	Operating Expenses	Operating Income	Operating Margin
Non-IFRS Objectives - mid range	395.0	294.3	100.7	25.5%
Growth (%)	+27%	+21%	+46%	+3.4pts
Impact of Actual Currency Rates				
\$ impact (1.40 → 1.37)	3.1	2.6	0.5	
¥ impact (120.0 → 112.6)	3.4	1.3	2.1	
Other (incl. GBP, KRW and hedging)	0.5	0.3	0.2	
Difference between objectives and results exc. currency impact	7.9	-4.7	12.6	
Non-IFRS Results	409.9	293.8	116.1	28.3%
Growth (%)	+31%	+21%	+68%	+6.2pts

* For a reconciliation to IFRS financial information, please refer to the tables in the Appendix.

Estimated FX Impact on 1Q11 Operating Results

Non-IFRS*

€ millions	Revenue	Operating Expenses	Operating Income	Operating Margin
Non-IFRS	409.9	293.8	116.1	28.3%
Growth (%)	+31%	+21%	+68%	+6.2pts
Impact of Actual Currency Rates				
\$ impact (1.38 → 1.37)	-1.6	-1.3	-0.3	
¥ impact (125.5 → 112.6)	-5.1	-1.9	-3.2	
Other (incl. GBP, KRW and hedging)	<u>-0.8</u>	<u>-0.4</u>	<u>-0.4</u>	
Total FX Impact adjustment	-7.5	-3.6	-3.9	
Non-IFRS ex FX	402.4	290.2	112.2	27.9%
Growth (%)	+29%	+19%	+62%	+5.8pts

* For a reconciliation to IFRS financial information, please refer to the tables in the Appendix.





Financial Revenue and Other

Non-IFRS

€m	1Q11	1Q10	Growth
Interest Income	3.0	1.7	76%
Interest Expense	(2.4)	(1.9)	26%
Financial net Income	0.6	(0.2)	400%
Exchange Gain / Loss	(1.2)	5.2	(123%)
Other Income / Loss	0.6	0.7	(14%)
Total	0.0	5.7	(100%)



Detailed Balance Sheet

IFRS

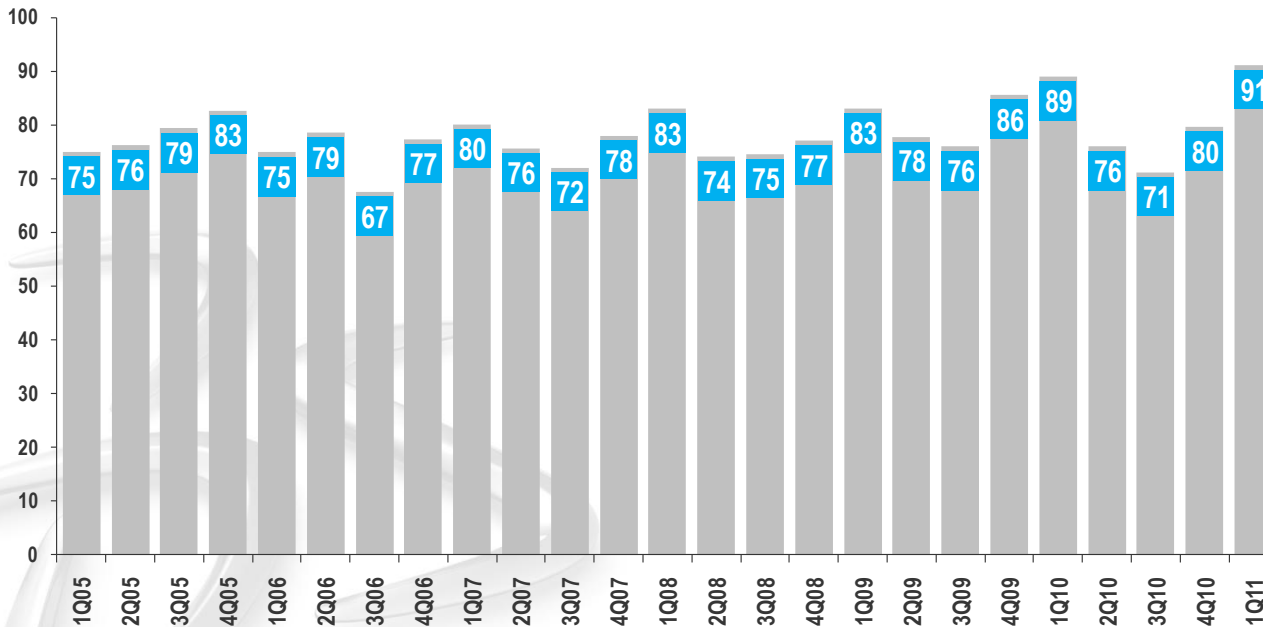
(in millions of €)	End of		Variation
	Mar-11	Dec-10	Mar-11 / Dec-10
Cash and cash equivalents	836.8	976.5	-139.7
Short-term investments	323.5	162.6	+160.9
Accounts receivable, net	415.3	413.5	+1.8
Other current assets	<u>169.2</u>	<u>120.6</u>	<u>+48.6</u>
Total current assets	1,744.8	1,673.2	+71.6
Property and equipment, net	66.6	66.4	+0.2
Goodwill and Intangible assets, net	1,201.3	1,233.3	-32.0
Other non current assets	92.4	98.9	-6.5
Total Assets	3,105.1	3,071.8	+33.3
Accounts payable	80.1	93.1	-13.0
Unearned revenue	444.4	387.0	+57.4
Other current liabilities	<u>282.7</u>	<u>295.0</u>	<u>-13.7</u>
Total current liabilities	807.2	775.1	+30.7
Long-term debt	286.4	293.4	-7.0
Other non current obligations	<u>192.6</u>	<u>211.5</u>	<u>-18.9</u>
Total long-term liabilities	479.0	504.9	-25.9
Minority Interests	1.0	1.0	0.0
Parent Shareholders' equity	1,817.9	1,790.8	+28.5
Total Liabilities and Shareholders' Equity	3,105.1	3,071.8	+33.3



