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NOW



“Along with our
38,000 employees,
we remain solidly committed
to our core values and
to leveraging our expertise
and capacity for innovation.”

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In 1916, Marcel Dassault designed the innovative Éclair (Lightning) propeller. Half a century later, his pioneering approach put him on the cusp of the technology revolution that was poised to spearhead his companies' growth. Today, the Dassault Group is a global leader in aviation and 3D design and continues to drive disruptive innovation.

As defense missions and environments become increasingly complex, the outstanding versatility of our Rafale fighter is proving to be a key strength for the world's armed forces, illustrated by the export contracts signed recently with India, Qatar, Egypt, Greece and Croatia. The ongoing adaptation of the

Rafale will enable the French armed forces to reach a new milestone in network-centric operations as of 2022.

Meanwhile, with our Falcon family, Dassault Aviation is also shaping the future of long-range business jets. That's why, despite the impact of the Covid-19 crisis on the civil aviation market, we have sustained our development programs. The 6X and 10X models launched at the start of 2021 will set new standards for comfort, in-cabin productivity and safety.

The future of civil aviation lies in low-carbon aircraft. Dassault Aviation is proud to be among the 300 European companies that have made the biggest strides in cutting their greenhouse gas emissions, honored in the *Financial Times* Europe's Climate Leaders listing, published for the first time in 2021. Designed to fly on sustainable fuels, the Falcon business jet family already boasts one of the smallest carbon footprints on the market. This distinction is further motivation to pursue our efforts in this area.

The 3D simulation solutions developed by Dassault Systèmes are playing a crucial role in supporting businesses on the path to more sustainable growth. Illustrating this strategic ambition, Dassault Systèmes recently became a member of the European Green Digital Coalition, alongside other leading tech companies. Our digital twin technology is already powering significant performance

“United by our unwavering core values of passion, innovation, excellence and commitment.”



Charles Edelstenne
President & CEO

improvements, like the support provided for the biotech industry in the race to beat the Covid-19 pandemic. In the future, it will usher in radically fresh approaches to designing more sustainable products, materials and processes.

As well as making a pivotal contribution to France's global influence, the Dassault Group is equally committed to preserving French culture and heritage. This is the thinking behind our diversification investments in art, wineries and real estate. Our investments in this expertise and these high value-added assets are intended to foster innovation to meet today's major challenges.

The successful digital transformation of *Le Figaro*, France's oldest daily newspaper, is an additional source of immense satisfaction. With 35.6 million monthly readers, Figaro is now the leading digital media group in France.

At a time when the future seems particularly uncertain, we believe that the permanent nature of heritage carries a message of hope. While continuing to support the health and employment of young people, the Dassault Group has therefore decided to donate €50 million over the next ten years to help restore and promote some of the buildings and monuments that contributed to France's rich historical and cultural treasures but are now threatened with decline. Through its “Dassault Histoire & Patrimoine” (Dassault history and heritage) donation fund, the Group will be working with three trusted partners: Centre des monuments nationaux, Fondation Notre-Dame and Fondation du patrimoine. In addition, we are supporting the restoration of the glass dome above the main reception room at Château de Vaux-le-Vicomte as well as the restoration of a decorative arts gallery at Musée d'Orsay, which will be named after Nicole Dassault, the late wife of Serge Dassault.

The Group and the entire Dassault family are wholly committed to pursuing these projects with the values that have always underpinned everything we do: passion, innovation, excellence and commitment.

Dassault Aviation is an industrial architect and complex systems integrator. Based in France, the group designs, manufactures, sells and supports military aircraft, instruments of political independence; and business jets, tools for work and economic development.

This dual business model is unique. Through its three product families – Falcon, Rafale and UAVs – the company offers its customers a wide range of expertise, nurtured by the technological links between defense and civil activities.

As well as forming the hub of a strategic ecosystem that includes hundreds of companies, laboratories and educational institutions in France and abroad, Dassault Aviation is also the leading industrial shareholder in the Thales group.

Driven by technical excellence and holding numerous sovereignty technologies, Dassault Aviation has designed more than 100 prototypes over the past century and produced more than 10,000 aircraft, sold in 90 countries.

