Overview
A global service delivery platform for the video games industry

**Art Creation**
Creation of video game graphical art assets, including concept art creation, 2D and 3D art asset production and animation.

**Audio Production**
Multilanguage voiceover recording, original language voice production and related services.

**Localisation**
Translation in over 50 languages of in-game text, audio scripts, marketing materials, cultural and local adaptation and accreditation.

**Localisation Testing**
Testing for out of context translations, truncations, overlaps, spelling, grammar, age rating issues and console manufacturer compliance requirements in over 30 languages using native speakers.

**Customer Experience**
24/7, multilingual customer support for games in live operation, forum monitoring and moderation services, and social media engagement on behalf of the game brand.

**Functional Testing**
Quality assurance including discovery and documentation of game bugs and testing to verify the game’s compliance with console manufacturers specifications.
Supporting leading games including:

**Art Creation Services**
- Mafia III
- Gears of War 4
- Uncharted 4
- Minecraft
- Street Fighter V
- Batman: Arkham Knight

**Customer Support Services**
- Vainglory
- Smite
- Eve Online
- The Walking Dead: Road to Survival
- Clash of Kings
- War Dragons

**Functional Testing**
- NBA 2K17
- Just Cause 3
- Watch Dogs 2
- Rise of the Tomb Raider
- Overwatch
- Mortal Kombat X

**Localisation Services**
- League of Legends
- Dishonored 2
- Clash of Clans
- Tom Clancy’s The Division
- Mobile Strike

**Localisation Testing**
- LEGO Dimensions
- Clash Royale
- Bravely Second
- End Layer
- Zelda: Breath of the Wild
- Assassin’s Creed Syndicate

**Audio Services**
- Dark Souls III
- PES 2017
- RISE OF THE TOMB RAIDER

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Flexibility and scale across key international markets...

- Largely charge on a time basis - per hour, man month, word or asset
- Flexible resourcing model with contractors supplementing permanent staff
- Combining the Group’s services, resources and dual shore delivery effectively to meet clients’ needs
- Repeat business of same services to existing clients typically accounts for 80% of revenues
- Low capex requirements, good cash generation
Delivering on our strategy

▪ To make Keywords the “go to” global service delivery platform for the video games industry
▪ To selectively consolidate a highly fragmented games services industry to provide scale and choice to global client base
▪ 67% revenue growth and 86% increase in PBT in FY 2016
▪ €21.1m net cash invested in acquisitions; cash of €17m and €7m still available under €15m credit facility

Grown organically…

24% revenue growth on a like for like* basis:
▪ 25% increase in number of clients using three or more services
▪ Continued new client wins
▪ Secured new larger premises for Manila based live operations business acquired from Ankama
▪ Expanded premises in Montreal and New Delhi

and by acquisition…

Throughout 2016, successfully acquired:
▪ Ankama - live operations services in Manila, Philippines
▪ Mindwalk - outsourced art creation services, based in Beijing
▪ Synthesis - localisation and voice-over recording in several locations
▪ Volta – Concept art creation based in Quebec City
▪ Player Research – player experience analysis and design (Brighton based)
▪ Enzyme – Functional and Localisation testing in Montreal
▪ Sonox – Audio recording and localisation services in Madrid
▪ Kite Team – remaining 50% of localisation and audio services firm

* Like for like revenues calculated on the basis of revenues being included for 2016 acquisitions from the date of acquisition and for the equivalent period in the prior year
Financial track record

Strong financial performance

**Revenue**
- FY 2013: €m
- FY 2014: +55%
- FY 2015: +67%
- FY 2016: €m

**Adjusted PBT**
- FY 2013: m
- FY 2014: +57%
- FY 2015: +86%
- FY 2016: €14.9m

**Adjusted EPS**
- FY 2013: c
- FY 2014: +49%
- FY 2015: +61%
- FY 2016: 20.59c

**DPS**
- FY 2013: 0p
- FY 2014: +10%
- FY 2015: 1.21p
- FY 2016: 1.33p

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Creating value since IPO

27 studios
Up from 5 studios

6 service lines
Up from 4 at time of IPO

4 continents
Up from 3 continents

£24m
Raised during and since IPO in July 2013

290%
Increase in adjusted earnings per share from 5.28c in 2013

62%
CAGR in revenue since FY 2012
Financial Review
**Income Statement**

- Revenue up 67% on 2015 to €96.6m
- Gross margins up to 38.0%; a 40 bps increase
- Overheads of €21.6m; 22.4% of revenue (2015: 23.5%)
- Adjusted profit before tax increased 86% to €14.9m excluding the following costs:

