



INFORMATION CONCERNING THE CANDIDATES FOR THE BOARD OF DIRECTORS

Appointment (proposed to the Annual general meeting)

Estelle Métayer

Date of birth : April 8th, 1970

Nationality : Canadian - French

Number of shares of the Company : 4,000

Main positions held outside the Company :
President of Estelle Métayer Strategy Inc. (Competia) (Ottawa/Canada)
.Adjunct Professor, McGill University (Montreal/Canada)

Background : After obtaining a MBA and Drs. from the University of Nijenrode, Estelle Métayer began her career at ING Bank (then NMB Bank) in the Netherlands and in Poland, studying the financial risks in emerging countries, then in a subsidiary of the French Conglomerate Bouygues in France and the United Kingdom.

She joined the international Strategic Consulting firm McKinsey & Company (Montréal) as a consultant in 1993. She then gained first-hand practical experience while managing competitive intelligence, business development and strategic planning at CAE Inc.

In 1998, Estelle Métayer founded and became president of a leading training organization for executives and analysts in Strategic Intelligence, till its sale in 2004. The website Competia.com created in 1998 became rapidly the world's largest community, portal and magazine for strategy professionals.

Estelle Métayer brings vast experience and fresh perspective of Competitive and Strategic Intelligence. A noted expert, her intuitive, precise research provides managers, CEOs, and board members with the right tools to effectively build and hone their competitive intelligence and strategic planning in order to avoid strategic blindspots

She is a popular speaker at international conferences (in Davos in 2012).

As adjunct professor at McGill University, she teaches with Henry Mintzberg the International Advanced Leadership Program, the International Master for Practicing Management and the Master of Health Management. She also introduced competitive intelligence and blindspot analysis into the Institute of Canadian Directors certification program for Canadian board directors, and into the new HEC-McGill Executive MBA. Estelle is also a guest lecturer in various programs co-led by IMD (Switzerland), the IMB (India), INSEAD (France) or M.I.T. (United States) in the fields of social media, strategic innovation and trends analysis.

A former board member of the Grands Ballets Canadiens and of Canada World Youth, Estelle is the recipient of the Arista Sunlife Award for "Entrepreneur of the Year - 2000" .

Other corporate offices and directorships held (as at March 31st, 2012)

None

Corporate offices and directorships expired (over the last 5 financial years)

None

Directorship' renewal (proposed to the Annual general meeting)

G rard Guillemot

Date of birth : July 14th, 1961

Nationality : French

Number of shares of the Company : 520,428

Date of first appointment : February 28th, 1988

Expiry of current term of office : AGM approving the financial statements as of March 31st, 2012

Main position in the Company: Executive Vice President and Director

Main position held outside the Company: Chairman of Longtail Studios Inc

Background : Graduate of the EDHEC business school in Lille, G rard Guillemot supported the implementation of the Ubisoft group's North American studios, founded with his four brothers. Then he set up Gameloft.com, a web game portal that he further introduced on the Stock Exchange. Now based in New-York, G rard Guillemot is Chairman of the US company Longtail Studios Inc. He is also co-founder of the Guillemot Corporation group (designer and manufacturer of interactive entertainment hardware and accessories under the Hercules and Thrusmaster brands) and of the Gameloft group (world leader in the development and publishing of downloadable video games), in which he serves as Executive Vice President in charge respectively of the marketing, strategy and development.

Other corporate offices and directorships held

(as at March 31st, 2012)

Outside the Group :

Executive vice President and Director *France:* Guillemot Corporation SA, Guillemot Brothers SA, Gameloft SA

Chairman *Canada:* Longtail Studios Halifax Inc., Longtail Studios PEI Inc., Studios Longtail Quebec Inc.

Director *Canada:* Gameloft Inc., Gameloft Live D veloppements Inc., Guillemot Inc., *USA:* Gameloft Inc., Guillemot Inc., *UK:* Guillemot Ltd, Advanced Mobile Applications Ltd

Corporate offices and directorships expired

(over the last 5 financial years)

Within the Group :

Director *China:* Shanghai Ubi Computer Software Co. Ltd, *Spain:* Ubisoft SA, *USA:* Ubisoft Inc., Ubisoft Holdings Inc., *Japan:* Ubisoft KK

Outside the Group :

Executive Vice President *France:* Gameloft SA

Director *France:* Jeuxvideo.com SA

Directorship' renewal (proposed to the Annual general meeting)

Yves Guillemot

Date of birth : July 21st, 1960

Nationality : French

Number of shares of the Company : 836,608

Date of first appointment : February 28th, 1988

Expiry of current term of office : AGM approving the financial statements as of March 31st, 2012

Main position in the Company: President and Chief Executive Officer

Main position held outside the Company: Executive vice President and Director of Guillemot Brothers SA

Background : At the end of his business studies at IPME started after obtaining his science-based *baccalauréat*, Yves Guillemot joined his brothers to set up business in the video games' sector which was then at the beginning of its great expansion. President and Chief Executive Officer of the Ubisoft group, founded with his four brothers, which is at the present time one of the largest video games publisher and developer in the world, he was rewarded in 2009 by the prize of the "Entrepreneur of the Year" awarded by the audit firm Ernst & Young. Co-founder with his brothers of the Guillemot Corporation group (designer and manufacturer of interactive entertainment hardware and accessories under the Hercules and Thrusmaster brands) and the Gameloft group (world leader in the development and publishing of downloadable video games), he serves as Vice President and Director in charge of relations with video games and computers manufacturer within Guillemot Corporation S.A. and as Vice President and Director in charge of the strategy and development within Gameloft SA,.

