

****Disclaimer***

This document is a free translation into English of the original French document. It is not a binding document. In the event of a conflict in interpretation, reference should be made to the French version, which is the authentic text.

Convening notice / Notice of meeting

UBISOFT ENTERTAINMENT

A joint-stock company (French "SA") with a share social of €9,727,835.03
Registered office: 2, rue du Chêne Heleuc - 56910 CARENTOIR - FRANCE
335 186 094 RCS VANNES

NOTICE OF MEETING

The shareholders of **UBISOFT ENTERTAINMENT SA** are informed that they will be convened within the legal deadlines to the Combined General Meeting that will take place on **Wednesday, September 27, 2023**, at **2:00 p.m. (Paris time)**, at the **Maison de la RATP – Espace du Centenaire – 189, rue de Bercy – 75012 PARIS – FRANCE**, for the purpose of deliberating on the following agenda:

AGENDA

ORDINARY GENERAL MEETING

1. Approval of the separate financial statements for the financial year ended March 31, 2023
2. Allocation of earnings for the financial year ended March 31, 2023
3. Approval of the consolidated financial statements for the financial year ended March 31, 2023
4. Approval of regulated agreements and commitments
5. Approval of all components of the compensation paid to the corporate officers listed in I of article L. 22-10-9 of the French commercial code for the financial year ended March 31, 2023
6. Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Yves Guillemot, Chairman and Chief Executive Officer
7. Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Claude Guillemot, Executive Vice-President
8. Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Michel Guillemot, Executive Vice-President
9. Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Gérard Guillemot, Executive Vice-President
10. Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Christian Guillemot, Executive Vice-President
11. Approval of the compensation policy applicable to the Chairman and Chief Executive Officer
12. Approval of the compensation policy applicable to the Executive Vice-Presidents
13. Approval of the compensation policy applicable to the directors
14. Appointment of Katherine Hays as an independent director
15. Appointment of Olfa Zorgati as an independent director
16. Renewal of Corinne Fernandez-Handelsman's appointment as director
17. Renewal of Belén Essioux-Trujillo's appointment as director
18. Authorization granted to the Board of directors to trade in the Company's shares

EXTRAORDINARY GENERAL MEETING

19. Authorization granted to the Board of directors in order to reduce the share capital by cancellation of the own shares held by the Company
20. Delegation of authority to the Board of directors to increase the share capital through the capitalization of reserves, profits, premiums or other amounts that would be eligible for capitalization
21. Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with maintenance of preferential subscription rights

22. Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with waiver of preferential subscription rights through a public offering, excluding the offerings referred to in 1° of article L. 411-2 of the French monetary and financial code
23. Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with waiver of preferential subscription rights by public offering referred to in 1° of article L. 411-2 of the French monetary and financial code (formerly “private placement”)
24. Delegation of powers to the Board of directors to issue shares and/or securities granting access to the share capital, in order to remunerate contributions in kind granted to the Company, with waiver of preferential subscription rights for shareholders
25. Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders’ preferential subscription rights, for the benefit of members of company or Group savings schemes
26. Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders’ preferential subscription rights, reserved for employees and/or corporate officers of certain subsidiaries of the Company within the meaning of article L. 233-16 of the French commercial code, for which the registered office is located outside France, excluding company or Group savings schemes
27. Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders’ preferential subscription rights, reserved for categories of beneficiaries under an employee share ownership offering
28. Overall ceiling for the capital increases

ORDINARY AND EXTRAORDINARY GENERAL MEETING

29. Powers for formalities

DRAFT RESOLUTIONS

ORDINARY GENERAL MEETING

FIRST RESOLUTION

(Approval of the separate financial statements for the financial year ended March 31, 2023)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors’ report and the Statutory Auditors’ report on the separate financial statements, approves the separate financial statements for the financial year ended March 31, 2023, as presented to them, which show **a loss of €348,357,046.96** together with the transactions reflected in these financial statements or summarized in these reports.

SECOND RESOLUTION

(Allocation of earnings for the financial year ended March 31, 2023)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors’ report, resolves to allocate the loss for the financial year ended March 31, 2023, as follows:

Loss	€(348,357,046.96)
Allocation to Retained Earnings	€(348,357,046.96)
Prior Retained Earnings	€(483,896,919.50)
Balance of the Retained Earnings account after allocation	€(832,253,966.46)

The General Meeting, moreover, notes that no payment has been made of dividends or of revenue granting entitlement to the 40% reduction referred to in article 158-3 (2) of the French general tax code (or of any revenue not granting entitlement to such reduction) over the course of the previous three financial years.

THIRD RESOLUTION

(Approval of the consolidated financial statements for the financial year ended March 31, 2023)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report on Group management and the Statutory Auditors' report on the consolidated financial statements, approves the consolidated financial statements for the financial year ended March 31, 2023, as presented to them, which show **a loss of €494,163,020**, together with the operations reflected in these financial statements or summarized in these reports.

FOURTH RESOLUTION

(Approval of regulated agreements and commitments)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Statutory Auditors' special report on those agreements and commitments referred to in articles L. 225-38 *et seq.* of the French commercial code, approves said report in all its provisions as well as the new agreement, stated therein, authorized by the Board of directors and entered into for the financial year ended March 31, 2023, and acknowledges that no new agreement and/or commitment has been authorized and/or entered into in prior financial years continued for the past financial year.

FIFTH RESOLUTION

(Approval of all components of the compensation paid to the corporate officers listed in I of article L. 22-10-9 of the French commercial code for the financial year ended March 31, 2023)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, I of the French commercial code, the information listed in article L. 22-10-9, I of the French commercial code, as presented in the Company's corporate governance report referred to in article L. 225-37 of the same code and presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.1).

SIXTH RESOLUTION

(Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Yves Guillemot, Chairman and Chief Executive Officer)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, II of the French commercial code, the fixed, variable and exceptional components making up the total compensation and benefits of any kind whatsoever paid during the financial year ended March 31, 2023, or granted in relation to the same financial year to Yves Guillemot, due to his duties of Chairman and Chief Executive Officer, as presented in the corporate governance report defined in article L. 225-37 of the same code, presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.2).

SEVENTH RESOLUTION

(Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Claude Guillemot, Executive Vice-President)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, II of the French commercial code, the fixed, variable and exceptional components making up the total compensation and benefits of any kind whatsoever paid during the financial year ended March 31, 2023, or granted in relation to the same financial year to Claude Guillemot, due to his duties of Executive Vice-President, as presented in the corporate governance report defined in article L. 225-37 of the same code, presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.2).

EIGHTH RESOLUTION

(Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Michel Guillemot, Executive Vice-President)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, II of the French commercial code, the fixed, variable and exceptional components making up the total compensation and benefits of any kind whatsoever paid during the financial year ended March 31, 2023, or granted in relation to the same financial year to Michel Guillemot, due to his duties of Executive Vice-President, as presented in the corporate governance report defined in article L. 225-37 of the same code, presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.2).

NINTH RESOLUTION

(Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Gérard Guillemot, Executive Vice-President)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, II of the French commercial code, the fixed, variable and exceptional components making up the total compensation and benefits of any kind whatsoever paid during the financial year ended March 31, 2023, or granted in relation to the same financial year to Gérard Guillemot, due to his duties of Executive Vice-President, as presented in the corporate governance report defined in article L. 225-37 of the same code, presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.2).

TENTH RESOLUTION

(Approval of the components of the compensation and benefits paid during the financial year ended March 31, 2023, or granted in respect of the same financial year to Christian Guillemot, Executive Vice-President)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-34, II of the French commercial code, the fixed, variable and exceptional components making up the total compensation and benefits of any kind whatsoever paid during the financial year ended March 31, 2023, or granted in relation to the same financial year to Christian Guillemot, due to his duties of Executive Vice-President, as presented in the corporate governance report defined in article L. 225-37 of the same code, presented in the Company's Universal Registration Document (Chapter 4, section 4.2.2.2).

ELEVENTH RESOLUTION

(Approval of the compensation policy applicable to the Chairman and Chief Executive Officer)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-8, II of the French commercial code, the compensation policy applicable to the Chairman and Chief Executive Officer, as presented in the corporate governance report referred to in article L. 225-37 of the French commercial code and presented in the Company's Universal Registration Document (Chapter 4, section 4.2.1).

TWELFTH RESOLUTION

(Approval of the compensation policy applicable to the Executive Vice-Presidents)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-8, II of the French commercial code, the compensation policy applicable to the Executive Vice-Presidents, as presented in the corporate governance report referred to in article L. 225-37 of the French commercial code and presented in the Company's Universal Registration Document (Chapter 4, section 4.2.1).