<table>
<thead>
<tr>
<th>€k</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory PBT</td>
<td>9,496</td>
<td>5,195</td>
</tr>
<tr>
<td>Costs of acquisitions and integration</td>
<td>1,316</td>
<td>1,089</td>
</tr>
<tr>
<td>Share option expense</td>
<td>686</td>
<td>392</td>
</tr>
<tr>
<td>Amortisation of intangibles</td>
<td>1,629</td>
<td>857</td>
</tr>
<tr>
<td>Foreign exchange loss/(gain)</td>
<td>1,737</td>
<td>474</td>
</tr>
<tr>
<td>Total excluded items</td>
<td>5,368</td>
<td>2,812</td>
</tr>
<tr>
<td>KWS defined PBT</td>
<td>14,864</td>
<td>8,007</td>
</tr>
</tbody>
</table>

- Effective tax rate 21.7% (2015: 22.9%)
- Adjusted EPS up 61% to 20.59c
Balance sheet

Net cash of €8.7m (2015: €17.3m) after:
- €21.1m net cash consideration for acquisitions
- €1.3m costs of acquisitions and integration expenses
- Loans and borrowings of €8.4m
  - €8m of Barclays RCF drawn down – total RCF €15m
  - €0.3m loan in Enzyme following acquisition

Improved MMTC* grant claims collections
- €2.9m accrued in 2016 including €100k in respect of 2015
- 2015 accrual of €3.9m included €1.6m from prior periods

€2.3m capital expenditure (2015: €1.6m) included:
- Continued investment in testing and computer equipment (€1.4m)
- Significant investment and expansion of facilities in Montreal, Dublin and Manila in particular (€1.2m)
- Further development of Art with Lakysha and Mindwalk expansion investment (€0.5m)

*MMTC – ‘Multimedia tax credits’ are employment grants provided in Quebec

<table>
<thead>
<tr>
<th>Y/E 31 December, €k</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant &amp; equipment</td>
<td>5,498</td>
<td>3,486</td>
</tr>
<tr>
<td>Goodwill</td>
<td>46,799</td>
<td>23,893</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>8,696</td>
<td>3,782</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>880</td>
<td>971</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>61,873</td>
<td>32,132</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>13,879</td>
<td>7,519</td>
</tr>
<tr>
<td>Other receivables</td>
<td>7,778</td>
<td>8,320</td>
</tr>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>17,020</td>
<td>19,018</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>38,677</td>
<td>34,884</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade payables</td>
<td>4,822</td>
<td>2,761</td>
</tr>
<tr>
<td>Other payables</td>
<td>12,431</td>
<td>7,862</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>8,025</td>
<td>1,163</td>
</tr>
<tr>
<td>Corporation Tax Liability</td>
<td>2,552</td>
<td>752</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27,830</td>
<td>12,538</td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other payables</td>
<td>1,592</td>
<td>300</td>
</tr>
<tr>
<td>Employee Defined Benefit</td>
<td>826</td>
<td>590</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>345</td>
<td>571</td>
</tr>
<tr>
<td>Deferred tax liabilities</td>
<td>3,253</td>
<td>2,423</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,016</td>
<td>3,884</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>66,704</td>
<td>50,594</td>
</tr>
</tbody>
</table>
Cashflow

- Cash inflow from operations of €15m (€3.4m)
  - Includes €1.6m MMTCs collected from pre FY’15 periods
- Increase in working capital as Group grows rapidly
- Continuing low capex requirement anticipated (<5% of revenue). Depreciation was €1.8m (2015: €1.3m)
- 2016 dividend of 1.33p (2015: 1.21p) in line with progressive dividend policy
- Cash cost of dividends in the year of €0.83m

