

Virtual Worlds...



...for Real Life

DRIVING GROWTH AND SHAPING A SUSTAINABLE WORLD



INTRODUCTION
P. 2

COMPANY PROFILE
P. 4

SUSTAINABILITY HIGHLIGHTS
P. 5

SUSTAINABILITY GOVERNANCE
P. 6

SUSTAINABILITY STRATEGY
P. 8

FOOTPRINT STRATEGY
P. 10

HANDPRINT STRATEGY
P. 18

HUMAN CAPITAL
P. 30

CONCLUSION
P. 32

Throughout this document, QR codes link to our 2025 Universal Registration Document (URD) for additional information.

Beyond technology: driving sustainable innovation with **virtual twins**

In 2025, changing geopolitical context and rising pressure on securing access to fundamental resources (water, energy, clean air) reaffirmed the need for businesses to build sustainable models of growth through increased resilience and sovereignty. As climate pressures intensify and technological disruption reshapes economic systems, companies are moving beyond incremental efficiency towards structural transformation.

Dassault Systèmes operates within the framework of the Generative Economy—the convergence of the Experience Economy and the Circular Economy—enabling industrial companies to reinvent their offerings, organizations, and business models in a way that is not only economically resilient, but inherently sustainable: creating value that supports both business performance and positive outcomes for society and the environment. As such, **sustainable innovation** plays an increasingly fundamental role. Across industries, organizations are moving beyond traditional linear models and adopting more circular approaches that extend product lifecycles, keep materials in use longer and reduce resource intensity.

At Dassault Systèmes, we see this moment not solely as a collection of economic pressures and regulatory constraints, but as a significant opportunity to reinvent how value is imagined, created and sustained. Our purpose, formalized more than a decade ago, remains our compass: to provide businesses and people with virtual universes to imagine sustainable innovations capable of harmonizing product, nature and life.

In 2025, this purpose took on renewed relevance through the launch of **3D UNIV+RSES**. By combining virtual twins, modeling and simulation, real-world data and generative AI, we enable organizations to imagine, test and optimize solutions before they exist physically.

We are translating this commitment into **measurable contributions** through a sustainability strategy built on three key dimensions: maximizing our positive impact for clients, minimizing our own operational footprint and strengthening our human capital.



Today, our portfolio of Virtual Twin Experiences includes over 300 purpose-built solutions across the Manufacturing Industries, Life Sciences & Healthcare, and Infrastructure & Cities sectors. These solutions help organizations reduce emissions, optimize the use of materials and energy, and design products for **more circular lifecycles to deliver measurable impacts**.

By enabling organizations to test circularity, assess trade-offs and simulate climate impacts before committing resources, these solutions make sustainability a core part of operational planning and strategic decision-making. They demonstrate how growth and environmental performance can advance together.

While driving transformation for our clients, we also work to minimize our environmental impact. In 2025, we made strong progress by reducing emissions, improving environmental data, building stronger partnerships and weaving sustainability into our way of working to achieve **carbon neutrality by 2040**.

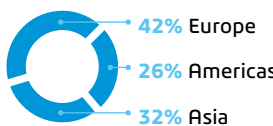

Building on this progress, in 2026 we're announcing **new science-based targets of Net Zero GHG emissions by 2050⁽¹⁾**. We're also committed to reducing GHG emissions from the use of our products. These steps put us on the path to meaningful climate impact and continued innovation.

Dassault Systèmes works with a diverse ecosystem of clients, investors and employees to create a more sustainable tomorrow, in line with the United Nations Sustainable Development Goals (SDGs). We promote societal change through initiatives that build active networks of passionate experts. For example, La Fondation Dassault Systèmes supports programs in education, research and cultural heritage to drive sustainable transformation, and our **3DEXPERIENCE Lab** empowers innovators and entrepreneurs to deliver disruptive solutions that advance society.

By combining science, technology and human ingenuity through 3D UNIV+RSES, Dassault Systèmes accelerates sustainable innovation as a basis for business resilience. **Our 2025 Impact Report highlights these efforts:** from our commitment to meeting the strongest carbon footprint standards, to delivering quantified impact across our entire ecosystem.

(1) Please find more information through [this link](#).

Dassault Systèmes at a glance

A GLOBAL COMPANY	A GROWTH COMPANY	AN INNOVATION COMPANY
<p>25,000 employees</p> <p>390,000+ customers in 12 industries</p> <p>HEADCOUNT BREAKDOWN</p>  <p>188 sites</p> <p>12 brands</p>	<p>€6.24 Bn total revenue (+4%)⁽¹⁾</p> <p>+10%⁽¹⁾ 3DEXPERIENCE software revenue growth</p> <p>+11%⁽¹⁾ software revenue growth from subscriptions</p> <p>+8%⁽¹⁾ Cloud software revenue growth</p> <p>32%⁽¹⁾ operating margin</p> <p>+7%⁽¹⁾ diluted EPS growth</p>	<p>+1,000+ employees holding a PhD</p> <p>40% employees in R&D</p> <p>902 protected innovations</p> 



OUR STRATEGIC OPERATIONAL ELEMENTS

BRANDS	Dassault Systèmes' twelve brands ⁽²⁾ represent the broadest portfolio of software applications on the market. Powered by the 3DEXPERIENCE platform, they create great user experiences and build vibrant user communities.
INDUSTRIES	Dassault Systèmes develops Industry Solution Experiences that deliver industry focused offerings with specific value to companies and users. The Company serves twelve industries ⁽³⁾ grouped into three sectors: Manufacturing Industries; Life Sciences & Healthcare; Infrastructure & Cities.
GEOS	Eleven GEOs ⁽⁴⁾ are responsible for driving the development of the Company's business and implementing our customer-centric engagement model. Teams leverage strong networks of local customers, users, partners and influencers.

(1) Non-IFRS, growth rates in constant currencies. (2) , CENTRIC, ENOVIA; SOLIDWORKS, CATIA, GEOVIA, BIOVIA; SIMULIA, DELMIA, 3D VIA; **3DEXPERIENCE**, MEDIDATA; OUTSCALE. (3) Transportation & Mobility; Aerospace & Defense; Marine & Offshore; Industrial Equipment; High-Tech; Home & Lifestyle; Consumer Packaged Goods-Retail; Life Sciences & Healthcare; Infrastructure, Energy & Materials; Architecture, Engineering & Construction; Business Services; Cities & Public Services. (4) Americas-2 GEOs; Europe (Europe, Middle East and Africa-EMEA)-4 GEOs; Asia (Asia and Oceania)-5 GEOs.

