



Half-Year Financial Report

January–June 2026

August 11, 2026

AGENDA



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Q2 Business Review

CONTROL Resonant

Date Reveal · Marketing Ramp Up · Reception · Commercial Indicators · Launch Window

Games in Market

Alan Wake 2 · Control · FBC: Firebreak

Games in Development

Financial Results

Outlook

Q&A



Jean-Charles Gaudechon
CEO



Santtu Kallionpää
CFO



Q2 2026 Business Review

Jean-Charles Gaudechon
CEO



Q2 2026 HIGHLIGHTS

MARKETING RAMPED UP WHILE
REVENUE DECREASED

FINANCIAL HIGHLIGHTS

€10.2M

Revenue

-40.0% from the comparison period
(€16.9M)

-€2.4M

EBITDA

-€6.6M from the comparison period
(€4.2M)

-€3.9M

EBIT

-€3.5M from the comparison period
(-€0.5M)

-€0.7M

Operating cash flow

-€3.8M from the comparison period
(€3.1M)



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CONTROLTM RESONANT

SEPTEMBER 24, 2026

CONTROL RESONANT

REVEAL, MEDIA EMBARGO AND MARKETING RAMP UP



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TWO TRAILERS RELEASED



Date reveal

JUNE 2



Second trailer

JUNE 5

JUNE 2 & 5, 2026

Trailers revealed

JUNE 5, 2026

Coverage embargo lifted

Media and content creators went hands-on with a three-hour build ahead of coverage going live.

AFTER HANDS-ON

Highly positive sentiment

The move to faster, melee-led action was the most debated aspect following the announcement, and has since become one of the most consistently acclaimed elements of the game — alongside its atmosphere, storytelling and overall feel.

