



## **Letter to Gameloft employees**

Paris, May 31 2016

Dear all,

You will join shortly an international content and media group where creativity is the heart of its organization and its activities. We are very pleased to welcome you and to pool your talents with ours, so that together, we will be a stronger presence on the worldwide entertainment market.

You work for a company that is already one of the most renowned and creative in the mobile games segment worldwide. We are convinced that Gameloft, with Vivendi's backing, can be more ambitious in its growth plans. In a rapidly-evolving market, your company, which needs industrial and financial backing to develop, will be able to count on our full support and commitment.

Our Group holds leading positions in the music (with Universal Music Group), television, cinema (with Groupe Canal+) and digital (with Dailymotion) industries, and has demonstrated its expertise in supporting talent. For example, when we acquired EMI Recorded Music in 2012, the vast majority of artists had no hesitation in coming with us. Developing all forms of talent, and in particular creators, editors, designers and developers, is something that our two companies have in common.

In a buoyant digital environment that favors convergence between creative industries, the joining of Vivendi and Gameloft offers opportunities for cooperation in many areas: the co-creation of content, the development of new franchises, the building of wider communities and audiences and the pooling of our distribution networks, among other examples.

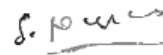
We, like you, are working on the development of innovative formats adapted to the all-mobile generation. Our commitment to new formats is demonstrated by the upcoming launch of Studio+, the first worldwide offering of premium digital series specially designed for mobile screens.

We have much to gain from close collaboration with Gameloft's teams and all its partners. You will take part in a great collective adventure as Vivendi pursues its ambitious redeployment in content and media. This plan will rely above all on your talents and creative freedom.

You represent Gameloft's greatest resource. We and other senior executives will have the pleasure of meeting you in person shortly to get to know you, to discuss with you and prepare together your future.



**Arnaud de Puyfontaine**  
*Chief Executive Officer*



**Stéphane Roussel**  
*Member of the Management Board  
and Chief Operating Officer*