

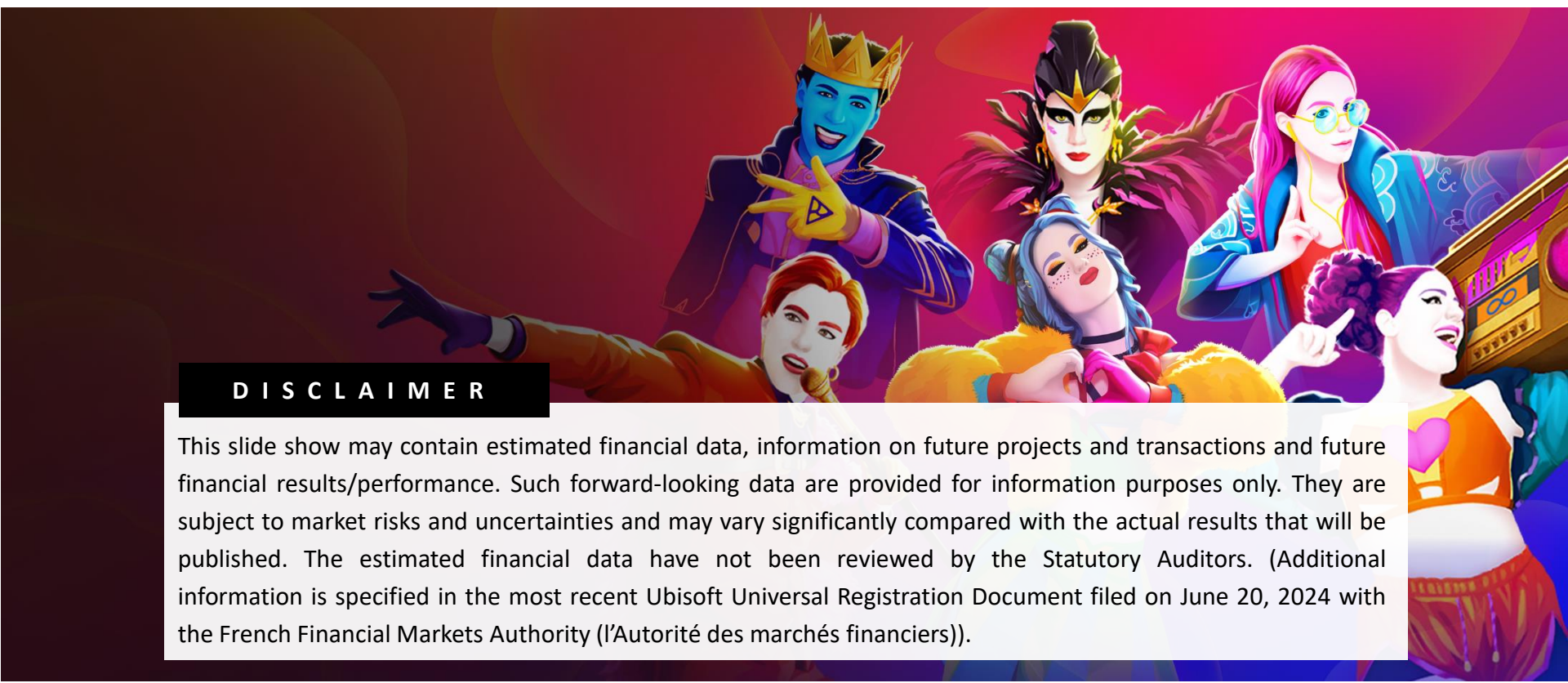


UBISOFT
FY25 EARNINGS
May 14, 2025

DISCLAIMER

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DISCLAIMER

This slide show may contain estimated financial data, information on future projects and transactions and future financial results/performance. Such forward-looking data are provided for information purposes only. They are subject to market risks and uncertainties and may vary significantly compared with the actual results that will be published. The estimated financial data have not been reviewed by the Statutory Auditors. (Additional information is specified in the most recent Ubisoft Universal Registration Document filed on June 20, 2024 with the French Financial Markets Authority (l'Autorité des marchés financiers)).

