

Cover Letter

Paris, March 30th, 2023

Dear shareholders, dear board members,

I'm delighted and honoured to write to you to present my application as board member for the next Shareholders meeting that is to take place in June 2023.

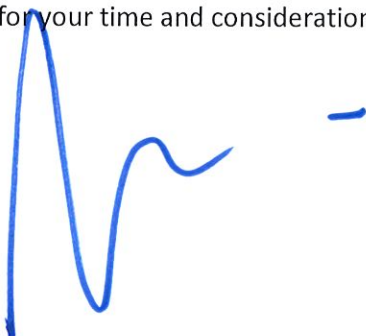
In the last 25 years, I have been building businesses and teams as a videogame publisher. I started my career with various marketing position. I then moved to Sweden to better monitor the potential of Nordic markets and eventually established the Nordic subsidiary of Vivendi Games (that later became Activision Blizzard). I came back to France to manage and lead the French publishing division of Vivendi Games. After some more fun adventures - among which the release of World of Warcraft - I joined Bethesda to establish their French publishing subsidiary in Paris.

In the most recent years, I was Chairman of the Board for SELL which is the NTA gather French Video Game Publishers. As such, I had to represent the interests of our industry to the governments and to media. I also co-founded Women in Games France to encourage more female talent to join the video games industry.

In an ever-changing environment, I contributed to the release of many different types of games and saw the emergence of all trends pertaining to video games among which: games as a service, subscription and cloud-based services, mobile games...

Throughout all these years of experience in publishing, I feel both lucky and humbled that I had the chance to support so many talents and development studio and to contribute in bringing all these video games to so many people, helping these stories and experiences make their ways into people's life and heart. I would be really thrilled to contribute to the growth of Don't Nod – whose values and vision I share - by becoming a board member.

Thank you for your time and consideration. I'm looking forward to hearing from you.

A handwritten signature in blue ink, consisting of a large, stylized 'M' followed by a horizontal line.

Information pertaining to the application of Mrs Julie Chalmette's as board member of Don't Nod

- Julie Chalmette
- Date and Place of Birth: 21 septembre 1973 at Celle Saint Cloud (78)
- Current and past experiences

Managing Director @ZeniMax France (Paris, France) Since 2010

I established French subsidiary of Zenimax from scratch, conquered significant market position and supported transition to Game as a Service model

Managing Director @Vivendi Games (Paris France) 2004 - 2009

I restructured Vivendi Games France and restored profitability. Supported launch of World of Warcraft in France to establish major MMORPG success

Managing Director @ Vivendi Universal Games Nordic (Sweden) 2001 - 2004

I proposed a new direct distribution strategy and established successful business model. I established and led Nordic entity from Sweden with branch offices in Norway and Denmark

Marketing Manager @ Vivendi Enlight Nordic (Sweden) 1999 - 2001

Reinforced Vivendi presence and control in the previously-established Joint-Venture. Optimized distribution footprint for Havas titles in the Nordic. Established successful collaboration with local marketing and sales team.

Co-Founder and board member of Women in Games France Since 2017

WIG France thrives for more diversity in the French video games industry. We design and develop programs based on role model, training, mentoring, networking and education

Chairman of SELL (French video games trade body) 2016 - 2023

Along with a team of four people, I represent and promote the interests of the games industry across creative and digital sectors, to Government and to the media.