



UBISOFT

H1 FY26 EARNINGS

November 21, 2025

DISCLAIMER

Yves Guillemot, Chairman and Chief Executive Officer

Frédéric Duguet, Chief Financial Officer



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 19, 2025 with the French Financial Markets Authority (l'Autorité des marchés financiers)).

AGENDA

The background is a cinematic movie still. In the foreground, three characters are shown from the chest up. On the left is a woman with her hair in a high bun, holding a large, traditional Japanese paper umbrella. In the center is a man with a shaved head and a small topknot, looking down with a somber expression. On the right is a figure in a dark, horned mask. The background shows a misty, mountainous coastline with a small village and ships in the distance under a dark, stormy sky.

H1 FY26 PERFORMANCE

FY26 TARGETS

H1 FY26 NET BOOKINGS

	6-MONTHS
NET BOOKINGS	€772m, +20% YoY
DIGITAL REVENUES	€686m, +30% YoY, 89% of total net bookings
PLAYER RECURRING INVESTMENT	€475m, +52% YoY, 62% of total net bookings
BACK CATALOG	€741m, +50% YoY, 96% of net bookings

KEY HIGHLIGHTS – Q2 & H1 PERFORMANCE

Q2 net bookings exceeded expectations

- Net bookings of **€491 million, above guidance and up 39% YoY**
- Outperformance driven by **stronger-than-expected partnerships**, demonstrating the power and **attractiveness of the Group's portfolio** as well as meaningful contribution from live TV and animated series
- Excluding partnerships, back-catalog was **robust** and in line with expectations, but marked by contrasted dynamics
 - AC franchise overperformed, confirming its positive momentum
 - R6SX: Softer trends reflecting a phase of evolution for the game in a highly competitive FPS environment
 - TD2: Continued strong momentum with H1 bookings exceeding last year's annual bookings
 - AFOP: Strong performance on the back of 3rd person announcement and From The Ashes expansion reveal

H1 metrics

- Overall, net bookings for the semester stood at €772 million, up **20%** year-on-year
- 34m MAUs and 88m Unique Active Users in H1, slightly down when excluding XDefiant

KEY HIGHLIGHTS – CONTINUED PROGRESS ON GROUP TRANSFORMATION

- **Tencent's €1.16Bn investment in Vantage Studios on track to close in the coming days; all conditions precedent have been satisfied**
 - The transaction will **deleverage** the Group. It will also enable the acceleration of Vantage Studios' IP growth, support selected investment opportunities across the rest of the company, and facilitate ongoing reorganization efforts
- **Design of Group's new operating model, built around Creative Houses, to be finalized by year end with full details unveiled in January 2026**
- **Net debt position of €1.15bn at end September**, with a cash position of €668m; the €1.16bn proceeds from the Tencent transaction will significantly deleverage the Group, notably enabling early repayment of the €286m Term Loan and Schuldschein loans
- **Cost reduction program on track**, targeting at least **€100m** in additional fixed cost reductions by FY2026-27 vs. FY2024-25, supported by targeted restructurings and continued discipline in recruitment

H1 FY26: NON-IFRS P&L

in € millions, except for per share data	H1 2025-26		H1 2024-25	
		%		%
IFRS15 Sales	657.8		671.9	
Restatements related to IFRS15 standard	114.6		(29.7)	
Net bookings	772.4		642.3	
Gross profit based on net bookings	692.2	89.6	552.0	85.9
Non-IFRS R&D expenses	(411.6)	(53.3)	(503.5)	(78.4)
Non-IFRS Selling expenses	(129.1)	(16.7)	(178.4)	(27.8)
Non-IFRS G&A expenses	(124.5)	(16.1)	(122.2)	(19.0)
Non-IFRS SG&A expenses	(253.6)	(32.8)	(300.6)	(46.8)
Non IFRS current operating income	27.1	(3.5)	(252.1)	(39.3)
Net Financial Income	(30.4)		(22.9)	
Income Tax	(33.7)		67.1	
Non IFRS consolidated net income	(37.1)		(207.9)	
Net income attributable to owners of the parent company	(37.1)		(208.1)	
Net income attributable to non-controlling interests	0.0		0.2	
Non IFRS Diluted earnings per share attributable to parent company	(0.28)		(1.64)	
Number of shares fully diluted	131,176		127,027	

- **SG&A down 47.0 M€**

- Variable marketing expenses: 81 M€ or 10.5% of net bookings (128 M€ & 19.9% in H1 FY25)
- Structure costs: 173 M€ or 22.3% of net bookings (173 M€ & 26.9% in H1 FY25)

