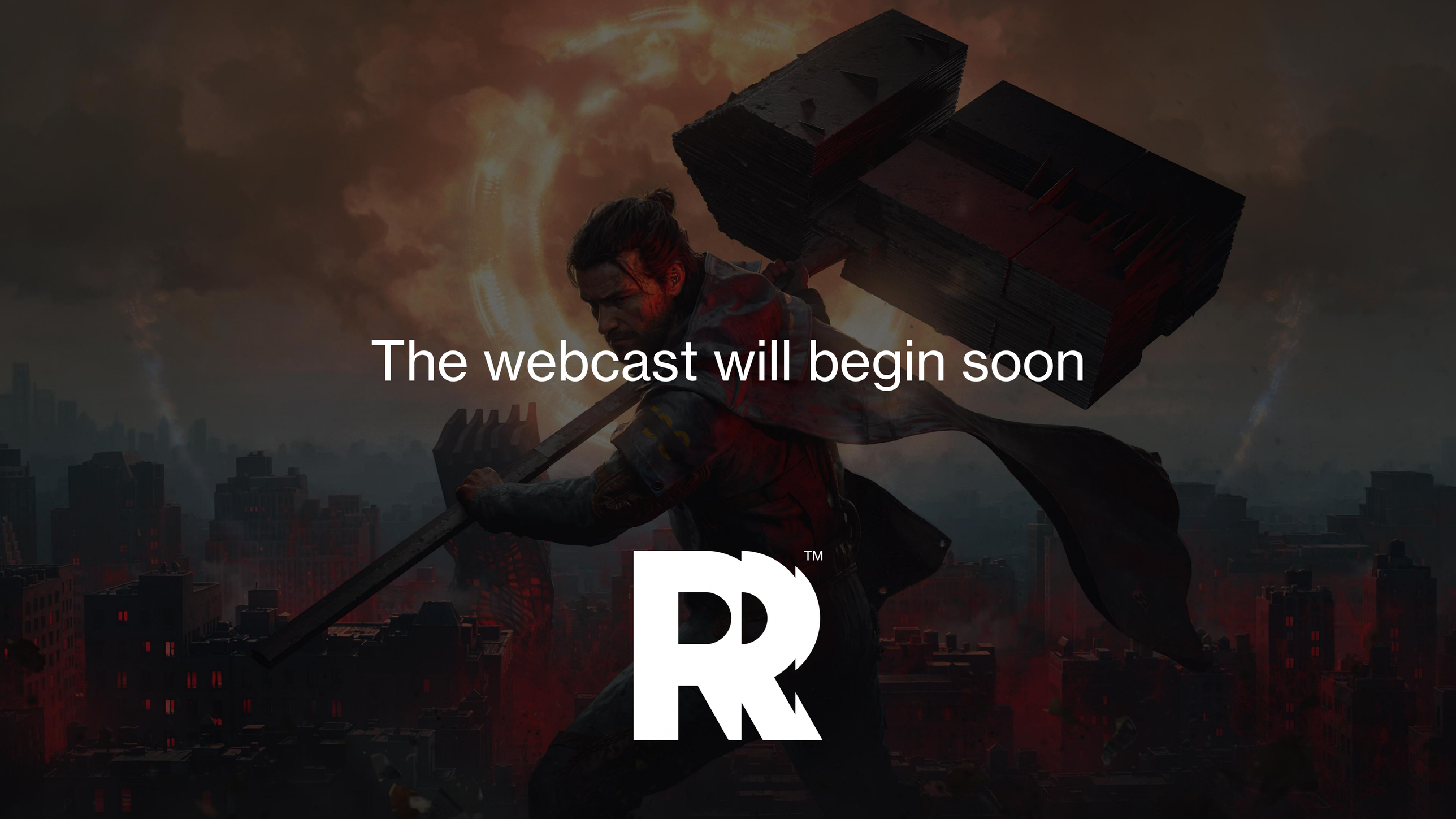

The webcast will begin soon

Business Review
July–September 2026

November 3, 2026

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AGENDA

- Q3 Business Review
- CONTROL Resonant
  Launch · Reception · Marketing Campaign · Geography Overview · Road Ahead
- Games in Market
  Alan Wake 2 · Control · FBC: Firebreak
- Games in Development
- Financial Results
- Outlook
- Q&A



Jean-Charles Gaudechon
CEO



Santtu Kallionpää
CFO

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Q3 2026
Business REVIEW

Jean-Charles Gaudechon
CEO

Q3 2026 HIGHLIGHTS
CONTROL RESONANT LAUNCHED

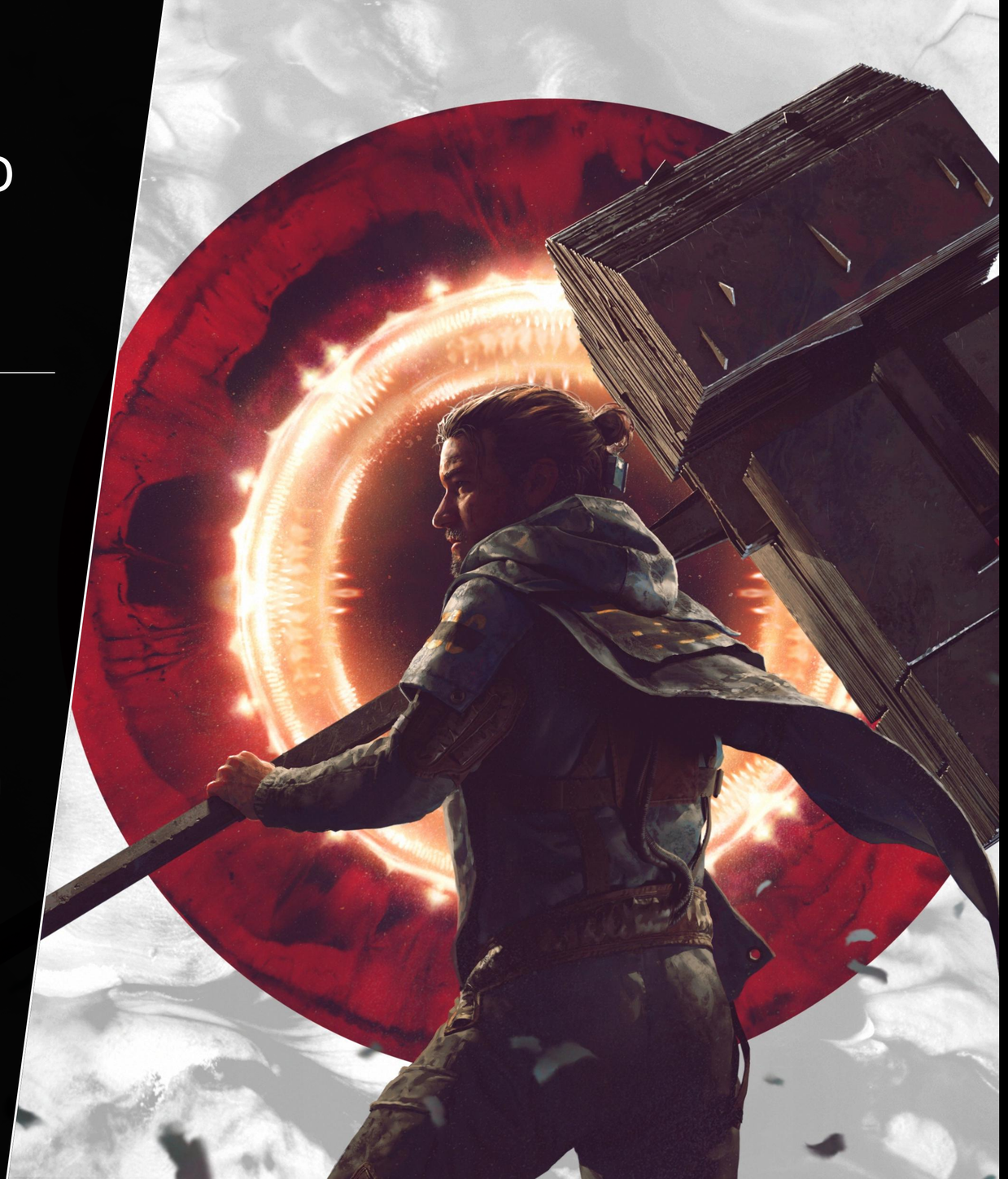
FINANCIAL HIGHLIGHTS

€39.6M
Revenue
+€27.5M from the comparison period (€12.2M)