THIRTEENTH RESOLUTION

(Approval of the compensation policy applicable to the directors)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, approves, in application of the provisions of article L. 22-10-8, II of the French commercial code, the compensation policy applicable to the directors, as presented in the corporate governance report referred to in article L. 225-37 of the French commercial code and presented in the Company's Universal Registration Document (Chapter 4, section 4.2.1).

FOURTEENTH RESOLUTION

(Appointment of Katherine Hays as an independent director)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report, resolves to appoint Katherine Hays as a director for a period of three years, which will expire at the end of the Ordinary General Meeting convened to approve the financial statements for the year ending March 31, 2026.

FIFTEENTH RESOLUTION

(Appointment of Olfa Zorgati as an independent director)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report, resolves to appoint Olfa Zorgati as a director for a period of three years, which will expire at the end of the Ordinary General Meeting convened to approve the financial statements for the year ending March 31, 2026.

SIXTEENTH RESOLUTION

(Renewal of Corinne Fernandez-Handelsman's appointment as director)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report and acknowledging that the appointment as director of Corinne Fernandez-Handelsman will expire at the close of this meeting, resolves to renew said appointment for a term of two years, expiring at the close of the Ordinary General Meeting convened to vote on the financial statements for the financial year ending March 31, 2025.

SEVENTEENTH RESOLUTION

(Renewal of Belén Essioux-Trujillo's appointment as director)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report and acknowledging that the appointment as director of Belén Essioux-Trujillo will expire at the close of this meeting, resolves to renew said appointment for a term of four years, expiring at the close of the Ordinary General Meeting convened to vote on the financial statements for the financial year ending March 31, 2027.

EIGHTEENTH RESOLUTION

(Authorization granted to the Board of directors to trade in the Company's shares)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report including the description of the treasury share buyback program pursuant to articles 241-1 *et seq.* of the General Regulation of the French Financial Markets Authority (*Autorité des Marchés Financiers* (AMF)) and in accordance with the provisions of articles L. 22-10-62 *et seq.* of the French commercial code and with (EU) Regulation no. 596/2014 of the European Parliament and of the Council of April 16, 2014, and the corresponding delegated regulations:

1. authorizes the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory provisions, to proceed directly or indirectly *via* the Company with the purchase of its own shares, up to a maximum number of shares representing:
 - 10% of the existing share capital, at any time whatsoever, this percentage being applied to the capital adjusted on the basis of transactions having an impact thereupon after the date of this Meeting (it being stipulated that when the shares are acquired for the purpose of market-making activities in the context of a liquidity agreement under the conditions set out below, the number of shares taken into consideration for the calculation of this 10% limit corresponds to the number of shares purchased, after deduction of the number of shares sold during the term of this authorization), or

- 5% of the share capital for shares purchased by the Company for retention and subsequent delivery as payment or in exchange in the context of external growth operations (mergers, demergers, or contributions), in accordance with the law;
2. resolves that this authorization may be used for the following purposes:
- to ensure the liquidity and activity of Ubisoft Entertainment SA share using an investment services provider acting independently under a liquidity agreement in accordance with AMF Decision no. 2021-01 of June 22, 2021,
 - to meet the obligations related to the share purchase option or free share grant programs, or carry out all other awards or transfers of shares for the benefit of employees and/or executive corporate managing officers of the Group or for the benefit of some of them, notably as part of all company or Group savings schemes, or profit sharing, or to allow hedging of an employee share ownership offering structured by a bank, or by an entity controlled by such an establishment under the meaning of article L. 233-3 of the French commercial code, taking place at the Company's request,
 - for retention for delivery at a later date in exchange or as payment for external growth operations,
 - to deliver them upon the exercise of rights attached to securities representing debt securities giving access, by any means, immediately and/or at a future date, to the Company's share capital through redemption, conversion, exchange, presentation of a warrant or any other means,
 - to cancel in whole or in part any shares repurchased under the conditions defined by law, subject to the adoption of the nineteenth resolution by the Extraordinary General Meeting,
 - to implement all recognized market practices or practices that may come to be admitted in law or by AMF after the date of this Meeting and, more generally, to complete all transactions in compliance with current legislation;
3. resolves that:
- the maximum authorized unitary purchase price (excluding costs) shall not exceed €120, it being stipulated that in the event of transactions involving the share capital, in particular *via* the capitalization of reserves followed by the granting and creation of free shares and/or a stock split or reverse stock split, the maximum unitary purchase price and the maximum program value shall be adjusted accordingly – as an indication, on the basis of the share capital as at April 30, 2023, comprised of 125,520,452 shares, less the 415,335 treasury shares held by the Company as at this date, a maximum of 12,136,710 shares, representing a maximum of €1,456,405,200,
 - all acquisitions completed by the Company on the basis of this authorization shall not lead to the number of shares held directly or indirectly by the Company becoming more than 10% of the total number of shares making up the share capital,
 - shares may be bought back, assigned, transferred or exchanged, on one or more occasions, directly or by any third party under the conditions set out in article L. 225-206, II of the French commercial code, on any market or off market, including *via* Multilateral Trading Facilities (MTF) or any systematic internalizer or over-the-counter, *via* any means including the acquisition or assignment of blocks of shares, *via* derivative financial instruments or securities granting access to the Company's share capital and *via* the introduction of option strategies, in accordance with the legal and statutory provisions applicable as of the date of the transactions in question;
4. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of authority once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period, excluding in the event of the delivery of shares as part of employee share ownership plans pledged and announced prior to the launch of the offer;
5. grants all powers to the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory conditions:

- to apply and implement this authorization, determine the detailed methods for such implementation, place all stock exchange orders, execute all agreements, draw up all documents and in particular information memoranda, complete in accordance with the legal provisions any allocation or reallocation of the shares acquired, complete all formalities and filings with all bodies, and, more generally, do whatever may be necessary for the implementation of this authorization,
- should the law or the AMF extend or complete the objectives authorized for share buyback programs, in order to prepare a description of the amended program including these modified objectives.

The Board of directors shall inform the Annual General Meeting, in accordance with the legal conditions, about all transactions completed by virtue of this authorization.

This authorization has been granted for a period of eighteen months as from the date of this Meeting and renders ineffective the unused portion of any earlier authorization relating to the same subject.

EXTRAORDINARY GENERAL MEETING

NINETEENTH RESOLUTION

(Authorization granted to the Board of directors in order to reduce the share capital by cancelation of the own shares held by the Company)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report, and in accordance with the provisions of article L. 22-10-62 of the French commercial code:

1. authorizes the Board of directors to proceed, at its sole discretion, on one or more occasions, with a share capital reduction, up to a maximum of 10% of the Company's share capital per period of twenty-four months, *via* the cancelation of all or part of the shares held by the Company or potentially held as a consequence of the various share purchase authorizations granted by the General Meeting to the Board of directors;
2. grants full powers to the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory conditions, for the purpose of the completion of such transactions within the limits and at the times decided by the Board, to set the corresponding terms and conditions, to proceed with the necessary charges against all available reserve or bonus accounts, to make the corresponding modifications to the articles of association, and, more generally, to make all decisions and complete all formalities.

This authorization has been granted for a period of eighteen months as from the date of this Meeting and renders ineffective the unused portion of any earlier authorization relating to the same subject.

TWENTIETH RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital through the capitalization of reserves, profits, premiums or other amounts that would be eligible for capitalization)

The General Meeting, voting in extraordinary form in accordance with the quorum and majority conditions required for ordinary general meetings, having read the Board of directors' report and in accordance with the provisions of articles L. 225-129 *et seq.* and L. 22-10-49 *et seq.* of the French commercial code, in particular articles L. 225-129-2, L. 225-130 and L. 22-10-50 of said Code:

1. delegates to the Board of directors, with the option of sub-delegation under the legal and regulatory conditions, its authority to decide to increase the share capital, in one or more installments, in the proportions and at the times it deems appropriate, by capitalization of all or part of the reserves, profits, premiums or any other sums whose capitalization would be admitted, to be realized by raising the par value of the existing shares or by granting free shares or by the joint use of these two processes;
2. resolves that:
 - the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, pursuant to this delegation may not exceed €10,000,000,
 - the ceiling of this delegation is autonomous and separate from the overall ceiling provided for in the twenty-eighth resolution of this Meeting,

- the nominal amount of the Company's ordinary shares to be issued, where appropriate, to preserve, in accordance with the legal and regulatory provisions and applicable contractual stipulations specifying other cases of adjustments, the rights of holders of securities or other rights granting access to the capital of the Company, shall be added to this amount;
3. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of powers once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period;
 4. delegates all powers to the Board of directors, with the right of sub-delegation under the conditions set by law and regulations, to implement this delegation of authority and, in particular:
 - set the terms of issue, the amount and nature of the sums to be incorporated in the share capital,
 - set the number of new shares to be issued and/or the amount of which the par value of the existing shares comprising the share capital will be increased,
 - set the date, even retroactive, from which the new shares will bear rights or the date on which the increase in the par value will take effect,
 - decide, where applicable and in accordance with the provisions of articles L. 225-130 and L. 22-10-50 of the French commercial code, that fractional rights shall not be negotiable or transferable and that the corresponding securities will be sold – the sums resulting from the sale being allocated to the holders of the rights within the time limit and the conditions provided for by the applicable law and regulations,
 - set and make any adjustments to take into account the impact of transactions on the Company's capital and set the terms according to which, where applicable, the rights of holders of securities granting access to the Company's share capital will be preserved,
 - acknowledge the completion of each capital increase and make the corresponding amendments to the articles of association,
 - in general, enter into any agreement, take all measures and carry out any formalities necessary for the issue, listing and financial servicing of securities issued under this delegation of authority and the exercise of the rights attached thereto or subsequent to the capital increases carried out.