CONTROL RESONANT

WE ARE CONDUCTING AN AMBITIOUS GLOBAL CAMPAIGN



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CAMPAIGN REACH

20bn+

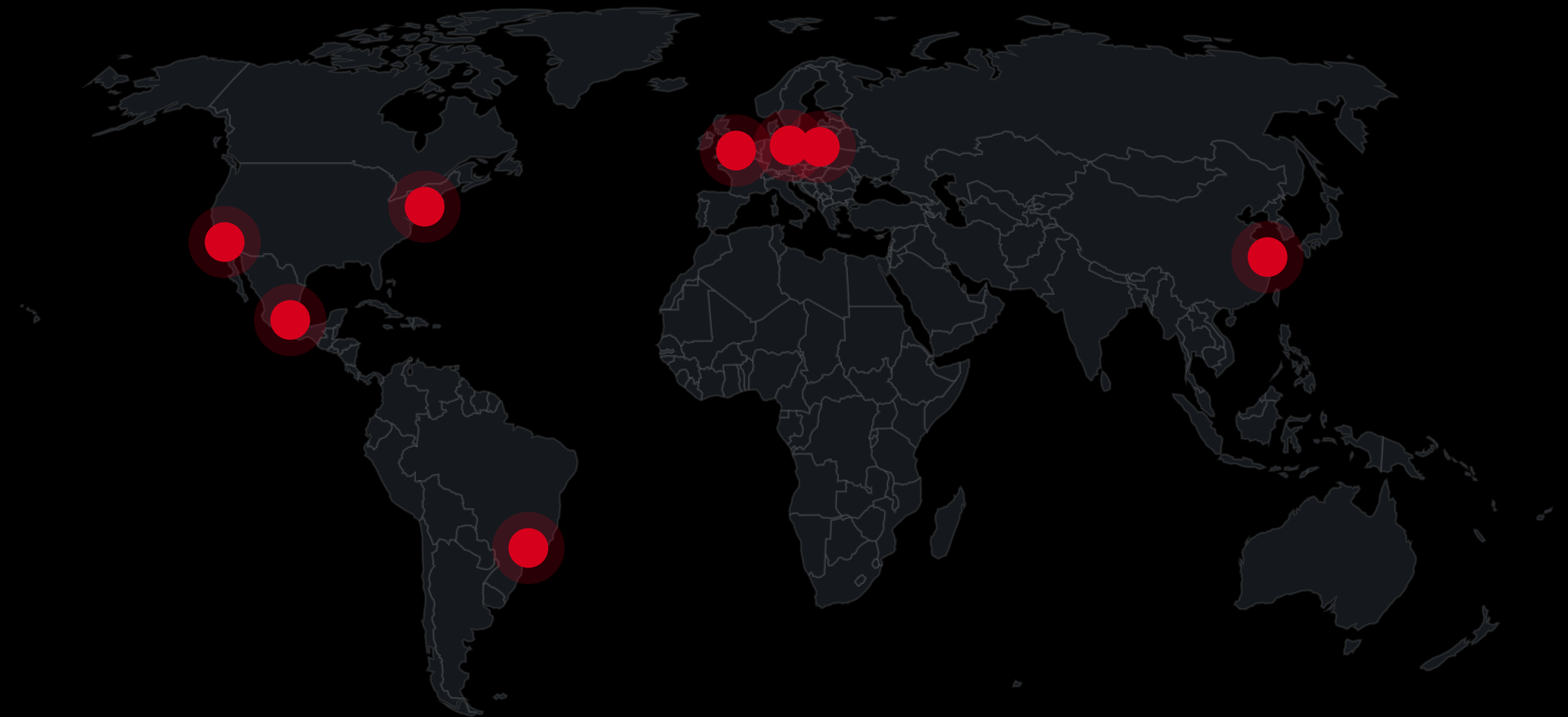
WORLD TOUR IMPRESSIONS

1033

WORLD TOUR
ARTICLES

71

CONTENT
CREATORS



CAMPAIGN ACTIVITY

■ June 9 to June 19, 2026

Hands-on world tour

Seven cities across the US, Latin America and Europe.

■ July 31 to August 2, 2026

ChinaJoy, Shanghai

Great reception from the local content creators and press

□ Coming in Q3

Gamescom, Cologne

In addition to other campaign activities.

CONTROL RESONANT

SENTIMENT FROM THE PREVIEWS

"How video games should be done."

EUROGAMER

Other selected quotes from the media

POLYGON

"A bolder sequel than we ever could've expected."

CBR

"The best game I played at SGF."

TECHRADAR GAMING

"All the makings of a hit."

VGC

"Nothing quite like this in 2026."

IGN

"An incredibly potent mix."

TOM'S GUIDE

"Remedy cooked with this sequel."

ROCK PAPER SHOTGUN

"a deliciously free-flowing character action RPG."

PUSH SQUARE

"I'm there day one"



CONTROL RESONANT

COMMERCIAL INDICATORS



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Commercial indicators put CONTROL Resonant alongside the industry's major releases.

Wishlists

1.5M+

WISHLISTS (ALL PLATFORMS)

Wishlist situation as of the reporting date, August 11th. Wishlist development typically goes in sync with campaign activities, which intensify further in the third quarter.

Pre-orders

Top 3*

MOST PRE-ORDERED GAME
(PLAYSTATION)

US, Germany, Brazil

During our campaign window, our analytics show CONTROL Resonant in top three most pre-ordered games on PlayStation both in our traditional markets (US, Germany) and in our growth markets (Latin America).

Chinese-speaking markets

2nd

LARGEST VOLUME
IN PREORDERS
(STEAM)

CONTROL Resonant appears to resonate with the Chinese-speaking audience. Chinese-speaking markets rank as the second largest market in unit pre-orders as of the reporting date, August 11th.

* During the campaign window June 2 – June 16, based on Remedy's analytics

CONTROL RESONANT

LAUNCH WINDOW



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Our priority in selecting the launch window has been to ship an outstanding game. Building on these four components, we remain confident in the positioning.

01 Quality-led Franchises are built on quality first.	02 All platforms - PlayStation 5 - Xbox Series X S - PC Available across every major platform from launch.	03 Localization 8 AUDIO LANGUAGES Our most localized product to date.	04 Pricing \$59.99 STANDARD VERSION Priced affordably to comparable titles in the same release window. AAA quality at an attractive price point.
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GAMES IN MARKET

