



# CORPORATE PRESS KIT

2022



# SUMMARY







# A GLOBAL GAMING PIONEER

Founded in **1986**, Ubisoft is a true pioneer of the video game industry. Over the past three decades, Ubisoft has grown into a leading developer and publisher that is shaping the fastest growing segment of entertainment. From blockbuster brands to new IPs, Ubisoft has a **35-year** track record of creating the most varied line-up in the industry. Ubisoft's expansion to a worldwide network of studios and offices spanning **30 countries** began in Romania, Canada, and China throughout the **1990s**. Back then, establishing an international presence was key to keeping up with the gaming industry's explosive growth.

Today, it is a pivotal time for Ubisoft and the industry: the increasing popularity of games, emerging technologies, and the events of the last few years have all led to a shift in the way people play games.

Ubisoft is in a unique position to make the most of these evolutions, with a worldwide network of talented studios that bring their unique perspectives, one the most varied portfolio of games, expanded entertainment experiences, a will to improve video games' positive impact on the society, and an ability to take advantage of new technologies early on.

Learn more at

or find us on social media





# FACTS AND FIGURES

## ABOUT UBISOFT

Ubisoft is a creator of worlds, committed to enriching players' lives with original and memorable entertainment experiences. Ubisoft's global teams create and develop a deep and diverse portfolio of games, featuring brands such as Assassin's Creed®, Brawlhalla®, For Honor®, Far Cry®, Tom Clancy's Ghost Recon®, Just Dance®, Rabbids®, Tom Clancy's Rainbow Six®, The Crew®, Tom Clancy's The Division®, and Watch Dogs®. Through Ubisoft Connect, players can enjoy an ecosystem of services to enhance their gaming experience, get rewards and connect with friends across platforms. With Ubisoft+, the subscription service, they can access a growing catalog of more than 100 Ubisoft games and DLC. For the 2021-22 fiscal year, Ubisoft generated net bookings of €2,129 million.



### A WORLDWIDE NETWORK OF TEAMS MOVING ENTERTAINMENT FORWARD SINCE 1986

Present on **5 continents**

**21,000 talents**

More than **90 nationalities**

**65 spoken languages**



### A CREATIVE LEADING FORCE AMONG THE INDUSTRY

More than **45 development studios**

More than **85% of our teams**  
**dedicated to creations**

**Leading publisher**

in terms of unit sales on all platforms  
combined & second-leading publisher  
on new generation consoles in 2020



### ANNUAL REVENUES (IN NET BOOKINGS)

2020/2021: €2.241 billion, up 46%  
from 2019/2020

2019/2020: €1.534 billion, down 24%  
from 2018/2019

Stock Exchange : Euronext, Paris  
stock exchange, (UBIP: PA)



# EXECUTIVE COMMITTEE



# EXECUTIVE COMMITTEE



**YVES GUILLEMOT**  
CO-FOUNDER & CEO

In 1986 Yves Guillemot and his four brothers founded Ubisoft convinced that video games were the future of entertainment. The Guillemot brothers understood early on that if they were to succeed, they would have to focus on creating original content and developing their own brands, while attracting and growing top in-house talents. For more than 30 years, Yves has led Ubisoft to continually greater heights in an industry in constant transformation. Under his wings, Ubisoft's passionate teams have been able to take advantage of regular tech disruptions to innovate and to engage players in new ways. Driven by the strong belief that video games can enrich people's lives, Yves' goal is to bring games to billions all over the world so that even more players can have fun, shine and express their individuality.



**SANDRINE CALOJARO**  
CHIEF BRAND & PORTFOLIO OFFICER

Sandrine Caloiaro was appointed Chief Portfolio Officer in January 2021. Sandrine is responsible for the newly created Brand Portfolio Management team, contributing to the development of Ubisoft's strong and diverse portfolio of brands in line with players' expectations. Sandrine joined Ubisoft back in 2014, where she first started as Consumer & Market Intelligence Director and quickly became VP of the Consumer & Market Knowledge division. Sandrine previously worked in various research and brand consulting firms including IFOP, BVA and SORGEM.



**ALAIN CORRE**  
CHIEF PUBLISHING OFFICER

Alain Corre was appointed Chief Publishing Officer in 2021, after having served as Executive Director for EMEA (Europe, Middle East, Asia-Pacific) territories since 2000. As Chief Publishing Officer, Alain oversees the Global Publishing group which is responsible for growing Ubisoft's business by bringing together high impact global campaigns and a strong local presence. Working closely with production teams, Alain leads Global Publishing teams as they develop brand strategies that inform, engage and serve Ubisoft's players around the world, and accelerate profitable revenue growth.