€6.8M
EBITDA
+€6.1M from the comparison period (€0.7M)

€0.6M
EBIT
+€17.0M from the comparison period (-€16.4M)

-€0.1M
Operating cash flow
-€11.4M from the comparison period (€11.3M)



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CONTROL™
RESONANT

CONTROL RESONANT

LAUNCH AND MILESTONES

FIRST SELF-PUBLISHED GAME OF THIS SCALE



PlayStation 5 · Xbox Series X|S · PC

SEPTEMBER 24, 2026

Digital launch across all platforms

Launched in great quality to an enthusiastic player reception.

OCTOBER 15, 2026

Physical edition released & one million sold

CONTROL Resonant passed one million copies sold worldwide on the day of the physical release.

MILESTONE

Fastest-selling game in Remedy’s history

With the sequel, CONTROL is now established as a true franchise.

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CONTROL RESONANT
CRITICAL RECEPTION

10/10

“One of the most imaginative action RPGs I've played in years and Remedy Entertainment's best work yet.”

VICE

“Remedy is operating at a level of triple-A boldness that few others in the industry are.”

VIDEO GAME CHRONICLE **5/5**

“Remedy's signature weirdness elevates the best gameplay experience it's ever made.”

GAMESPOT **9/10**

“CONTROL Resonant feels like a confident step in a new direction from Remedy”

GIANT BOMB **4.5/5**

“CONTROL Resonant is another all-time banger for Remedy”

GAMINGBIBLE **9/10**

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CONTROL RESONANT
PLAYER & CRITIC RECEPTION

Players have responded very positively

STEAM USERS
91% positive

PLAYSTATION 5 USERS
4.7/5

METACRITIC RATING
83

METACRITIC USER SCORE
8.8

EPIC GAMES STORE
4.8/5

Critics highlighted the gameplay, strong level design, artistic ambition and Remedy’s willingness to take creative risks.



CONTROL RESONANT

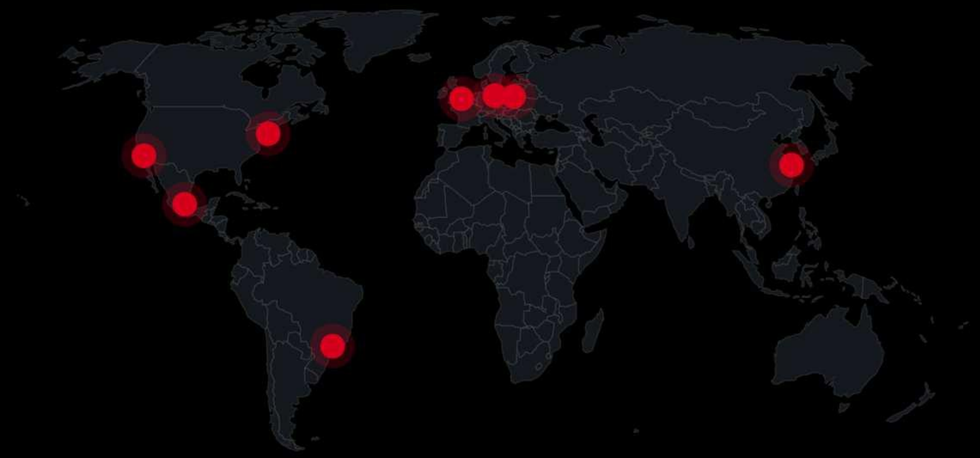
LARGEST MARKETING CAMPAIGN IN REMEDY'S HISTORY

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CAMPAIGN PEAKED IN Q3, AS PLANNED

Global attention at launch

Each key beat of the campaign was supported by significant marketing actions. Organic media and content creator coverage further extended the campaign's reach.



CAMPAIGN ACTIVITY

■ Launch window

Global digital and out-of-home

Major US cities, London and Berlin

■ Partners

PlayStation, NVIDIA

and leading content creators

■ Growth markets

Asia and Latin America

Early access for local press and creators, regional events

CONTROL RESONANT

CAMPAIGN HIGHLIGHTS



NEW YORK

Projection onto the Thomas Street building



LONDON

Murals



NEW YORK

Times Square

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CONTROL RESONANT
GEOGRAPHY & PLATFORMS

The United States accounted for close to half of sales.

Largest market

>45%

OF ALL SALES FROM THE US

Largest market on both PC and consoles.

PC

1 United States

2 Chinese-speaking regions

3 United Kingdom

Consoles

1 United States

2 United Kingdom

3 Canada

By console units, Brazil also reached the top three.

Platform split

55/45

PC / CONSOLES, DIGITAL UNIT SALES



PC ~55% CONSOLES ~45%

Steam led on PC. PlayStation led on consoles.

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CONTROL RESONANT
ROAD AHEAD

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A growing audience for the franchise.

New players

~50%

OF PLAYERS NEW TO CONTROL*

Close to half of the game's players were new to CONTROL, showing that the game is broadening the franchise's audience.

Wishlists

2.4M

OUTSTANDING WISHLISTS

Current wishlist stands at 2.4, providing a substantial potential audience for the future.

Road ahead

- **Targeted actions to convert wishlists into sales**
- **Continued focus on reaching new players**
- **Several options on the table to convert players**