Further
information in
our URD (p. 8)





Our 2025 global impact highlights

ENVIRONMENT

HANDPRINT

69.9% of revenue eligible⁽¹⁾ to EU Taxonomy

42.9% of revenue aligned⁽²⁾ to the EU Taxonomy

FOOTPRINT

78.3% reduction in Scope 1 and 2 GHG emissions since 2019

35.7% reduction in business travel and employees' commute GHG emissions since 2019

50.4% of suppliers with a science-based emissions reduction target

NETWORK

90+ sustainability leaders brought together around circularity and biodiversity at the CSO Summit in London

SOCIAL AND SOCIETAL

25.8% of women among *People managers*⁽³⁾

76.2% employee pride and satisfaction

55 community interest projects supported by La Fondation Dassault Systèmes

100 innovative projects with high environmental and social impact supported by the **3DEXPERIENCE** Lab since 2015 (involving 2,500 mentors)

GOVERNANCE

5 women among **12** members of the Executive team

50% of Board Directors are independent, excluding directors representing employees⁽⁴⁾

50% of Board Directors are women, excluding directors representing employees, and **57%** including them⁽⁴⁾

98% of employees trained on Ethics and Compliance



INDEPENDENT RECOGNITION OF OUR PERFORMANCE

EcoVadis Gold Medal in the Top 5%, Score 82/100	CDP* B list in the Climate Change Questionnaire <small>* Carbon Disclosure Project</small>	S&P Global CSA Score of 66/100 Top 2% Software Industry DJSI World member	MSCI* AAA Highest possible score <small>* Morgan Stanley Capital International</small>
Member of Corporate Knights Global 100 Most Sustainable Corporations for 14 years	Member of UN* Global Compact⁽⁵⁾ <small>* United Nations</small>	Member of the FTSE4* Good Index <small>* Financial Times Stock Exchange</small>	Sustainalytics assessed as Low Risk
			ISS* ESG Prime status B <small>* International Shareholder Services</small>

(1) Activity is listed among those that have the potential to contribute to one of the EU's Taxonomy six environmental objectives. (2) Portion of a company's revenue that comes from Taxonomy-eligible activities which also meet all the alignment criteria: Substantial Contribution, Do No Significant Harm (DNSH), Minimum Social Safeguards (MSS). (3) Objective only applicable to the extent permissible under local and national laws and do not apply to the United States workforce. (4) As of December 31, 2025. (5) The United Nations Global Compact is a non-binding United Nations pact to get businesses and firms worldwide to adopt sustainable and socially responsible policies and to report on their implementation.

Further information in our URD (p. 40)



Our sustainability governance

DEDICATED GOVERNANCE MECHANISMS ON SUSTAINABILITY MATTERS

The Company's Governance ensures that Sustainability is addressed and managed at all levels of the Company with equal commitment to our footprint and handprint strategies.

The Board of Directors oversees the Company's sustainability strategy. To that end, the Board has appointed, an independent director as its **Lead Director of Sustainability Development**. The three **Committees of the Board**, composed of independent directors, are also assuming responsibilities for sustainability, in alignment with their scope of mission. Under the leadership of the **Chief Executive Officer** (CEO), the **Executive Committee** oversees the operational implementation of the sustainability strategy. This responsibility is shared across the organization by the **Executive Vice President** (EVP), Strategy, Industry, Marketing & Transformation. The **Chief Sustainability Officer** (CSO), supported by the **Global Sustainability Team**, designs the sustainability strategy and drives its implementation, ensuring alignment from executive to operational level. In addition, an annual common meeting occurs with independent directors on sustainability strategy and implementation.

The Sustainability Steering Committee monitors the progress of sustainability efforts across the Company. The EVP, Strategy, Industry, Marketing & Transformation and the General Secretary are its co-chairs, with the CSO acting as secretary. The Committee meets quarterly to assess the Company's policies, actions and non-financial performance. It leads discussions with the departments responsible for implementing the sustainability strategy, including Sustainability Department, Human Resources, Information Systems & Facilities, Research & Development, Finance, Sustainable Finance & Procurement, Legal, Audit and Risk.

In addition, the CEO and the EVP, Chief Financial Officer, join the Committee for a yearly Extended Sustainability Committee to validate the year's priorities, targets and financial implications. Company-wide, sustainability is actively supported by three employee networks spanning all departments, geographies and brands, dedicated respectively to environmental reporting, local sustainable initiatives and strategy implementation.

ESG PERFORMANCE INTEGRATED INTO INCENTIVE STRUCTURE

ESG CRITERIA WITHIN THE COMPENSATION OF CEO AND EXECUTIVE COMMITTEE MEMBERS

Starting in 2020, ESG criteria have been included in the CEO's performance review, accounting for 15% of the CEO's variable annual compensation in 2025. Since 2021, this approach has been extended to other members of the Executive Committee, with ESG criteria representing between 5% and 25% of their annual variable compensation, depending on the member in 2025. The core "ESG" indicator applies to all members and aggregates social, governance and climate dimensions to encompass the full measure of our progress in our sustainability commitments⁽¹⁾.

ESG CRITERIA EXTENDED TO MANAGERS

Beyond top management, annual variable pays have been linked to team inclusion and engagement, with a dedicated criteria introduced at the managerial level since 2022.

Lastly, starting in 2023, the Company's long-term incentive plans (LTI), granted to about 12% of our employees, are also indexed to ESG-related performance criteria⁽²⁾, with 20% of the overall framework criteria linked to sustainability.

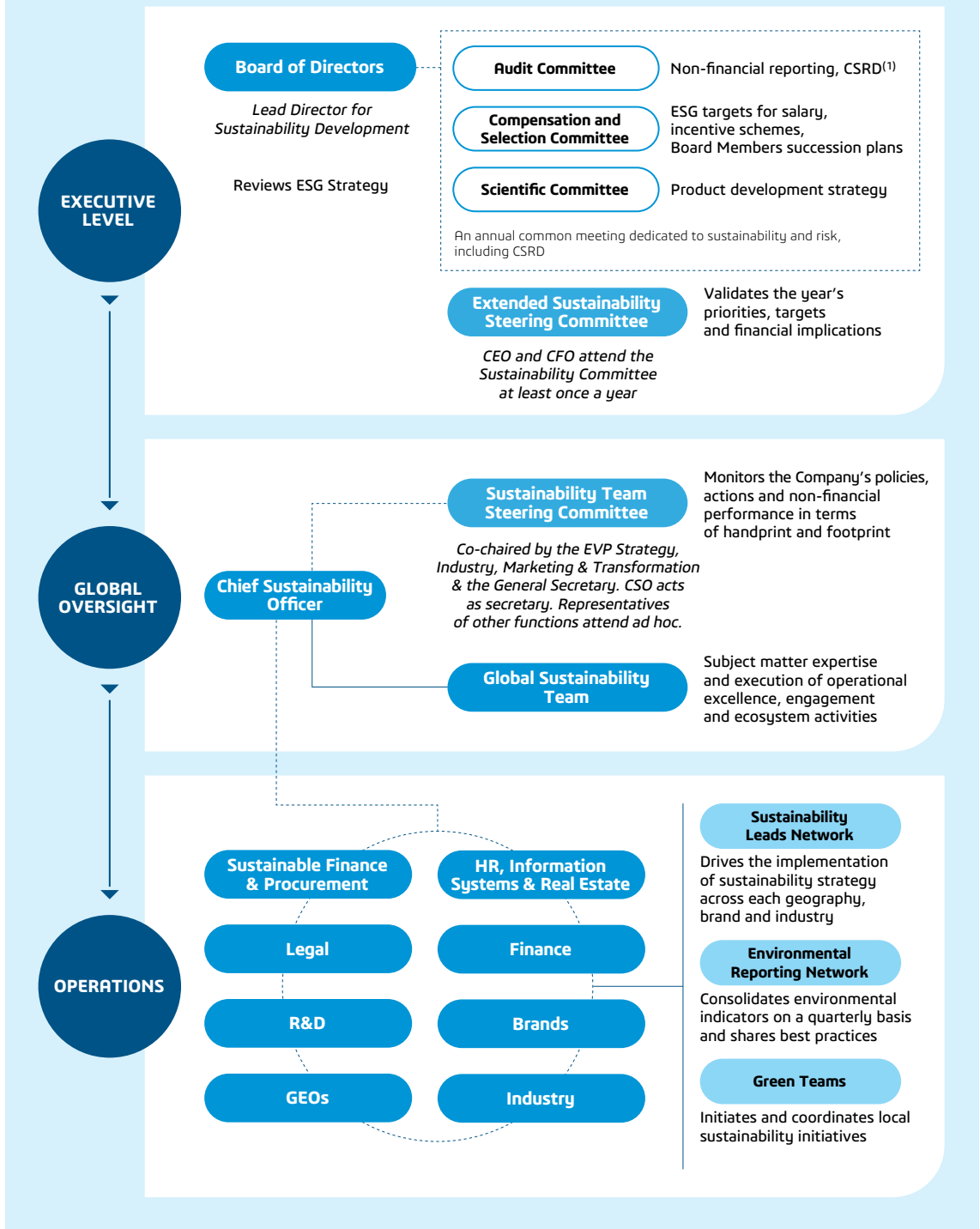
(1) One ESG indicator composed of a set of 4 criteria accounting for 25% each:
 • Social: employee pride and satisfaction measured by an annual internal survey;
 • Governance: proportion of women on the Board of Directors, the Executive team and among *People managers*, only applicable to the extent permissible under local and national laws and do not apply to the United States workforce
 • Handprint: share of total IFRS revenue (software and services) considered eligible to EU Taxonomy;
 • Footprint: reduction of greenhouse gas emissions in line with targets submitted to the Science-Based Targets initiative (SBTi).
 (2) One ESG indicator composed of 3 criteria accounting for 33% each: Governance, Handprint and Footprint, as detailed in (1).