ALAN WAKE 2

3M+

lifetime copies sold

2023

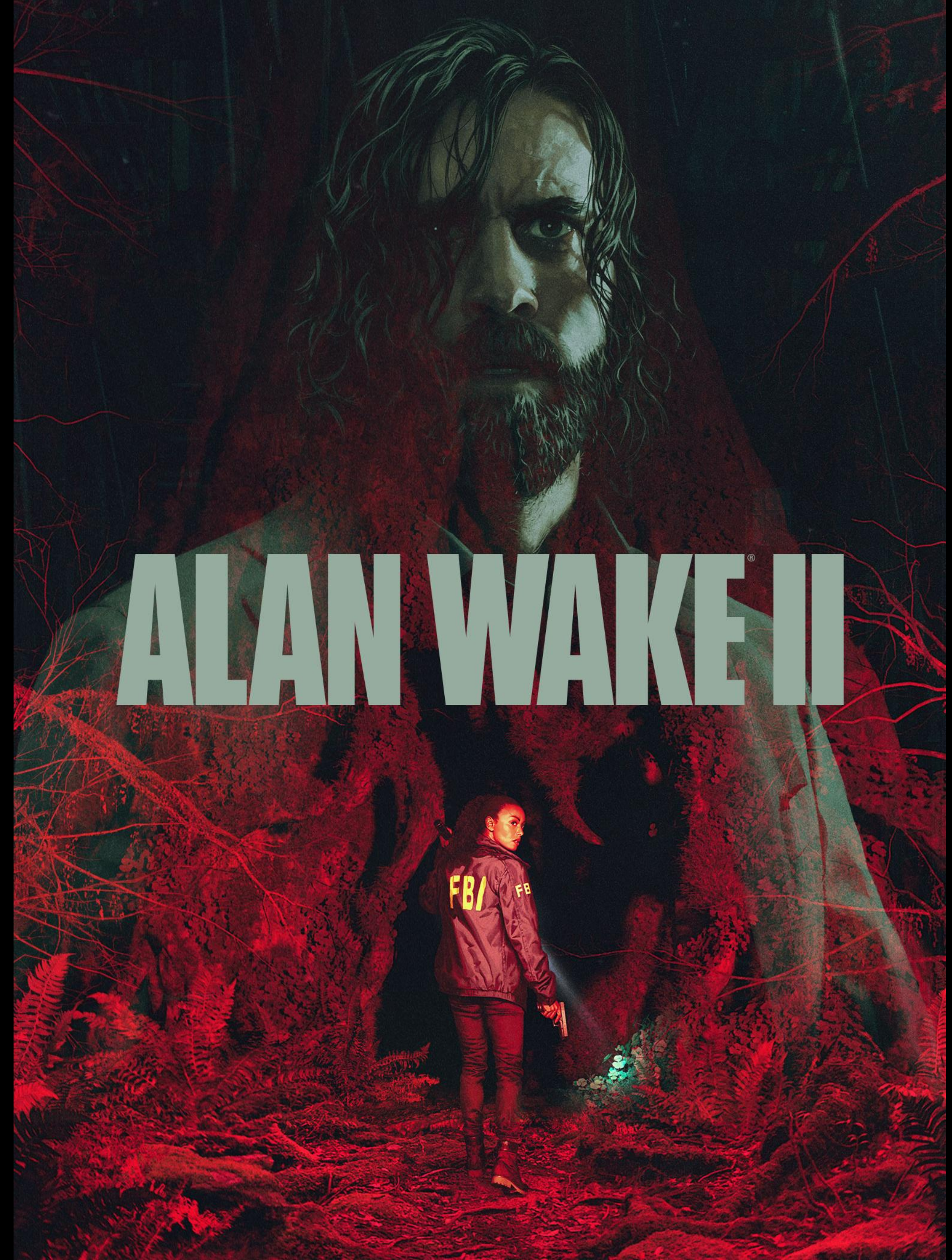
launch year

Alan Wake 2's consumer sales passed over 3 million lifetime copies sold during the second quarter.

Alan Wake 2 continued consumer sales at an expected pace.

Royalties were fully generated from consumer sales during the second quarter.

IP owned by Remedy Entertainment
Published by Epic Games



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GAMES IN MARKET

CONTROL

6M+

lifetime copies sold

20M+

lifetime players

2019

launch year

Control continued its sales momentum and delivered YoY growth in Q2.

Marketing around CONTROL Resonant continues to build interest in the franchise and the original game.

Control remains an important entry point for new players to get into the world of CONTROL ahead of the sequel.

IP owned by Remedy Entertainment
Published by Remedy Entertainment

CONTROL[®]