*** Based on analytic data**

GAMES IN MARKET
ALAN WAKE 2

3M+
lifetime copies sold

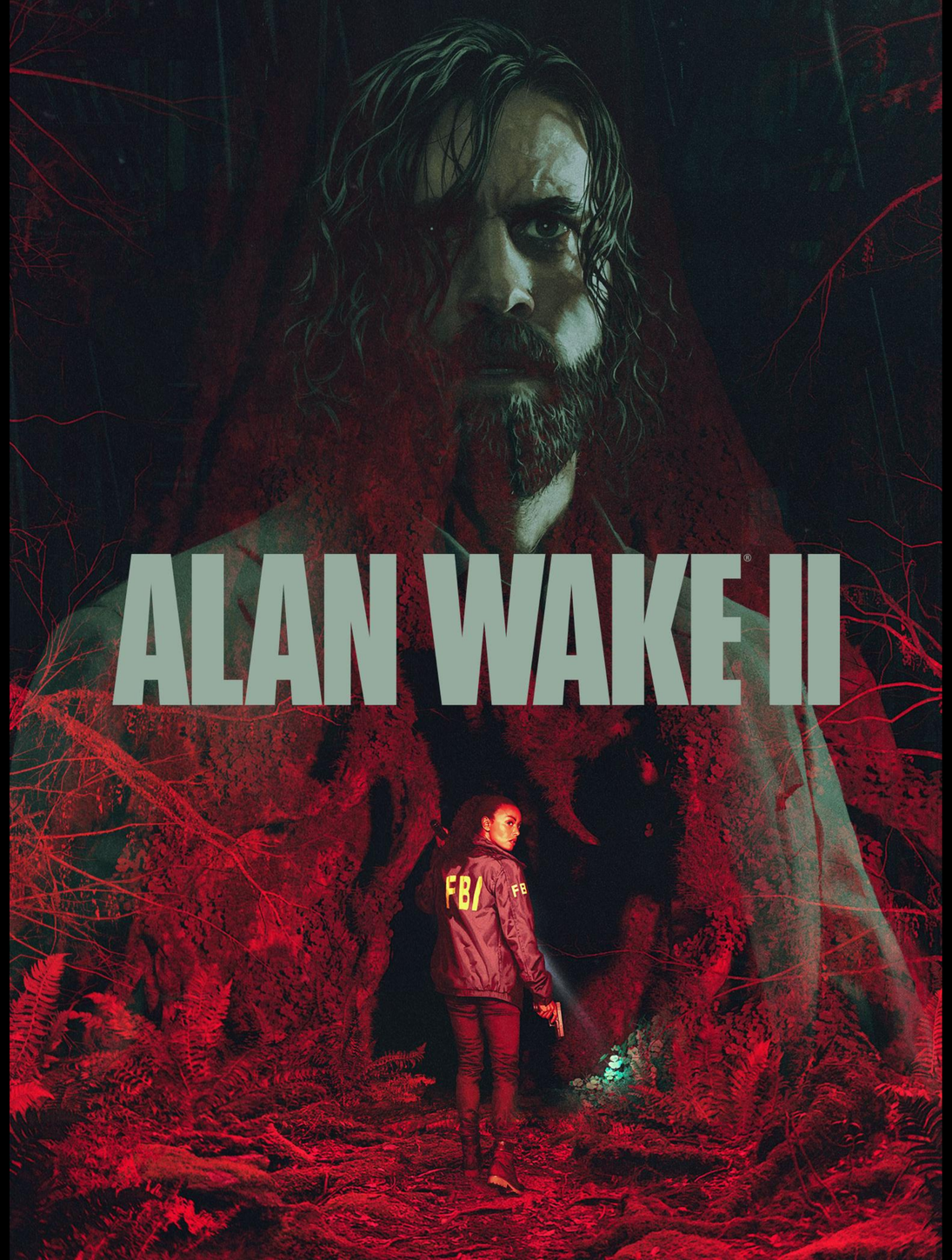
2023
launch year

The Alan Wake franchise had a quieter quarter.

Alan Wake 2 continued to accrue royalties from consumer sales.

Alan Wake 2 capitalized development costs fully depreciated during Q3.

IP owned by Remedy Entertainment
Published by Epic Games



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GAMES IN MARKET
CONTROL

20M+
lifetime players

2019
launch year

Control sales in Q3 exceeded both the comparison period and Q1 and Q2 sales of 2026.

Interest in the franchise has been strong and consistent.

The build-up to the launch of *CONTROL Resonant*, supported by promotions for the original game, gave Control a further lift.

IP owned by Remedy Entertainment
Published by Remedy Entertainment



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GAMES IN MARKET

FBC: FIREBREAK

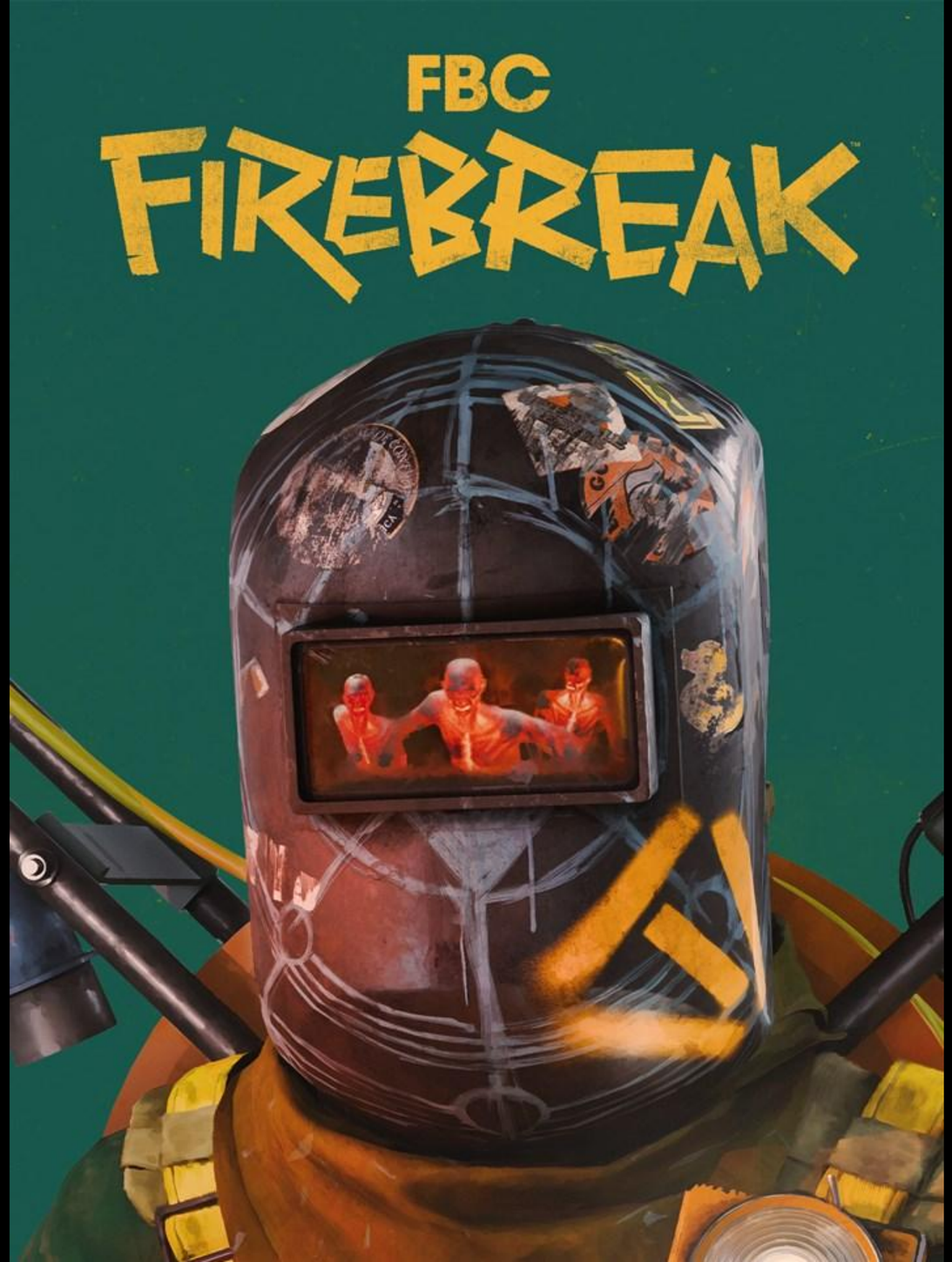
2025
launch year

Available
In Xbox Game Pass & PlayStation Plus

Revenue mainly originated from subscription service agreements.