Further information in our URD (p. 63)





OVERALL COORDINATION OF OUR SUSTAINABILITY STRATEGY



(1) CSRD: Corporate Sustainability Reporting Directive.

Our sustainability strategy

Since our creation, Dassault Systèmes has been committed to having a positive impact on human lives through the implementation of sustainable solutions and practices. This commitment is crystallized in our purpose statement: “To provide businesses and people with virtual universes to imagine sustainable innovations capable of harmonizing product, nature and life.” In 2021, Dassault Systèmes fulfilled this vision by setting our sustainability strategy targets around three pillars:

• **Handprint:** our innovation-powered approach to design solutions that help our customers reduce their environmental footprint.

• **Footprint:** our transformational agenda to decarbonize our operations and reduce environmental impacts across our value chain.

• **Human Capital:** our commitments to our employees to develop an inclusive culture, promote ethics and compliance and support employee engagement.

The continuous progress towards reaching our sustainability strategy targets demonstrates Dassault Systèmes’ commitment to tangibly contribute to the United Nations Sustainable Development Goals (SDGs).

OUR STRATEGIC PILLARS	OUR SUSTAINABILITY OBJECTIVES	2025 PERFORMANCE	2027/2029 TARGET	PROGRESS	CONTRIBUTION TO SDGs(4)
HANDPRINT	Achieve 70% of eligible revenue aligned with the EU Taxonomy on Climate and Circularity by 2027	69.9%	70%		
	Reach 40% of revenue aligned with the EU Taxonomy on Climate and Circularity by 2027	42.9%	45%		
FOOTPRINT	Reach a 35% reduction of Scope 1 and 2 GHG emissions by 2027	-78.3%(1)	-35%		
	Reach a 20% reduction of Scope 3 GHG emissions linked to business travel and employees commute by 2027	-35.7%(2)	-20%		
	Require 50% of our suppliers to have emissions reduction goals in line with sciences-based targets by 2027	50.4%	50%		
HUMAN CAPITAL	Increase the share of women in our Executive team to 40% by 2027(3)	41.7%	40%		
	Increase the share of women among People managers to 30% by 2029(3)	25.8%	30%		
	Uphold employee’s pride and satisfaction rate of 74-78% by 2027	76.2%	78%		
	Train 95% of employees on ethics and compliance by 2027	98%	95%		

(1) Dassault Systèmes’ Scopes 1 and 2 GHG emissions decreased from 25,098 tCO₂-eq in 2019 to 5,450 tCO₂-eq in 2025.
 (2) Dassault Systèmes scope 3 GHG emissions related to Business Travel and Employees’ Commute decrease from 77,595 tCO₂ in 2019 to 49,899 tCO₂ in 2025.
 (3) Objective only applicable to the extent permissible under local and national laws and do not apply to the United States workforce.
 (4) The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.





3 questions for Dr. Philippine de T'Serclaes, Chief Sustainability Officer

HOW DO YOU ASSESS DASSAULT SYSTÈMES' 2025 PROGRESS TOWARDS OUR SUSTAINABILITY TARGETS?

Building on **our Handprint strategy**, we continue to reveal the power of our solutions to **enable our customers to reduce their environmental footprint**. We're creating meaningful change by supporting our customers' transition to more circular business models and aiding in climate impact mitigation through decarbonization. This progress is fueled by the expansion of our **3DEXPERIENCE®** portfolio, which now includes over 300 specialized solutions that deliver measurable and positive outcomes. We're proud to see our close collaboration with customers driving real environmental impact through supply chain optimization, production redesign, sustainable materials innovation, generative design and virtual product development.

Our two targets linked to the EU Taxonomy requirements provide a quantified measurement on our progress: **69.9% of the Company's revenue is now eligible to EU Taxonomy and 42.9% (+7.9 pt vs. 2024) is aligned** with the Taxonomy criteria on climate change or circular economy.

Concurrently, we have continued to advance the reduction of **our own environmental footprint**. Since 2019, we have reduced our carbon footprint by 9%. Per employee, emissions have been cut by 38.1%. This progress strengthens our trajectory toward 2027 objectives: **reducing Scopes 1 and 2 emissions by 35%, and cutting Scope 3 emissions for Business Travel and Employees' Commute by 20%**.

The achievements within the scopes of our Footprint and Handprint are inextricably tied to the focus placed on developing our **Human Capital** and the values we nurture. We strive to strengthen a corporate culture that supports employee engagement, boosts opportunities for all and upholds an unflinching commitment to ethics. One indicator is the share of women among our *People managers*, now at 25.8%.

CAN YOU SHARE SOME EXAMPLES OF HOW OUR SOLUTIONS CONCRETELY IMPACT HANDPRINT ACROSS VARIOUS SECTORS?

In the Manufacturing Industries sector, **our 3DEXPERIENCE platform helps optimize for sustainability gains** at the design stage, looking specifically at material, products and operations lifecycles. For the Infrastructure & Cities sector, we faithfully recreated entire urban and energy systems in our virtual twins to reveal ways of reducing carbon and material footprints. In the Life Sciences & Healthcare sector, our collaborative solutions help broaden decentralized clinical trials, enabling a marked reduction of carbon footprints and a greater diversity in the samples of populations involved, consequently making the studies' findings more relevant to a broader range of patients.

WHAT KEY ORGANIZATIONAL SYSTEMS AND BEST PRACTICES HAVE YOU IMPLEMENTED TO HELP ACCELERATE THE ACHIEVEMENT OF OUR SUSTAINABILITY GOALS?

We have made the decision to **integrate sustainability at the heart of our governance**, positioning it both as a strategic priority and as a factor that shapes our operations and go-to-market strategy. To ensure a tangible impact, we have **embedded sustainability goals** and KPIs into leadership and manager performance objectives and set clear trajectories for our Human Capital, Handprint and Footprint targets. On climate, we have created a launchpad to accelerate progress towards carbon neutrality by 2040, and in 2026 we're announcing new science-based targets of **Net Zero GHG emissions by 2050**. This is accomplished by **promoting collective action through partner networks** to imagine and build a more sustainable world.