# EXECUTIVE COMMITTEE



**LAURENT DETOC**  
CHIEF DIRECT-TO-PLAYER OFFICER

Laurent Detoc was appointed Chief Direct-to-Player Officer in 2021 to accelerate Ubisoft's platform strategy. The Direct-to-Player group oversees both Ubisoft+ and the Ubisoft Store while working closely with the Ubisoft Connect team to ensure these services are all delivering what players expect. Prior to this role, Laurent was named President for the North America, Central America and South America regions in 1998, after joining in 1991.



**JEAN-MICHEL DETOC**  
CHIEF MOBILE OFFICER

Jean-Michel Detoc is responsible for defining the company's overall mobile business strategy and bringing some of Ubisoft's most powerful AAA franchises on mobile, the industry's fastest-growing segment. During his 30-year career, he has strengthened Ubisoft's market position in China and Germany and worked across all facets of the video game industry.



**FRÉDÉRICK DUGUET**  
CHIEF FINANCIAL OFFICER

Frédéric Duguet integrated Ubisoft in 2009 as Chief Financial Planning Officer focusing on resource allocation as well as stronger brand and live services development to unlock long term value creation levers that support the group's strategy. In 2019, he became CFO and since then, he notably conducted successful bond issuances at record terms that contributed to strengthen the liquidity and maturity profile of the company. Prior to joining Ubisoft, Frédéric started his career in investment banking at Indosuez and Bankers Trust and gained extensive experience in finance and management at L'Oreal and Procter & Gamble.



# EXECUTIVE COMMITTEE



**ANIKA GRANT**  
CHIEF PEOPLE OFFICER

Anika Grant joined Ubisoft as Chief People Officer and member of the Executive Committee in April 2021. Anika is focused on implementing innovative and best-in-class strategies to attract, develop and engage the best talents, as well as contributing to improve the organizational performance of Ubisoft. In addition to her work at Ubisoft, Anika sits on the advisory boards of two pre-IPO tech companies, AwanTunai and Ecosystm, providing insights on people and culture. Before joining Ubisoft, she was Global HR Director at Dyson, prior to which she held the position of Senior Director HR at Uber.



**CAROLINE JEANTEUR**  
CHIEF PURPOSE OFFICER

After having served as Chief Strategic Innovation Officer for five years, Caroline Jeanteur was appointed Chief Purpose Officer in February 2021. In this role, Caroline defines the framework and the common principles of the group's core identity to align and guide teams through their strategic and operational choices so that Ubisoft can fully deploy its creative potential and better respond to the major challenges of our time.



**MARIE-SOPHIE DE WAUBERT**  
SENIOR VICE PRESIDENT, STUDIOS OPERATIONS

In her new role, Marie-Sophie de Waubert is responsible for defining and implementing strategy for Ubisoft's production studios around the world, empowering teams to create exciting and innovative games, technologies, and services. She was previously Managing Director of Ubisoft Paris, where she oversaw all aspects of the studio's strategy and operations. Her extensive experience in production has allowed her to gain a deep understanding of game development processes.



# EXECUTIVE COMMITTEE



**CECILE RUSSEIL**  
CHIEF LEGAL OFFICER

Cécile Russeil has been a key member of Ubisoft's leadership team for more than 30 years. Cécile created the group's legal function in 2000, and today leads a global team managing all aspects of legal affairs and operations. She has structured and developed Ubisoft's legal vision and strategy to support the group's growth strategy, using risk assessment analysis to optimize decision-making, promote agility and position business partnerships. Over the years, she has developed a strong expertise in anticipating future technological changes as well as legal and regulatory challenges in the markets in which Ubisoft operates.



**MARTIN SCHELLING**  
SENIOR VICE PRESIDENT PRODUCTION

Martin Schelling joined Ubisoft in 2003 and has played a major role in determining the structure and philosophy of Ubisoft's worldwide studio production strategy. Over the years, he has contributed to the release of Ubisoft's biggest franchises, and while Senior Producer on Assassin's Creed, he led the delivery of four games in 10 years. In 2020, Martin moved into a new role as VP Production and has recently been promoted to SVP Production. In this role, Martin will continue to leverage his extensive knowledge and experience to oversee Ubisoft's global production strategy and framework.



