



**Debbie Bestwick**  
Chief Executive Officer

**Mark Crawford**  
Chief Financial Officer

**2020**  
Full Year  
Results

MARCH 2021



**THE SPIRIT OF  
INDEPENDENT  
GAMES**

# 2020 Highlights

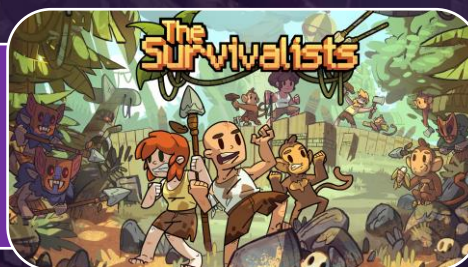
Sixth year of consecutive record performance, revenues up 34% to £83m, back catalogue continuing to perform well on multi-player co-op and online games



12 titles released with 10 new games launched including 2 Next Generation launches *Overcooked! All You Can Eat* & *Worms Rumble*



2<sup>nd</sup> studio established in Media City, Manchester. Doubled headcount and focus for growth in future years



Continued investment in tech, tools, development and commercial talent with headcount increased 25% to 250

Greenlight process swiftly evolved to include virtual events, submissions qty ahead of FY19. Added to Scouting network and established Affiliate Program for FY21.



Continued recognition & industry presence, awarded MCV Indie Publisher of the Year 2020 alongside Team17 & *Worms* induction to the Golden Joysticks Hall of Fame



Completed the acquisition of *Golf With Your Friends* IP in January 2021



8 new IP announced so far with 3 more planned for FY21 with a solid pipeline for future years



# Financial Highlights



Revenue

**£83.0m**

Increased 34%  
(2019: £61.8m)

Gross profit

**£39.1m**

Increased 33%  
(2019: £29.5m)

Gross profit margin

**47.1%**

(2019: 47.7%)

Adjusted EBITDA\*

**£30.1m**

Increased 36%  
(2019: £22.1m)

Net cash position

**£61.5m**

(2019: £41.9m)

Adjusted Earnings per share\*\*

**18.2p**

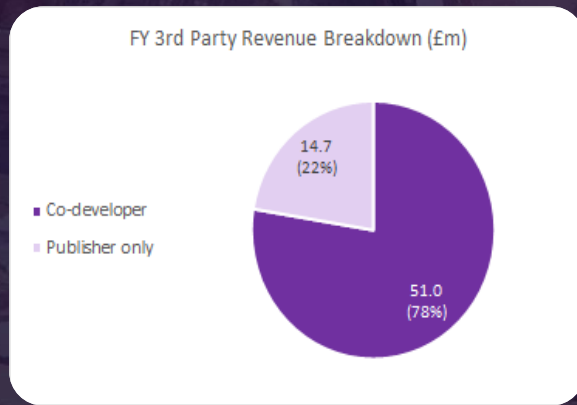
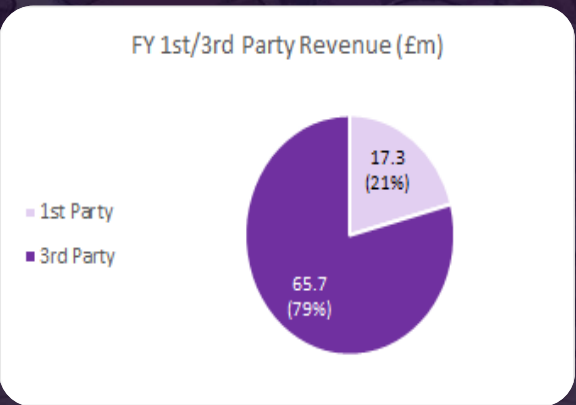
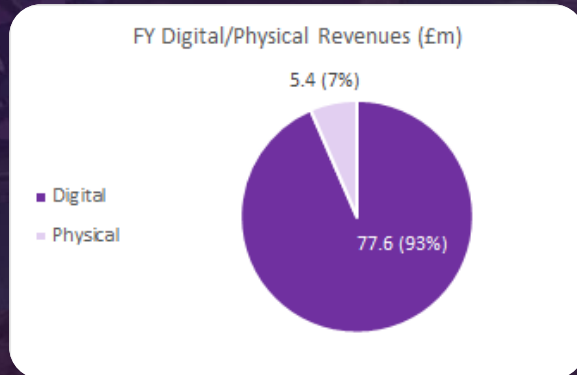
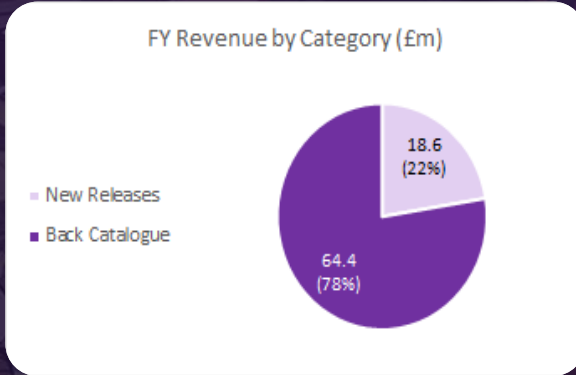
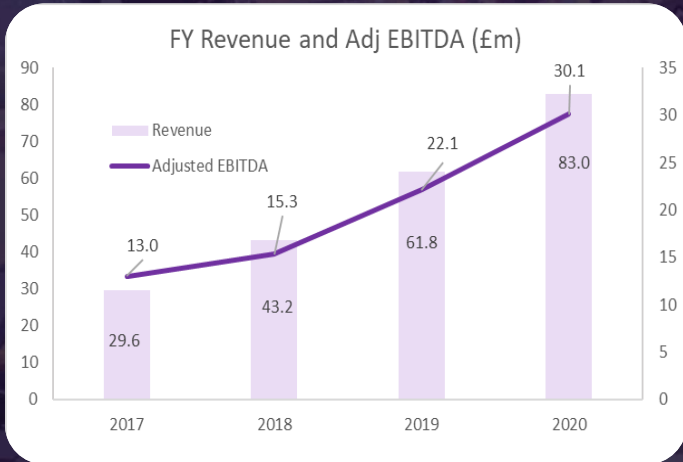
Increased 34%  
(2019: 13.6p)