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GAMES IN MARKET

FBC: FIREBREAK

2025

launch year

Available

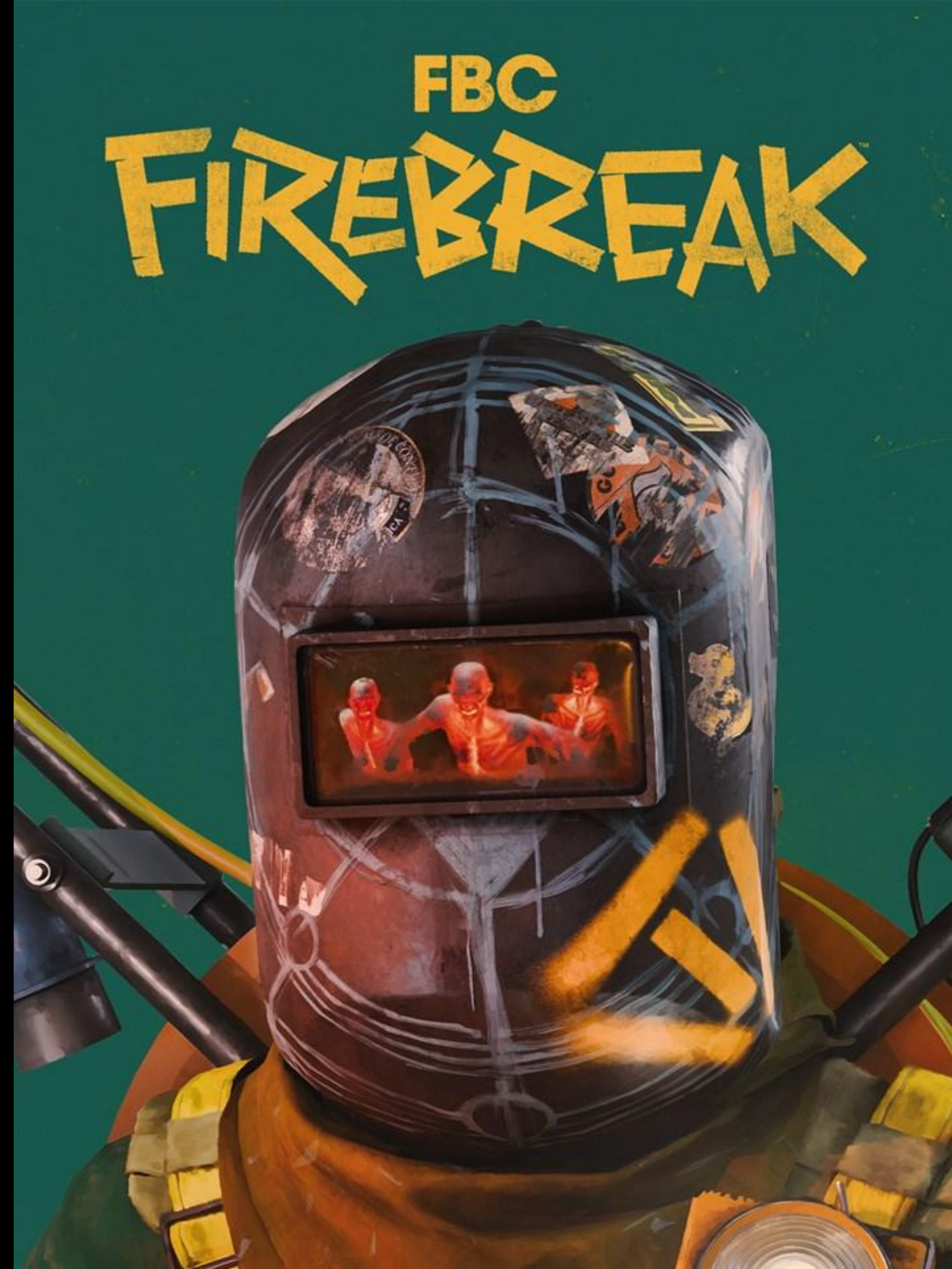
In Xbox Game Pass & PlayStation Plus

Decline in game sales and royalties was mainly caused by FBC: Firebreak's launch in the comparison period.

Most of FBC: Firebreak's sales were revenue accruals from subscription service agreements.

Continues to be available in Xbox Game Pass and PlayStation Plus subscription services.

IP owned by Remedy Entertainment
Published by Remedy Entertainment



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GAMES IN DEVELOPMENT



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Releasing Sep 24th, 2026



CONTROL
Resonant

FULL
PRODUCTION



Max Payne
1&2 remake

FULL
PRODUCTION



New project

»» PRODUCTION
READINESS





Q2 2026 Financial Results

Santtu Kallionpää

CFO



P&L LOGIC WITH PRE-ORDERS AND AFTER LAUNCH

CONTROL RESONANT REVENUE RECOGNITION & CASH FLOW



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1 Before the game launch, revenue not visible in P&L.

2 Revenue recognition for all pre-orders will be made on launch date of the game.

3 After the game has launched, together with revenue, revenue related partner expenses will be accrued (platform fees and royalties).

4 Pre-orders are not visible in balance sheet before Remedy has received payments from the platforms. This happens with delay

	PRE-ORDER PERIOD	AFTER LAUNCH
P&L REVENUE	Pre-orders are not recognized ¹	All pre-orders are recognized ² Sales are recognized on an ongoing basis
P&L PARTNER EXPENSES*	Expenses not recognized	Expenses are accrued with revenue recognition ³
BALANCE SHEET PRE-ORDERS	Pre-orders enter the balance sheet if Remedy has received payment from the platform ⁴	Sales will show in balance sheet either in receivables or cash, depending on payment ⁴
Recognized in P&L In balance sheet Not recognized		
*Partner expenses consist of platform fees and royalties		