# OUR GLOBAL NETWORK



With more than **85%** of our teams dedicated to creation, spread across **45 development studios**, Ubisoft's global presence and unique cross-collaboration model allowed us to create a broad portfolio of brands, with each studio lending their expertise to a variety of games.



# WHERE TO FIND US





# GAMES FOR EVERYONE

At Ubisoft, we create worlds for everyone. We are dedicated to enriching the lives of our players by developing high-quality games that resonate with all kinds of personalities, bring people together, and allow everyone to learn and grow while having fun.



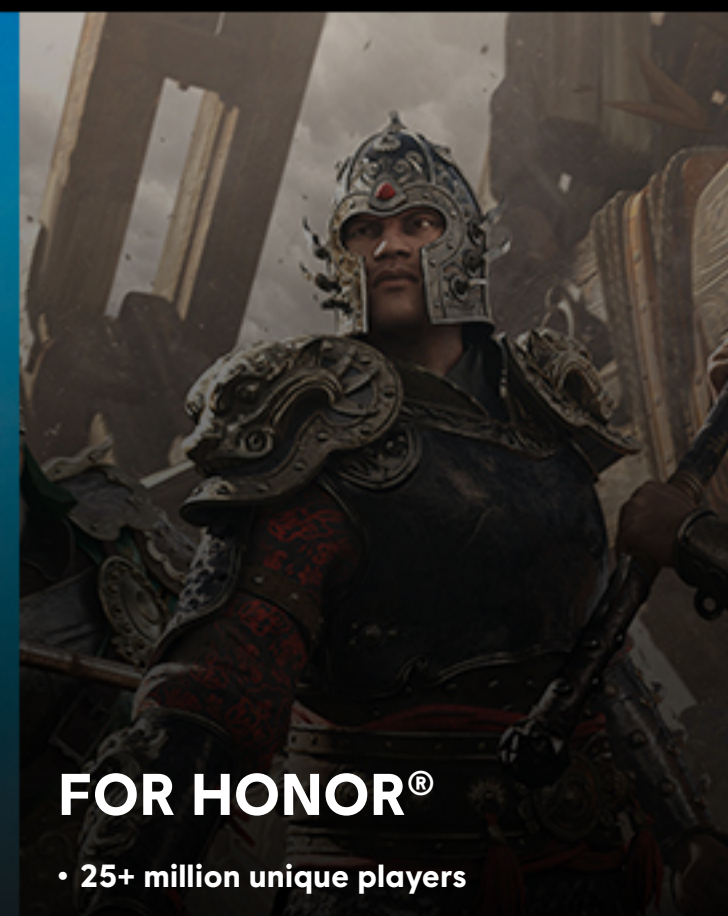
## RABBIDS®

- 20+ million units sold worldwide
- An animated television series on air in 110 countries worldwide



## STEEP®

- Over 1.2 billion kilometers trails covered and over 5.6 billion jumps



## FOR HONOR®

- 25+ million unique players



## WATCH DOGS®

- 50+ million unique players



## TOM CLANCY'S GHOST RECON®

- 40 million units sold since the launch in 2001 and more than 10 million copies sold for Ghost Recon Wildlands in the last-gen console cycle



## FAR CRY®

- 60+ million units sold since Far Cry 2
- 70+ million unique players
- 10+ million units sold for Far Cry 5



## BRAWLHALLA®

- 40 million players since the launch in 2016
- Fastest selling new IP in Ubisoft's history
- 10+ million copies sold for last-gen consoles