This delegation has been granted for a period of twenty-six months as from the date of this Meeting and renders ineffective the unused portion of any earlier delegation relating to the same subject.

TWENTY-FIRST RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with maintenance of preferential subscription rights)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report and in accordance with the provisions of articles L. 225-129 *et seq.* and L. 22-10-49 *et seq.* of the French commercial code, in particular articles L. 225-129-2 and L. 225-132 to L. 225-134 and the provisions of articles L. 228-91 *et seq.* of said Code:

1. delegates to the Board of directors, with the option of sub-delegation under legal and regulatory conditions, its authority to carry out, on one or more occasions, in the proportions and at the times it deems appropriate, both in France and abroad, in euros or in any other currency or unit of account established by reference to several currencies, the issue, with maintenance of preferential subscription rights for shareholders, of:
 - ordinary shares of the Company, and/or
 - securities that are (i) equity securities granting access to other equity securities of the Company or of a company in which the Company directly or indirectly owns more than half of the share capital (a "**Subsidiary**") and/or entitling holders to the grant of debt securities of the Company or a Subsidiary, and/or (ii) debt securities that may give access to or giving access, immediately and/or in the future, to equity securities to be issued by the Company or a Subsidiary,

it being specified that the subscription may be made either in cash or by offsetting claims;

2. resolves to set as follows the amounts of the issues authorized in the event of use by the Board of directors of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out immediately and/or in the future by virtue of this authorization may not exceed €2,400,000 (or its equivalent value in any other currency or unit of account established by reference to several currencies), it being specified that this amount will be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this Meeting,
 - the nominal amount of the Company's ordinary shares to be issued, where appropriate, to preserve, in accordance with the legal and regulatory provisions and applicable contractual stipulations specifying other cases of adjustments, the rights of holders of securities or other rights granting access to the capital of the Company, shall be added to this ceiling,
 - the maximum nominal amount of the securities representing debt securities that may be issued under this delegation of authority may not exceed €1,000,000,000 (or the equivalent value of this amount on the issue date), it being specified that this amount is common to all debt securities whose issue is delegated to the Board of directors by this Meeting;
3. resolves that shareholders may exercise, under the conditions provided for by law, their preferential subscription rights as of right and that the Board of directors shall also have the right to grant shareholders the right to subscribe, in excess of their rights, to a greater number of shares and/or securities than they may subscribe on an irreducible basis, in proportion to the subscription rights at their disposal and, in any event, within the limit of their request;
4. resolves that if subscriptions as of right and, where applicable, in excess of their rights, have not absorbed the entire issue of shares or securities granting access to the share capital, the Board of directors may use, in the order it shall determine, the powers offered by article L. 225-134 of the French commercial code, or some of them only, and in particular that of offering all or part of the unsubscribed securities to the public on the French or foreign market;
5. resolves that the issue of share warrants of the Company may be carried out by subscription offer but also by free grant to the holders of shares in the Company, it being specified that the Board of directors shall have the option to decide that the grant rights constituting fractional shares will not be negotiable or transferable and that the corresponding shares will be sold;
6. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of authority once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period;
7. acknowledges that this delegation automatically implies the express waiver by the shareholders of their preferential subscription rights to the Company's shares to which the securities issued on the basis of this delegation of authority may give immediate and/or future rights;
8. resolves that the Board of directors has full powers, with the right of sub-delegation, under the legal and regulatory conditions, to implement this delegation of authority and in particular:
 - determine the characteristics, amounts and terms of all issues and/or the securities to be issued,
 - set the opening and closing dates for subscriptions, determine the class of securities issued and set their subscription price, with or without premium, the terms of their payment, their vesting date even retroactively or the terms for exercising the rights attached to the securities issued (where applicable, in particular, conversion rights, exchange or redemption rights, including by remitting assets such as securities already issued by the Company or a Subsidiary),
 - also decide, in the event of the issue of debt securities, whether subordinated or not (and, where applicable, their seniority rank, in accordance with the provisions of article L. 228-97 of the French commercial code), set their interest rate (in particular fixed or variable rate interest, or zero or indexed coupon interest) and provide, where applicable, mandatory or optional cases of suspension or non-payment of interest, provide for their duration, their redemption price, the possibility of reducing or increasing the par value of the securities and the other terms of issue (including granting them guarantees or sureties) and amortizations (including repayment by remittance of assets), set the conditions under which these securities will give access to the share capital of the Company or of one of its Subsidiaries; provide that the securities may be redeemed on the stock exchange or *via* a public tender or exchange offer

by the Company; modify, during the life of the securities concerned, the terms referred to above, in accordance with the applicable formalities,

- on its sole initiative, charge the share premium(s) in particular the costs, duties and fees resulting from the completion of the issues,
- provide for the option of suspending the exercise of rights attached to the securities issued in accordance with legal and regulatory provisions,
- determine and make any adjustments intended to take into account the impact of transactions, particularly on the Company's shareholders' equity, and set all procedures to ensure, in accordance with legal and regulatory provisions and, where applicable, contractual provisions, the preservation of the rights of holders of securities granting access to the Company's share capital (including by means of cash adjustments),
- generally take all necessary measures and enter into any agreements to ensure that the proposed issues are successfully completed, take all measures and carry out any formalities that are relevant to the financial service of the securities issued under this delegation of authority and to the exercise of the rights attached thereto, to record the completion of the capital increase(s) resulting from any issue carried out by the use of this delegation of authority and to amend the articles of association accordingly and to carry out any formalities required for the admission to trading of the securities issued.

This delegation has been granted for a period of twenty-six months as from the date of this Meeting and renders ineffective the unused portion of any earlier delegation relating to the same subject.

TWENTY-SECOND RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with waiver of preferential subscription rights through a public offering, excluding the offerings referred to in 1° of article L. 411-2 of the French monetary and financial code)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report and in accordance with the provisions of articles L. 225-129 *et seq.* and L. 22-10-49 *et seq.* of the French commercial code, in particular articles L. 225-129-2, L. 225-135, L. 225-136, L. 22-10-51 and L. 22-10-52 and the provisions of articles L. 228-91 *et seq.* of said Code:

1. delegates to the Board of directors, with the option of sub-delegation under legal and regulatory conditions, its authority to carry out, on one or more occasions, in the proportions and at the times it deems appropriate, both in France and abroad, in euros or in any other currency or unit of account established by reference to several currencies by way of a public offering, excluding the offerings referred to in 1° of article L. 411-2 of the French monetary and financial code, the issue with waiver of preferential subscription rights of the shareholders, of:
 - ordinary shares of the Company, and/or
 - securities that are (i) equity securities granting access to other equity securities of the Company or of a company in which the Company directly or indirectly owns more than half of the share capital (a "**Subsidiary**") and/or entitling holders to the grant of debt securities of the Company or a Subsidiary, and/or (ii) debt securities that may give access to or giving access, immediately and/or in the future, to equity securities to be issued by the Company or a Subsidiary,

it being specified that the subscription may be made either in cash or by offsetting claims;

2. resolves that issues carried out under this delegation of authority may be associated, in the context of the same issue or of several issues carried out jointly, with one or more offers referred to in 1° of article L. 411-2 of the French monetary and financial code decided pursuant to the twenty-third resolution submitted to this Meeting;
3. resolves to set as follows the amounts of the issues authorized in the event of use by the Board of directors of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, by virtue of this delegation of authority, may not exceed €950,000 (or its equivalent value in any other currency or unit of account established by

reference to several currencies), it being specified that (i) this amount is an overall ceiling for all capital increases that may be carried out pursuant to the twenty-second, twenty-third and twenty-fourth resolutions submitted to this Meeting, and that (ii) this amount will be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this Meeting,