P&L LOGIC WITH PRE-ORDERS AND AFTER LAUNCH

CONTROL RESONANT REVENUE RECOGNITION & CASH FLOW



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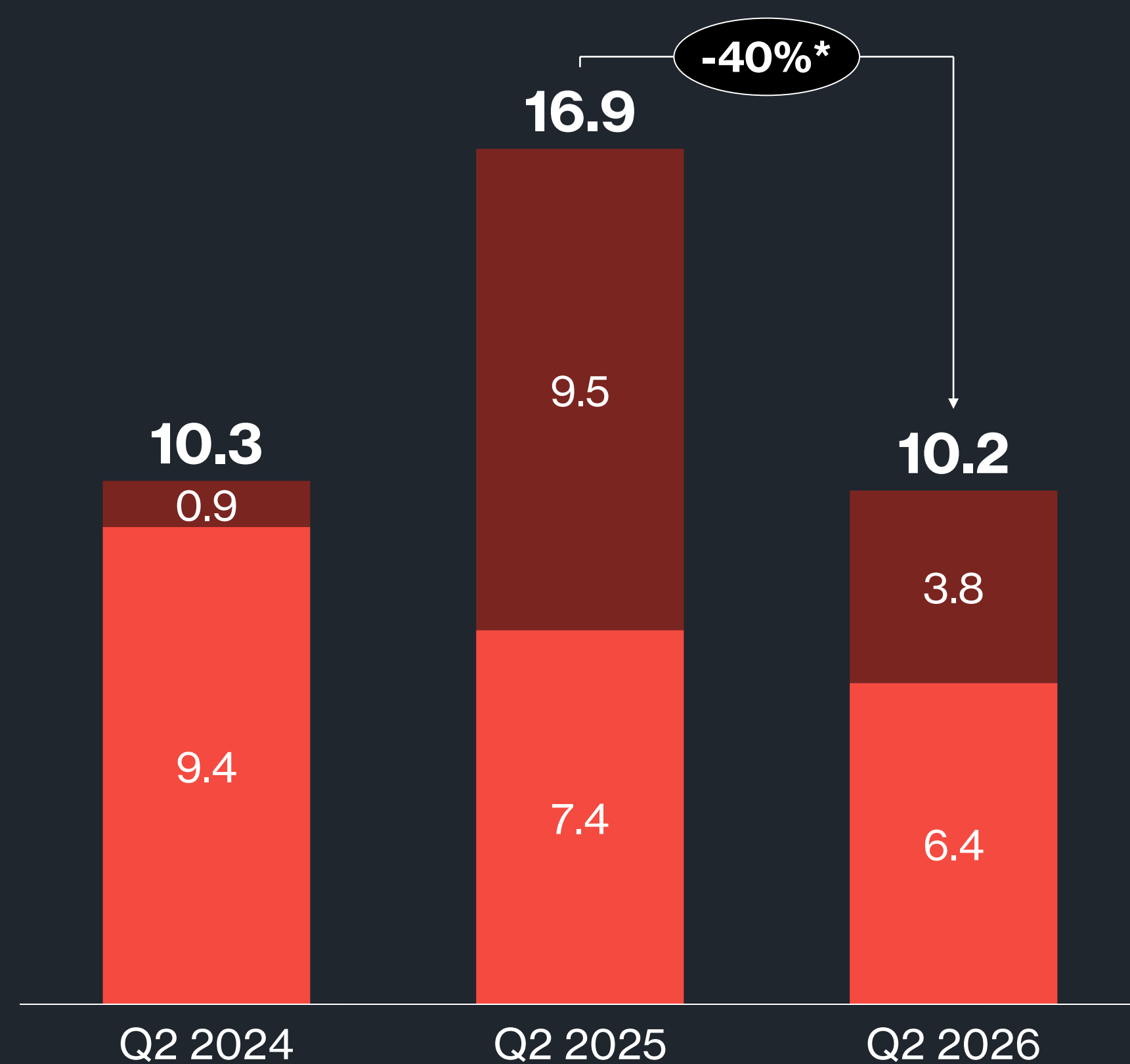
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Q2 2026: REVENUE