As the originator of CATIA, a 3D design and manufacturing software that has become a worldwide standard, Dassault Aviation is at the cutting edge in using digital solutions, such as Dassault Systemes' 3DEXPERIENCE or Big Data applied to new products and services.

Dassault Aviation is leading the Next-Generation Fighter (NGF) project being developed as the core component of the Future Combat Air System (FCAS), a joint European venture, and is also involved in the European research program Clean Sky and the French government-industry body CORAC, both focused on reducing the environmental footprint of civil aviation.



A Rafale and
Falcon 2000LXS.

Activity

Military aircraft

Rafale, Mirage,
ATL2, UAVs and
multi-mission
Falcon

Civil aircraft

Falcon,
space systems

2020 revenues

€5.5
billion

Workforce

12,440

Éric Trappier
Chairman & CEO

Loïk Segalen
Chief Operating
Officer



Aviation excellence – the Rafale, Falcon SX and Alpha Jet used by the Patrouille de France, the French aerobatic display team.

Rafale

The world's only fully "omnirole" aircraft, operating from a land base or an aircraft carrier and capable of carrying 1.5 times its weight in weapons and fuel, the Rafale was designed from the outset to take on all the missions previously assigned to seven different types of aircraft. The Rafale can perform air superiority and defense, tactical and strategic reconnaissance, ground attack, deep strike and anti-ship missions. It also fulfils the nuclear deterrence role.

Based on feedback from the most recent external operations, the French forces have validated the development of the F3-R standard, which reinforces the Rafale's unrivalled versatility. This new standard made its combat debut in 2020. At the end of December 2018, the Ministry of the Armed Forces awarded Dassault Aviation a contract to develop the next standard, known as F4, which will provide superior capabilities in connectivity, electronic warfare, sensors, weapons and maintenance by 2022-2024.

As of June 30, 2021, 152 Rafales have been delivered to France out of

192 ordered. The fleet has logged more than 331,000 flight hours, including 53,000 in combat: in Afghanistan from 2007 to 2013, then in Libya in 2011, in Mali since 2013 and in Iraq-Syria since 2014.

The availability, versatility and effectiveness demonstrated by the Rafale in these operations have led Egypt, Qatar, India and Greece to place orders for a total of 114 aircraft between 2015 and June 2021.



The new Rafale F4 standard is currently being developed.

Multi-mission Falcon

Falcon aircraft are conceived in the same design office that developed the Rafale and nEUROn. From the outset, their flying qualities, aerodynamic design and versatility have made them capable of missions that go beyond civilian standards (medical evacuation, calibration, intelligence gathering, maritime surveil-

lance, etc.). Falcon 2000 MSAs are currently being delivered to the Japanese Coast Guard. The Falcon SX Archange strategic intelligence aircraft and the Falcon 2000 Albatros maritime surveillance/intervention aircraft are being developed for the French Air and Space Force and Navy.



A Falcon Albatros.



A Rafale M being catapult launched from the Charles de Gaulle flight deck.

UAVs and cooperation

The success of the nEURON European stealth unmanned combat air vehicle demonstrator confirms Dassault Aviation's ability to manage a cooperative program with strict cost and schedule control.

Eurodrone, the European medium-altitude long-endurance UAV, was unveiled in April 2018. Developed by Airbus Defense and Space, in partnership with Dassault Aviation and Leonardo, it has passed its preliminary design review (PDR).

In April 2018, Dassault Aviation and Airbus Defense and Space joined forces on the Future Combat Air System (FCAS). This European system will include a Next-Generation Fighter (NGF) for which Dassault Aviation is the lead contractor. Following the joint concept study contract signed in January 2019, France and Germany have awarded contracts for the first studies leading to the NGF demonstrator.

In December 2020, Spain became the third partner in the FCAS program.

Dassault Aviation is leading Europe's Next-Generation Fighter program.



Dassault Aviation is contributing to the development of Europe's Future Combat Air System.

DASSAULT



The Falcon 10X will enter service at the end of 2025.

FALCON

Dassault Aviation has been designing, producing, selling and supporting its Falcon business jets since 1963. Marcel Dassault used to say:

“For an aircraft to fly well, it must be beautiful.”

The phrase still resonates today, considering the unique blend of elegance, refinement, agility and quality that makes the Falcon brand stand out in the marketplace.