- the nominal amount of the Company's ordinary shares to be issued, where appropriate, to preserve, in accordance with the legal and regulatory provisions and applicable contractual stipulations specifying other cases of adjustments, the rights of holders of securities or other rights granting access to the capital of the Company, shall be added to this ceiling,
 - the maximum nominal amount of the securities representing debt securities that may be issued under this delegation of authority may not exceed the ceiling set in the third paragraph of point 2. of the twenty-first resolution from which it shall be deducted;
4. resolves to cancel the preferential subscription rights of shareholders to shares and/or securities to be issued under this authorization, it being understood that the Board of directors shall have the option, pursuant to articles L. 22-10-51, paragraph 1 and R. 225-131 of the French commercial code, to grant the shareholders for all or part of the issue, a priority subscription period that does not give rise to the creation of negotiable rights and which must be exercised in proportion to the number of shares held by each shareholder, for a period of time and according to the procedures that it shall determine;
5. resolves that if the subscriptions have not absorbed the entire issue of ordinary shares and/or securities granting access to the share capital, the Board of directors may use, in the order it determines, any of the following options:
- limit the issue to the amount of subscriptions under the conditions provided for by the legal and regulatory provisions in force at the time of use of this delegation,
 - freely distribute all or part of the unsubscribed securities among the persons of its choice;
6. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of authority once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period;
7. acknowledges that this delegation automatically implies the express waiver by the shareholders of their preferential subscription rights to the Company's shares to which the securities issued on the basis of this delegation of authority may give immediate and/or future rights;
8. takes note of the fact that:
- the issue price of the shares will be at least equal to the minimum provided for by the laws and regulations applicable at the time of use of this delegation of authority (for information purposes as at the date of this Meeting, at least equal to the weighted average of the quoted prices of the Company's ordinary share during the last three trading days on the regulated market of Euronext Paris preceding the beginning of the public offering within the meaning of Regulation (EU) no. 2017/1129 of June 14, 2017, potentially reduced by a maximum discount of 10%) after adjusting, where applicable, that amount to take into account the difference in the entitlement date, and
 - the issue price of the securities shall be such that the sum received immediately by the Company plus, where applicable, the sum likely to be received subsequently by the Company, or, for each ordinary share issued as a result of the issue of such securities, at least equal to the minimum price referred to in the preceding paragraph;
9. resolves that the Board of directors has full powers, with the right of sub-delegation, under the legal and regulatory conditions, to implement this delegation of authority and in particular:
- determine the characteristics, amounts and terms of all issues and/or the securities to be issued,
 - set the opening and closing dates for subscriptions, determine the category of securities issued and set their subscription price, with or without premium, the terms of their payment, their vesting date even retroactively or the terms and conditions for exercising the rights attached to the securities issued (if applicable, conversion rights, exchange, redemption, including by remittance of assets such as securities already issued by the Company or a Subsidiary),

- also decide, in the event of the issue of debt securities, whether subordinated or not (and, where applicable, their seniority rank, in accordance with the provisions of article L. 228-97 of the French commercial code), set their interest rate (in particular fixed or variable rate interest, or zero or indexed coupon interest) and provide, where applicable, mandatory or optional cases of suspension or non-payment of interest, provide for their duration, their redemption price, the possibility of reducing or increasing the par value of the securities and the other terms of issue (including granting them guarantees or sureties) and amortizations (including repayment by remittance of assets), set the conditions under which these securities will give access to the share capital of the Company or of one of its Subsidiaries; provide that the securities may be redeemed on the stock exchange or via a public tender or exchange offer by the Company; modify, during the life of the securities concerned, the terms referred to above, in accordance with the applicable formalities,
- on its sole initiative, charge the share premium(s), including costs, duties and fees resulting from the completion of the issues,
- provide for the option of suspending the exercise of rights attached to the securities issued in accordance with legal and regulatory provisions,
- determine and make any adjustments intended to take into account the impact of transactions, particularly on the Company's shareholders' equity, and set all procedures to ensure, in accordance with legal and regulatory provisions and, where applicable, contractual provisions, the preservation of the rights of holders of securities granting access to the Company's share capital (including by means of cash adjustments),
- generally take all necessary measures and enter into any agreements to ensure that the proposed issues are successfully completed, take all measures and carry out any formalities that are relevant to the financial service of the securities issued under this delegation of authority and to the exercise of the rights attached thereto, to record the completion of the capital increase(s) resulting from any issue carried out by the use of this delegation of authority and to amend the articles of association accordingly and to carry out any formalities required for the admission to trading of the securities issued.

This delegation has been granted for a period of twenty-six months as from the date of this Meeting and renders ineffective the unused portion of any earlier delegation relating to the same subject.

TWENTY-THIRD RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing shares of the Company and/or securities granting access to the share capital of the Company or one of its subsidiaries and/or entitling holders to the grant of debt securities, with waiver of preferential subscription rights through a public offering referred to in 1° of article L. 411-2 of the French monetary and financial code (formerly "private placement"))

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report and in accordance with the provisions of articles L. 225-129 *et seq.* and L. 22-10-49 *et seq.* of the French commercial code, in particular articles L. 225-129-2, L. 225-135, L. 225-136, L. 22-10-51 and L. 22-10-52 and the provisions of articles L. 228-91 *et seq.* of said Code:

1. delegates to the Board of directors, with the option of sub-delegation under legal and regulatory conditions, its authority to carry out, on one or more occasions, in the proportions and at the times it deems appropriate, both in France and abroad, in euros or in any other currency or unit of account established by reference to several currencies, by way of a public offering meeting the conditions set out in point 1 of article L. 411-2 of the French monetary and financial code, the issue, with waiver of the preferential subscription rights of the shareholders, of:
 - ordinary shares of the Company, and/or
 - securities that are (i) equity securities granting access to other equity securities of the Company or of a company in which the Company directly or indirectly owns more than half of the share capital (a "**Subsidiary**") and/or entitling holders to the grant of debt securities of the Company or a Subsidiary, and/or (ii) debt securities that may give access to or giving access, immediately and/or in the future, to equity securities to be issued by the Company or a Subsidiary,

it being specified that the subscription may be made either in cash or by offsetting claims;

2. resolves that issues carried out under this delegation of authority may be associated, in the context of the same issue or of several issues carried out jointly, with one or more public offerings approved pursuant to the twenty-second resolution submitted to this Meeting;
3. resolves to set as follows the amounts of the issues authorized in the event of use by the Board of directors of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, by virtue of this delegation of authority, may not exceed €950,000 (or its equivalent value in any other currency or unit of account established by reference to several currencies), it being specified that (i) this amount is an overall ceiling for all capital increases that may be carried out pursuant to the twenty-second, twenty-third and twenty-fourth resolutions submitted to this Meeting, and that (ii) this amount will be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this Meeting,
 - the nominal amount of the Company's ordinary shares to be issued, where appropriate, to preserve, in accordance with the legal and regulatory provisions and applicable contractual stipulations specifying other cases of adjustments, the rights of holders of securities or other rights granting access to the capital of the Company, shall be added to this ceiling,
 - in any event, issues of equity securities carried out by virtue of this authorization by public offering referred to in point 1 of article L. 411-2 of the French monetary and financial code may not exceed the limits provided for by the regulations applicable on the date of the issue, it being specified that this limit will be assessed on the date of the Board of directors' decision to use this authorization,
 - the maximum nominal amount of the securities representing debt securities that may be issued under this delegation of authority may not exceed the ceiling set in the third paragraph of point 2. of the twenty-first resolution from which it shall be deducted;
4. resolves to cancel the preferential subscription rights of shareholders to the shares and/or securities to be issued pursuant to this delegation of authority;
5. resolves that if the subscriptions have not absorbed the entire issue of ordinary shares and/or securities granting access to the share capital, the Board of directors may limit the issue to the amount of subscriptions under the conditions provided for by the legal and regulatory provisions in force at the time of use of this delegation;
6. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of authority once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period;
7. acknowledges that this delegation automatically implies the express waiver by the shareholders of their preferential subscription rights to the Company's shares to which the securities issued on the basis of this delegation of authority may give immediate and/or future rights;
8. takes note of the fact that:
 - the issue price of the shares will be at least equal to the minimum provided for by the laws and regulations applicable at the time of use of this delegation of authority (for information purposes as at the date of this Meeting, at least equal to the weighted average of the quoted prices of the Company's ordinary share during the last three trading days on the regulated market of Euronext Paris preceding the beginning of the public offering within the meaning of Regulation (EU) no. 2017/1129 of June 14, 2017, potentially reduced by a maximum discount of 10%) after adjusting, where applicable, that amount to take into account the difference in the entitlement date, and
 - the issue price of the securities shall be such that the sum received immediately by the Company plus, where applicable, the sum likely to be received subsequently by the Company, or, for each ordinary share issued as a result of the issue of such securities, at least equal to the minimum price referred to in the preceding paragraph;
9. resolves that the Board of directors has full powers, with the right of sub-delegation, under the legal and regulatory conditions, to implement this delegation of authority and in particular:

- determine the characteristics, amounts and terms of all issues and/or the securities to be issued,
- set the opening and closing dates for subscriptions, determine the category of securities issued and set their subscription price, with or without premium, the terms of their payment, their vesting date even retroactively or the terms and conditions for exercising the rights attached to the securities issued (if applicable, conversion rights, exchange, redemption, including by remittance of assets such as securities already issued by the Company or a Subsidiary),
- also decide, in the event of the issue of debt securities, whether subordinated or not (and, where applicable, their seniority rank, in accordance with the provisions of article L. 228-97 of the French commercial code), set their interest rate (in particular fixed or variable rate interest, or zero or indexed coupon interest) and provide, where applicable, mandatory or optional cases of suspension or non-payment of interest, provide for their duration, their redemption price, the possibility of reducing or increasing the par value of the securities and the other terms of issue (including granting them guarantees or sureties) and amortizations (including repayment by remittance of assets), set the conditions under which these securities will give access to the share capital of the Company or of one of its Subsidiaries; provide that the securities may be redeemed on the stock exchange or *via* a public tender or exchange offer by the Company; modify, during the life of the securities concerned, the terms referred to above, in accordance with the applicable formalities,
- on its sole initiative, charge the share premium(s) in particular the costs, duties and fees resulting from the completion of the issues,
- generally take all necessary measures and enter into any agreements to ensure that the proposed issues are successfully completed, take all measures and carry out any formalities that are relevant to the financial service of the securities issued under this delegation of authority and to the exercise of the rights attached thereto, to record the completion of the capital increase(s) resulting from any issue carried out by the use of this delegation of authority and to amend the articles of association accordingly and to carry out any formalities required for the admission to trading of the securities issued.

This delegation has been granted for a period of twenty-six months as from the date of this Meeting and renders ineffective the unused portion of any earlier delegation relating to the same subject.

TWENTY-FOURTH RESOLUTION

(Delegation of powers to the Board of directors to issue shares and/or securities granting access to the share capital, in order to remunerate contributions in kind granted to the Company, with waiver of preferential subscription rights for shareholders)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report, and in accordance with the provisions of article L. 22-10-53 of the French commercial code:

1. delegates all powers to the Board of directors, with the right of sub-delegation under the conditions set by law and regulations, necessary to carry out, on the report of the Statutory Auditor(s) referred to in paragraphs 1 and 2 of article L. 225-147 of the French commercial code, upon reference to article L. 22-10-53 referred to above, on the issue of:
 - ordinary shares of the Company, and/or
 - securities that are (i) equity securities granting access to other equity securities of the Company and/or granting the right to the grant of debt securities of the Company, and/or (ii) debt securities that may grant access to or granting access to, immediately and/or in the future, equity securities to be issued by the Company,

in order to remunerate contributions in kind granted to the Company, where the provisions of article L. 22-10-54 of the French commercial code are not applicable;

2. resolves to set as follows the amounts of the issues authorized in the event of use by the Board of directors of this delegation of powers:
 - the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, pursuant to this delegation may not exceed 10% of the Company's share capital as existing at the date of this Meeting, it being specified that (i) this amount is an overall ceiling for all capital increases that may be carried out pursuant to the

twenty-second, twenty-third and twenty-fourth resolutions submitted to this Meeting and that (ii) this amount will be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this Meeting,

- the maximum nominal amount of the securities representing debt securities that may be issued under this delegation of powers may not exceed the ceiling set in the third paragraph of point 2. of the twenty-first resolution from which it shall be deducted;
3. decides to cancel the shareholders' preferential subscription rights to the shares and/or securities to be issued under this delegation, which are exclusively intended to remunerate contributions in kind granted to the Company under this resolution;
 4. resolves that, other than with the prior authorization of the General Meeting, the Board of directors shall not be able to apply this delegation of powers once a third party has submitted a public offer for the Company's shares, up until the expiry of the offer period;
 5. acknowledges that this delegation automatically implies the express waiver by the shareholders of their preferential subscription rights to the Company's shares to which the securities issued on the basis of this delegation of powers may give immediate and/or future rights;
 6. resolves that the Board of directors has full powers, with the right of sub-delegation, under the legal and regulatory conditions, to implement this delegation of powers and in particular:
 - determine the nature and number of shares and/or securities to be created, their characteristics and the terms and conditions of their issue, decide, in the event of the issue of debt securities, whether subordinated or not (and, where applicable, their seniority rank), modify the terms referred to above during the life of the securities concerned in accordance with the applicable formalities, decide on the report of the Statutory Auditor(s) on the contributions referred to in the 1st and 2nd paragraphs of article L. 225-147 above, on reference to article L. 22-10-53, on the assessment of contributions and the granting of special benefits,
 - acknowledge the definitive completion of the capital increase(s), amend the articles of association accordingly, carry out all formalities required for the admission to trading of the issued securities and request any authorizations that may be necessary for the completion of these contributions.

This delegation has been granted for a period of twenty-six months as from the date of this Meeting and renders ineffective the unused portion of any earlier delegation relating to the same subject.

TWENTY-FIFTH RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders' preferential subscription rights, for the benefit of members of company or Group savings schemes)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report, in accordance with the provisions of articles L. 225-129-2, L. 22-10-49, L. 225-129-6, L. 225-138, L. 225-138-1 and L. 228-91 *et seq.* of the French commercial code and articles L. 3332-1 and L. 3332-18 *et seq.* of the French labor code:

1. delegates to the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory conditions, its authority to perform capital increases, at its sole discretion, on one or more occasions, at the times and according to the terms and conditions decided by the Board, under the conditions specified by the law, by issue of ordinary shares and/or securities granting access, by any means, immediately and/or at a future date, to the capital of the Company, to be subscribed in cash, reserved for members of one or more company or Group savings schemes of the Company and/or of companies included in the same consolidation scope or combination of accounts within the meaning of the second paragraph of article L. 3344-1 of the French labor code; it being specified that the issue of any securities giving access to preference shares is excluded;
2. resolves that the Board of directors may, in favor of the beneficiaries mentioned above, grant free shares or securities granting access, by any means, immediately and/or at a future date, to the share capital of the Company in accordance with the legal and regulatory conditions, as a substitute for all or part of the discount mentioned in paragraph 5. below and/or as an employer's

additional contribution, it being understood that the benefit resulting from this grant may not exceed the limits specified in articles L. 3332-21 and L. 3332-11 of the French labor code;

3. resolves that the nominal amount of the Company's capital increase, immediate or in the future, resulting from all issues carried out pursuant to this delegation (i) may not exceed **2%** of the amount of the share capital on the day of the decision by the Board of directors to carry out the share capital increase, it being specified that this ceiling is an overall ceiling for all capital increases liable to be carried out in application of the twenty-fifth, twenty-sixth and twenty-seventh resolutions submitted to this Meeting and is set without taking into account the par value of any shares in the Company that may be issued for adjustments to be made in accordance with the law and applicable contractual provisions to protect the rights of holders of securities or other rights giving access to the capital, and (ii) shall be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this General Meeting;
4. resolves that the subscription price of the shares or securities issued will be determined under the conditions defined in articles L. 3332-18 to L. 3332-23 of the French labor code;
5. resolves to set the maximum discount offered under a savings scheme at **15%** of the average of the listed prices of the Ubisoft Entertainment SA share on Euronext Paris during the twenty trading days preceding the day of the decision setting the opening date for subscriptions; however, the General Meeting expressly authorizes the Board of directors, if it considers it appropriate, to reduce or eliminate the aforementioned discount, within the legal and regulatory limits, notably to take into account, among other things, the legal, accounting, tax and/or social regimes applicable locally;
6. resolves to cancel, in favor of members of one or more savings schemes, the preferential subscription rights of shareholders to shares or securities that may be issued under this delegation; the said shareholders also waive, in the event of a free grant to the above-mentioned beneficiaries of shares or securities granting access to the share capital, any right to said shares or securities, including part of the reserves, profits or premiums incorporated in the share capital, due to the free grant of said shares under this resolution;
7. notes that this delegation automatically entails, in favor of holders of units in securities issued pursuant to the present resolution and giving access to the share capital of the Company, waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;
8. acknowledges that each capital increase will only be performed up to the amount of the shares subscribed by the beneficiaries mentioned above, individually or through company mutual funds (FCPE) or variable-capital investment companies or other structures permitted by the applicable legal or regulatory provisions, it being specified that the present resolution may be used for the purposes of implementing arrangements having a leverage effect in the context of an employee share ownership offering from the Company;
9. resolves that the Board of directors will have the broadest powers, with the option to sub-delegate in accordance with the legal and regulatory conditions, for the purpose of implementing the present delegation in accordance with the conditions which have just been adopted and notably to:
 - determine the characteristics, amount and procedures for any issue,
 - decide whether shares may be subscribed directly by members of one or more savings schemes or through the intermediary of company mutual funds (FCPE) or variable-capital investment companies or other structures permitted by the applicable legal or regulatory provisions,
 - determine the companies and beneficiaries concerned,
 - where applicable, set the conditions of seniority that the beneficiaries must fulfill to subscribe to the new shares or securities to be issued within the capital increases subject to the present resolution,
 - set the amounts of these issues and determine the subscription prices within the limits set in the present resolution, the terms and conditions for the issue of shares or securities that will be made pursuant to the present delegation and notably their dividend date, the applicable reduction rules in case of over-subscription and the other terms and conditions for their settlement and delivery,