<table>
<thead>
<tr>
<th>Y/E 31 December, €k</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit after tax</td>
<td>6,212</td>
<td>3,254</td>
</tr>
<tr>
<td>Net income/expenses not affecting operating cash flows</td>
<td>7,781</td>
<td>4,664</td>
</tr>
<tr>
<td>Net changes in operating assets / liabilities</td>
<td>3,175</td>
<td>(3,150)</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>(2,129)</td>
<td>(1,362)</td>
</tr>
<tr>
<td><strong>Net cash inflow from operating activities</strong></td>
<td>15,039</td>
<td>3,406</td>
</tr>
<tr>
<td>Acquisition of subsidiaries</td>
<td>(21,104)</td>
<td>(7,409)</td>
</tr>
<tr>
<td>Acquisition of fixed assets</td>
<td>(2,306)</td>
<td>(1,635)</td>
</tr>
<tr>
<td>Acquisition of short term investments</td>
<td>27</td>
<td>232</td>
</tr>
<tr>
<td>Interest Received</td>
<td>94</td>
<td>70</td>
</tr>
<tr>
<td>EBT Share Purchase</td>
<td>2</td>
<td>(804)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(23,287)</td>
<td>(9,546)</td>
</tr>
<tr>
<td>Repayment of borrowings in acquired companies</td>
<td>(625)</td>
<td>-</td>
</tr>
<tr>
<td>Loan to finance acquisitions</td>
<td>8,000</td>
<td>-</td>
</tr>
<tr>
<td>Repayment of loan to sellers of acquired company</td>
<td>-</td>
<td>(300)</td>
</tr>
<tr>
<td>Loan to fund 2013 MMTC</td>
<td>(1,157)</td>
<td>1,110</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(825)</td>
<td>(737)</td>
</tr>
<tr>
<td>Share options exercised</td>
<td>(632)</td>
<td>-</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(152)</td>
<td>(128)</td>
</tr>
<tr>
<td>Issue of share capital</td>
<td>643</td>
<td>14,213</td>
</tr>
<tr>
<td>Share issuance expenses</td>
<td>-</td>
<td>(14)</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) financing activities</strong></td>
<td>5,252</td>
<td>14,144</td>
</tr>
<tr>
<td>Increase /(decrease) in cash</td>
<td>(2,996)</td>
<td>8,004</td>
</tr>
<tr>
<td>Exchange gain/loss on cash and cash equivalents</td>
<td>998</td>
<td>-</td>
</tr>
<tr>
<td>Opening cash</td>
<td>19,018</td>
<td>11,014</td>
</tr>
<tr>
<td>Closing cash</td>
<td>17,020</td>
<td>19,018</td>
</tr>
</tbody>
</table>
FY17 Guidance

- Strong growth expected both organically and through continued acquisition
- Established infrastructure to drive operating costs towards 20% target as we grow
- Slight reduction in effective tax rate expected again
- Positive cash conversion expected to continue (albeit without the MMTC catch up benefit)
- Deferred consideration of up to €0.25m due in 2017
- Interest expense to rise as we utilise our new increased bank facility for acquisition growth
Review of the year
A strong performance complemented by acquisitions

Art Creation
- Revenues grown 34% on a like for like basis
- Continued strong underlying growth at Laksyha Digital
- Contributions from acquisitions of Mindwalk and Volta acquired in June and October
- With a talent pool of 850 artists, Keywords is now one of the largest art services businesses in the highly fragmented video games art services market

Audio Services
- Revenues grown 20% on a like for like basis
- Synthesis and Sonox acquired in April and December; strong contribution from Synthesis
- Strengthened management of Mexican audio studio
- Consolidated Synthesis Iberia, Kite Team and Sonox under Kite Team in Madrid
- Opened audio recording studio in Tokyo

Localisation
- Revenues grown 33% on a like for like basis
- Contributions from Synthesis and Sonox
- Managed 1000 translators and translated c.210m words in the year
- Beneficiary of ‘games as a service’ trend; frequent content additions require continuous localisation
- The leading localisation provider to AAA console games, with a strong position in fast-growing mobile games
A strong performance complemented by acquisitions

**Functional Testing**
- Revenues grown 23% on a like for like basis
- Contribution from Enzyme, acquired in November 2016
- High utilisation achieved through flexible staffing model and enhanced by increased scale
- Recently acquired Player Research added user testing and consultancy services

**Localisation Testing**
- Revenues grown 8% on a like for like basis
- Synthesis and Enzyme added acquired revenues for first time since Babel Media (Feb 2014)
- Largest provider in the market but Group’s historic reliance on Localisation Testing has continued to reduce as planned

**Customer Support**
- Revenues grown 17% on a like for like basis
- Seeded into Tokyo, Montreal, Singapore, Dublin and New Delhi;
- Since acquisition in March, Manila has won new clients and grown from 23 to c.120 people
- Using teams with deep knowledge of the games offers an attractive alternative to large call centres
Clear progress in executing and integrating acquisitions