UPHOLDING HIGH-PERFORMANCE...

...SUSTAINABLE OPERATIONS

Our footprint strategy focuses on minimizing our greenhouse gas (GHG) emissions and reducing our impact on resources by running **environmentally sustainable operations**. We've built momentum to achieve carbon neutrality in 2040 by applying dedicated policy and action levers. **These levers enable measurable reductions in our energy and resource consumption while also encouraging our supply chain to commit to lowering its carbon footprint.**

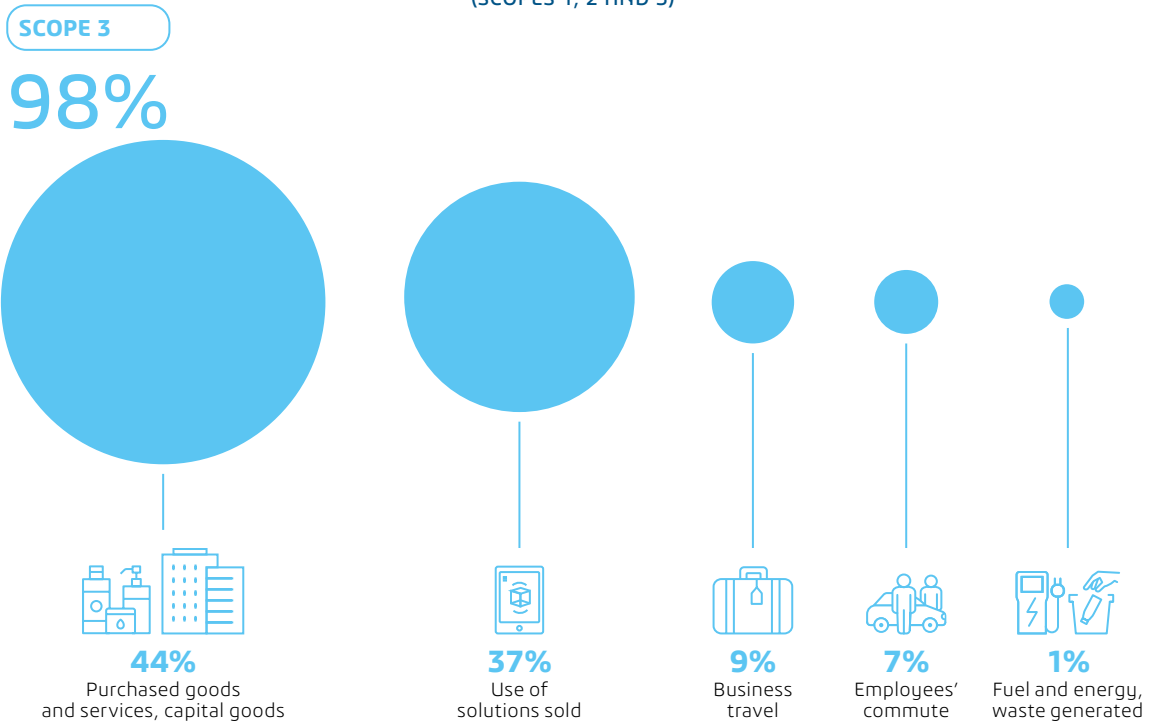


Limiting Dassault Systèmes' carbon footprint

The vast majority of our Company's carbon footprint (98%)⁽¹⁾ falls within Scope 3 emissions. The main contributors are the use of solutions sold, the purchase of goods and services and capital goods, which together represent more than 80% of all emissions.

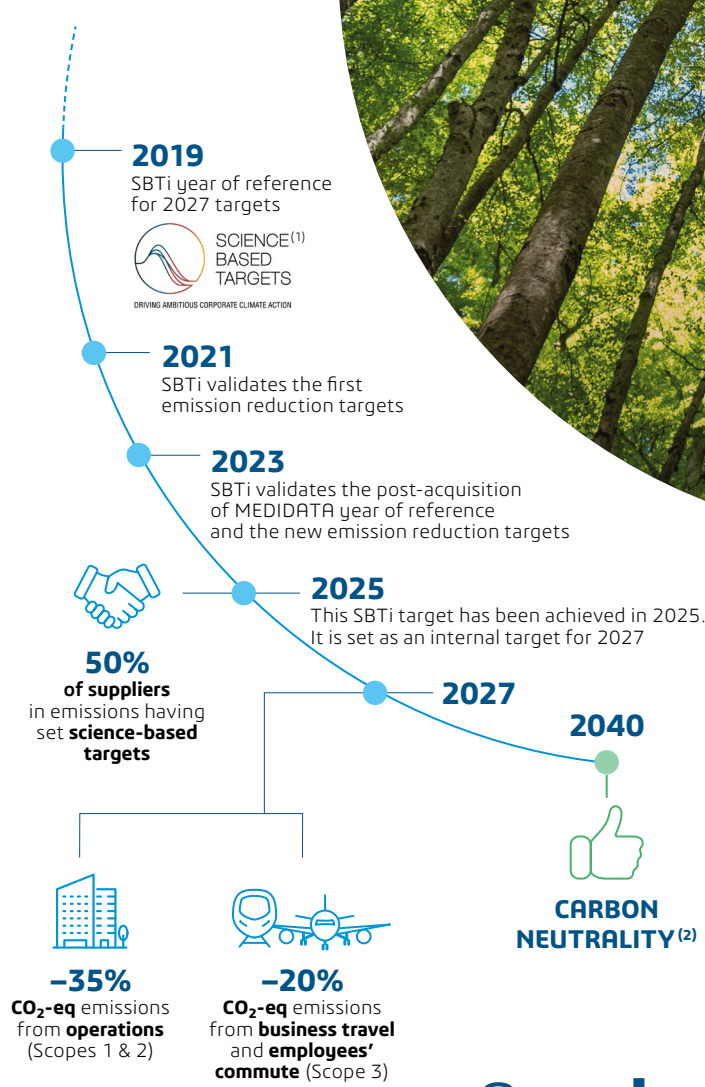
The remaining 2% is split between Scope 1 (Company cars & Energy—natural gas, fuel and refrigerants) and Scope 2 (energy purchased). Our 2025 total carbon footprint, including use of solutions sold, amounted to 315,200 tCO₂-eq (market-based approach).

OUR 2025 CARBON FOOTPRINT (SCOPES 1, 2 AND 3)



(1) Including use of solutions sold.





Our decarbonization pathway

(1) The Science Based Targets initiative is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).
 (2) The Company is committed to compensating for our residual emissions excluding use of solutions sold. In 2026, we're announcing new science-based targets of Net Zero GHG emissions by 2050 and a commitment to reduce GHG emissions from the use of our products.

Dassault Systèmes is committed to supporting global efforts to limit greenhouse gas emissions and mitigate climate change. As part of this commitment, we have pledged to achieve **carbon neutrality by 2040⁽²⁾** and to align with the Science Based Targets initiative (SBTi), covering Scope 1, Scope 2 and selected Scope 3 emissions.

Progress towards our **2027** targets

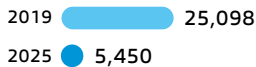
While Dassault Systèmes' business continues to grow, we remain on a solid trajectory to meet our 2027 SBTi targets across Scopes 1, 2 and 3. Since 2019, we have accelerated progress toward our milestones of **reducing Scopes 1 and 2 emissions by 35%, and Scope 3 emissions** from business travel and employee commuting **by 20%**. In 2025, we also met our objective of building a more sustainable supplier base, with over **50% of suppliers having set science-based targets**.