AGENDA

FY25 PERFORMANCE

GROUP TRANSFORMATION

FY26 TARGETS



FY25: NET BOOKINGS

	12-MONTHS
NET BOOKINGS	€1,846m, -20% YoY
DIGITAL REVENUES	€1,585m, -20% YoY, 86% of total net bookings
PLAYER RECURRING INVESTMENT	€806m, -8% YoY, 44% of total net bookings
BACK-CATALOG	€1,296m, -13% YoY, 70% of net bookings

KEY HIGHLIGHTS

FY25 PERFORMANCE

- FY2024-25 performance **broadly in line with targets**:
 - Net bookings of €1.85bn, slightly below objective, mainly reflecting lower than expected partnerships, notably due to a timing impact
 - Non-IFRS operating income in line with guidance
 - Free Cash Flow ahead of target at €128m, driven by cash-flow from operating activities of €169m
- AC Shadows prompted **very strong praise from players** and **delivered a solid performance**, highlighting the **strength of the brand**
- Solid activity and engagement metrics across Console & PC in FY25:
 - Playtime and Session Days broadly stable year-on-year
 - Assassin's Creed and Rainbow Six brands each sustained around **30 million active players for the 4th consecutive year**
 - Far Cry stood at around **20 million per year** over the same period
 - Other brands continued to drive strong community appeal, with more than **100m unique active players**
- In Q4, Top 10 brands saw net bookings growth year-over-year

GROUP PURSUES TRANSFORMATION

- Group plans to announce a **new organization** by the end of the year
- Creation of New Subsidiary to **accelerate growth** of 3 leading IPs and Tencent Transaction to fully deleverage Ubisoft
- **Product roadmap optimization** towards more evergreen offering

COST REDUCTION PROGRAM

- Initial plan achieved **ahead of schedule and slightly above the €200m objective**
- Additional cost reduction of **at least €100m** to be achieved over the next two years



FY25: NON-IFRS P&L

in € millions, except for per share data	FY 2024-25		FY 2023-24	
		%		%
IFRS15 Sales	1,899.2		2,300.9	
Restatements related to IFRS15	(52.9)		20.5	
Net bookings	1,846.4		2,321.4	
Gross profit based on net bookings	1,643.6	89.0	2,117.1	91.2
Non-IFRS R&D expenses	(1,029.2)	(55.7)	(1,025.8)	(44.2)
Non-IFRS Selling expenses	(371.3)	(20.1)	(409.9)	(17.7)
Non-IFRS G&A expenses	(258.1)	(14.0)	(280.1)	(12.1)
Non-IFRS SG&A expenses	(629.4)	(34.1)	(689.9)	(29.7)
Non IFRS current operating income	(15.1)	(0.8)	401.4	17.3
Net Financial Income	(37.5)		(40.5)	
Income Tax	(17.9)		(108.8)	
Non IFRS consolidated net income	(70.5)		252.0	
Net income attributable to owners of the parent company	(70.7)		252.0	
Net income attributable to non-controlling interests	0.2		0.1	
Non IFRS Diluted earnings per share attributable to parent company	(0.56)		1.79	
Number of shares fully diluted	127,131		147,348	

- **SG&A down 61 M€**

- Variable marketing expenses: 272 M€ or 14.7% of net bookings (287 M€ & 12.4% in FY24)
- Fixed structure costs: 357 M€ or 19.4% of net bookings (403 M€ & 17.4% in FY24)

FY25: R&D

In € millions	FY 2024-25	FY 2023-24
Depreciation of in-house software-related production	562.8	636.2
Depreciation of external software-related production and licenses	27.1	19.6
Royalties	27.7	26.8
Non Capitalized R&D & others*	411.6	343.2
Total R&D P&L	1,029.2	1,025.8
Capitalized in-house software-related production	782.2	874.6
Capitalized external software-related production and licenses (excluding future commitments)	14.7	12.5
Royalties	27.7	26.8
Non Capitalized R&D & others*	411.0	342.0
Total R&D Cash	1,235.6	1,255.8

*mostly Post-Launch content

FY25: CASH FLOWS & CLOSING CASH POSITION

In € millions	FY 2024-25	FY 2023-24
Non-IFRS Opening cash position	(985.1)	(662.0)
Cash flows from operation	(240.0)	90.8
Change in WCR	408.9	(484.1)
Cash flows from operating activities	168.8	(393.3)
Net investment in capital assets	(41.2)	(116.1)
Net free cash flow	127.7	(509.4)
Net acquisitions/disposals	0.0	0.0
Proceeds from issue of capital and other financial flows	30.1	40.4
Net acquisitions/disposals of own shares	0.0	11.5
Equity component (OCEANE)	(25.2)	131.2
Effect of exchange rate fluctuations	(32.6)	3.2
Decrease/(increase) in net debt	100.1	(323.1)
Closing cash position	(885.1)	(985.1)

AGENDA



FY25 PERFORMANCE

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GROUP'S PROFOUND TRANSFORMATION

Reshaping the organization and optimizing product roadmap

- Ubisoft is continuing to execute on its strategic focus around **two core verticals**:
 - Open World Adventures
 - GaaS-native experiences
- Objective to transform its portfolio with more evergreen offerings
- To support this vision, the Group is currently working on **reshaping its organization** with the objective to:
 - better meet player needs
 - deliver superior game quality
 - drive disciplined capital allocation
- The Group targets to announce the new organization by **the end of the year**