<table>
<thead>
<tr>
<th>Services</th>
<th>Location</th>
<th>Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>User experience testing and consulting</td>
<td>Brighton</td>
<td>Total consideration of up to £1.3m (up to £1.0m in cash plus 65,280 new ordinary shares)</td>
</tr>
<tr>
<td>Functional and Localisation testing</td>
<td>St-Jerome, near Montreal</td>
<td>Total consideration of CAD$5.4m (CAD$4.9m cash and CAD$0.5m in repayment of loans)</td>
</tr>
<tr>
<td>Audio and Localisation services</td>
<td>Madrid</td>
<td>Total consideration of €650,000 (€500k cash and 24,881 new ordinary shares)</td>
</tr>
<tr>
<td>Art Creation</td>
<td>London</td>
<td>Total consideration of up to £1.2m cash</td>
</tr>
</tbody>
</table>

**Description**

- Provides consulting and user testing services for mobile, PC, console and VR game developers, helping them to attract, retain and monetise players
- State-of-the-art playtesting laboratory
- Employs several PHDs and MScs
- Strengthens the Group’s testing capabilities, reinforcing its position as the market leader
- Market leading compatibility testing laboratory
- Expertise in focus group testing fits closely with recently acquired Player Research
- Audio recording and localisation services to video game companies targeting Spanish and Latin American markets
- Merged with Synthesis Iberia and Kite Team in Madrid to create leadership in the region
- Provides creative development, cinematics, UI, visual effects and motion graphics services for video game and film markets
- Has a small team of creatives in London and manages a network of highly experienced designers, animators, film makers and artists
Clear progress in executing and integrating acquisitions...

<table>
<thead>
<tr>
<th>Services</th>
<th>Location</th>
<th>Consideration</th>
<th>Description</th>
</tr>
</thead>
</table>
| Customer Support              | Manila              | Outsourcing arrangement – €0.25m cash consideration; four year contract        | ▪ Adds live operations, promotions management, fraud management, quality assurance and bot hunting  
▪ Platform from which to grow in Asia with the benefit of the certainty of a four year contract  
▪ Ideal territory - competitively priced service culture with strong standard of English |
| Localisation, Audio and      | France, Germany and | Maximum consideration of €18m. €11.2m cash, plus 2,376,518 KWS shares to be    | ▪ Positions Keywords as the global leader in localisation and voice-over recording for video games world-wide  
▪ Highly complementary client base, with a strong track record of working with major game franchises  
▪ Adds new studios in Germany, France and Taiwan and provides further penetration for existing studios |
| Localisation Testing          | Switzerland         | issued                                                                           |                                                                                                                                                                                                          |
| Art Creation                  | Beijing             | Total consideration c.$5.5m; $3.9m in cash and 513,189 KWS shares to be issued | ▪ Increases capacity in the higher margin art creation market by about 30%; adding 150 artists  
▪ Platform to grow a full suite of video game services for both Chinese and international game developers and publishers  
▪ Cost effective location to support international customer base |
| Art Creation services, with  | Quebec City         | Consideration of CAD$5.25m cash                                               | ▪ Adds additional capabilities and capacity  
▪ Concept art specialist providing artwork at the very early stage of development, thus bringing Keywords further upstream in the game development cycle  
▪ Already realising synergies with later stage art services |
| emphasis on concept art       |                     |                                                                                 |                                                                                                                                                                                                          |

Acquired Jul 2016

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Driving cross selling opportunities

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>2009</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>A multi-platform game developer</td>
<td>Localisation testing originally provided for Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Added Localisation in new languages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Added Americas Localisation and Art through Lakshya</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>Established as Asian suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>Synthesis acquisition adds Audio &amp; Localisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>In discussions over Functional Testing &amp; Customer Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Increased sales by 600% over the period**

A leading mobile game developer

- Started work with them on their first game - launched in 11 languages
- Game grows to 28 languages
- Worked on second game, localised in 30 languages
- Added Art services for third game
- Adding Customer Support and Localisation Testing

**Annualised revenues increased four-fold over 3 years**

Market leading online game developer

- Revenues trebled over 2 years
- Localisation and Audio support, growing the number of languages over time
- Established secure facility providing Localisation and Localisation Testing, working together in a highly iterative fashion
- Further growth in existing services expected to lead to a further 30% increase in volume
Driving operational efficiency and synergies

Shared management systems

• Same operating platform used across each global service line
• Common project management, workforce management and operational reporting capabilities
• Newly acquired entities migrated onto the system, with the exception of art which is assessing options