DECREASE IN REVENUE EXPLAINED MAINLY BY COMPARISON PERIOD
SUPPORTED BY FBC: FIREBREAK RELEASE



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Notes

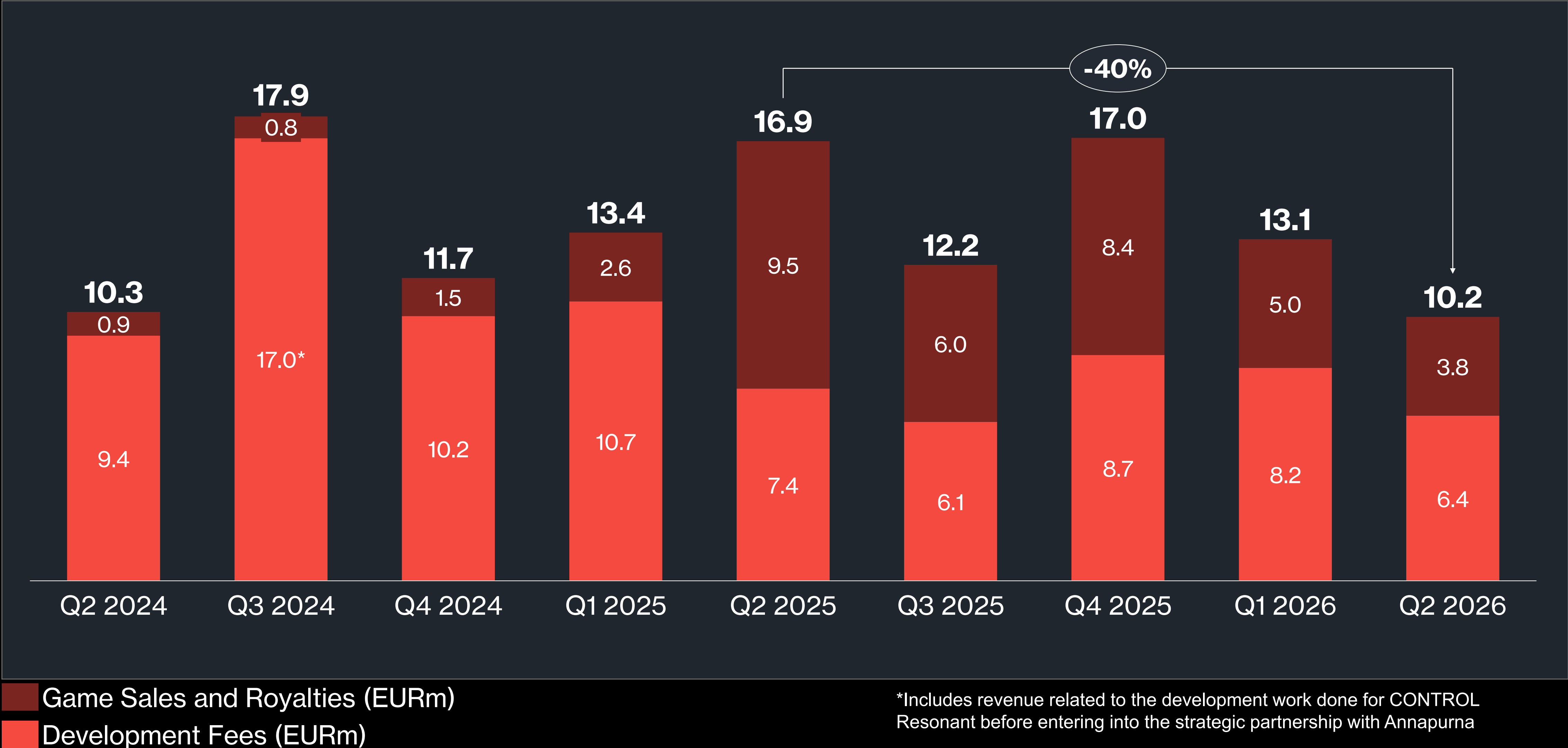
*FX neutral change for Q2 revenue calculated with 2025 average FX rates for USD, GBP and SEK is -40.1%.

- Game Sales and Royalties (EURm)
- Development Fees (EURm)

HISTORICAL BREAKDOWN OF REVENUE



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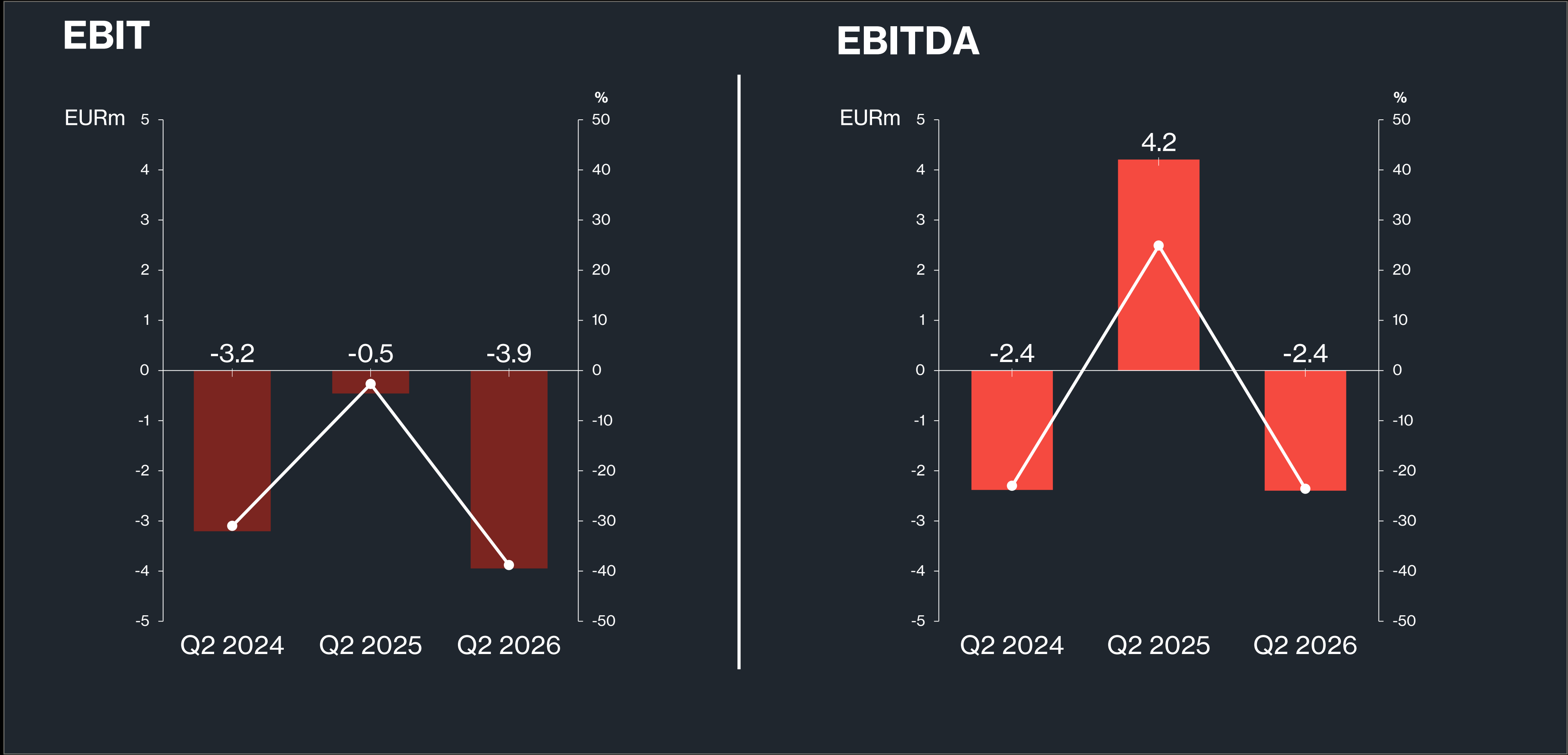


