

## UBI SOFT ENTERTAINMENT

One strategy, many results

### AN INTERNATIONAL GROUP

Ubi Soft, a producer, publisher and distributor of interactive entertainment software, employs over **1,400 people in 16 countries and distributes its products in 55 countries**. Created in 1986, the group now ranks among **the top 20 publishers in the world**.

### POWERFUL ASSETS

#### ➤ Teams of specialists

Ubi Soft is expert in every stage of multimedia creation, from design through to production and distribution. Scriptwriters, illustrators, modellers, animators, game-designers, engineers and other teams **constantly strive to produce the highest quality**. By pooling their **creativity**, meticulous attention to detail, audacity, humour and sense of poetry, Ubi Soft's teams provide players with the pleasure, surprises and emotional thrills they expect.

#### ➤ Technological wizardry

Ubi Soft unflinchingly incorporates the latest technical capabilities of PCs and consoles, so as to offer players the best possible products **in every format**, including PC, CD-ROM, DVD-ROM, DVD-Video, Nintendo® 64, Dreamcast®, Game Boy® Colour, PlayStation™ and the new-generation PlayStation™. All of its products deliberately **innovate**, in their ideas, image processing, motion fluidity, game play and so forth.

Ubi Soft routinely **teams up with the major industry players**. It was one of the first publishers to use Intel's MMX™ (*POD*) and the Pentium® II AGP (*Tonic Trouble*), and has just introduced two new products optimized for the Pentium® III under the Playmobil® licence.

Ubi Soft's responsiveness and flexible organization enable it to penetrate **emerging market segments**, creating **new growth** opportunities for the company:

- **Internet:** players can go on-line to find add-ons for all the software programs produced by Ubi Soft. All racing games also feature **multi-player** options.
- **DVD-Video:** Ubi Soft has created a line of DVD-Video products.
- **Animated series:** drawing on its modelling and broadcast-quality 3D animation know-how, Ubi Soft began production this year of a cartoon show consisting entirely of 3D computer images: the **Rayman TV Series**.

Ubi Soft's mastery of technology allows it to constantly raise its standards and to advance in its quest for excellence in graphics and game design.

#### ➤ Extensive international production capabilities

Ubi Soft boasts **one of the multimedia industry's largest integrated production systems, staffed by over 1,000 employees world-wide working on the design and production of tomorrow's software**. Because production takes place in studios located in different countries, Ubi Soft can incorporate its cultural diversity into programs and tailor them that much more closely to the expectations of consumers on each continent.

➤

➤ **A large direct distribution network to increase market penetration everywhere**

Ubi Soft is continuing with its strategy of setting up shop in all the major markets. Because of its knowledge and presence in various regional markets, and its localization, marketing and distribution know-how, **Ubi Soft distributes the products of 50 other publishers**, including LucasArts Entertainment™, Europress, The 3DO Company®, GT Interactive and others.

➤ **A portfolio of trademark names: fascinating characters and worlds, available in several formats**

Ubi Soft publishes original software in two separate lines: games (racing and action-adventure) and play-oriented educational programs (pre-school, academic reinforcement, arts instruction).

Based on such well-known licences as **Playmobil®** or **Batman\***, the group creates game concepts that can be developed, enriched, spun off, in short, that can evolve over time.

To reach a broader public, Ubi Soft adapts its software to run on all formats. Teams are careful to take into account the different expectations of players using different formats.

## RESULTS

- 1998/99: SALES: FF 869.7 million (US\$ 145 million), up 37.6 percent.
- Listed on the second market of the Paris Stock Exchange since July 1996: stock exchange capitalization: 243.5 million EUR. (261.2 million US\$) on 31/03/1999.
- Best-sellers:
  - *RAYMAN*: 4.2 million copies sold since December 1995
  - *POD*: 3.5 million since February 1997
  - *F1 Racing Simulation*: 1.5 million since November 1997
  - *Tonic Trouble*: 1.1 million (bundled) since June 1998

## POISED FOR GROWTH

Positioned as it is in an **extremely dynamic market**, expected to grow roughly 30 percent annually over the next decade, **Ubi Soft's goal is to rank among the top 10 international publishers in 2006**. To that end, the group is reaffirming its strategic choices of the last few years, namely, the creation of strong trademark names, internationalization and the development of production and distribution branches.

**Ubi Soft aims to create appealing and exciting game concepts, to provide players with new thrills and impress them with the quality, realism and imaginativeness of their titles.**

*For more information, see <http://www.ubisoft.com>*

\* Batman and all related characters, names, indicia are trademarks of DC Comics® 1999