



Letter to Gameloft employees

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Paris, June 29, 2016

Dear colleagues,

It is both a pleasure and an honor to address you as Gameloft's new Chairman and CEO.

I start my role today with an ambitious project: to align your creative passion with Vivendi's and ensure the acceleration of Gameloft's development.

Thanks to your world-renowned expertise in mobile games, Vivendi has a unique opportunity to participate in a market with strong growth potential, which complements its own businesses.

At the same time, Vivendi, as one of the few media groups with an international presence in music (Universal Music Group), entertainment (Canal+ Group) and digital (Dailymotion), offers you significant industrial and financial resources for the long term to pursue further growth opportunities.

There are many ways for us to collaborate. We intend to mobilize our expertise to develop franchises from Gameloft, its partners and from Vivendi, and deploy them as widely as possible. We will investigate how we can create new formats bringing together content and advertising. We will explore ways to align Gameloft's creative capabilities. These are just some examples of cooperation which we will explore together shortly.

You will be fully-integrated member of the Vivendi family while maintaining your distinctiveness and originality. In the letter we sent you last May 31, we stressed that your creative freedom will be preserved as it is the key to your success. Our role is to create a framework which enables you to sustainably fulfill your creative potential.

I spent three years on the Board of Directors at Activision Blizzard and have built close relationships with video game publishers while at the helm of the French telecoms operator SFR. I return to the gaming industry today with great enthusiasm and I join you for an exciting mission: building together the future of Gameloft.



Together, we have exciting challenges ahead and great ambitions to fulfill.

Gameloft's future can only be built with you. I am therefore counting on your full involvement, and you can count on mine.

S. Roussel

**Stéphane Roussel
Chairman and Chief Executive Officer of Gameloft
Member of the Vivendi Management Board**