In its second year on the market, the total revenue level is lower than earlier in the game’s life cycle.

IP owned by Remedy Entertainment
Published by Remedy Entertainment



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GAMES IN DEVELOPMENT



Released Sep 24th, 2026

CONTROL
Resonant

POST-LAUNCH
DEVELOPMENT

REMEDY

MAX PAYNE

Max Payne
1&2 remake

FULL
PRODUCTION

WITH

NEW
PROJECT

New project

PRODUCTION
READINESS

REMEDY

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Q3 2026
Financial Results

Santtu Kallionpää
CFO

ILLUSTRATIVE CASE EXAMPLE

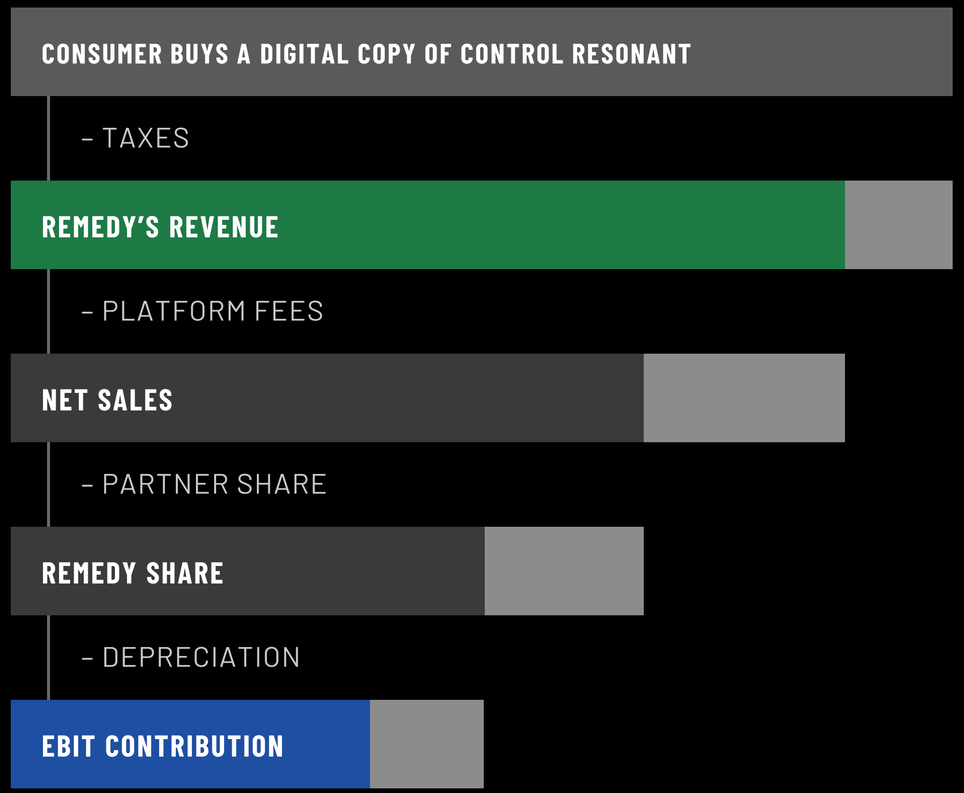
REVENUE RECOGNITION OF CONTROL RESONANT

FROM DIGITAL SALES REMEDY PRESENTS THE FULL PRICE AFTER TAX AS REVENUE.

© REMEDY ENTERTAINMENT 2026

DIGITAL

Revenue = 100% of the after-tax price



Starting price | Deducted in that step | Remedy's topline (reported revenue) | EBIT effect

Bar widths are illustrative, not to scale

ILLUSTRATIVE CASE EXAMPLE

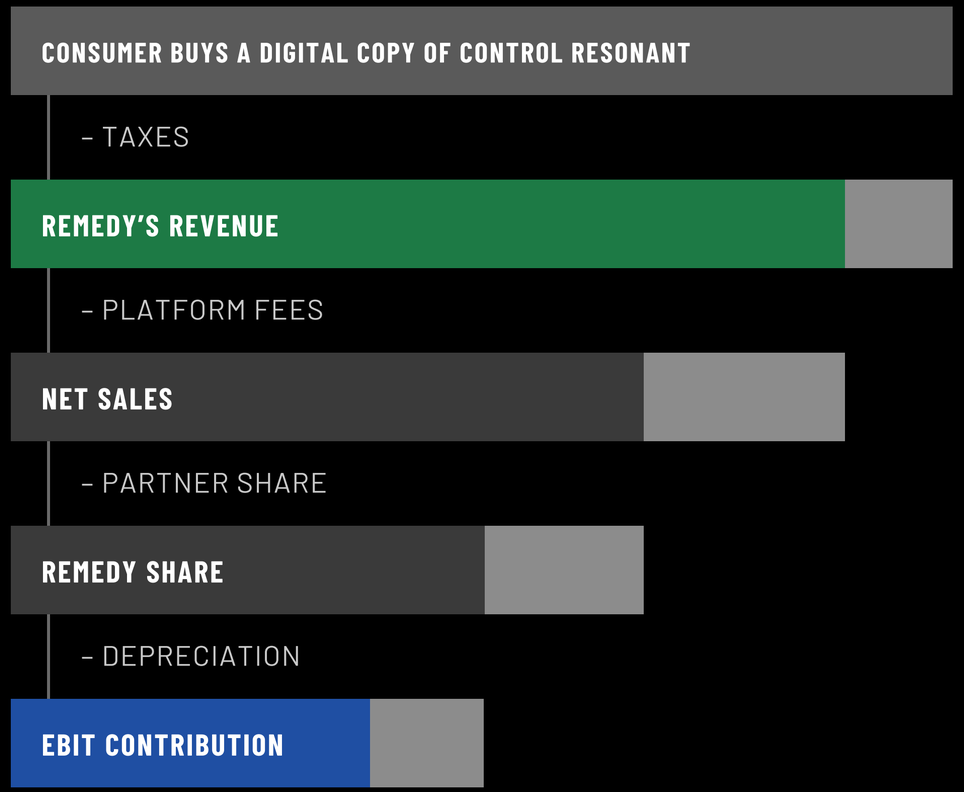
REVENUE RECOGNITION OF CONTROL RESONANT

FROM DIGITAL SALES REMEDY PRESENTS THE FULL PRICE AFTER TAX AS REVENUE.
FROM PHYSICAL COPIES REMEDY RECEIVES A ROYALTY AFTER THE DISTRIBUTOR'S NET MARGIN