- determine the dates of opening and closure of subscriptions,
- in case of the free grant of shares or securities, set the nature, characteristics and number to be granted to each beneficiary and determine the dates, deadlines, terms and conditions for the grant of these shares or securities within the legal and regulatory limits in force, and notably, either choose to fully or partially substitute the free grant of these shares or securities for the discount specified above, or to offset the equivalent value of these shares or securities of the Company against the amount of the employers' additional contribution, or to combine these two options,
- note the completion of the capital increase by issuing shares up to the amount of the shares that will actually be subscribed,
- preserve the rights of the holders of securities giving future access to the capital of the Company, in accordance with the applicable legal and regulatory provisions,
- on its own decision and if it judges it appropriate, charge the expenses for the capital increases to the amount of the premiums related to these increases and deduct from this amount the amounts necessary to bring the legal reserve to a tenth of the new capital after each increase,
- generally, enact all deeds and formalities, take all measures or decisions and conclude all agreements that are relevant or necessary (i) to successfully complete the issues made pursuant to the present delegation of authority, and notably for the issue, subscription, delivery, dividend rights, admission to trading of the securities created, the financial servicing of the new shares and the exercise of the rights that are attached to them, (ii) to record the definitive implementation of the capital increase(s), to make the changes corresponding to these capital increases to the articles of association, (iii) to perform the formalities following the capital increases and generally do whatever is necessary.

The present delegation, for a period of twenty-six months from this day, will take effect at the end of the employee shareholding plan in progress implemented under the twenty-fifth resolution of the General Meeting of July 5, 2022, and will render ineffective, from that same date, for the unused part, any prior delegation having the same purpose.

TWENTY-SIXTH RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders' preferential subscription rights, reserved for employees and/or corporate officers of certain subsidiaries of the Company within the meaning of article L. 233-16 of the French commercial code, for which the registered office is located outside France, excluding company or Group savings schemes)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report, in accordance with the provisions of articles L. 225-129-2, L. 22-10-49, L. 225-138 and L. 228-91 *et seq.* of the French commercial code:

1. delegates to the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory conditions, its authority to perform capital increases, at its sole discretion, on one or more occasions, at the times and according to the terms and conditions decided by the Board, under the conditions defined by the law, by issue of ordinary shares and/or securities that are equity securities granting access, by any means, immediately and/or at a future date, to other equity securities of the Company, to be subscribed in cash, reserved for the categories and/or one of the categories of beneficiaries defined below; it being specified that the subscription may be made directly or through a company mutual fund (FCPE) and that the issue of any securities granting access to preference shares is excluded;
2. resolves that the nominal amount of the Company's capital increase made pursuant to the present delegation (i) may not exceed **2%** of the amount of the share capital on the day of the decision by the Board of directors to carry out the share capital increase, it being specified that this ceiling is an overall ceiling for all capital increases liable to be carried out in application of the twenty-fifth, twenty-sixth and twenty-seventh resolutions submitted to this Meeting and is set without taking into account the par value of any shares in the Company that may be issued for adjustments to be made in accordance with the law and applicable contractual provisions to protect the rights of holders of securities or other rights giving access to the share capital; and (ii) will be deducted

from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this General Meeting;

3. resolves that the subscription price of the new shares to be issued in application of the present delegation will be set by the Board of directors on the day when it sets the date of opening of subscriptions, according to one of the following two procedures, at the choice of the Board of directors:
 - subscription price equal to the average quoted price of the Ubisoft Entertainment SA share on Euronext Paris during the twenty trading days preceding the date of the decision by the Board of directors, possibly reduced by a maximum discount of **15%**, or
 - subscription price equal to the price of the Ubisoft Entertainment SA share on Euronext Paris on the date of the decision by the Board of directors, possibly reduced by a maximum discount of **15%**;
4. resolves to cancel the shareholders' preferential subscription rights to the ordinary shares and/or securities that may be issued pursuant to the present delegation and reserve the right to subscribe to them to employees and/or corporate officers of Ubisoft group companies related to the Company under the conditions of article L. 233-16 of the French commercial code, having their registered office outside France; it being specified that the subscription may be carried out directly or through a company mutual fund (FCPE) and that the present resolution may be used for the purposes of implementing leveraged formula arrangements in the context of an employee share ownership offering by the Company;
5. notes that this delegation automatically entails, in favor of holders of units in securities issued pursuant to the present resolution and giving access to the share capital of the Company, waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;
6. resolves that the Board of directors will have the broadest powers, with the option to sub-delegate in accordance with the legal and regulatory conditions, for the purpose of implementing the present delegation in accordance with the conditions which have just been adopted and notably to:
 - determine the dates, terms and conditions of the issue(s) with or without premium, the overall number of securities to be issued within the limits set in the present resolution, the arrangements for subscription that will be presented to employees in each country concerned in the light of applicable local restrictions, and select, from the countries in which the Company has subsidiaries, the subsidiaries whose employees may take part in the transaction,
 - determine the list of beneficiaries within the aforementioned categories and determine the number of shares that may be subscribed by each of them,
 - determine the subscription price of the shares, in accordance with the procedures set in paragraph 3. of the present resolution,
 - determine the procedures for paying for the shares within legal limits,
 - where applicable, set a mandatory retention period for the shares and the date of dividend rights for the shares to be issued,
 - record the completion of the capital increase by the issue of shares,
 - preserve the rights of the holders of securities giving future access to the capital of the Company, in accordance with the applicable legal and regulatory provisions,
 - on its own decision and if it judges it appropriate, charge the expenses for the capital increases to the amount of the premiums related to these increases and deduct from this amount the amounts necessary to bring the legal reserve to a tenth of the new capital after each increase,
 - generally, enact all deeds and formalities, take all measures or decisions and conclude all agreements that are relevant or necessary (i) to successfully complete the issues made pursuant to the present delegation of authority, and notably for the issue, subscription, dividend rights, admission to trading of the securities created, the financial servicing of the new shares and the exercise of the rights that are attached to them, (ii) to record the definitive implementation of the capital increase(s), to make the changes corresponding to these capital increases to the articles of association, (iii) to perform the formalities following the capital increases and generally do whatever is necessary.

The present delegation, for a period of eighteen months from this day, will take effect at the end of the employee shareholding plan in progress implemented under the twenty-sixth resolution of the General Meeting of July 5, 2022, and will render ineffective, from that same date, for the unused part, any prior delegation having the same purpose.