OUR ENVIRONMENTAL FOOTPRINT PERFORMANCE IN 2025



78.3%

reduction of Company's Scope 1 and 2 emissions linked to energy in 2025 (in tCO₂-eq, baseline 2019)

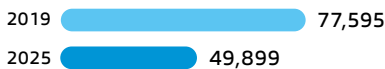


Regarding Scope 1 and 2 emissions, the optimization of our company car fleet, together with ambitious energy-efficiency measures and the transition to renewable electricity, has driven a 78% reduction compared with our 2019 baseline.



37.5%

reduction of Company's Scope 3 emissions linked to business travel and employees' commute in 2025 (in tCO₂-eq, baseline 2019)



For Scope 3, our Responsible Procurement Policy helped raise the share of suppliers with science-based emission reduction targets reach 50.4% by the end of 2025, surpassing our 2025 target of 50%.



50.4%

of our suppliers have emissions reduction targets in line with sciences-based targets





OVERALL EMISSION REDUCTIONS TRENDS

In 2025, our Scopes 1, 2 and 3 (including use of solutions sold) carbon footprint amounted to 315,200 tCO₂-eq, representing a 9% reduction compared with 2019.

This evolution reflects the actions taken to reduce GHG emissions. Over the same period, carbon intensity per employee fell from 20.3 tCO₂-eq in 2019 to 12.6 tCO₂-eq in 2025, a reduction of 38%.

Further
information in
our URD (p. 110)



Our decarbonization levers



85% of total energy consumption from renewable sources

91% of workforce covered by ISO 50001 certified sites

We are upholding strong carbon efficiency operating standards, through a set of targeted policies and action levers. Deployed across the Company to deliver concrete reductions in emissions within our operations and value chains, the Responsible Procurement Policy, Responsible Digital Charter and Responsible Data Center Policy play a major role in our decarbonization efforts.

Our **Responsible Real Estate Policy** is designed to improve the environmental performance of our facilities worldwide by choosing more environmentally and energy efficient buildings (e.g. considering HQE, BREEAM, LEED or IGBC standards). It also supports the optimization of on-site energy and water consumption, as well as the management of ordinary waste. In 2025, the ISO 50001 “Energy Management” certification was extended to a larger number of sites, while the number of sites equipped with connected meters to centralize building energy management reached 81.

As a result, more than 91% of employees now work at ISO 50001-certified sites.

Our **Responsible Mobility Policy** aims to limit the environmental impact of business travel. It encompasses initiatives such as flexible working, measures to reduce travel for internal meetings, the expansion of our electric vehicle fleet and charging infrastructure, and the promotion of rail travel. Around one-third of the fleet is electric and approximately 85% is electrified, including hybrid vehicles.

Further information in our URD (p. 103)





Preserving the planet's resources through a sustainable value chain

Dassault Systèmes considers the pressure on planetary resources to be a critical sustainability matter. Our resource and water consumption is linked to our IT equipment supply chain and to hosting in data centers. Efforts to mitigate the resulting impact on natural resources are primarily guided by three key policies.

Our **Responsible Digital Charter** covers the full lifecycle of IT equipment, from purchase to end-of-life. It aims at reducing resource consumption, extending the life of equipment, and ensuring responsible management of electrical waste and electronic equipment.

Our **Responsible Procurement Policy** promotes the purchase of IT products and services that are both energy efficient and low in carbon impacts. It also favors suppliers who adhere to science-based targets and comply with ethical labor practices and CSR⁽¹⁾ standards. Environmental and Social criteria account for 20% of the weighting in major calls for tenders. Environmental metrics (PUE,

WUE, share of renewable energy, etc.), certifications and compliance with regulation are systematically considered in each tender.

Our **Responsible Data Center Policy** aims at optimizing the environmental footprint of data centers, whether leased or owned. It addresses selecting data center locations with low-carbon energy whenever possible, collaborating with data centers investing in greener technologies, as well as pooling and optimizing physical resources. In France, for instance, Dassault Systèmes' data center partners mainly use air cooling technologies, such as free chilling and free cooling, to limit water consumption.

In addition to these policies, the Company offers our **customers optimized cloud infrastructure**, enabling them to significantly reduce their IT infrastructure requirements and their energy consumption.



99% of electronic waste generated by Dassault Systèmes in 2025 was reused, reconditioned or recycled

5% reduction in energy consumption from non-renewable sources compared to 2024

(1) Corporate Social Responsibility.

ENABLING PARTNERS AND CLIENTS...

...WITH REGENERATIVE PATHWAYS TO SUSTAINABILITY

Our handprint strategy is about **carrying positive change forward into the value chain**. We are investing in the future by embedding sustainable innovation directly into the products and services of our clients. Together, we're leveraging the power of the **3DEXPERIENCE** platform and our virtual twins to help customers to embed circular practices and **to minimize their carbon footprints** by making materials, products, operations and business models more sustainable.



Further
information in
our URD (p. 88)



Virtual twins impact sustainability across the entire lifecycle





Value creation through sustainability: benefits for our stakeholders

Sustainability presents new challenges for our customers, requiring a **systemic transformation** in product design, materials and business operations. This is a generational opportunity to rethink traditional models and uncover innovative solutions.

We are **helping our customers navigate this evolving landscape** by focusing on two key objectives from our IRO (Impacts, Risks, Opportunities) assessment within our double materiality analysis. First, reducing the environmental impact of customers through our solutions. Second, identifying market opportunities to support their transition to a circular economy.

Dassault Systèmes contributes to these goals through a number of **sustainability levers enabled by our solutions** and developed in collaboration with industry experts and third parties. These levers have also guided the documentation of a science-based, third-party audited and certified methodology to quantify the sustainability benefits of our solutions. This is done in **alignment with international sustainability standards**, including the EU Taxonomy and its technical criteria.

5

OTHER ELEMENTS THAT HELP US QUANTIFY AND MAGNIFY THE EFFICACY OF OUR HANDPRINT STRATEGY

1

LEVERAGE PURPOSE-BUILT SUSTAINABILITY SOLUTIONS FOR CUSTOMER DECARBONIZATION

Using virtual twins, customers are accelerating their ability to innovate and create in a dematerialized, scientifically accurate simulation environment. Going one step further, we're taking our expertise directly to customer production teams; dedicated solutions can now simulate workflows of systems to strive for increased environmental efficiency within production and supply chains.

2

DEVELOP SOLUTIONS FOR EMERGING DECARBONIZATION CHALLENGES

We're also keeping up with our customers' evolving decarbonization targets and emerging market challenges with new functionalities and solutions, in particular for Manufacturing Industries and Transportation & Mobility Industries, keeping in mind a systems-thinking approach.

3

EMBED SUSTAINABLE OFFERINGS IN SALES AND SERVICE TEAMS

We conduct change management training across the Company, with a particular focus on empowering Sales and Services teams to embrace the transformative potential of virtual twins and effectively communicate their tangible impact to help our clients achieve their sustainability goals.

4

FORGE STRATEGIC PARTNERSHIPS TO STRENGTHEN DECARBONIZATION EXPERTISE

We actively build our expertise through strategic partnerships, from co-developing white papers to participating in joint offers to collaborating with consulting firms to map out sustainability challenges.

5

SUPPORT INNOVATIVE DECARBONIZATION PROJECTS

We empower the next generation of innovators and disruptors who come up with innovative ideas and decarbonization projects. To do this, we are supplying start-ups with our **3DEXPERIENCE** solutions and mentoring them through the development of their products.