Q2 2026: PROFITABILITY

PROFITABILITY AFFECTED BY REVENUE DECREASE



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■ EBIT (EURm)
—●— EBIT margin

■ EBITDA (EURm)
—●— EBITDA margin

Q2 2026: INTERNAL AND EXTERNAL EXPENSES

PERSONNEL COSTS, EXTERNAL DEVELOPMENT COST AND CAPITALIZED DEVELOPMENT COST



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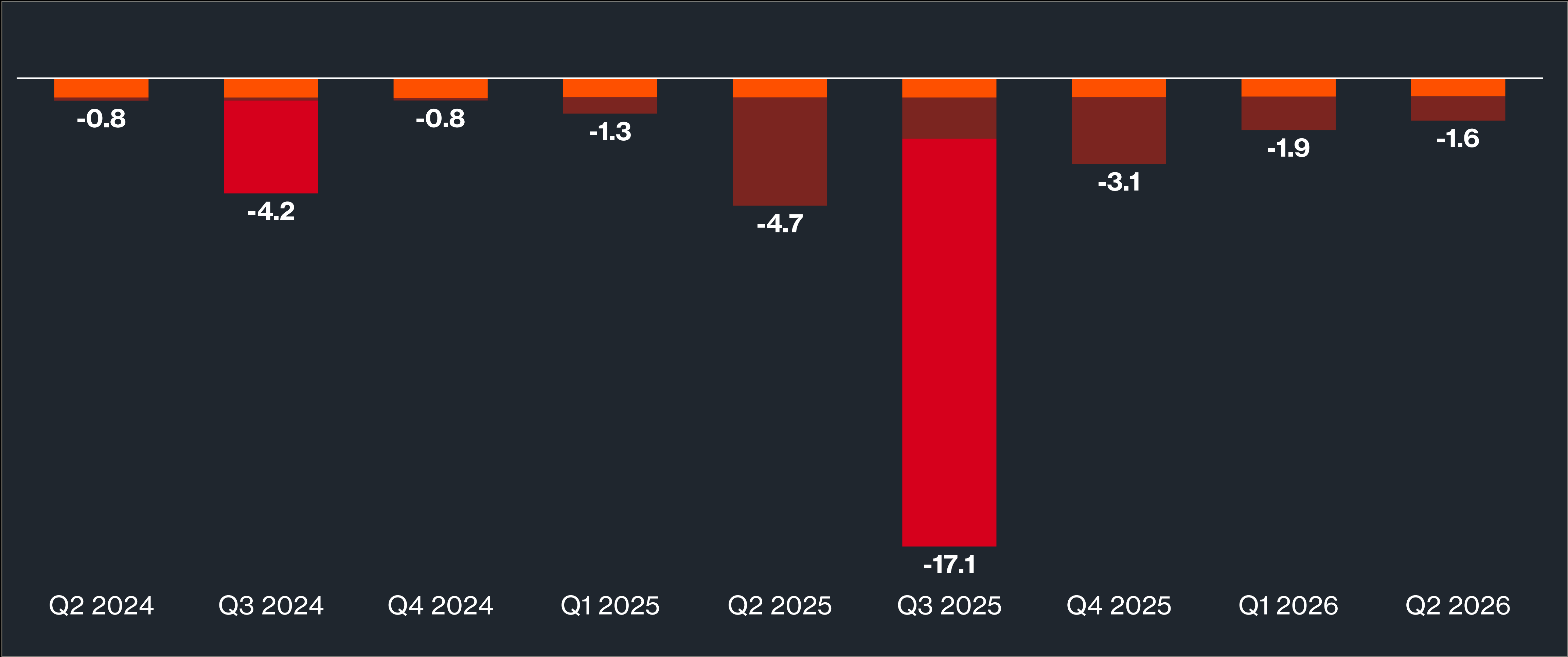
- Gross Ext Dev expenses (EURm)
- Gross Personnel expenses (EURm)
- Capitalized Dev Cost (EURm)