© REMEDY ENTERTAINMENT 2026

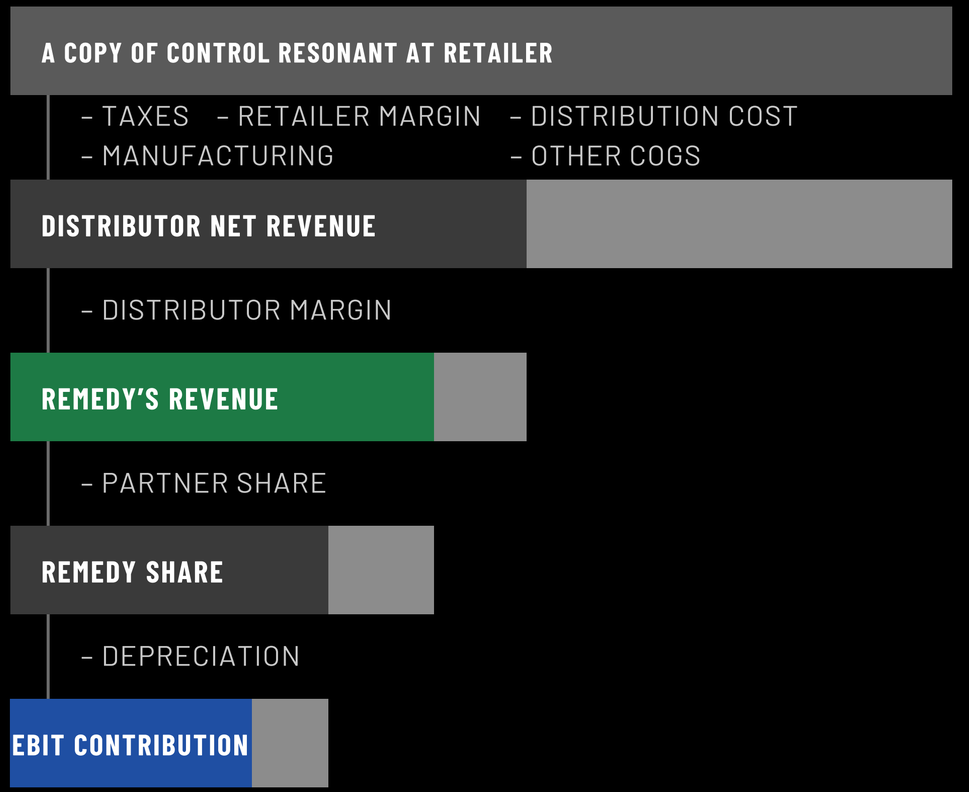
DIGITAL

Revenue = 100% of the after-tax price



PHYSICAL

Revenue = Remedy's royalty on the publisher's net margin

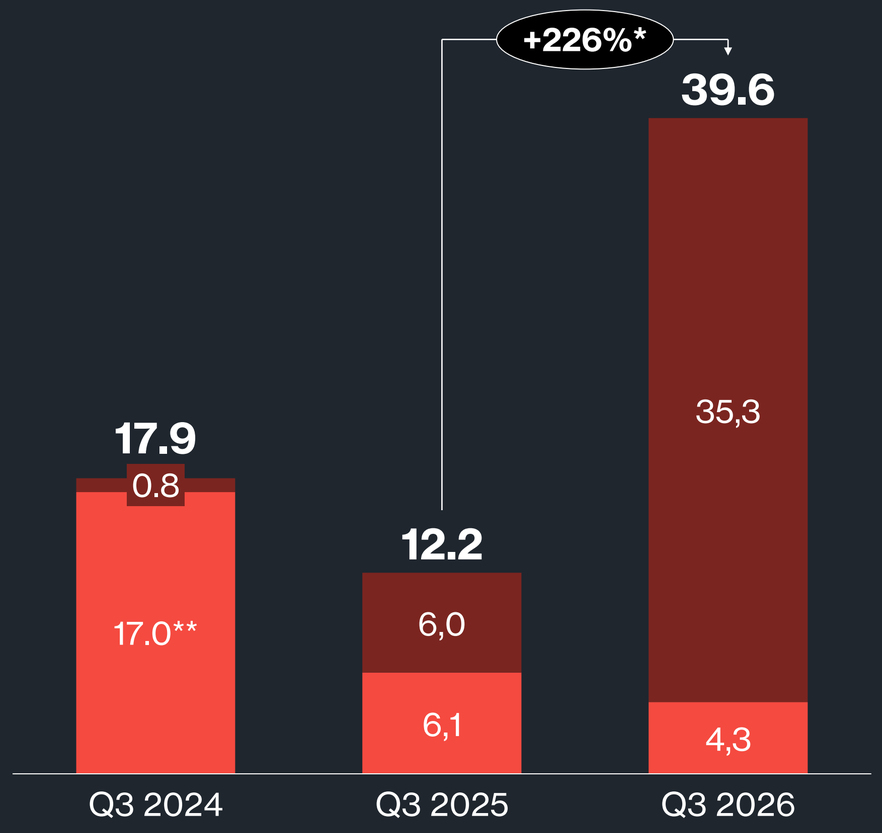


Starting price | Deducted in that step | Remedy's topline (reported revenue) | EBIT effect

Bar widths are illustrative, not to scale

Q3 2026: REVENUE

REVENUE INCREASED DRIVEN BY THE LAUNCH OF CONTROL RESONANT AT THE END OF THE REVIEW PERIOD



Notes

*FX neutral change for Q3 revenue calculated with 2025 average FX rates for USD, GBP and SEK is 221%.

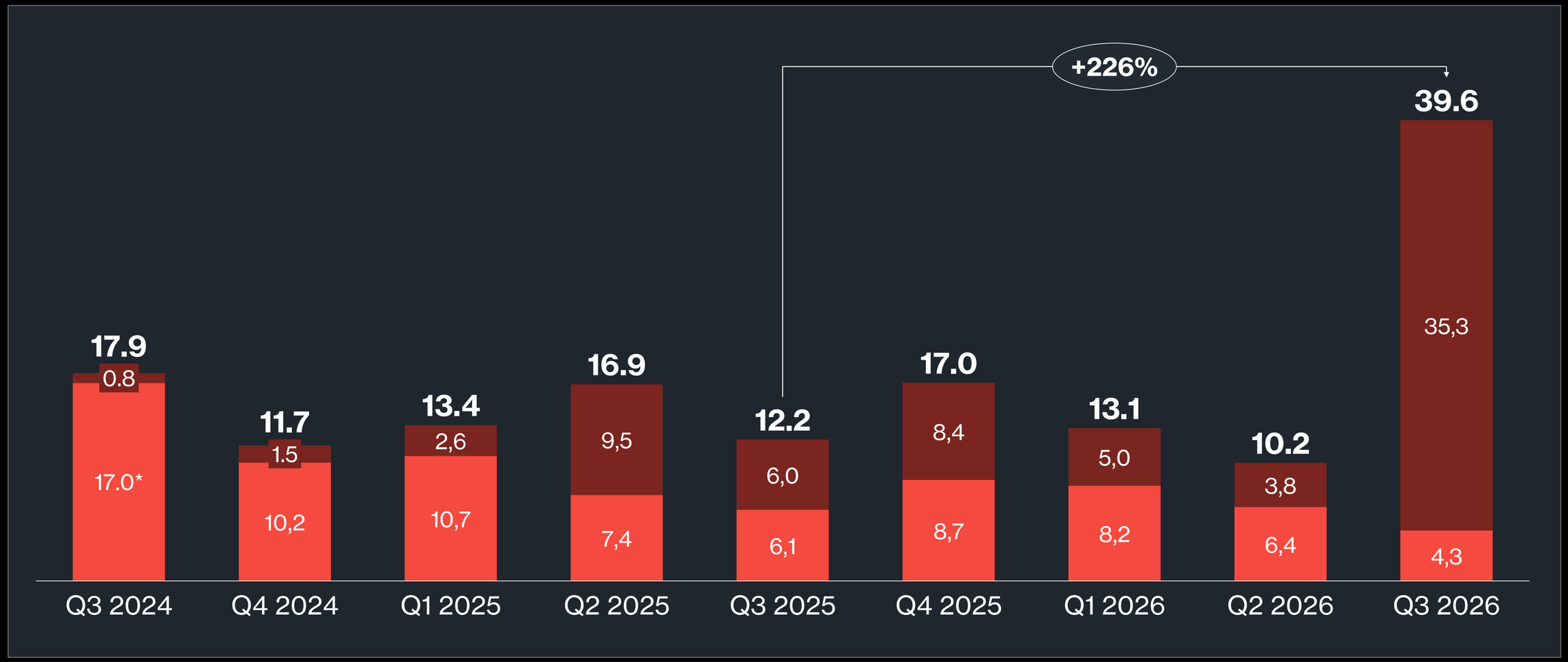
**Includes revenue related to the development work done for CONTROL Resonant before entering into the strategic partnership with Annapurna

