

SCALING UP



DAVID GAMMON
NON-EXECUTIVE
CHAIRMAN

“I AM DELIGHTED WITH OUR RESULTS AND EXCITED ABOUT OUR FUTURE.”

I am pleased to report on a very satisfying year in Frontier's continued development. We completed the transition of our business to our chosen multi-franchise self-publishing model with the successful launch of our second franchise, *Planet Coaster*, and we are excited about the potential for our third franchise, *Jurassic World Evolution*. Meanwhile, *Elite Dangerous* continues to grow its addressable audience and is performing well.

Our long-term ambition is to become a global leader in entertainment and we are scaling up to continue our multi-franchise success story. Our recent strong self-publishing performance, as well as our long history of delivery and capability, positions us very well to achieve this. We have established a scale-up plan to achieve our next step which includes investments in people, organisation, geographical distribution and facilities. To support these plans we took a strategic investment from Tencent in July 2017, raising £17.7 million. This will enable us to further deepen the success of our franchises, reach new audiences, enrich the audience experience and continue to grow their number.

We continue to develop our organisation to fulfil our goals. In particular, we are focusing on our management teams and our infrastructure. As noted in last year's report, Jonathan Milner stepped down from the Board as a Non-Executive Director in July 2016 and Charles Cotton joined in his place. I would like to again express my

thanks to Jonathan, who was a great help during our transition. Charles has a successful worldwide track record in high-growth technology companies and has been a valuable source of advice and wisdom since he joined the Board. In April 2017 we further strengthened the Board with the appointment of Alex Bevis as CFO and Company Secretary. Alex brings extensive board experience as VP Finance and CFO of high technology growth companies from his work at CSR plc and Xaar plc.

I am delighted with our results and excited about our future. On behalf of the Board, I take this opportunity to thank our people for their dedication, engagement, skill and professionalism that has produced such pleasing progress for the Company.

DAVID GAMMON
NON-EXECUTIVE CHAIRMAN
7 September 2017