

## CHAIRMAN'S STATEMENT

DAVID GAMMON, NON-EXECUTIVE CHAIRMAN

# DELIVERING FOR OUR STAKEHOLDERS

“ We are well positioned for the future. ”



I am pleased to report on another healthy year for Frontier. Our first two franchises continued to perform well, and our team did a terrific job on the development and successful launch of *Jurassic World Evolution* in June 2018. Our chosen business model of multi-franchise self-publishing is delivering well for our Company and all of its stakeholders, including our community of players, our employees and our investors.

Our long-term ambition to become a global leader in entertainment remains on plan. We are scaling up to continue our multi-franchise success story through the development and growth of our internal capabilities together with an expanding use of external resources. Our proven ability to both launch and sustain franchises within a self-publishing model, as well as our long history of delivery and capability, positions us very well to continue our organisational development. It is pleasing to see both *Elite Dangerous* and *Planet Coaster* selling strongly in their fourth and second financial years respectively. This validates our model of establishing franchises with enduring appeal rather than for the short term. Franchises four, five and six are all at different stages of development, from full scale production to conceptual design stage. In addition we have exciting plans for our three existing franchises.

We benefit from a highly experienced team at Board level. In September 2017 our Board was further strengthened through the appointment of James Mitchell as a Non-Executive Director. We invited James, who is Chief Strategy Officer at Tencent, to join the Board in order to gain his insights into the Chinese market and the wider global entertainment industry, following the £17.7 million strategic investment made by Tencent in July 2017. James has already proven to be an invaluable member of the Board and we are delighted with his appointment.

At the AGM in October 2018 our Chief Operating Officer, David Walsh, will transition to a Non-Executive Director role in order to focus his attention on a start-up opportunity outside of the games industry. I would like to thank David for his 17 years of excellent service to Frontier, and I am delighted that he will continue to contribute in a Non-Executive role. David's responsibilities are being allocated between James Dixon, Director of Operations, Stewart Stanbury, Director of Marketing and Alex Bevis, CFO. James Dixon has been with the Company for over 20 years and has a wealth of experience of both the game development and operational aspects of the company. Stewart Stanbury joined Frontier in September 2017 from Google, where he specialised in digital marketing, brand and strategy for top games industry clients including Activision, EA, Ubisoft and Wargaming as Games Industry Manager for the Media & Entertainment Sector.

We have already achieved a lot since we started our transition to a self-publishing multi-franchise model, but there is much more to come. We are well positioned for the future as a result of the dedication, engagement, skill and professionalism of our amazing team, and I would like to take this opportunity, on behalf of the Board, to thank them for their tremendous efforts.

**DAVID GAMMON**  
NON-EXECUTIVE CHAIRMAN  
5 September 2018