More than 2,100 aircraft are currently in service worldwide. Thanks to their optimized design, Falcons offer maximum versatility and lower fuel consumption than competing aircraft.

Their exceptional flying qualities enable crews to operate from a large number of airports categorized as difficult. The remarkable comfort and connectivity of the cabins make them true “flying offices” supporting companies' competitiveness.

The Falcon family currently comprises six models, all of which are in the high-end segment of the market, characterized by long range and wide cabins: the three-engine Falcon SX, which offers the longest range (12,000 km); the Falcon 7X; the new twin-engine Falcon 6X, which made its maiden flight in March 2021 and is scheduled to enter service at the end of 2022; the Falcon 900LX; and the Falcon 2000S/LXS series.

Unveiled on May 6, 2021, the Falcon 10X will be the most spacious, comfortable and innovative of ultra-long-range business jets.

Falcon aircraft benefit from the technological innovations developed for Dassault Aviation's fighter aircraft

(digital flight controls, latest-generation man-machine interfaces, enhanced vision systems).

Falcon support commitments are being met despite the Covid-19 pandemic. The FalconResponse system for Aircraft On Ground (AOG) assistance is operational at all times.

The strategy of developing and controlling the customer experience has been strengthened with the acquisition of the maintenance (MRO) activities of ExecuJet, TAG Aviation (in Europe) and Ruag in 2019. This has added a further 17 service stations to the Falcon network in Asia-Pacific, Europe, Africa and the Middle East.

And in 2020, for the second year in a row, Dassault Aviation took first place in the AIN Product Support Survey for recent business aircraft.

DASSAULT



Activity

Falcon sales and support for North, South and Central America

For all Falcon models:

- completion
- modifications
- maintenance
- upgrades

The Falcon 900LX.

Dassault Falcon Jet Corp., a U.S. subsidiary of Dassault Aviation since 1972, is responsible for Falcon sales and support in North, South and Central America.

It has five locations: Teterboro, Wilmington, Little Rock, Reno and São Paulo (Brazil). DFJ is headquartered in Teterboro, New Jersey, near New York City.

The Little Rock, Arkansas, facility is the Group's largest in terms of square footage and workforce. It performs all phases of aircraft completion and modification, including instrumentation, wiring, interiors, painting, engineering and flight testing. Today, it is the global completion center for Falcon aircraft.

The Little Rock site is also home to a maintenance business, Dassault Aircraft Services (DAS), dedicated entirely to aircraft maintenance, repair, overhaul and upgrades.

The Dassault Falcon Jet facility in Wilmington, Delaware, is one of the largest Falcon maintenance centers in the world, specializing in maintenance, interior modifications, engine overhaul and avionics upgrades. The facility's activities are coordinated with other "satellite" maintenance facilities strategically located in North America and Brazil.

FalconEye®.



DASSAULT



Maintenance on the Falcon 7X engine.

Activity

Falcon maintenance and modification in the Falcon Eastern Hemisphere (Europe and Africa)

Unique Ramp Service in Europe, worldwide Falcon troubleshooting

Business aviation charter company

Falcon management

FBO

Dassault Falcon Service is a wholly owned subsidiary of Dassault Aviation, located at Paris-Le Bourget airport, that been providing customers with an extensive suite of maintenance, management and technical services for Falcon business jets since 1967.

Dassault Falcon Service is a major Service Center in the Dassault Aviation network and performs maintenance services and modifications on the Falcon Eastern Hemisphere (Europe and Africa).

Since November 2016, Dassault Falcon Service inaugurated a new maintenance facility in Bordeaux-Mérignac to keep up with the steady growth in the Falcon fleet. The new

complex is capable of accommodating up to six Falcon 7X, SX and soon 6X aircraft at a time.

To fully respond to and satisfy our customers' needs, the Ramp Service Team of DFS, unique in Europe, is ready to support any customer at Paris-Le Bourget airport or anywhere a Falcon requires, with the objective of returning the aircraft to service as quickly as possible.

Dassault Falcon Service offers on-demand business flights on any of its latest generation Falcon. With 50 years of expertise, Dassault Falcon Service also provides flight services such as aircraft management and technical support for all Falcon owners.

The FBO welcomes passengers and crews arriving at Paris-Le Bourget airport and meets all their technical and commercial needs, while the organization team organizes flight preparation.