Game Sales and Royalties (EURm)

Development Fees (EURm)

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HISTORICAL BREAKDOWN OF REVENUE



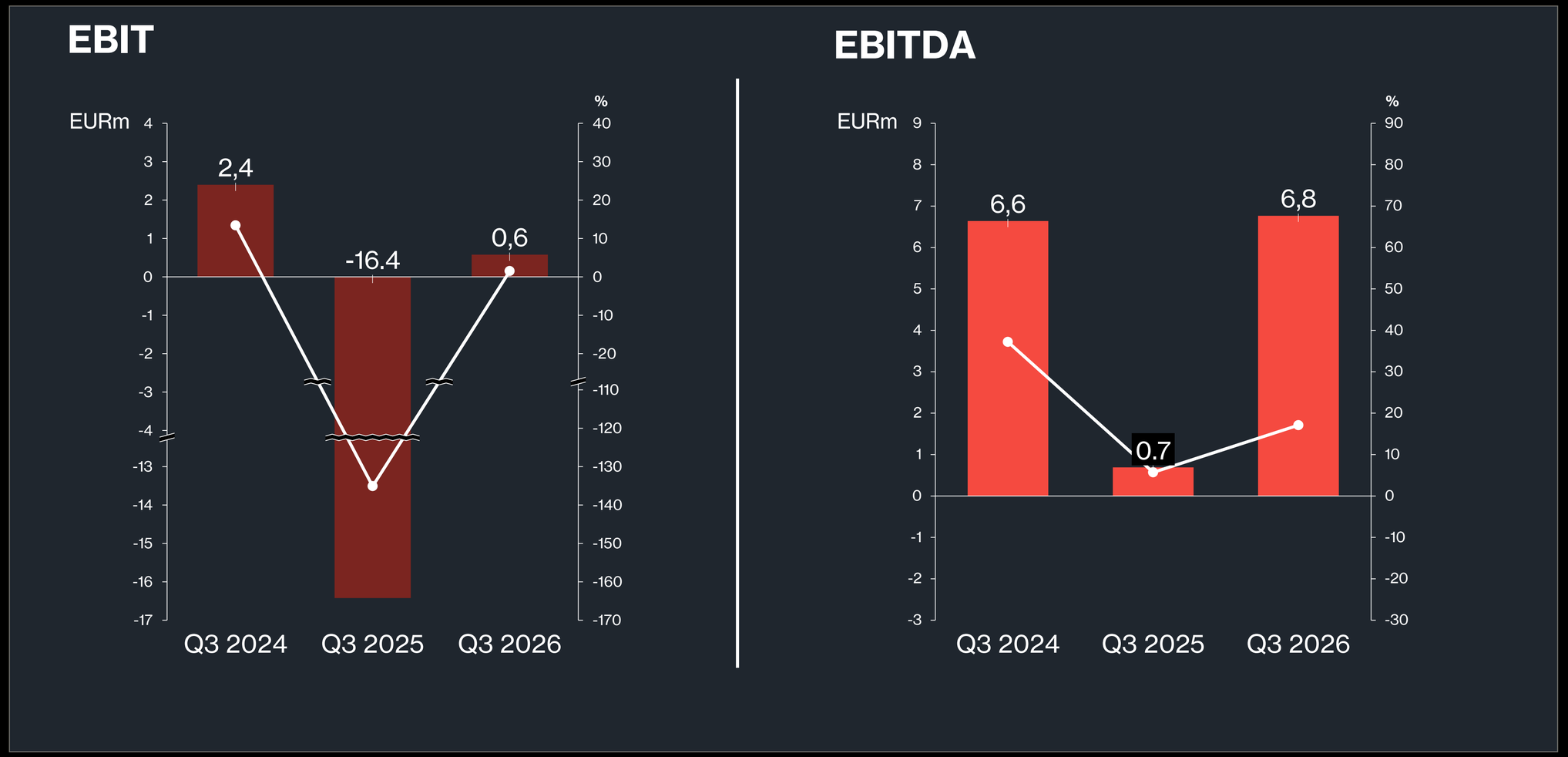
Game Sales and Royalties (EURm)
Development Fees (EURm)

*Includes revenue related to the development work done for CONTROL Resonant before entering into the strategic partnership with Annapurna

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Q3 2026: PROFITABILITY

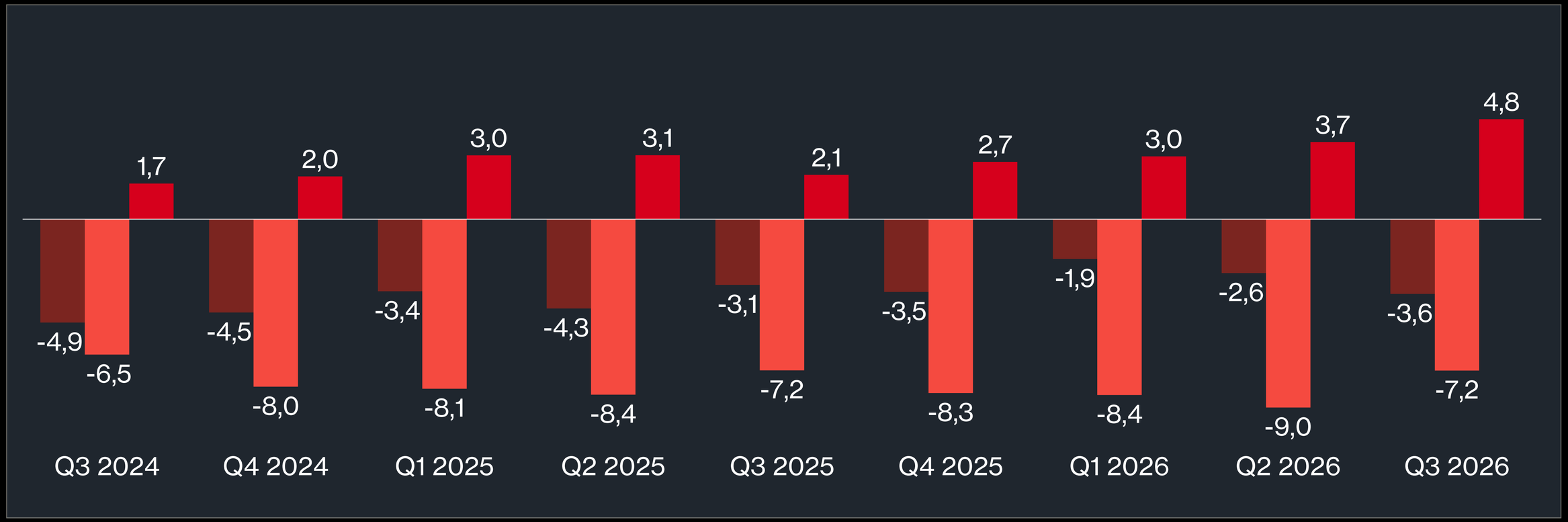
PROFITABILITY IMPROVED FROM THE COMPARISON PERIOD



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Q3 2026: INTERNAL AND EXTERNAL EXPENSES

