



BÉNÉDICTE GERMAIN, GENERAL MANAGER MARKETING SOUTHERN EUROPE AT UBISOFT, SUCCEEDS JAMES REBOURS AS PRESIDENT OF SELL.

Bénédicte Germain, General Manager Marketing Southern Europe at Ubisoft, succeeds James Rebours, Managing Director of PLAION France, who chaired the trade association for three years.

She will serve as President until February 2027, the end of the current Board of Directors' term.

At the helm of SELL, a career shaped by the industry

A graduate of HEC Paris, Bénédicte Germain has held several key positions within Ubisoft, France's leading video game company and a major global player in the industry, including Head of Marketing France from 2007 to 2021, followed by General Manager of Ubisoft France from 2021 to 2023. Since 2023, she has overseen Ubisoft's marketing and engagement activities for Southern Europe. A marketing expert, she supports the sector's transformation at the intersection of evolving uses, business models and public expectations.



Long committed to the video game ecosystem, she is a member of SELL's Board of Directors, where she has served as Vice-President and Treasurer. She has contributed to structuring initiatives for the sector, including the relaunch of Paris Games Week after the Covid period and the strengthening of the industry's responsible commitments.

Clear priorities for an industry undergoing profound change

Her term begins at a pivotal moment for the industry. In 2025, the French video game market confirmed its position as the leading cultural and creative industry in France, with revenue of EUR 5.8 billion. Yet this positive momentum in consumption is also accompanied by deep changes in production and publishing, to which the industry must now respond and adapt.



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Her experience and thorough knowledge of both the issues and the actions already under way will ensure genuine continuity following James Rebours' departure.

She has therefore set clear priorities for her term: to carry the voice of the industry at the major milestones ahead, to secure the long-term future of Paris Games Week, and to promote a video game sector that is ever more responsible, inclusive and protective.

"I am honoured by the trust placed in me by the members of SELL's Board of Directors. At a time of profound transformation for our industry, our collective responsibility is to carry a clear, committed and constructive voice for video game publishers in France. SELL plays an essential role in representing the sector, shedding light on its developments and supporting its commitments to players, families, institutions and our entire ecosystem," said **Bénédicte Germain**.

SELL's Board of Directors has also appointed **Sophie Carabalona**, Director, Controllershship at Electronic Arts, as Vice-President and Treasurer of the association.

SELL members pay tribute to James Rebours' work after three years as President.

SELL would like to warmly thank James Rebours for his commitment as President of the trade association over the past three years. His term was marked by concrete progress for the entire sector, as well as by two historic milestones for the industry: the record revenue peak reached in 2023 and an unprecedented number of players in France in 2025, reflecting the lasting place of video games in French society.

On the institutional front, James Rebours actively defended the interests of SELL members and of the entire industry during several hearings at the French National Assembly and Senate. He spoke with conviction on key issues, including the defence of the video game tax credit, France's attractiveness to foreign investors and publishers, gender equality, and the growing recognition of esports, acknowledged through initial work submitted to the Minister of the Economy.

Under James Rebours' leadership, SELL also positioned itself strategically as a point of convergence for the sector's key players, through the Game France pavilion, the creation of the Paris Games Week Business area, and numerous landmark events bringing together



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institutional representatives and economic stakeholders around investment issues in the sector. He therefore made a significant contribution to the recognition of video games at the highest level of the French State.

James Rebours' departure comes as part of changes within the EMBRACER group. As PLAION Partners refocuses its activity on the distribution of third-party publishers, the company has chosen to withdraw from local professional associations in order to concentrate its industry representation within Video Games Europe, the sector's European organisation. This withdrawal naturally provides the context for the handover of SELL's presidency.

*"I would like to thank all members of the Board of Directors, the SELL team and all members for their trust and mobilisation throughout **these three years as President of SELL**. Video games are **a major cultural, innovative and responsible industry that must constantly evolve**. I am convinced that Benedicte will continue and amplify the work undertaken in service of the profession."* **James Rebours**

SELL Board of Directors:

BANDAI NAMCO ENTERTAINMENT - Christophe Havart

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UBISOFT - Bénédicte Germain

WARNER BROS. ENTERTAINMENT - Lisa Vassal

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About SELL, the French Video Game Publishers Association - www.sell.fr

SELL is the trade association representing video game publishers in France. With twenty-five members, SELL promotes and defends the collective interests of video game publishers in the various fields in which they are involved, contributes to the structuring of the market and to its recognition by professionals, public authorities and consumers. SELL embodies the industry's commitment and sense of responsibility through initiatives promoting diversity in video games. SELL supports and provides information on PEGI, the European video game content rating system, which provides reliable and easy-to-understand information through labels displayed on all video games, sold in both physical and digital versions. SELL is also the creator and organiser of Paris Games Week, launched in 2010. SELL's President is James Rebours and its General Delegate is Nicolas Vignolles.