Transport of healthcare staff at the height of the Covid-19 crisis.



Aerial view of Paris in 3D.

Activity

Aerospace Simulation and Training

Networked Rafale simulator
and drone with indoor
control station.

***A fully-owned
subsidiary of
Dassault Aviation,
Sogitec is a world
leader in providing
simulation systems
for aerospace training.***

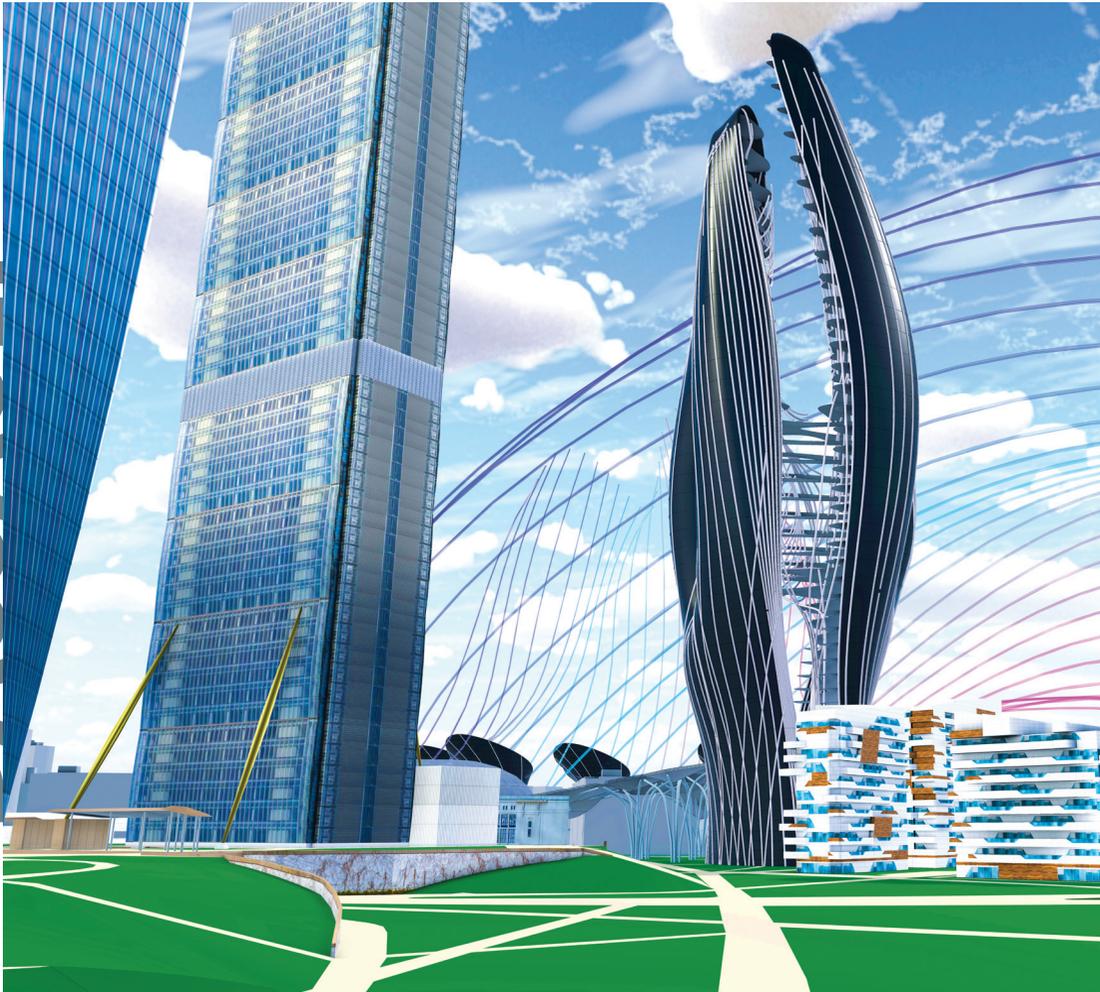


The company is based in Suresnes, Paris area, with an additional facility in Bruz, Rennes area. It has been a pioneering actor in piloted simulation and synthetic imagery in France and beyond, for more than four decades.