Trade Accounts Receivable / DSO

IFRS

DAYS





Consolidated Statement of Cash Flows

IFRS

(in millions of €)	1Q11	1Q10	Variation
Net income attributable to equity holders of the parent	63.8	37.8	+26.0
Minority interest	<u>0.1</u>	-	<u>+0.1</u>
Net income	63.9	37.8	+26.1
Depreciation and amortization of property & equipment	6.2	5.3	+0.9
Amortization of intangible assets	22.1	10.7	+11.4
Other non cash P&L items	0.5	4.4	-3.9
Changes in working capital	41.0	75.1	-34.1
Net Cash Provided by (Used in) Operating Activities (I)	133.7	133.3	+0.4
Addition to property, equipment and intangibles	(9.2)	(8.6)	-0.6
Payment for acquisition of businesses, net of cash acquired	(29.5)	(321.2)	+291.7
Sale of fixed assets	0.1	0.2	-0.1
Sale (Purchase) of short-term investments, net	(162.9)	19.2	-182.1
Loans and others	(3.2)	-	-3.2
Net Cash Provided by (Used in) Investing Activities (II)	(204.7)	(310.4)	+105.7
Proceeds (Repayment) of short term and long term debt	-	-	+0.0
Share repurchase	(111.1)	(1.5)	-109.6
Exercise of DS stock-options	80.1	2.2	+77.9
Cash dividend paid	-	-	+0.0
Net Cash Provided by (Used in) Financing Activities (III)	(31.0)	0.7	-31.7
Effect of exchange rate changes on cash and cash equivalents (IV)	(37.7)	40.2	-77.9
Increase (Decrease) in Cash (V) = (I)+(II)+(III)+(IV)	(139.7)	(136.2)	-3.5
Cash and cash equivalents at Beginning of Period	976.5	939.1	
Cash and cash equivalents at End of Period	836.8	802.9	
Cash and cash equivalents variation	(139.7)	(136.2)	

Exchange rates (€/€)

Period	Average Rate	% Growth	Ending Rate	% Growth
2007	1.37	9.2%	1.47	11.8%
2008	1.47	7.3%	1.39	(5.5%)
2009	1.39	(5.2%)	1.44	3.5%
2010	1.33	(4.6%)	1.34	(7.2%)
1Q11	1.37	(1.1%)	1.42	5.4%
1Q10	1.38	6.1%	1.35	1.3%
1Q09	1.30	(13.1%)	1.33	(15.8%)
1Q08	1.50	14.4%	1.58	18.7%
2Q10	1.27	(6.8%)	1.23	(13.2%)
2Q09	1.36	(12.7%)	1.41	(10.3%)
2Q08	1.56	15.9%	1.58	16.7%
3Q10	1.29	(9.7%)	1.36	(6.8%)
3Q09	1.43	(4.9%)	1.46	2.4%
3Q08	1.50	9.4%	1.43	0.9%
4Q10	1.36	(8.2%)	1.34	(7.2%)
4Q09	1.48	12.2%	1.44	3.5%
4Q08	1.32	(9.1%)	1.39	(5.5%)

Exchange rates (€/¥)

Period	Average Rate	% Growth	Ending Rate	% Growth
2007	161.4	10.5%	164.9	5.1%
2008	152.3	(5.6%)	126.1	(23.5%)
2009	130.3	(14.5%)	133.2	5.6%
2010	116.2	(10.8%)	108.7	(18.4%)
1Q11	112.6	(10.3%)	117.6	(6.6%)
1Q10	125.5	2.8%	125.9	(4.0%)
1Q09	122.0	(22.6%)	131.2	(16.6%)
1Q08	157.7	0.8%	157.4	0.0%
2Q10	117.2	(11.6%)	108.8	(19.7%)
2Q09	132.6	(18.8%)	135.5	(18.6%)
2Q08	163.4	0.3%	166.4	(0.1%)
3Q10	110.7	(17.3%)	113.7	(13.3%)
3Q09	133.8	(17.3%)	131.1	(12.9%)
3Q08	161.8	(0.1%)	150.5	(8.0%)
4Q10	112.1	(15.5%)	108.7	(18.4%)
4Q09	132.7	4.9%	133.2	5.6%
4Q08	126.4	(23.0%)	126.1	(23.5%)

3D Opens the Door to the World we Imagine



Thank You!