New Subsidiary to drive growth of three iconic IPs

- Creation of a New Subsidiary to play a pivotal role in **accelerating the growth** of iconic IPs, Assassin's Creed, Rainbow Six, and Far Cry, that are well positioned in **high-growth markets** like Open World and LiveOps and served by a **very powerful 5-year line-up** to come
- Focus on building **brand ecosystems** capable of becoming **evergreen, billion-euro franchises**. This includes:
 - Improving the quality of narrative-driven solo experiences
 - Expanding live service offerings with richer multiplayer features and more frequent content updates
 - Significantly enhancing content creation by leveraging Ubisoft's technological stack
 - Scaling into underpenetrated markets such as mobile and China

UPDATE ON COST REDUCTION PLAN

INITIAL COST REDUCTION TARGET

- At least €200m reduction by FY26 vs. FY23 fixed cost base* (€1.75bn)

FY25 UPDATE

- Plan achieved **ahead of schedule** and slightly above the objective
- **Total headcount** decrease of around 3,000** since end Sept. 2022, while attrition is back to Ubisoft's lowest record levels
- **Fixed cost base** standing at around €1.55 billion at end FY25, representing a reduction of around €205 million and 12% vs. FY2022-23 fixed cost base ***

FURTHER COST REDUCTION

- At least €100m reduction to be achieved over the next two years

*Includes P&L structure costs + fixed portion of COGS (customer service and supply chain) + cash R&D (excluding performance-based royalties) and excludes all profitability bonuses

**As of March 31, 2025

*** Including a favorable foreign exchange impact

AGENDA

A soldier in tactical gear, including a helmet and goggles, is shown in a dynamic action scene. He is holding a rifle and firing, with bright muzzle flashes and sparks visible. The background is filled with motion-blurred debris and other soldiers, suggesting a high-intensity battle environment.

FY25 PERFORMANCE

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OUTLOOK

Q1
FY26e

- **NET BOOKINGS: AROUND €310m**

FY26e

- **STABLE NET BOOKINGS YEAR-ON-YEAR**
- **APPROXIMATELY BREAK-EVEN NON-IFRS OPERATING INCOME**
- **NEGATIVE FREE CASH FLOW**
- **FOLLOWING THE CLOSING OF THE TENCENT TRANSACTION, THE GROUP EXPECTS TO MAINTAIN A CONSOLIDATED NET DEBT POSITION OF AROUND ZERO**

Beyond
FY26

The Group expects to return to **positive non-IFRS EBIT** and **Free Cash Flow generation** in FY27 and to see **significant content** coming from its largest brands in FY27 and FY28

A close-up, dramatic portrait of a samurai warrior. The warrior is wearing highly detailed armor, including a helmet with a large, ornate dragon crest (shikoro) and long, curved horns. The armor features intricate gold and blue patterns, and the warrior's face is partially visible through the helmet's visor. The background is a dark, textured surface with a prominent red, blood-like splatter. The word "APPENDIX" is overlaid in large, white, sans-serif capital letters.

APPENDIX

FY25: IFRS / NON-IFRS RECONCILIATION

In € millions except for per share data	FY 202-24			FY 2023-24		
	IFRS	Adjustments	Non-IFRS	IFRS	Adjustments	Non-IFRS
IFRS 15 Sales	1,899.2			2,300.9		
Restatements related to IFRS 15		(52.9)			20.5	20.5
Net bookings			1,846.4			2,321.4
Total Operating expenses	(1,981.9)	120.5	(1,861.4)	(1,987.3)	67.3	(1,920.0)
Impact of Financing	(13.4)	13.4	0.0	0.0	0.0	0.0
Stock-based compensation	(54.5)	54.5	0.0	(59.6)	59.6	0.0
Non current operating income & expense	(52.6)	52.6	0.0	(7.6)	7.6	0.0
Operating Income	(82.6)	67.6	(15.1)	313.6	87.8	401.4
Net Financial income	(64.0)	26.5	(37.5)	(58.9)	18.4	(40.5)
Income tax	(12.1)	(5.8)	(17.9)	(96.8)	(12.1)	(108.8)
Consolidated Net Income	(158.7)	88.3	(70.5)	157.9	94.2	252.0
Net income attributable to owners of the parent company	(159.0)		(70.7)	157.8		252.0
Net income attributable to non-controlling interests	0.2		0.2	0.1		0.1
Weighted average number of shares in issue	127,130,543		127,130,543	147,348,455		147,348,455
Diluted earnings per share attributable to parent company (in €)	(1.25)	0.69	(0.56)	1.24	0.55	1.79