Sogitec offers a full range of simulation products and services for initial and recurrent training of fixed-, rotary-wing and unmanned aircraft crews, as well as of aircraft maintenance personnel. Turnkey full simulation centers, flight simulators, virtual maintenance trainers, synthetic image generation, geographical databases for simulation, and networked simulation technologies complete these solutions.

Sogitec's footprint is global: prime contracting for simulation centers and flight simulators for Rafale (France, Egypt, India, Qatar, Greece) and Mirage 2000 (France, Greece, Peru, Qatar, Taiwan, United Arab Emirates) crews; flight simulators for NH90 Caiman (France, Finland), Puma/Cougar, Dauphin crews; training simulators for maintenance personnel (e.g., Tigre).

DASSAULT



Plans for the expansion of Milan developed as part of the "Design in the Age of Experience" worldwide conference for sustainable innovation.

Activity

Software and services to help businesses innovate and create new user experiences

2020 revenues

€4.47

billion (non-IFRS)

Workforce

19,789

Bernard Charles

Vice-Chairman
of the Board
and CEO

Charles Edelstenne

Chairman
of the Board

***Dassault Systèmes
is a science-based,
European company
with a global reach.***

We are innovation-driven, business-focused and take a long-term approach. This mindset inspires our 20,000 employees and fosters a high level of trust among our 290,000 customers in almost 140 countries.

Dassault Systèmes' purpose is to provide business and people with 3DEXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life. We believe that virtual worlds extend and improve the real world. In fact, achieving a more sustainable future is only possible by leveraging the virtual world. This led us, in 2012,

to define our new horizon, which we call 3DEXPERIENCE.

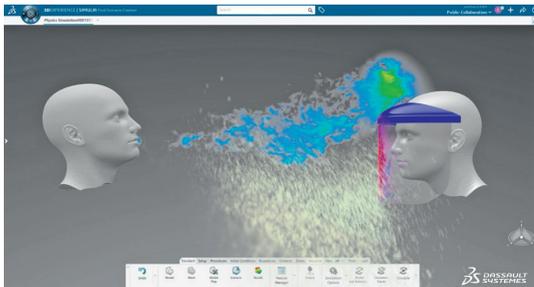
Today, we are applying to the organic (living) world the knowledge and know-how that we acquired in the non-organic world. In 2020, Dassault Systèmes announced its ambition to create the virtual twin experience of the human body with the 3DEXPERIENCE platform.

*“The only
progress
is human.”*

A virtual twin experience of the human body integrates modeling, simulation, information intelligence

and collaboration. It brings together biosciences, material sciences 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.

By combining real and virtual, we can transform the way we invent, learn, manufacture and market. We are convinced that innovation makes perfect sense when it is human centric and sustainable.



Face shield use simulation before a local 3D-printing.



A hand prosthesis modeled and 3D-printed during the “3DEXPERIENCE for Good” hackathon.

Groupe Figaro is a diversified media and services corporation.

Its publications include *Le Figaro*, a national daily newspaper with a circulation of 331,927. The newspaper comes with three weekly supplements – *Le Figaro Magazine*, *Madame Figaro* and *TV Magazine* – as part of the “Les Figaro Week-End” package, with a circulation of 369,469 (OJD-DFP, PV 2020). Groupe Figaro also publishes *Le Particulier*, France’s leading private wealth management magazine.

Le Figaro has been a leading online news source for many years and is now the most viewed newspaper site in France, with some 24.3 million unique visitors per month (Médiamétrie, Total Internet Audience, February 2021). More generally, Groupe Figaro is the leading digital media group in France with 33.6 mil-

lion unique visitors (Médiamétrie, Total Internet Audience, February 2021), largely thanks to the popularity of the many special interest websites published by CCM Benchmark (*Journal des Femmes*, *Journal du Net*, *Droit-Finances*, *L’Internaute*), as well as those managed by La Chaîne Météo, a French weather channel.

The *Le Figaro* brand covers a wide range of segments, including special editions, health, history and science magazines, conferences, guidebooks, cruises and other forms of travel. As part of its diversification strategy, in 2016 the Group acquired Les Maisons du Voyage, a high-end tour operator offering custom-tailored travel services, followed in 2017 by Marco Vasco, a bespoke online travel service.