Other corporate offices and directorships held (as at March 31st, 2012)

Within the Group : Chairman France (SAS): Ubisoft Annecy, Ubisoft Emea, Ubisoft France, Ubisoft International, Ubisoft Montpellier, Ubisoft Motion Pictures Rabbids, Ubisoft Motion Pictures Assassin's Creed, Ubisoft Motion Pictures Splinter Cell, Ubisoft Paris, Ubisoft Production Internationale, Nadéo, Owlent **Vice President and Director USA:** Ubisoft Inc. **CEO and Director United Arab Emirates:** Ubisoft Emirates FZ LLC **Chairman and Director Canada:** Ubisoft Divertissements Inc., Ubisoft Canada Inc., Ubisoft Music Inc., Ubisoft Music Publishing Inc., Ubi Workshop Inc., Hybride Technologies Inc., Ubisoft Toronto Inc., Quazal Technologies Inc., **Denmark:** Ubisoft Nordic A/S, **India:** Ubisoft Entertainment India Private Ltd, **Switzerland:** Ubi Games SA, **USA:** Red Storm Entertainment Inc.

Executive Director China: Shanghai Ubi Computer Software Co. Ltd, Chengdu Ubi Computer Software Co. Ltd

Director Australia: Ubisoft Pty Ltd, **Spain:** Ubisoft SA, Ubi Studios SL, **Hong-Kong:** Ubisoft Ltd, **Italy:** Ubisoft SpA, **Japan:** Ubisoft KK, Ubisoft Osaka KK, **Romania:** Ubisoft Srl, **UK:** Ubisoft Ltd Ubisoft Reflections Ltd, Red Storm Entertainment Ltd, **Singapore:** Ubisoft Singapore Pte Ltd, **Sweden:** Ubisoft Entertainment Sweden A/B, Ubisoft Sweden A/B, **Finland:** RedLynx Oy **Manager France (SARL):** Ubisoft Learning & Development, Ubisoft Motion Pictures, **Germany:** Blue Byte GmbH, Ubisoft GmbH, Spieleentwicklungskombinat GmbH, **Bulgaria:** Ubisoft EooD, **Italy:** Ubisoft Studios Srl, **Luxemburg:** Ubisoft Entertainment SARL, **Morocco:** Ubisoft Sarl, **Netherlands:** Ubisoft BV

Outside the Group : Vice President and Director France: Gameloft SA, Guillemot Corporation SA **Director Canada:** Gameloft Live Développements Inc., Gameloft Inc., Guillemot Inc., **USA:** Guillemot Inc., **UK:** Guillemot Ltd, Advanced Mobile Applications Ltd

Corporate offices and directorships expired (over the last 5 financial years)

Within the Group : Chairman France (SAS): Ludi Factory, Ubisoft Books & Records, Ubisoft Design, Ubisoft Graphics, Ubisoft Manufacturing & Administration, Ubisoft Organisation, Ubisoft World, Tiwak, Ubisoft Computing, Ubisoft Marketing International, Ubisoft Development, Ubisoft Editorial, Ubisoft Operational Marketing, Ubisoft Support Studios, **Finland:** Ubisoft Finland OY **Chairman and Director China:** Chengdu Ubi Computer Software Co. Ltd, **Canada:** Ubisoft Digital Arts, Ubisoft Vancouver, **USA:** Ubisoft Holdings Inc. **Director Norway:** Ubisoft Norway A/S, **Ireland:** Ubisoft Ltd **Manager France (SARL):** Ubisoft Art, Ubisoft Castelnau, Ubisoft Counsel & Acquisitions, Ubisoft Emea, Ubisoft Gameplay, Ubisoft Market Research, Ubisoft Marketing France, Ubisoft Paris Studios, Ubisoft Production Internationale, Ubisoft Production Annecy, Ubisoft Production Montpellier, Ubisoft Design Montpellier, Ubisoft Talent Management, Ubisoft IT Project Management, Ubisoft Innovation, Ubisoft Services, Ubisoft Créa, Ubisoft Studios Montpellier, **Germany:** Ubisoft GmbH, **Austria:** Ubisoft Warenhandels GmbH, Max Design Entertainment Software Entwicklungs GmbH **Liquidator Austria:** Ubisoft Warenhandels GmbH **Alternative member of the Liquidation committee and Chairman Norway:** Ubisoft Norway A/S **Outside the Group : Director France** Jeuxvidéo.com SA, **USA :** Gameloft Inc