Talent sharing

• Customer Support introduced in Montreal, Dublin, Singapore and Tokyo testing facilities
• Customer support provided by high quality and specialist teams with the detailed game knowledge acquired during testing
• Provides point of differentiation and helps smooth normal peaks and troughs in testing staffing requirements

Consolidation of studios

• Consolidating three studios into two around Montreal following the acquisition of Enzyme
• Bringing together Kite Team, Synthesis Iberia and Sonox into the Kite Team premises in Madrid
• Plans for similar consolidation in London

Utilising new geographies

• Captive, live operations services entity in Manila acquired from one of our clients and converted into a shared service benefitting multiple clients
• Five-fold increase in staff supported by the lease and fit out of larger premises
Managing growth

- Service lines run on a global basis
- Supported by regional management teams
- Unified global sales team facilitates cross selling
- Investment in the team and key functions supports further growth
  - CCO, Art and IT Directors added and new CFO appointed
Strategy & opportunities
Near term organic growth opportunities

**Developing customer relationships and outsourcing**
- Leveraging relationships and master services agreements to grow the number of services to existing clients
- Increased opportunities for managed services and single sourced arrangements

**Extending our services**
- Expand user testing activities following acquisitions of Enzyme and Player Research
- Extend services into new areas, such as visual special effects and game trailers
- Provide single language audio options for Italian, Spanish, Brazilian Portuguese and Arabic languages

**Expanding our geographical reach**
- Opening an audio recording studio in Tokyo
- Introduced art management into Singapore studio
Acquisition strategy

Selective consolidation
- Localisation – key single language providers and major multi-lingual providers
- Functional Testing – expansion outside of Canada (India, Eastern Europe)
- Art Production – China, South East Asia, Latin America
- Audio – key single language studios – Europe, Asia

New services
- Engineering
- Analytics

Geographic expansion
- South East Asia – art
- Eastern Europe – art, functional testing, engineering
Summary & Outlook
Market outlook

- Virtual Reality has now entered the mainstream market with Facebook (Oculus), Valve/HTC, Sony and Samsung all launching first generation products in 2016 – expect VR to be just one factor in the continued growth of content

- Launch of PS4 Pro and Xbox One S in 2016 were the first of a number of anticipated console refreshes

- Nintendo’s Switch launched in January 2017, which we hope will establish itself as a major platform

- Rise of the ‘mid-core’ gamer fuelling growth in mobile gaming content

- Speculation around the possible launch of AR from Magic Leap and Microsoft (HoloLens). Facebook also working on AR and Apple rumoured to be as well.

Source: Newzoo Global Games Market Report, June 2016
Current Trading & Outlook

▪ Trading for the first two months of the year in line with management’s expectations

▪ Expect to make good progress in 2017
  ▪ Continued organic growth
  ▪ Capitalising on the synergies from previous acquisitions and driving operational efficiencies
    ▪ Leveraging client relationships
    ▪ Integrated sales and marketing
    ▪ Sharing talent and production facilities
  ▪ Continued progress with cross selling
  ▪ Recently agreed terms for a three year revolving credit facility of up to €35m
  ▪ Healthy pipeline of earnings enhancing acquisition opportunities
Investment summary

Access to a large, high growth market

Key drivers:
Industry growth; trend towards continuous content; move towards outsourcing; ever higher definition content; introduction of new platforms (VR/AR, Nintendo Switch, Xbox Scorpio)

Strong track record of growth, both organically and through acquisition

Significant opportunity to grow our geographical penetration, service capabilities and client relationships

Business model and management structure that supports growth
Appendix
Leading market position

Keywords Services 21 of the Top 25 Games Companies by Revenue* …

*Source: Newzoo, Top 25 Games Companies by Revenues, December 2016

... and 7 of the Top 10 Mobile Games Developers by Revenue**

**Source: PocketGamer.Biz, Top 50 Developers of 2016, May 2016
Creating value along the lifecycle of games development

1. **PRE-PRODUCTION**
   - Concept art
   - Level design

2. **EARLY STAGE GAME DEVELOPMENT**
   - Programming/co-development
   - Story writing
   - Motion capture
   - Development quality assurance
   - Game trailers
   - Art production
   - Cinematics/visual effects
   - Audio production
   - Original language voice production
   - Music scoring
   - Sound design

3. **LATER STAGE GAME DEVELOPMENT**
   - Functional testing
   - Text localisation
   - Audio localisation
   - Localisation testing
   - Player research
   - Game porting

4. **LAUNCH**
   - Certification testing
   - Marketing

5. **ONGOING LIVE OPERATIONS SUPPORT**
   - Customer support
   - Community management
   - Data analytics
   - Payments processing

6. **NEW CONTENT FOR GAMES**
   - Game extensions
   - Level expansions
   - Issue patches
Clear progress in executing and integrating acquisitions...