## ASSASSIN'S CREED®

- 155+ million units sold
- 120+ million unique players



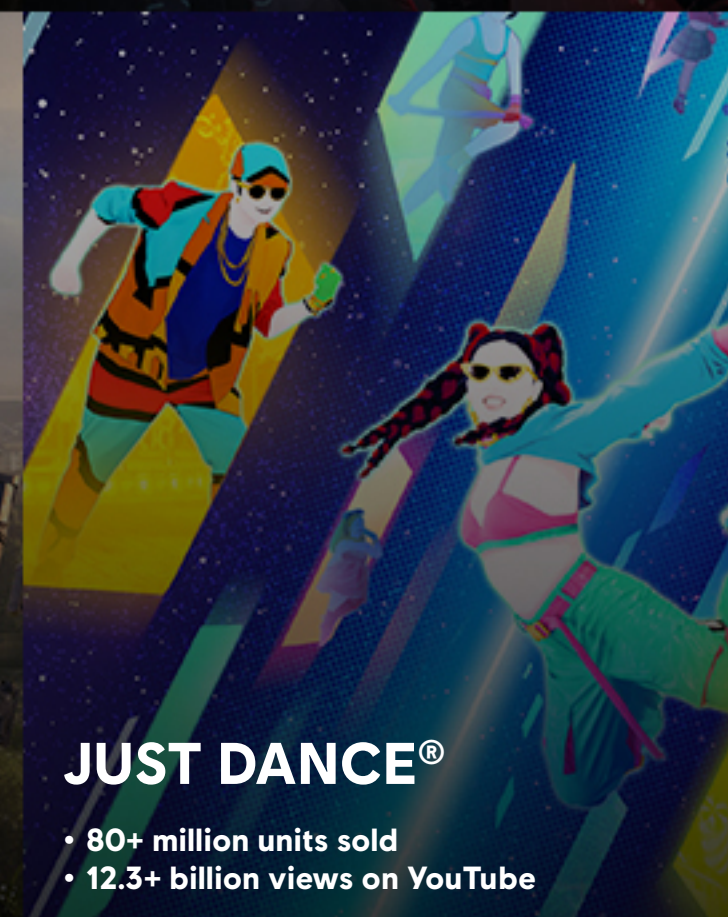
## RAYMAN®

- Ubisoft's first big title
- 40+ different versions of Rayman on 20+ different platforms



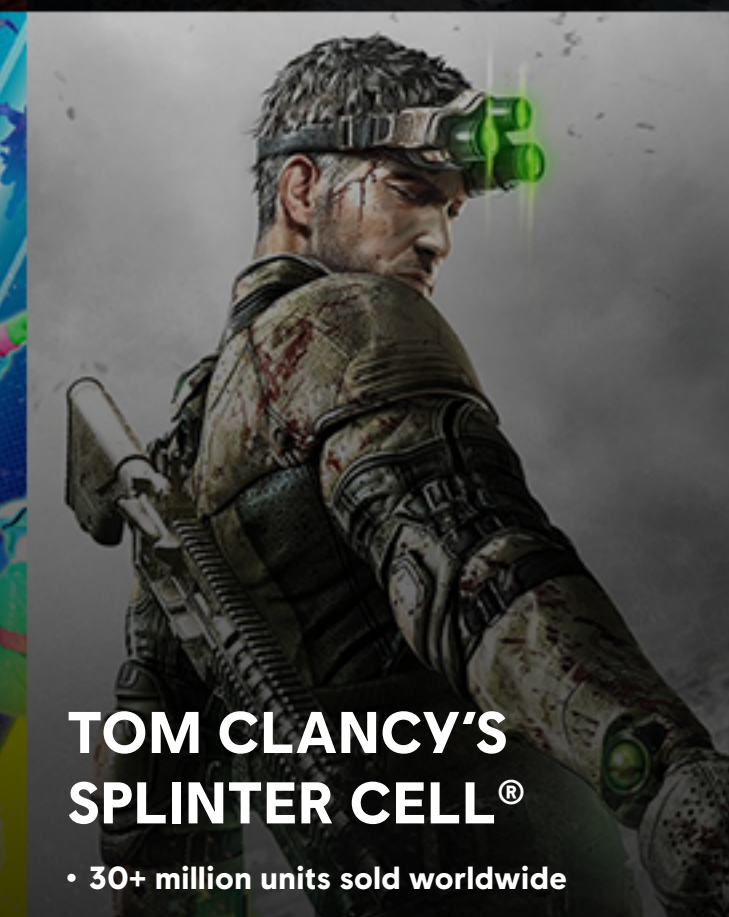
## TOM CLANCY'S THE DIVISION®

- 40 million players since the launch in 2016
- Fastest selling new IP in Ubisoft's history
- 10+ million copies sold for last-gen consoles