— IMPACT STORY 1 —
CIRCULAR ECONOMY



EMBEDDING RECYCLED MATERIALS INTO EVERYDAY CONSUMER PRODUCTS

Industry leaders worldwide are turning to Dassault Systèmes to achieve distinct circularity commitments and open new market opportunities. In each of our three economic sectors, we are discovering unique pathways to implementing circular products and practices. Our solutions portfolio is tailored to helping companies adapt to industry-specific conditions and resolve concrete operational and technical challenges.



THE CHALLENGE



A customer in the consumer goods manufacturing industry wanted to change the materials used in their products, leveraging the value of our SIMULIA solutions. To realize their goal of accelerating their transition to a circular economy, the client set an ambitious objective: increase the proportion of recycled materials in all their packaging. Implementing a change in materials is a serious undertaking. As a consumer-facing business, weight and solidity of packaging were of paramount importance. In addition, the optimization of one model of packaging potentially meant optimizing tens of millions of product units sold per year. This design challenge required a complete overhaul of materials while maintaining streamlined production and keeping up with commercial engagements.

ating their transition to a circular economy, the client set an ambitious objective: increase the proportion of recycled materials in all their packaging. Implementing a change in materials is a serious undertaking. As a consumer-facing business, weight and solidity of packaging were of paramount importance. In addition, the optimization of one model of packaging potentially meant optimizing tens of millions of product units sold per year. This design challenge required a complete overhaul of materials while maintaining streamlined production and keeping up with commercial engagements.

OUR SOLUTION



Dassault Systèmes' expertise and our 3DEXPERIENCE platform successfully helped our customer transition to sustainable materials for its packaging. Focusing on the design phase and material

sourcing of the product, SIMULIA helped the client to swiftly reconfigure their packaging products, increasing the proportion of Post-Consumer Recycling (PCR) materials while decreasing weight. From the onset, the multidiscipline domain simulations of SIMULIA provided clarity by quantifying and integrating environmental requirements. Design teams accelerated their iterative prototyping whilst simultaneously reducing costs by leveraging the virtual twin of the product. The accurate and adaptable multi-physics representations of virtual twins allowed designers to effortlessly experiment with new sustainable material configurations, decreasing the environmental impact of tens of millions of product units sold yearly.

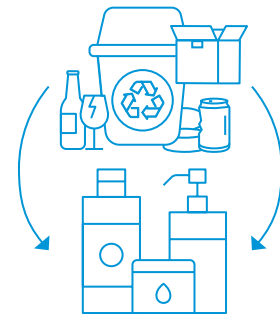
THE IMPACT

18%⁽¹⁾

reduction of plastic usage within our customer's packaging

76%⁽¹⁾

more recycled materials incorporated within packaging



“Sustainability is at the core of our company vision, and packaging is a big part of our footprint. Reduction of plastic consumption in packaging is crucial to achieve our sustainability targets and Dassault Systèmes is helping us optimize our designs to ensure we’re minimizing virgin fossil fuel-made material usage.”

Sustainable Packaging Director
(Consumer Goods organization)

(1) Methodology based on the comparison of two scenarios for one given functional unit (ISO 59020:2024).

To learn more about the story



— IMPACT STORY 2 —
CARBON REDUCTION AND REUSE

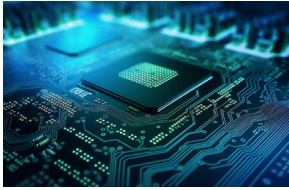


UNLOCKING SYSTEMIC REUSE FOR INDUSTRIAL COMPONENTS

Major industries are counting on Dassault Systèmes' to develop tools and methods that meet the challenge to reduce carbon footprint. Quality-focused, data-intensive businesses require new functionalities to grow their catalogs with low carbon products to contribute to reducing the carbon intensity of their offers without compromising reliability.



THE CHALLENGE



A customer leveraging the value of our NETVIBES solution in the equipment manufacturing industry wanted to reduce their product waste costs and emissions. By nature, their

business is energy-intensive, resulting in a significant carbon footprint per product. As they produce mostly single-use products, identifying the possibilities for reuse or repurposing of product and components was an enticing, yet challenging, lever for decarbonization. The first challenge for this major supplier to the transport and electrical industries was to uphold product quality, a crucial guarantee of safety and accountability. The second was a corporate structure, spread across five divisions, 70 brands and 175 countries that made qualitative and quantitative control of second life products exponentially more challenging. Enhancing the reuse of the company's parts and components would thus affect hundreds of machines in a precisely tuned dance of machining, electroplating, forming and assembly.

OUR SOLUTION



Using NETVIBES, the company was able to reassess its products' life cycles, transforming its design phase by incorporating end-of-life considerations into the initial specifications.

Dassault Systèmes' platform-driven solutions seamlessly integrated the component inventory functionality with the reuse and repurposing requirements for existing capacitors and PCBs⁽³⁾. Leveraging comprehensive monitoring tailored to their needs by NETVIBES on the **3DEXPERIENCE** platform, our customer decarbonized product development through extensive material repurposing. Implementing streamlined data management brought this customer unprecedented visibility, fostering a new sense of circular opportunities. Designers used the full life cycle awareness offered by NETVIBES to extend the lifetime of a single part across multiple products.

(1) Methodology based on the comparison of two scenarios for one given functional unit (ISO 59020:2024).

(2) Methodology based on the comparison of two scenarios for one given functional unit (ISO 14067:2018 and ISO 14064-2:2019).

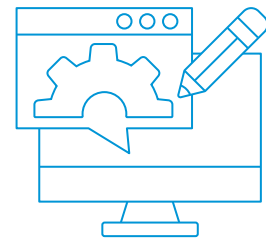
(3) Printed Circuit Board

THE IMPACT

50%⁽¹⁾
of components saved
from scrap

\$45 million⁽¹⁾
saved through systemized
part reuse value

40%⁽²⁾
reduction of GHG emissions
from waste (scrap of products)



"The most powerful feature for us was the search module. Its impact on our workflow was immediate, even after only a week of deployment. Now, we're able to find and reuse a lot of parts. We wish we could have done this ten years ago."

IT Analyst
(Equipment Manufacturer)



To learn
more about
the story

— IMPACT STORY 3 —
WIND ENERGY OPTIMIZATION



OPTIMIZING WASTEFUL PROCESSES TO RECONCILE ECONOMIC AND ENVIRONMENTAL OPTIMIZATION

Dassault Systèmes is the preferred partner for companies challenging their manufacturing processes and reconciling the imperatives of competitiveness and sustainability. Our virtual twins provide a testing ground for new techniques and materials, creating assets, products and systems with a reduced material and climate footprint.



THE CHALLENGE



A customer at the forefront of wind turbine manufacturing set out to advance their sustainability efforts, leveraging their existing deployment of CATIA. Their goal was to balance the

energy production performance of their top wind turbine blades through a significant reduction in non-sustainable materials used in the core of the blades. Specifically, they sought to optimize the use of fiberglass—a material critical for performance but with a high carbon footprint. To achieve this, they needed to transition away from environmentally inefficient manual molding and cutting processes. Advanced simulation technology was essential to revolutionize their prototyping and drive this transformation.

OUR SOLUTION



CATIA put a new spin on our customer's design and manufacturing phases, significantly reducing the amount of fiberglass necessary per blade in addition to reducing waste in the production process.