\*Adjusted EBITDA is defined as operating profit adjusted to add back depreciation of property, plant and equipment, amortisation of brands and impairment of intangible assets (excluding capitalised development costs) and share based payment costs

\*\*Adjusted earnings per share is calculated by dividing the adjusted profit after tax by the weighted average number of ordinary shares. This is adjusted for the effect of share options when calculating the diluted adjusted earnings per share

# 2020 Revenue Analysis



- FY20 revenues grew 34% vs prior year
  - 12 titles launched
  - Additional 34 DLC packs delivered
- Approaching 400 Digital Revenue Lines
- Developed & co-developed titles represent 82% of revenues
- Strong back catalogue, growing successful franchises
- Further shift to digital sales, now accounting for 93%

# Income Statement

£m	Unaudited Year ended 31 December 2020	Unaudited Year ended 31 December 2019	Growth
<b>Revenue</b>	<b>83.0</b>	<b>61.8</b>	<b>34%</b>
Gross Profit	39.1	29.5	33%
Gross Profit %	47.1%	47.7%	
Administrative Expenses	(12.9)	(10.6)	22%
Operating Profit	26.2	18.9	39%
<b>Adjusted EBITDA</b>	<b>30.1</b>	<b>22.1</b>	<b>36%</b>
Adjusted EBITDA %	36.3%	35.8%	
Profit after tax	21.9	16.6	32%
Basic EPS	17.0 pence	12.9 pence	32%
Diluted EPS	16.8 pence	12.9 pence	30%
Basic Adjusted EPS	18.2 pence	13.6 pence	34%
Diluted Adjusted EPS	18.1 pence	13.6 pence	33%

## KEY HIGHLIGHTS

- Record revenues driven by higher back catalogue mix combined with record new releases
- Sales mix reflected in gross profit %
- Continued investment in team and infrastructure
- Adjusted EBITDA grew 36% vs LY
- VGTR benefit included in tax charge, reaching normalised levels
- Continued EPS growth





# Balance Sheet & Cashflow

£m	Unaudited Year ended 31 December 2020	Unaudited Year ended 31 December 2019
<b>Assets</b>		
Non-current assets	45.7	43.2
Current assets	78.5	53.3
<b>Total Assets</b>	<b>124.2</b>	<b>96.5</b>
<b>Liabilities</b>		
Non-current liabilities	3.5	4.5
Current liabilities	17.4	11.7
<b>Total Liabilities</b>	<b>20.9</b>	<b>16.2</b>
<b>Equity</b>		
Equity	103.3	80.3
<b>Total liabilities and equity</b>	<b>124.2</b>	<b>96.5</b>
<b>CASHFLOW STATEMENT</b>		
Cash generated from operations	35.4	25.1
Tax paid	(7.1)	(2.5)
<b>Net cash inflow from operations</b>	<b>28.3</b>	<b>22.6</b>
Net cash from investing activities	(8.5)	(4.2)
Net cash from financing activities	(0.2)	0.0
<b>Net increase in cash and cash equivalents</b>	<b>19.6</b>	<b>18.4</b>
Cash and cash equivalents at beginning of period	41.9	23.5
<b>Cash and cash equivalents at the end of period</b>	<b>61.5</b>	<b>41.9</b>
<b>Operating cash conversion*</b>	<b>109%</b>	<b>103%</b>

## KEY HIGHLIGHTS

- Maintaining a clean balance sheet
- Higher capitalised development costs
- Movements in current assets/liabilities predominantly trading related
- Tax payment scheme change impacts current liabilities and cashflow
- Impressive cash generation with 109% operating cash conversion
- Increased cash reserves supports growth strategy



\*Operating cash conversion defined as cash generated from operating activities as per the statement of cash flows, divided by the EBITDA

# Summary & Outlook

## Pipeline

Building on 2020 with a solid pipeline of releases for 2021 and future years

## IP

Growth of owned IP with continued back catalogue life cycle management

## Footprint

Leverage our expanded resources and facilities to successfully grow portfolio

## M&A

Build on initial acquisitions and clear intent to drive additional M&A activity in 2021

## Outlook

Well positioned to deliver underlying business growth to meet strategic ambitions