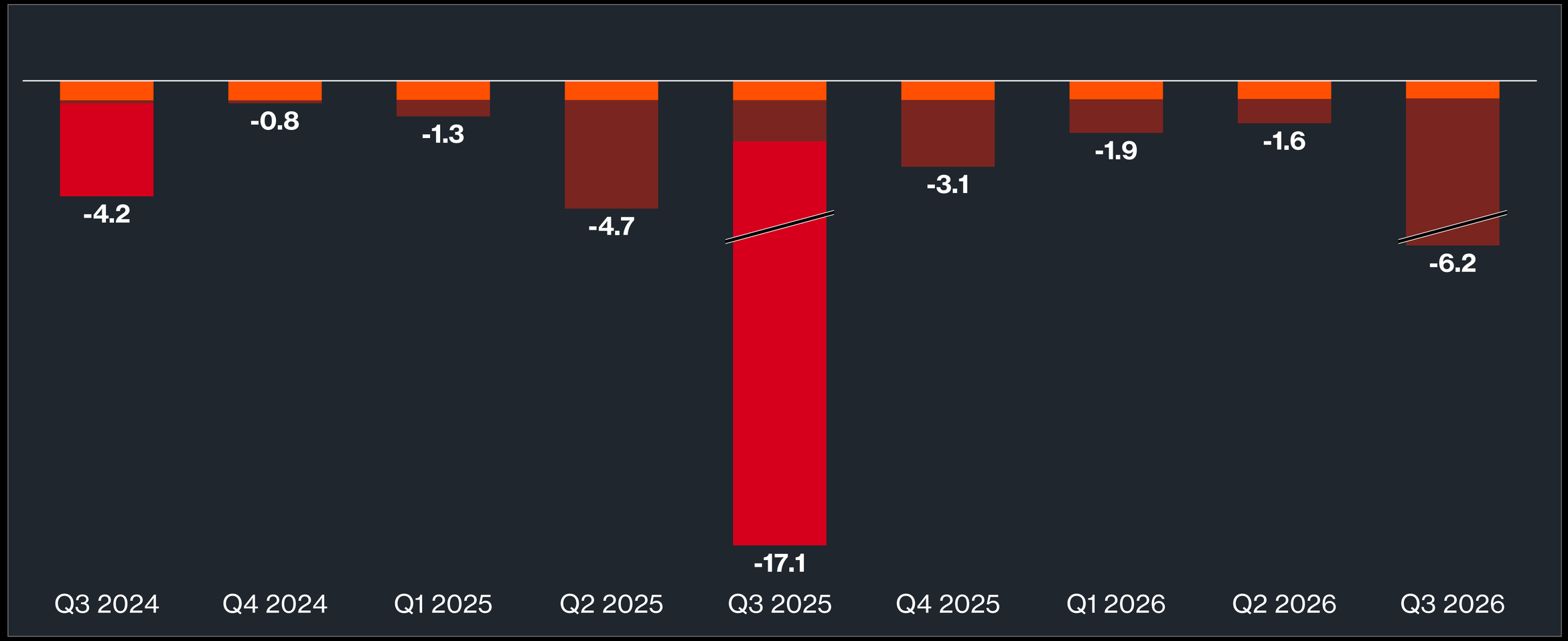
PERSONNEL COSTS, EXTERNAL DEVELOPMENT COST AND CAPITALIZED DEVELOPMENT COST



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Q3 2026: DEPRECIATION

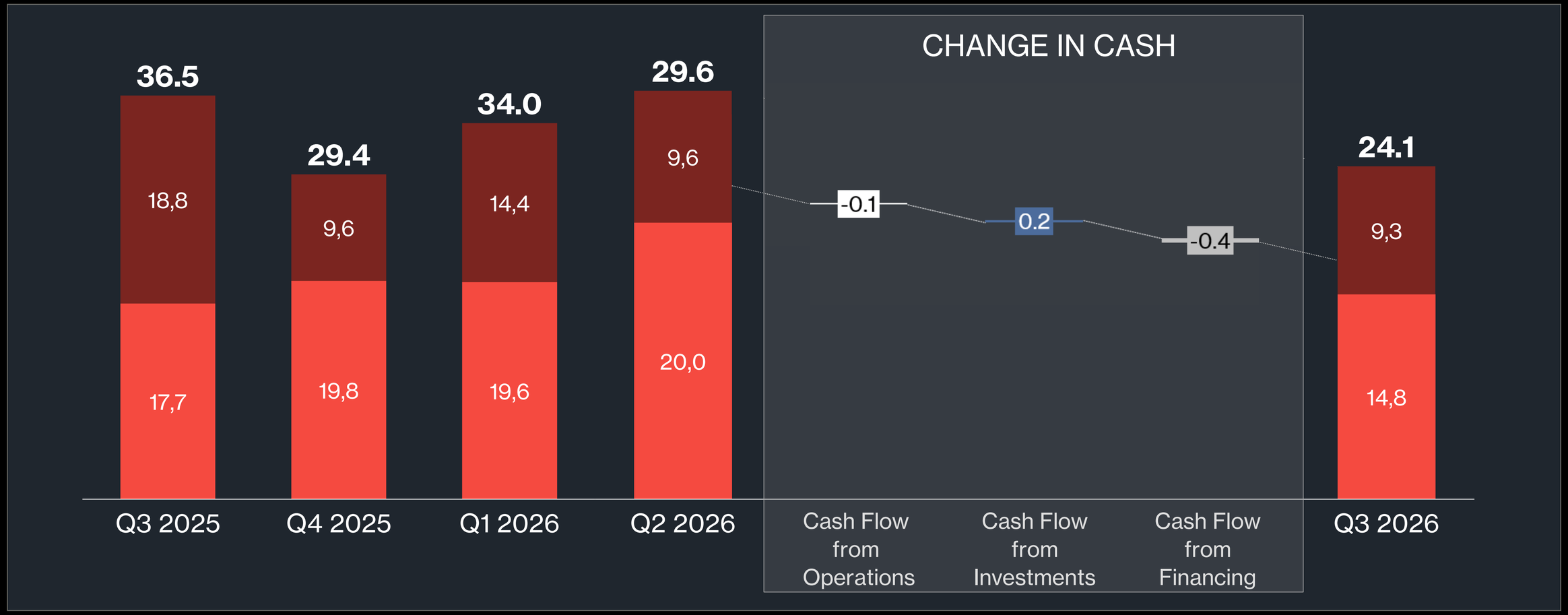
START OF CONTROL RESONANT DEPRECIATION



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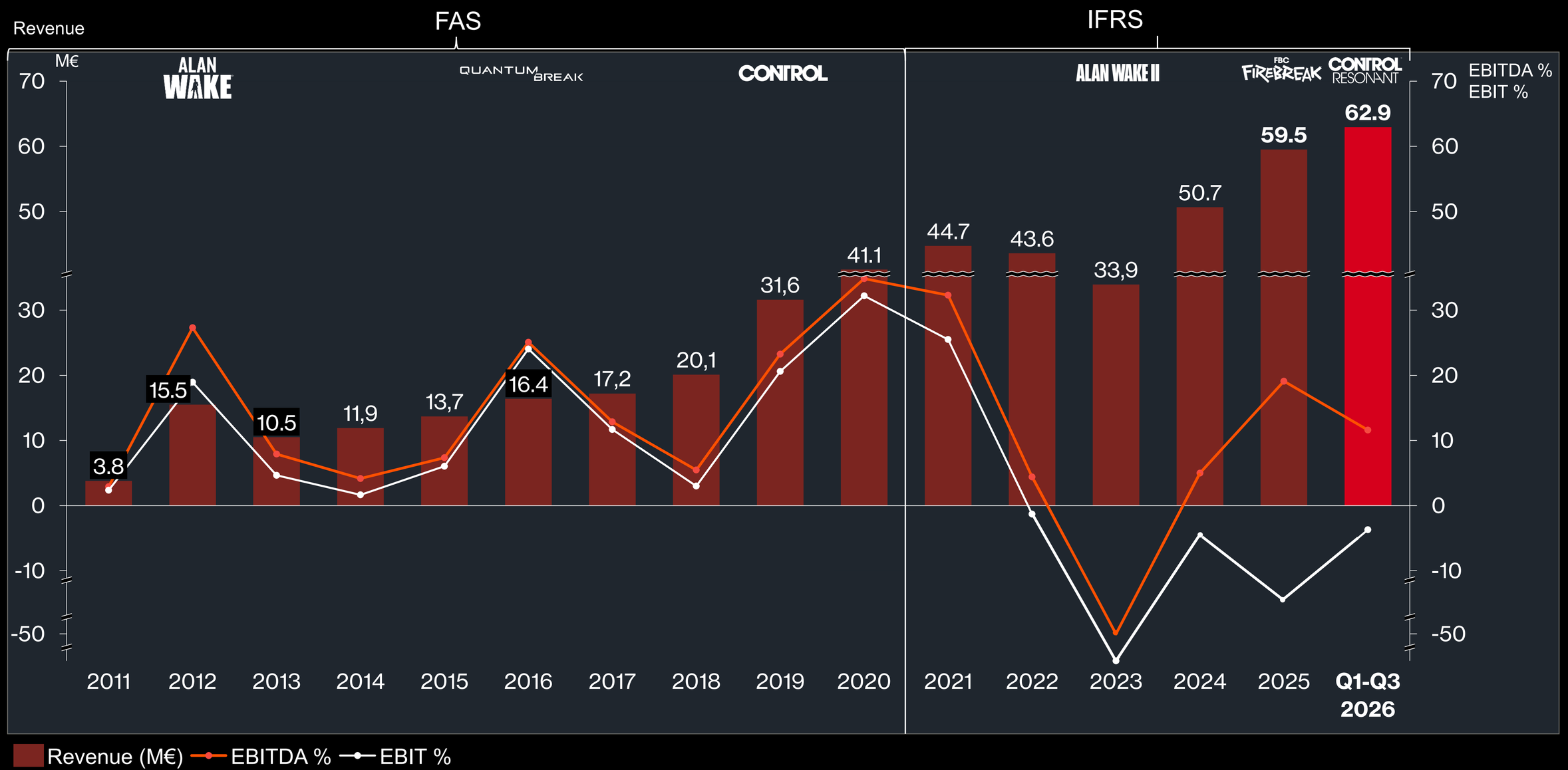