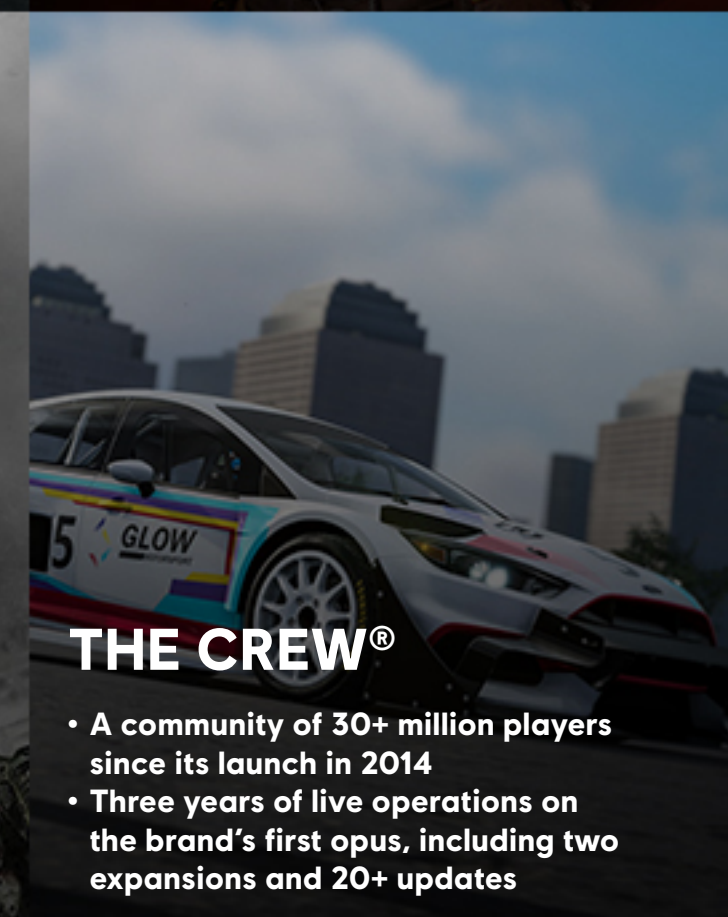
## JUST DANCE®

- 80+ million units sold
- 12.3+ billion views on YouTube



## TOM CLANCY'S SPLINTER CELL®

- 30+ million units sold worldwide



## THE CREW®

- A community of 30+ million players since its launch in 2014
- Three years of live operations on the brand's first opus, including two expansions and 20+ updates



## TOM CLANCY'S RAINBOW SIX®

- A growing community of 80 million players
- More than 40 professional teams competing in our esports leagues in Europe, North America, Latin America and Asia-Pacific



# EXPANDING THE GAMING EXPERIENCE

Creating rich and meaningful online experiences is a strategic priority for Ubisoft. From core services to player safety, our full set of modular and managed solutions empowers our game developers and publishing teams to deliver a complete and constantly improving experience to players.

## UBISOFT+

### Our subscription service

Ubisoft+ offers a premium journey in our worlds with new releases available on day one and 100+ PC games. Ubisoft+ includes beloved franchises, season passes, monthly rewards, and an ever-growing collection of games. Our gaming subscription is available on Xbox, PlayStation, PC, Google Stadia and Amazon Luna for players to play across multiple devices, skip the download, and enjoy more freedom in how they play.

Learn about territory availability [here](#)

## UBISOFT CONNECT

### One network for all players

Ubisoft Connect provides a unified cross-platforms experience across all Ubisoft games, and is accessible on PC, console, cloud gaming platforms, mobile and web. Through a wide set of services, such as getting rewards, participating in challenges and live events, it aims at giving the best environment for all players to enjoy their games and connect with each other across platforms. On top of cross-platforms services and interfaces, Ubisoft Connect also acts as a bridge between our players and Ubisoft teams to animate and promote the games in a personalized way.