MEDIA FIGARO is the Group’s full-service ad-space broker, delivering a complete suite of marketing technologies to meet the needs of advertisers. It has also developed several full-fledged communication agencies to serve its clients: 14Hausmann, Social and Stories and MGC connecting. In addition, Groupe Figaro deploys an extensive services portfolio through Figaro Classifieds, France’s leading classified ads platform, spanning employment, real estate and learning (Cadremploi, Keljob, Explorimm, Propriétés Le Figaro, ...) as well as Ticketac, its online ticketing service.



Activity
Multimedia
publication of
print and digital
news and
services content

2020 revenues
€430
million

Workforce
2,004

Marc Feuillée
President & CEO



Le Figaro newsroom.

DASSAULT



Boulevard Saint-Germain,
Paris 7^e.

Activity
Management
and development
of real estate

2020 revenues
€20.1
million in rental income

Locations
40,162
sq.m. of managed
real estate

Workforce
9

**Sandrine Fougeirol
du Boullay**
Chief Executive
Officer

**Olivier Costa
de Beauregard**
Chairman
of the Board

Laurent Dassault
Chairman of the
Supervisory Board

L'immobilière Dassault is a listed property company (Euronext Paris-NYSE Euronext) with SIIC ("listed real estate investment company") status.

Specialized in the ownership and management of high-end real estate assets, primarily in Paris, the company offers investors access to the premium commercial property market.

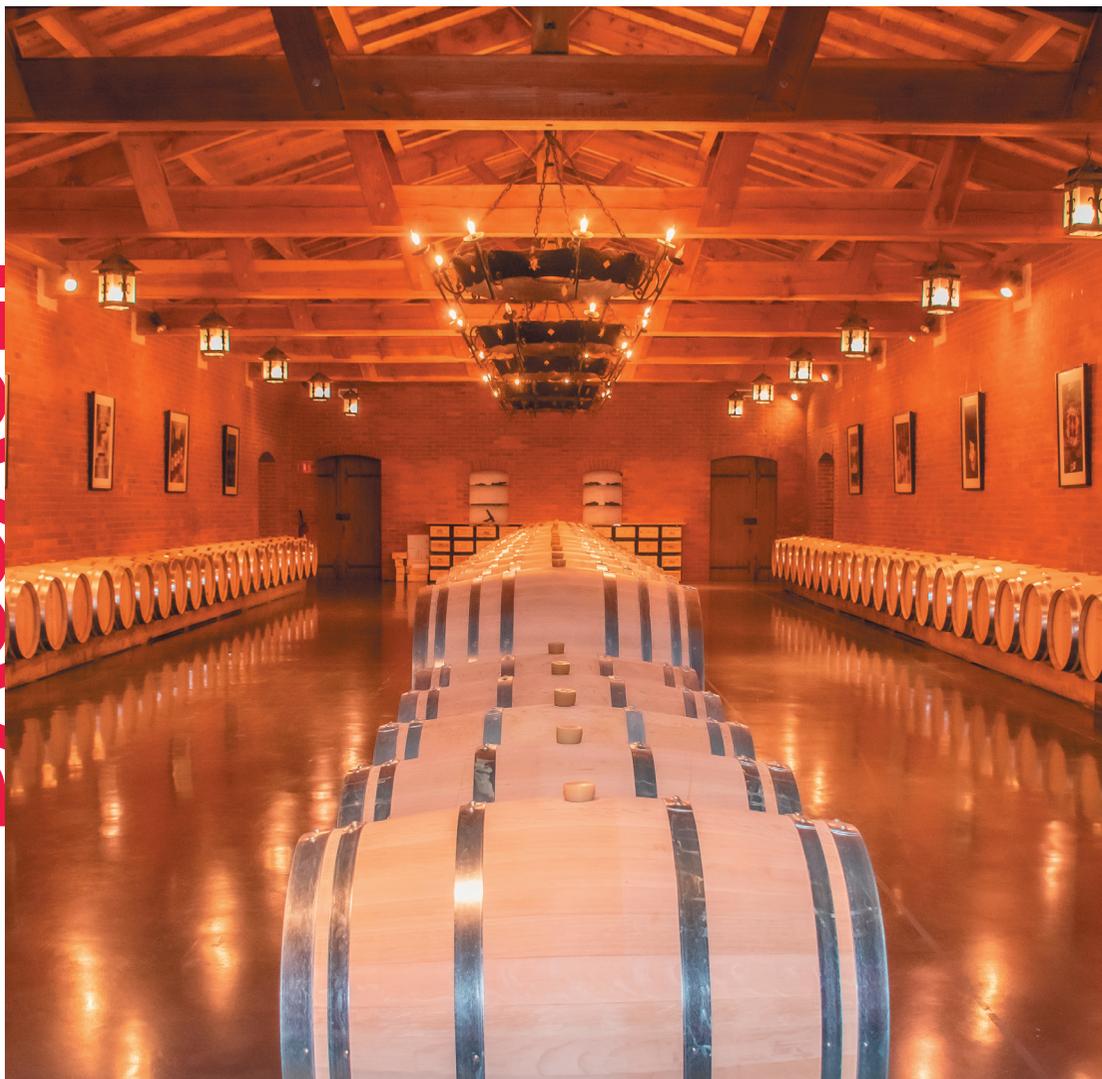
Supported by a majority family-owned shareholding structure, Immobilière Dassault pursues a long-term policy of enhancing the value of its premium portfolio, along with a selective acquisition policy focusing on prime real estate in Paris.