TWENTY-SEVENTH RESOLUTION

(Delegation of authority to the Board of directors to increase the share capital by issuing ordinary shares and/or compound securities, with cancelation of the shareholders' preferential subscription rights, reserved for categories of beneficiaries under an employee share ownership offering)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report and the Statutory Auditors' special report, in accordance with the provisions of articles L. 225-129-2, L. 22-10-49, L. 225-138 and L. 228-91 *et seq.* of the French commercial code:

1. notes that, in certain countries, legal and/or tax difficulties or uncertainties may make it difficult to implement arrangements for employee share ownership structured through the intermediary of company mutual funds (FCPE) and that it may be desirable to implement alternative arrangements to those offered to employees of companies who are members of a savings scheme;
2. consequently delegates to the Board of directors, with the option to sub-delegate in accordance with the legal and regulatory conditions, their authority to perform capital increases, at its sole discretion, on one or more occasions, at the times and according to the terms and conditions decided by the Board, under the conditions defined by the law, by issue of ordinary shares and/or securities which are equity securities granting access, by any means, immediately and/or at a future date, to other equity securities of the Company, to be subscribed to in cash, reserved for any financial institution or controlled subsidiary of the said institution or any entity under French or foreign law, whether or not having legal personality, having the exclusive purpose of subscribing, holding and disposing of shares and/or other securities granting access to the share capital of the Company, for the implementation of arrangements with leverage effect in the context of an employee share ownership offering by the Company; it being specified that the issue of all securities granting access to preference shares is excluded;
3. resolves that the nominal amount of the Company's capital increase made pursuant to the present delegation (i) may not exceed **2%** of the amount of the share capital on the day of the decision by the Board of directors to carry out the capital increase, it being specified that this ceiling is an overall ceiling for all capital increases liable to be carried out in application of the twenty-fifth, twenty-sixth and twenty-seventh resolutions submitted to this Meeting and is set without taking into account the par value of any shares in the Company that may be issued for adjustments to be made in accordance with the law and applicable contractual provisions to protect the rights of holders of securities or other rights giving access to the share capital; and (ii) will be deducted from the overall ceiling of €3,500,000 provided for in the twenty-eighth resolution of this General Meeting;
4. resolves that the subscription price of the new shares to be issued in application of the present delegation will be equal to the average of the quoted prices of the Ubisoft Entertainment SA share on Euronext Paris during the twenty trading sessions preceding the day of the decision setting the opening date for subscriptions, possibly reduced by a maximum discount of **15%**; nevertheless, the General Meeting expressly authorizes the Board of directors, if it considers it appropriate, to reduce or eliminate the discount, within legal and regulatory limits, notably in order to take into account, among other things, the legal, accounting, tax and/or social regimes applicable locally;
5. resolves to cancel, for the benefit of the aforementioned category of beneficiaries, the preferential subscription right of shareholders to ordinary shares and/or securities that may be issued pursuant to the present delegation;
6. notes that this delegation automatically entails, in favor of holders of securities issued pursuant to the present resolution and giving access to the share capital of the Company, waiver by the shareholders of their preferential subscription rights to the shares to which these securities give entitlement;

7. resolves that the Board of directors will have the broadest powers, with the option to sub-delegate in accordance with the legal and regulatory conditions, for the purpose of implementing the present delegation in accordance with the conditions which have just been adopted and notably to:

- determine the dates, terms and conditions of the issue(s) with or without premium and the overall amount of securities to be issued within the limits set by the present resolution,
- determine the list of beneficiaries within the aforementioned category and determine the number of shares that may be subscribed by each of them,
- determine the subscription price of the shares, in accordance with the procedures set in paragraph 4. of the present resolution,
- determine the procedures for paying for the shares within legal limits,
- set the date from which the shares to be issued will be entitled to dividends,
- record the completion of the capital increase by the issue of shares,
- preserve the rights of the holders of securities giving future access to the capital of the Company, in accordance with the applicable legal and regulatory provisions,
- on its own decision and if it judges it appropriate, charge the expenses for the capital increases to the amount of the premiums related to these increases and deduct from this amount the amounts necessary to bring the legal reserve to a tenth of the new capital after each increase,
- generally, enact all deeds and formalities, take all measures or decisions and conclude all agreements that are relevant or necessary (i) to successfully complete the issues made pursuant to the present delegation of authority, and notably for the issue, subscription, dividend rights, admission to trading of the securities created, the financial servicing of the new shares and the exercise of the rights that are attached to them, (ii) to record the definitive implementation of the capital increase(s), to make the changes corresponding to these capital increases to the articles of association, (iii) to perform the formalities following the capital increases and generally do whatever is necessary.

The present delegation, for a period of eighteen months from this day, will take effect at the end of the employee shareholding plan in progress implemented under the twenty-seventh resolution of the General Meeting of July 5, 2022, and will render ineffective, from that same date, for the unused part, any prior delegation having the same purpose.

TWENTY-EIGHTH RESOLUTION

(Overall ceiling for capital increases)

The General Meeting, voting in accordance with the quorum and majority conditions required for extraordinary general meetings, having read the Board of directors' report, sets, in accordance with article L. 225-129-2 of the French commercial code, the overall ceiling on capital increases that may result, immediately or in the future, from all issues carried out pursuant to the delegations provided for by the twenty-first, twenty-second, twenty-third, twenty-fourth, twenty-fifth, twenty-sixth and twenty-seventh resolutions of this Meeting, and on the basis of issues authorized by similar resolutions that could replace them during the validity of this resolution, for a maximum nominal amount of €3,500,000, it being specified that to this nominal amount will be added the maximum nominal amount of capital increases through the capitalization of reserves, profits, premiums or other items the capitalization of which would be permitted, carried out pursuant to the twentieth resolution of this Meeting, subject to its adoption by the General Meeting and on the basis of issues authorized by similar resolutions that could replace them during the validity of this resolution, and bearing in mind that within the limit of this overall ceiling:

- the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, with **maintenance** of preferential subscription rights of the shareholders, pursuant to the **twenty-first resolution** of this Meeting, may not exceed **€2,400,000**;
- the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, with **cancelation** of preferential subscription rights of the shareholders, pursuant to the **twenty-second** and **twenty-third resolutions** of this Meeting, may not exceed **€950,000**;

- the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, in order to remunerate **contributions in kind granted to the Company**, pursuant to the **twenty-fourth resolution** of this Meeting, may not exceed 10% of the Company's share capital – it being specified that this amount is an overall ceiling for all capital increases that may be carried out pursuant to the **twenty-second**, **twenty-third** and **twenty-fourth resolutions** of this Meeting and may not exceed **€950,000**;
- the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, with **cancelation** of the preferential subscription rights of the shareholders (i) in favor of members of one or more savings schemes pursuant to the **twenty-fifth resolution**, reserved (ii) for employees and/or corporate officers of certain subsidiaries of the Company within the meaning of article L. 233-16 of the French commercial code, whose registered office is located outside France, excluding the savings scheme pursuant to the **twenty-sixth resolution**, and (iii) to categories of beneficiaries as part of an employee share ownership offering covered by the **twenty-seventh resolution**, may not exceed **2%** of the share capital on the date of the Board's decision.

It being specified that:

- the maximum nominal amount of the securities representing debt securities that may be issued by virtue of all the delegations submitted to this Meeting may not exceed **€1,000,000,000**; and
- the amounts referred to above do not take into account the nominal amount of equity securities to be issued, where applicable, in respect of adjustments made, in accordance with the law and the applicable contractual provisions, to preserve the rights of holders of securities granting access to the Company's capital.

ORDINARY AND EXTRAORDINARY GENERAL MEETING

TWENTY-NINTH RESOLUTION

(Powers for formalities)

The General Meeting, voting in accordance with the quorum and majority conditions required for ordinary general meetings, gives the broadest powers to the bearer of a copy or extract of the minutes of the deliberations of the present Meeting to make all filings and carry out all formalities specified by the law where necessary.

The Company has taken all possible **measures** to make it simple **to vote by post or online**. The Company's **shareholders** will be able **to vote prior** to the General Meeting by **voting online** on the secure **VOTACCESS** platform, **voting by post** with the **paper voting form** or appointing a proxy, in accordance with the conditions set out in this notice.

1. Prerequisites to participate in the General Meeting

Any shareholder, regardless of the number of shares held and the way they are held (registered or bearer form), may participate in the Meeting.

In compliance with article R. 22-10-28 of the French commercial code, this right is subject to the registration of the shares, no later than the 2nd business day preceding the Meeting, *i.e.* **Monday, September 25, 2023 at 00:00** (Paris time) ("**D-2**"), evidenced for the:

- **registered shares (held in direct or administered account):** by the registration of the shares in their name in the share accounts held for the Company by UPTEVIA,
- **bearer shares:** by the registration of the shares in the bearer share accounts held by the banking or financial institution with which the shares are registered, duly evidenced by a certificate of participation issued by this latter, where appropriate by electronic means, attached to the postal and proxy voting form (the "**Single Form**").

The Single Form is, with respect to:

- **registered shares (held in direct or administered account):** sent automatically with the notice of meeting brochure, without the need for the shareholders to request it;
- **bearer shares:** available on the Company's website (www.ubisoft.com - Investors Center - General Meetings - 2023) or may be obtained from UPTEVIA - Service Assemblées Générales Centralisées - 12, place des États-Unis - CS 40083 - 92549 MONTROUGE CEDEX ("UPTEVIA"). The request must be made by simple letter at the latest 6 days preceding the Meeting, *i.e.* **Thursday, September 21, 2023** before midnight.