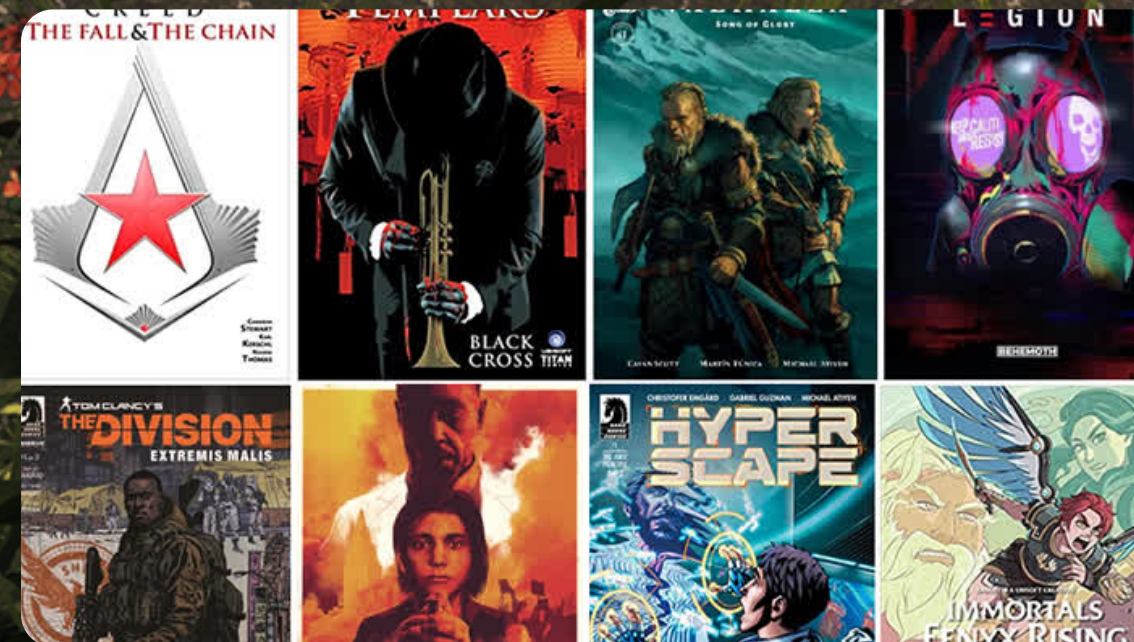
# CREATING MORE THAN GAMES

At Ubisoft, we create more than games. Building on our brands and worlds' successes, we continually push back our limits to offer broader entertainment experiences to our passionate and committed Ubisoft community.



## EXCLUSIVE BRAND PARTNERSHIPS & CONSUMER PRODUCTS

Ubisoft offers additional opportunities for everyone to engage with our worlds, through exclusive partnerships, in-game experiences or consumer goods. We are partnering with iconic brands such as Prada, Reebok, Red Bull and many others, to create branded experiences in our worlds or to develop physical products, allowing individuals to combine their interests with gaming.



## STORIES THAT GO BEYOND VIDEO GAMES

At Ubisoft, we like to tell new and exciting stories set in our worlds, in the culture, and community of gaming. We explore other media beyond video games, whether they be movies and tv shows at Ubisoft Film & Television, books, podcasts, audio series, webtoons, documentaries and board games, among others.



## NEW IMMERSIVE EXPERIENCES

In a continued effort to provide memorable experiences to a growing audience, we are creating exciting opportunities for everyone to interact with Ubisoft's franchises in the physical world, while sharing our entertainment expertise with new partners globally. At Ubisoft, we have been developing multiple immersive experiences, ranging from theme parks and entertainment centers, escape games, live shows, cultural experiences in museums or augmented tourism, among others.



# MAKING A LONG-LASTING POSITIVE IMPACT

At Ubisoft, we are working to enrich players' lives through unique and memorable gaming experiences and by improving the positive impacts of our games, focusing on key areas.



## STRENGTHEN DIVERSITY & INCLUSION

At Ubisoft, we value and celebrate our differences. We leverage our diversity as a strength, enabling us to create original, innovative entertainment experiences that people around the world can enjoy. Our teams strive to offer a workplace where all employees can thrive, foster open-minded communities that bring players together, and create games that reflect the diversity of the world we live in. We work every day to put inclusion at the heart of all that we do, a commitment we've made for the long term



## MAKE OUR GAMES ACCESSIBLE TO ALL

Ubisoft's goal is to make games everyone can enjoy. Led by a transversal team of accessibility experts, our team's focus is to create an accessible end-to-end user experience for all players across our games, websites, events and marketing initiatives. That requires the support and innovation of hundreds of people across the company. We have made tremendous progress over the last few years, centering disabled players, increasing awareness, and standardizing best practices across the board.



## PRESERVE THE ENVIRONMENT

Ubisoft is committed to doing our part to combat climate change. Our objective is to contribute to global carbon neutrality by reducing our environmental impact and inspiring our communities to act by incorporating environmental themes in our games. In 2019, we joined the UN Environment Programme's Playing for the Planet Alliance to collaborate with other actors in the video game industry in order to share best practices and deepen players' understanding of environmental issues through the power of games.