Leveraging the power of CATIA and our virtual twins, the company achieved immediate success by introducing precisely modeled cutouts in rolled-out flat material patterns, cutting fiberglass waste by 7%. By bringing design, simulation and manufacturing into full view, CATIA enabled the company to uncover further optimization opportunities. They adopted laser projection technology, reducing the fiberglass mass of each blade by an additional 4%. The specific value delivered through CATIA, used in concert with the **3DEXPERIENCE** platform, allowed the company to fully redesign its products and operations, going beyond their initial resource efficiency targets.

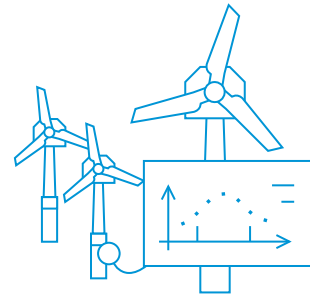
THE IMPACT

4%⁽¹⁾

reduction of fiberglass consumption per wind turbine blade produced

7,995 tons⁽²⁾

of CO₂ emissions avoided for 7850 blades produced per year



(1) Methodology based on the comparison of two scenarios for one given functional unit (ISO 59020:2024).

(2) Methodology based on the comparison of two scenarios for one given functional unit (ISO 14067:2018 and ISO 14064-2:2019).

To learn more about the story



— IMPACT STORY 4 —
SUSTAINABLE CONSTRUCTION

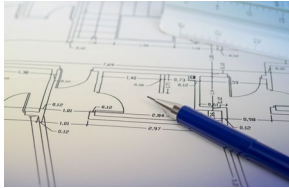


SUPPORTING THOSE
WHO MAKE **SUSTAINABLE
CONSTRUCTION** HAPPEN

Leading-edge companies are looking beyond traditional answers to address the emerging challenges of sustainable construction. The **3DEXPERIENCE** platform is empowering bold thinkers to take their new building methods from concepts to prototypes in record time. These customers are bringing their innovations to market to meet a growing demand for novel solutions and scaling up the transition towards new ways of building.



THE CHALLENGE



A start-up in the construction sector wanted to integrate new building techniques and technologies into the foundation of their company. Finding established architecture workflows redundant

and inefficient to answer the challenges of sustainable building and living, the company researched integrated solutions with two business imperatives. First, embedding new technologies into low-carbon and material footprint homes. Second, deploying a simulation environment capable of handling iterative collaboration at scale. Operationally, this solution would empower their small, inspired team to scale their initial concepts into a powerhouse of innovation to meet the highest levels of sustainability.

OUR SOLUTION



By leveraging the suite of 3DEXPERIENCE platform solutions and thanks to the mentorship of our **3DEXPERIENCE Lab**, the start-up has created a fully integrated end-to-end

workflow on the cloud. Using MODSIM, their engineers adopted a creative collaborative approach for their first project and managed it on the **3DEXPERIENCE** platform. Each iteration of the model was instantly translated into its virtual twin using CATIA, enabling stakeholder collaboration, greatly enhancing transparency and accelerating time to market. Deploying SIMULIA, designers started experimenting with model permutations, picking the right iteration for the job and minimizing training with instructions built in DELMIA. Designed from the ground up to be sustainable, down to the reduction of trucks needed for the transportation of pre-assembled modules, the start-up's first homes struck remarkable milestones in reaching a minimized environmental footprint, including full FSC⁽¹⁾-certified wood usage, solar panels twice as efficient as needed and helophyte filters for independent sewage and water supply.

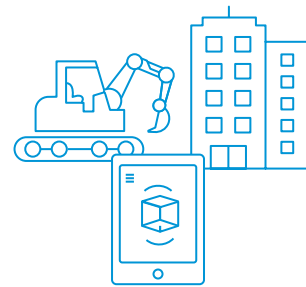
THE IMPACT

A+++++

energy label earned by the first homes

Natura 2000⁽²⁾

protected areas building compatibility achieved



“We aim to make our homes better every day, always seeking to improve our efficiency, our sustainability and our production techniques. This is only possible with a solution like the 3DEXPERIENCE platform. It allows us to test new ideas quickly and easily and make tweaks where necessary. It makes continuous improvement possible.”

Customer Experience Director
(Construction Start-up)

(1) Forest Stewardship Council.

(2) Natura 2000: A European network of protected terrestrial and marine areas across the European Union.

To learn more about the story



Human Capital: developing an inclusive and ethical culture

Dassault Systèmes Code of Business Conduct formalizes our Company’s commitments to offer a safe and healthy working environment, conducive to personal achievement and respecting human and social rights. We comply with local regulations and laws, as well as international standards, and promote mutual respect within a multicultural organization.

ATTRACTING AND PREPARING SKILLS FOR THE FUTURE IN A COMPETITIVE TALENT MARKET

ATTRACTING NEW TALENT

Dassault Systèmes collaborates with a network of over 450 educational institutions and universities, through which we took part in more than 230 initiatives in 2025, from career fairs to symposiums and hackathons. We hired and mentored more than 1,800 interns and apprentices in 23 countries, thus contributing to their academic training.

Key 2025 rankings

- *Potentialpark*: 6th overall, measuring companies’ actions on career websites, online applications, social media and professional platforms⁽¹⁾
- *Universum*: 10th among engineering students and 12th among working engineers
- *Leading Employer Europe 2025*: covering 24 countries

NURTURING INTERNAL TALENT

Our 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. In 2025, more than 2,100 internal job opportunities were published and more than 400 employees were selected for those positions.

34.6%

of Company job offers filled by internal hires (target 2027: 30%)

94.4%

of job offers filled under permanent contracts



Since our creation, we’ve demonstrated a strong capacity to continuously expand Dassault Systèmes employees’ knowledge and expertise. This individual and collective commitment is embodied in our “Passion to Learn” Company value. We offer all employees a broad portfolio of learning experiences, training and certification opportunities, and in 2025 we delivered over 675,000 hours of training and more than 16,700 certifications.

(1) Dassault Systèmes ranked sixth overall, seventh in France and fifth in the United States.

Further information in our URD (p. 126)



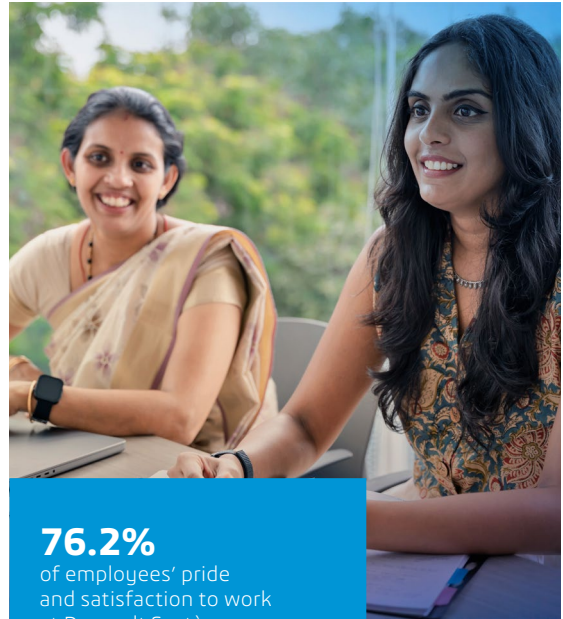


FOSTERING EMPLOYEES' ENGAGEMENT TO IMPROVE RETENTION

Dassault Systèmes is committed to compensating employees at or above the levels set by applicable laws and regulations. Our value proposition is based on a total reward approach combining different elements of compensation, covering social protection, various benefits and forms of recognition, such as talent development programs.