The Single Form will be available on the Company's website no later than the 21st day preceding the Meeting, *i.e.* **Wednesday, September 6, 2023**.

2. Methods for participating in the General Meeting

The shareholders may choose one of the following three methods of participation:

- attend the Meeting in person;
- vote remotely (postal voting form or e-voting, as the case maybe);
- be represented by granting a proxy to the Chairman of the Meeting, to his/her spouse or partner to whom he/she is bound by a Civil Solidarity Pact, to another shareholder, or to any individual or legal entity of his/her choice under the conditions provided for by articles L. 225-106 and L. 22-10-39 of the French commercial code or, even, without specifying any representative – it being stated that in the case of a proxy granted without mention of a representative, the Chairman of the Meeting will vote in favour of draft resolutions presented or adopted by the Board of directors and against all other draft resolutions.

Regardless of how they choose to participate, the shareholders are recommended to cast their vote at the earliest to facilitate its processing.

The shareholders have two manners to choose the method for participating in the Meeting:

- either by using the online voting platform VOTACCESS (recommended);
- or by using the Single Form.

Pursuant to article R. 22-10-28 of the French commercial code, a shareholder who has already cast a vote or sent a proxy or requested an admission card, may at any time sell all or some part of his/her shares. Nevertheless, if the sale occurs before D-2, UPTEVIA will void or amend, as applicable, the vote cast or the proxy granted or the admission card requested, up to the number of shares transferred. No sale or any other transaction completed after D-2, whatever the means used, may be notified by the authorized intermediary and/or taken in consideration by UPTEVIA, notwithstanding any agreement to the contrary.

2.1. Instructions submitted online *via* the VOTACCESS platform (recommended)

For this Meeting, the VOTACCESS platform will be accessible from **Monday, September 11, 2023** at **10:00 a.m.** (Paris time) to **Tuesday, September 26, 2023** at **3:00 p.m.** (Paris time).

To avoid any potential overloading of the VOTACCESS platform, shareholders are advised not to wait until the day preceding the Meeting to transmit their instructions.

To access VOTACCESS and vote remotely, grant a proxy, revoke a proxy appointed formerly or request an admission card, the shareholder must follow the procedures described below:

- **Registered shares (held in direct or administered account):** To access VOTACCESS, the shareholders will have to connect to the website: <https://www.investor.uptevia.com>
 - **Registered shares (held in direct):** The shareholders will have to connect with the login ID and password they usually use to consult their account. The login ID is mentioned on the Single Form sent with the notice of meeting brochure;

- **Registered shares (administered account):** The shareholders will have to connect with the login ID mentioned on the Single Form sent with the notice of meeting brochure. Once connected, they will have to follow the on-screen instructions in order to access VOTACCESS.
- **Bearer shares:** The shareholders will have to check with their account-keeping institution if this latter signed up or not to VOTACCESS, and, as the case maybe, if it is subject to specific conditions of use:
 - if the shareholder's account-keeping institution has signed up to the VOTACCESS platform, the shareholder will have to log on to this institution's portal using his/her usual login ID and follow the on-screen instructions in order to access VOTACCESS to vote remotely, grant a proxy, revoke a proxy appointed formerly or request an admission card;
 - if the shareholder's account-keeping institution has not signed up to the VOTACCESS platform, the shareholder shall send his/her instructions to the financial intermediary in charge of the management of his/her share account, who will forward them to UPTEVIA. It is specified that the appointment or revocation of a proxy can however be made by electronic means in accordance with the methods described below.

2.2. Instructions submitted by using the Single Form

To be taken into account and regardless of the form in which the shares are held (registered or bearer), the Single Form completed, dated and signed and, if required, with the certificate of participation attached, shall be sent to UPTEVIA no later than 4 days preceding the Meeting, *i.e.* **Saturday, September 23, 2023**.

The Single Form shall under no circumstances be sent directly to the Company.

- **To attend the General Meeting in person**, the shareholders shall beforehand request an admission card:
 - **for registered shareholders:** by completing the Single Form, sent with the notice of meeting brochure, and specifying that he/she wishes to participate in the Meeting and to obtain an admission card, and then returning it dated and signed with the envelope attached to the brochure to UPTEVIA;
 - **for bearer shareholders:** by asking the financial intermediary in charge of the management of his/her share account, an admission card. Requests for admission cards by post must be received by UPTEVIA, no later than 4 days before the Meeting, *i.e.* **Saturday, September 23, 2023**.

The shareholders who have not received their admission card may also go directly to the signing-desk reception specifically provided for this purpose, on the day of the Meeting:

- **for the registered shareholders:** with a proof of identity;
- **for the bearer shareholders:** with their certificate of participation allowing them to prove their shareholder status on D-2 and proof of identity.
- **To vote on resolutions, appoint the Chairman of the Meeting or a third party to represent them**, the shareholders shall return the Single Form completed, dated and signed in the manner indicated above no later than **Saturday, September 23, 2023**:
 - **for registered shareholders:** to UPTEVIA with the envelope attached to the brochure;
 - **for bearer shareholders:** to the financial intermediary in charge of the management of his/her share account, who will forward it to UPTEVIA together with the certificate of participation.

3. Handling of proxies

In the event a shareholder wishes to grant a proxy to his/her spouse or partner to whom he/she is bound by a Civil Solidarity Pact, to another shareholder, or to any individual or legal entity of his/her choice, instructions relating to such appointment or revocation must reach UPTEVIA:

- via **VOTACCESS** as previously described;
- by sending **an email** to the following address: ct-mandataires-assemblees@uptevia.com, no later than **Tuesday, September 26, 2023** before **3:00 p.m.** (Paris time).

This email must include a scanned copy of the duly completed, dated and signed Single Form as an attachment. Shareholders owning bearer shares must also enclose the certificate of participation issued by their authorized intermediary.

- by sending the Single Form **by post**, no later than **Saturday, September 23, 2023**.

The Single Form shall specify the first, last names and address of the principal and the first, last names and address of the authorized or revoked proxy. Bearer shareholders shall as well **(i)** mention their bank details and **(ii)** require their financial intermediary to send a written confirmation (by post) to UPTEVIA.

For any proxy without indication of a representative, the Chairman of the Meeting will vote in favour of the adoption of the draft resolutions presented or agreed by the Board of directors and against the adoption of all other draft resolutions.

Any person appearing on the day of the Meeting at the sign-in desk with a proxy established by a shareholder, who did not expressly request this beforehand, will be refused access to attend the General Meeting.

4. Change in the participation method

Any shareholder who has already cast a vote, given a proxy, requested an admission card or a certificate of participation may no longer choose another method for taking part in the Meeting.

5. Written questions

The shareholders have the possibility to submit written questions to the Company in compliance with articles L. 225-108 and R. 225-84 of the French commercial code. These questions must be sent to the Company's registered office for the attention of the Secretary of the Board of directors, either by letter with acknowledgment of receipt or by email to the following address: odj2023@ubisoft.com, no later than the 4th day before the Meeting, *i.e.* **Thursday, September 21, 2023**. For the bearer shareholders, a certificate of participation must be attached thereto.

6. Request for points or proposed draft resolutions to be included on the agenda of the Meeting

Requests for points or proposed draft resolutions to be included on the agenda of the Meeting by shareholders who meet the legal requirements in force, must be sent to the registered office, for the attention of the Secretary of the Board of directors, by letter with acknowledgment of receipt, and received no later than 25 days before the Meeting, *i.e.* **Saturday, September 2, 2023**.

Such requests must be justified and accompanied by a certificate of registration. The list of points to be included to the agenda and the text of the draft resolutions will be published on the Company's website (www.ubisoft.com), in accordance with article R. 22-10-23 of the French commercial code. Requests for draft resolutions shall be accompanied with the draft text of the resolutions which may be supported by a brief explanation of the reasons.

It is recalled that the review of the points or draft resolutions is subject to the persons making the request submitting a new certificate proving registration of the shares in the same account(s) by D-2, in the same aforementioned conditions.

7. Documents and information made available to shareholders

Documents and information that must be made available to shareholders pursuant to article R. 22-10-23 of the French commercial code will be published on the Company's website (www.ubisoft.com) no later than the 21st day preceding the Meeting, *i.e.* **Wednesday, September 6, 2023**. They will also be available at the Company's registered office or on request sent to UPTEVIA.

Shareholders may also request documents that are not available on the Company's website by sending an e-mail to the following address: aq2023@ubisoft.com.

The Board of directors