Q2 2026: DEPRECIATION

DEPRECIATION AT LOWER LEVEL



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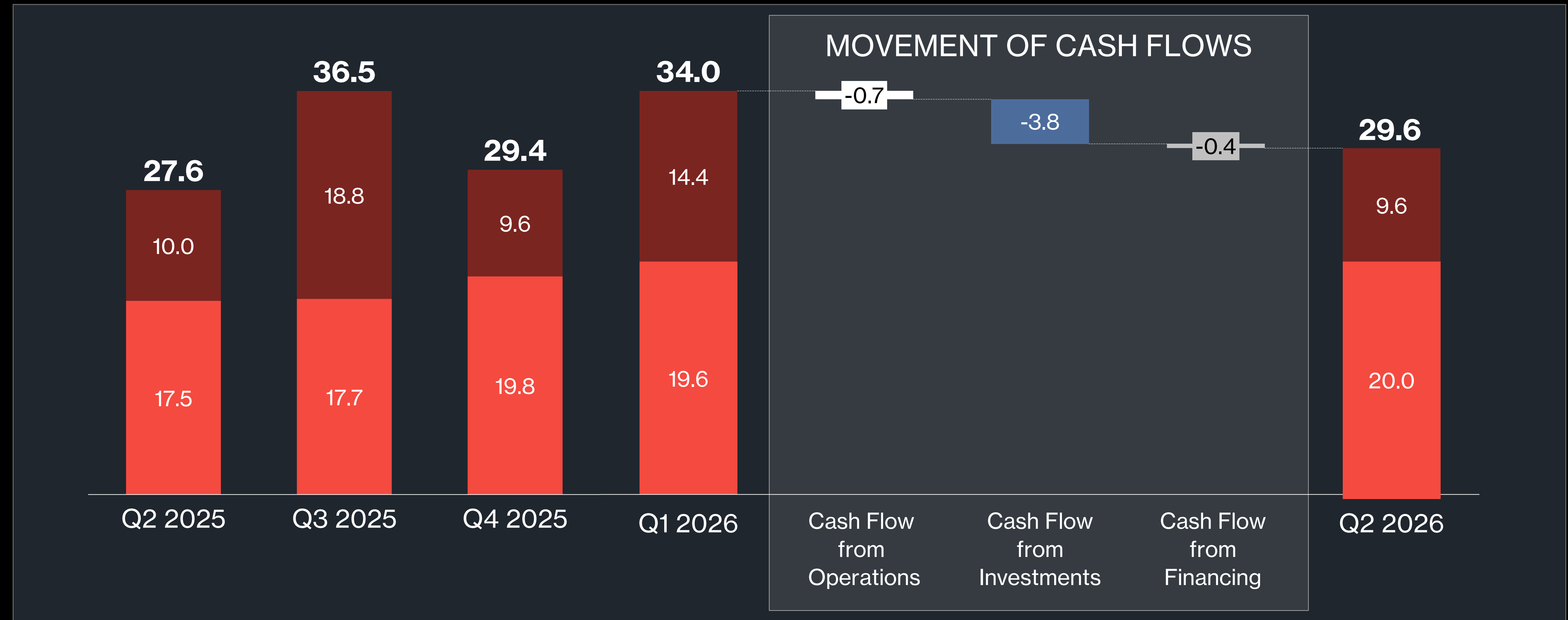
- Other depreciation
- One-time depreciation and impairment
- Depreciation related to game projects

Q2 2026: CASH POSITION AND CASH FLOW

CASH FLOW FROM INVESTMENTS INCLUDING CAPITALIZED DEV COSTS
HAD THE BIGGEST IMPACT ON CASH POSITION



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■ Cash and Cash Equivalents (EURm)
■ Financial Instruments (EURm)

HISTORICAL REVENUE AND PROFITABILITY PROFILE





Outlook

Jean-Charles Gaudechon

CEO



OUTLOOK FOR 2026 (UNCHANGED)

Remedy expects its full year revenue and EBITDA to increase from the previous year.



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Questions & Answers



Q&A INSTRUCTIONS

- Speakers will now take questions from the investors, analysts and media representatives
- Web participants: type in your question(s)





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