In accordance with freedom of association, Dassault Systèmes has employees' representatives at a local level, as permitted by and in compliance with applicable laws, at supranational level, through the Committee of the European Company and at the Board of Directors level, through two directors representing employees.

Since 2010, an internal satisfaction survey is open to all employees worldwide. It enables them to share their satisfaction on dimensions covering work meaning, quality of management, work environment, pride and quality of collective life at Dassault Systèmes. Each year, survey results lead to global and local plans and initiatives.



76.2%
of employees' pride and satisfaction to work at Dassault Systèmes (target 2027: 74%-78%)

98%
permanent employees

41.7%
of women in the Executive team⁽¹⁾ (target 2027: 40%)

25.8%
of women among People managers⁽¹⁾ (target 2029: 30%)



PROMOTING PROFESSIONAL OPPORTUNITIES FOR ALL EMPLOYEES, NURTURING INCLUSION AND CREATIVITY⁽¹⁾

Dassault Systèmes strictly prohibits any form of discrimination and harassment in the workplace. The Company recruits and promotes employees based on their merit and treats them with dignity and respect for their private lives. Trainings on a fair and safe work environment are mandatory and employees can participate in diverse initiatives on awareness and unconscious bias.

The 3DS WIN (*Women INitiative*) community, open to everyone, leads a network of employees involved in promoting the perspectives and contributions of women and inspiring all employees to achieve their full potential.

The Company also provides employees with programs encompassing intergenerational collaboration, skills development and knowledge transfer to ensure their engagement and recognition throughout their career. Dassault Systèmes supports individuals with disabilities and neurodiversity through recruitment, career management and training as well as in development opportunities for students and job seekers.

⁽¹⁾ Programs, actions and objectives are applicable only to the extent permissible under local and national laws and can be adjusted in line with development in the legal frameworks around the world, for example in the United States.

Driving success through **collaboration**

The world faces a shared challenge of ensuring future prosperity and generational well-being. Guided by the UN SDGs, Dassault Systèmes partners with value-aligned organizations to create 3D UNIV+RSES that inspire sustainable innovations harmonizing product, nature and life. We foster this mindset across our Company and value network, supported by advocacy and solutions that enable the move towards the Generative Economy and a more sustainable world.

SUSTAINABILITY STARTS WITH US: THE POWER OF OUR INTERNAL NETWORKS

We empower every employee to become a **sustainability champion**, driving the global transition forward through the power of activating collective action from within. In 2025 we launched a network of more than 40 **Sustainability Leads**. These **subject matter experts** support brands, industries and geographies in accelerating the adoption of sustainability offerings and integrating sustainability into strategy, solution development and client engagements. In addition, our **Green Teams** network mobilizes more than 250 ambassadors and 17 leaders across our global community to help colleagues reduce their carbon footprint and contribute to our sustainability goals. Through local initiatives and shared best practices, both programs drive practical action across the organization.

SUSTAINABILITY REQUIRES UNITY: LEVERAGING EXTERNAL NETWORKS

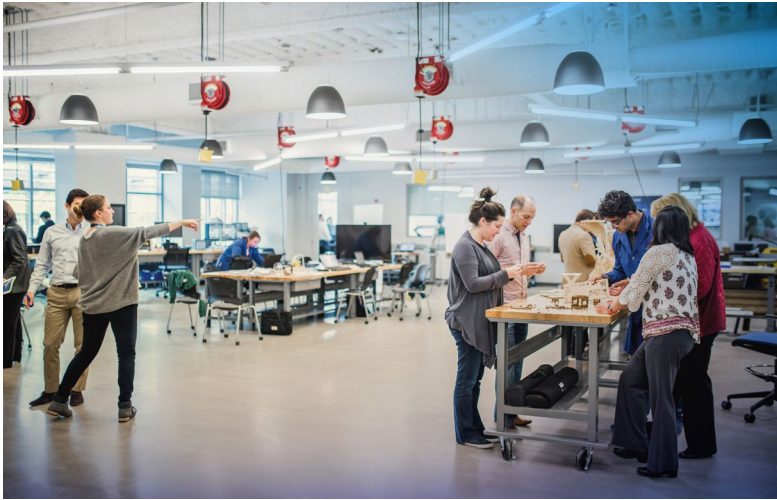
Following our successful **2024 Chief Sustainability Officers Summit**, which brought together more than 90 cross-industry sustainability leaders under the leadership of Dassault Systèmes CSO **Dr. Philippine de T'Serclaes**, we continued the dialogue in 2025 with a deeper focus on circular business models and their positive impact on biodiversity. This year's activities explored how advancing **SDG 12** can go beyond reducing environmental harm to support biodiversity regeneration, contributing to **SDGs 14 and 15**, while also helping identify practical solutions capable of delivering measurable impact. Our collaborations also expanded to emerging topics shaping sustainable business, particularly **artificial intelligence**. Recognizing both its potential and the need for responsible action, Dassault Systèmes committed to **frugal AI**,

signed the **AI Pact for ethical AI use in Europe**, and became a founding member of the **Coalition for Sustainable AI**. To **accelerate collective action** toward a more sustainable and resilient future, we continue advancing our work with **leading networks** including the Ellen MacArthur Foundation, Circul'R, the We Mean Business Coalition, and the EECONE Consortium.

“The CSO Summit provided a valuable forum for us to gather sustainability leaders to reflect on critical sustainability issues and to discuss concrete solutions for reconciling technology, the circular economy and biodiversity. What emerged was a collective determination to go beyond words and transform our strategies into real, measurable action.”

Dr. Philippine de T'Serclaes,
Chief Sustainability Officer





KEY PARTNERSHIPS: HIGHLIGHTING SUCCESS THROUGH SDGs⁽¹⁾

Our Company forges meaningful partnerships with organizations to deliver collective action through a robust ecosystem of partners and thought leaders. This work is guided by the SDGs, which serve as a shared framework for action on issues such as circularity (SDG 12–Responsible Consumption and Production) or education (SDG 4–Quality Education).

For instance, as part of the World Engineering Day, we collaborated with UNESCO and the World Federation of Engineering Organizations to demonstrate how virtual twins can drive meaningful progress on fulfilling the positive impact stated by **SDG 12**, as we empower customers to **design for sustainability and circularity** through lifecycle applications on our **3DEXPERIENCE** platform.



In education, we act through our **3DEXPERIENCE Edu** network composed of more than **40,000 learning institutions benefitting from our virtual twins** to foster collaborative and innovative learning environments. This contributes to the overall goals outlined by **SDG 4**. Critically, our approach to working with partners is always to accurately measure concrete impact in order to build mutual trust and encourage further action.

Our approach to sustainability is grounded in the principles of intergenerational responsibility, which means **meeting current needs without compromising the ability of future generations to meet theirs**. Guided by the UN SDGs and our established framework for leadership in business sustainability, we pursue transformation through collaboration, addressing the expectations of all stakeholders. This approach drives resilient, sustainable operations for our business and growth for our clients, ensuring continued relevance and competitiveness in a rapidly evolving global landscape.



(1) The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States. For further information on the United Nations Sustainable Development Goals, please consult: <https://www.un.org/sustainabledevelopment/>



Video on UNESCO/
Dassault Systèmes



10, rue Marcel Dassault
CS 40501
78946 Vélizy-Villacoublay Cedex
France
Tél. : +33 (0)1 61 62 61 62
3DS.com