## EDUCATE THROUGH VIDEO GAMES

Ubisoft believes that video games are an ideal playground to learn and grow. Games can teach players new skills or help them deepen their understanding of everything from history to sustainability in an engaging and immersive way. In addition to the games we produce, such as our three Assassin's Creed Discovery Tour experiences and the award-winning Rabbids Coding, we partner with organizations like Digital Schoolhouse and McGill University to promote the educational value of games within our communities.



# 35 YEARS OF CONTINUED INVESTMENT IN R&D AND PROPRIETARY TECHNOLOGIES

As a video game industry pioneer, Ubisoft is constantly pushing the boundaries of technology to transform ideas into fantastical worlds. With one of the largest R&D forces in the sector and cutting-edge production solutions developed in-house, we don't just make games, we change the way games are made.

## UBISOFT LA FORGE

Born from Ubisoft's innovative spirit, Ubisoft La Forge was the first research initiative of its kind, with a unique collaborative model that has become a leading reference in R&D in the video games industry. Acting as a bridge between academic research and video games production, La Forge combines Ubisoft's assets and data with the expertise of university researchers to drive innovation forward in the video game industry, while contributing to solving real-world problems through scientific publications.



Ubisoft's first game engine, Anvil, was crafted for the first Assassin's Creed game and helped define the open-world genre as we know it today. Designed to be modular to fit any project, it has since been used for dozens of other AAA titles, from Tom Clancy's Rainbow Six Siege to For Honor and Immortals Fenyx Rising and supports a huge variety of game genres and platforms.



The powerful Snowdrop engine is built from the outset as an instrument whose philosophy is to empower creators to do things better, not bigger. A game-agnostic technology with a powerful render engine, it has proven its versatility in powering different genres, from Tom Clancy's The Division to Mario+Rabbids: Kingdom Battle and The Settlers. Snowdrop will bring Ubisoft's upcoming Star Wars and Avatar: Frontiers of Pandora games to life.



Ubisoft Scalar is a new foundational technology leveraging the possibilities of cloud computing to enable unprecedented freedom and scale for the games of tomorrow. By removing the limitations of single-machine computing and leveraging the increased flexibility of microservices, Ubisoft Scalar aims to give more freedom and possibilities to game developers within Ubisoft.



# TECHNOLOGICAL INDEPENDENCE AS A CREATIVE DIFFERENTIATOR

From exploring new grounds to building the most immersive experiences and delivering best-in-class connectivity, our strength lies in our experts on cutting-edge technologies across the entire value chain.



## ARTIFICIAL INTELLIGENCE

We have developed innovative gameplay AI that breathes life into our non-playable characters, their behaviors, their awareness of players' actions or their interactions in our systemic environments. We're developing our expertise to build the best tools to assist our creators, generate evermore believable worlds and improve player experience.



## CLOUD TECHNOLOGIES

Whether it is to break the barriers of hardware for players to access and play games, to explore opportunities for our creators to develop new cloud-native experiences, or to use its power to radically transform our production pipelines and IT infrastructure, many of our teams are actively working on building this future-proof technolog



## IT

Ubisoft's in-house IT department is the backbone of our company. Bringing together technology expertise and business knowledge, it engineers powerful products and delivers safe and reliable services for our community of players, game developers, publishers and employees.



## TOOLS

Developing a suite of state-of-the-art middleware, web-based and many other types of solutions in areas ranging from AI, Gameplay, Animation, Debug, Design, and more, Ubisoft's Technology Group accelerate the creation process, improve the quality of our games and enhance collaboration between our developers.



## HOSTING

I3D.net - a Ubisoft company, is a leading provider of high-performance hosting and global infrastructure services, with thousands of servers in over 40 locations on 6 continents. It hosts a wide variety of AAA games from different publishers on console, PC, and mobile platforms.



# LIFE AT UBISOFT

Ubisoft's 21,000 team members, working across more than 40 locations around the world, are bound by a common mission to enrich players' lives with original and memorable gaming experiences.



## WORKING AT UBISOFT

We are a company of enthusiasts who are eager to share, collaborate and innovate to make a positive impact on the future of gaming. Our team members come from all over the world, have different backgrounds and are passionate about solving exciting challenges every day.



## OUR JOBS

We're a global team of experts committed to delivering memorable gaming experiences. At Ubisoft everyone is invited to combine their talent and imagination with cutting-edge tech to develop tomorrow's entertainment. Join us and help create the unknown!

Learn more about Life At Ubisoft on our dedicated social media channels:







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