At 31 December 2020, its portfolio comprised 21 assets with a combined value of €316.6m (excluding transfer duties).



Passage Jouffroy,
Paris 9^e.

DASSAULT



Activity
Premium
Saint-Émilion
winegrowing and
winemaking

Workforce
19

Christophe Salin
President

Charles
Edelstenne
CEO

Olivier Costa
de Beauregard
CEO

The Chateau
Dassault wine
cellars.

Marcel Dassault bought Château Couperie, the Group's first wine estate, in 1955. The property was subsequently renamed Château Dassault (Saint-Émilion Grand Cru Classé, 60 acres)

Château Dassault was progressively extended with the acquisition in 2002 of Château La Fleur (Saint-Émilion Grand Cru), followed by Château Faurie de Souchart (Saint-Émilion Grand Cru Classé, 30 acres) in 2013, and then in 2016 with the purchase of 42 acres of neighboring Saint-Émilion Grand Cru to expand Château La Fleur.

These vineyards, spanning 148 acres, are operated by a single company, Société d'Exploitation des Vignobles Dassault (SEVD), which employs 19 people in Saint-Émilion.

In 2014, the Dassault Wine Estates holding company was set up to bring together Société d'Exploitation des Vignobles Dassault and the Group's other minority equity interests in prime vineyard properties with prestigious partners:

- 5% of Cheval Blanc in Saint-Émilion with groups Frère and LVMH
- 5% of Château Rieussec (Sauternes) and Château l'Évangile (Pomerol) alongside Domaines Barons de Rothschild-Lafite.



ARTCURIAL



Hergé, Le Lotus bleu (1936). Draft cover illustration, sold for €3.2 million.

Activity
Auctions and
exceptional
property
transactions

2020 revenues

Artcurial
€149.2
million

Artcurial Group
€1.5
billion

Workforce

Artcurial
160

Groupe Artcurial
620
in **25** countries

Nicolas Orlowski
President & CEO,
Artcurial Group

Established in 2002 as the French market opened to competition, Artcurial is today the leading auction house in France and among the global leaders.

1957 Ferrari 335 Sport Scaglietti, Pierre Bardinon collection, sold for €32 million.



Driven by a dynamic innovation strategy, Artcurial has expanded into new specialty areas such as design and street art, which are fast gaining interest around the world.

Artcurial has acquired international standing and is today recognized as a foremost player in the global art market. Intended as a cultural venue where collectors and connoisseurs of fine art and rare objects gather, Artcurial's auction house has 25 departments spanning Fine and Decorative Arts, Classic Cars, Jewelry, Watches, Wine & Spirits.

The acquisition in 2017 of John Taylor, one of the most prestigious names in the global luxury real estate market, has enabled Artcurial Group to carve out a growing international position as a leading source of exceptional properties, anchored in deep specialist know-how and unrivalled skills in each area of expertise. Artcurial Group meets the needs of a global portfolio of clients who call on its expert know-how and services in all aspects of investments in luxury homes and high-end commercial properties.

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