H1 FY26: R&D

In € millions	H1 2025-26	H1 2024-25
Depreciation of in-house software-related production	200.6	275.7
Depreciation of external software-related production and licenses	5.4	8.8
Royalties	11.5	9.9
Non Capitalized R&D & others*	194.1	209.1
Total R&D P&L	411.6	503.5
Capitalized in-house software-related production	331.1	386.7
Capitalized external software-related production and licenses (excluding future commitments)	6.4	7,1
Royalties	11.5	9.9
Non Capitalized R&D & others*	193.8	208.8
Total R&D Cash	542.8	612.5

*mostly Post-Launch content

H1 FY26: CASH FLOWS & CLOSING CASH POSITION

In € millions	H1 2025-26	H1 2024-25
Non-IFRS Opening cash position	(885.1)	(985.1)
Cash flows from operation	(138.9)	(290.9)
Change in WCR	(101.5)	184.9
Cash flows from operating activities	(240.3)	(106.1)
Net investment in capital assets	(10.3)	(20.2)
Net free cash flow	(250.7)	(126.3)
Net acquisitions/disposals	0.0	0.0
Proceeds from issue of capital and other financial flows	12.8	33.3
Net acquisitions/disposals of own shares	0.0	0.0
Equity component (OCEANE)	(12.5)	(13.0)
Effect of exchange rate fluctuations	(13.3)	(11.0)
Decrease/(increase) in net debt	(263.8)	(117.0)
Closing cash position	(1,148.8)	(1,102.2)

COST REDUCTION PLAN WELL ON TRACK

INITIAL PLAN

€200m reduction in the fixed cost base* by FY26 compared to FY23 achieved in FY25, ahead of schedule and slightly above the objective

NEW PLAN

At least an additional €100m reduction in fixed costs base by FY27 compared to FY25

UPDATE**

Total headcount stood at 17,097 representing a decrease of around 1,500 employees over the past 12 months and about 700 since the end of March 2025

Fixed cost base standing at around €701 million at end H1FY26, representing a reduction of around €69 million year-on-year, including a favorable foreign exchange impact

*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 September 30, 2025

IFRS UPDATE: FY25 RESTATEMENT & IMPACT ON H1 FY26 ACCOUNTS

- Following its auditors' position as part of its review of the H1 financial accounts, the Company has reviewed its analysis relating to the IFRS 15 revenue recognition of a partnership in FY2024-25 that has led it to restate its FY2024-25 accounts as per IAS8. Utilization-based payment schedules lead this partnership to be recognized under IFRS15 as revenues over utilization.
- This position now applied by the Group going forward has also resulted in a partnership signed in Q2 FY2025-26 not being recognized in IFRS15 revenues.
- This results in the Company not complying with its leverage covenant ratio under certain existing financing agreements at September 30, 2025. However, this is being addressed by the actions relating to the concerned debt instruments, notably the early repayment of the Term Loan and Schuldschein loans which have an outstanding principal amount of c.€286m.
- This IFRS accounting restatement has no impact on the Group's non-IFRS indicators.

AGENDA

H1 FY26 PERFORMANCE

FY26 TARGETS



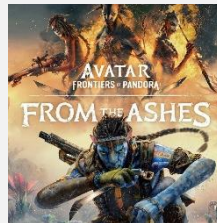
OUTLOOK – MAINTAINED FY TARGETS

Q3
FY26e

- Net bookings: around €305m

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
- H2 line-up:



Unannounced
title

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

APPENDIX



H1 FY26: IFRS / NON-IFRS RECONCILIATION

In € millions except for per share data	H1 2025-26			H1 2024-25		
	IFRS	Adjustments	Non-IFRS	IFRS	Adjustments	Non-IFRS
IFRS 15 Sales	657.8			671.9		
Restatements related to IFRS 15		114.6			(29.7)	
Net bookings		114.6	772.4			642.3
Total Operating expenses	(778.0)	32.7	(745.3)	(943.7)	49.3	(894.4)
Financing component	0.0	0.0	0.0	6.2	(6.2)	0.0
Stock-based compensation	(23.4)	23.4	0.0	(35.4)	35.4	0.0
Non current operating income & expense	(9.2)	9.2	0.0	(20.2)	20.2	0.0
Operating Income	(120.2)	147.2	27.1	(271.8)	19.7	(252.1)
Net Financial income	(43.1)	12.6	(30.4)	(37.0)	14.0	(22.9)
Income tax	1.8	(35.6)	(33.7)	62.2	4.9	67.1
Consolidated Net Income	(161.4)	124.3	(37.1)	(246.5)	38.6	(207.9)
Net income attributable to owners of the parent company	(161.3)		(37.1)	(246.7)		(208.1)
Net income attributable to non-controlling interests	0.0		0.0	0.2		0.2
Weighted average number of shares in issue	131,176,067		131,176,067	127,026,713		127,026,713
Diluted earnings per share attributable to parent company (in €)	(1.23)	0.95	(0.28)	(1.94)	0.30	(1.64)