<table>
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</thead>
</table>
| Art creation services for leading developers | Portland              | Consideration of US$6.3m cash and US$2.7m of KWS shares | ▪ Enhanced Keywords art creation offering  
▪ Brings flexible resourcing model to art creation  
▪ Working in partnership with Lakshya on some projects |
| Audio and localisation services          | Madrid and Mexico City | €0.5m cash consideration for 50% controlling stake; remaining 50% purchased April 2016 | ▪ Enhanced Keywords’ provision of Spanish, Latin American Spanish and Brazilian Portuguese localisation and audio services |
| Customer support and community management for online and mobile games | Montreal               | CAD 1.25m                                         | ▪ Office facilities, IT, HR and Finance provided by existing Keywords operations in Montreal  
▪ Customer services teams built in other KWS studios under the guidance of Alchemic Dream |
| Localisation and audio services         | Rio De Janeiro         | €0.3m                                             | ▪ Localisation into Brazilian Portuguese and audio recording in Rio De Janeiro  
▪ Integrated into multilingual production  
▪ Leveraging group business development capability |
Clear progress in executing and integrating acquisitions

<table>
<thead>
<tr>
<th>Services</th>
<th>Location</th>
<th>Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art creation services for leading developers</td>
<td>New Delhi &amp; Pune</td>
<td>$4.0m (including $1m deferred to October 2015)</td>
</tr>
<tr>
<td>Audio and localisation - recording production, facial capture, text translation and adaptation</td>
<td>Milan &amp; Los Angeles</td>
<td>Consideration of €6.0m cash / €3.3m new shares</td>
</tr>
<tr>
<td>Localisation, audio, functional testing, localisation testing</td>
<td>Montreal &amp; New Delhi</td>
<td>£2.2m in shares on a debt free basis</td>
</tr>
<tr>
<td>Audio; pre and post production stages of localised voice-over assets</td>
<td>London</td>
<td>£0.3m initial, with an additional £1.3m earn out paid 31.03.16</td>
</tr>
</tbody>
</table>

**Update**

- Expanded Keywords’ reach into earlier stage of game production cycle
- New Seattle studio established to share with Keywords Localisation QA operations in Seattle
- Finished the year with 650 artists on our payroll of which 600 are in India and China
- Enhanced Keywords offering in top quality end of the market and extended reach up the production chain
- Integrated sales & marketing and finance
- Full management integration complete
- Brought the other full service provider in the industry into the Group; transformed Keywords’ functional testing capability
- Integration of tools, processes, management completed
- Keywords Montreal operationally merged with Babel Montreal and Keywords facility vacated and sub let
- Babel India studio moved to Lakshya facility in New Delhi
- Leveraging Group HR, back office, sales & marketing
- Encouraged by cross selling opportunities
## Major Shareholders*

<table>
<thead>
<tr>
<th>Shareholder</th>
<th>Amount</th>
<th>% Holding</th>
</tr>
</thead>
<tbody>
<tr>
<td>P.E.Q Holdings Limited</td>
<td>7,978,736</td>
<td>14.7</td>
</tr>
<tr>
<td>Andrew Day</td>
<td>3,796,573</td>
<td>7.0</td>
</tr>
<tr>
<td>Hargreave Hale</td>
<td>3,720,076</td>
<td>6.8</td>
</tr>
<tr>
<td>Invesco Perpetual</td>
<td>3,514,896</td>
<td>6.5</td>
</tr>
<tr>
<td>Kabouter Management</td>
<td>3,296,126</td>
<td>6.1</td>
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<tr>
<td>Blackrock</td>
<td>3,173,999</td>
<td>5.8</td>
</tr>
<tr>
<td>Schroder Investment Management</td>
<td>2,218,897</td>
<td>4.1</td>
</tr>
<tr>
<td>Liontrust Asset Management</td>
<td>2,079,381</td>
<td>3.8</td>
</tr>
</tbody>
</table>

* as at 31st December 2016