Q3 2026: CASH POSITION AND CASH FLOW

CONTROL RESONANT GAME SALES NOT YET RECEIVED IN CASH



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HISTORICAL REVENUE AND PROFITABILITY PROFILE



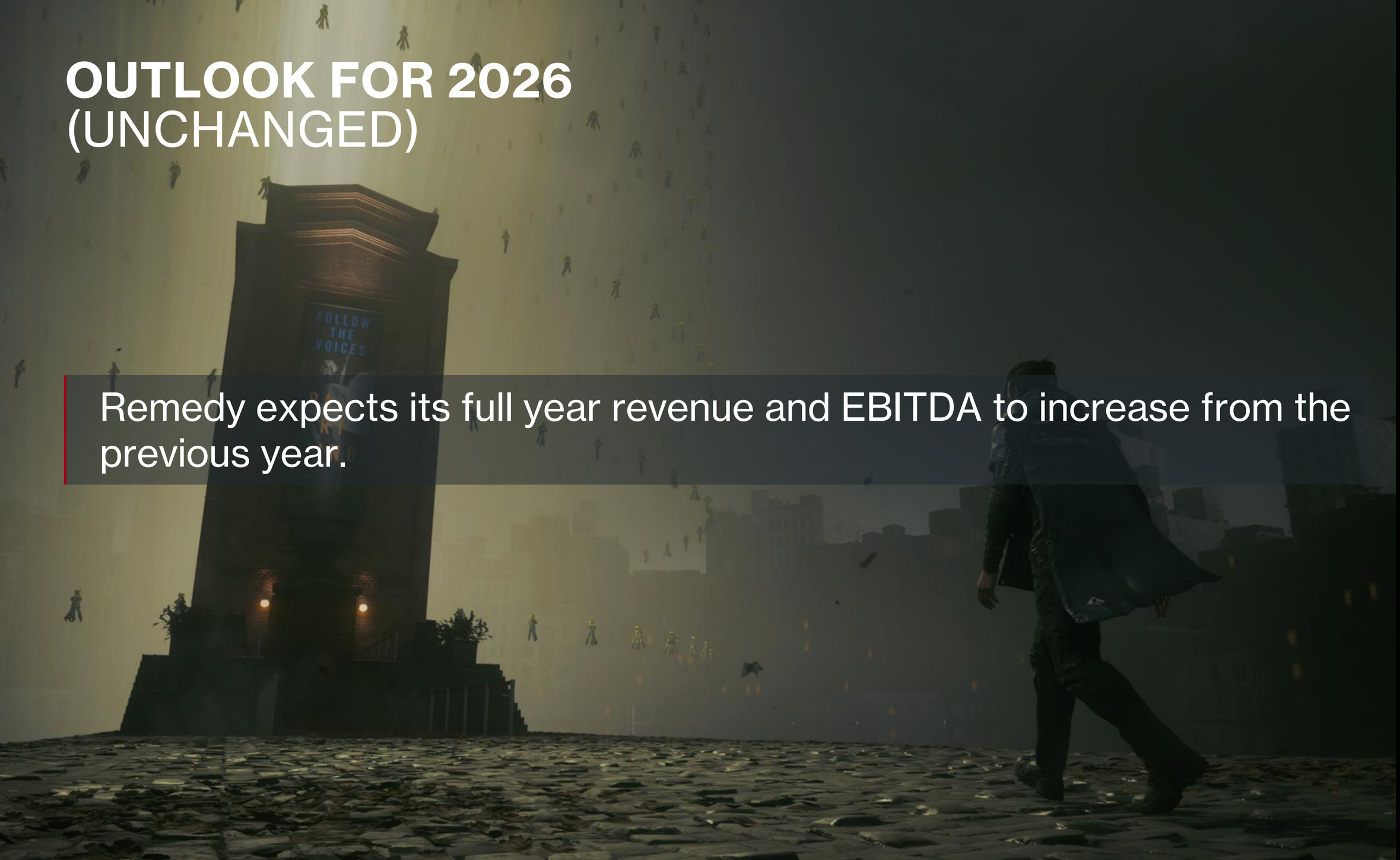
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Outlook

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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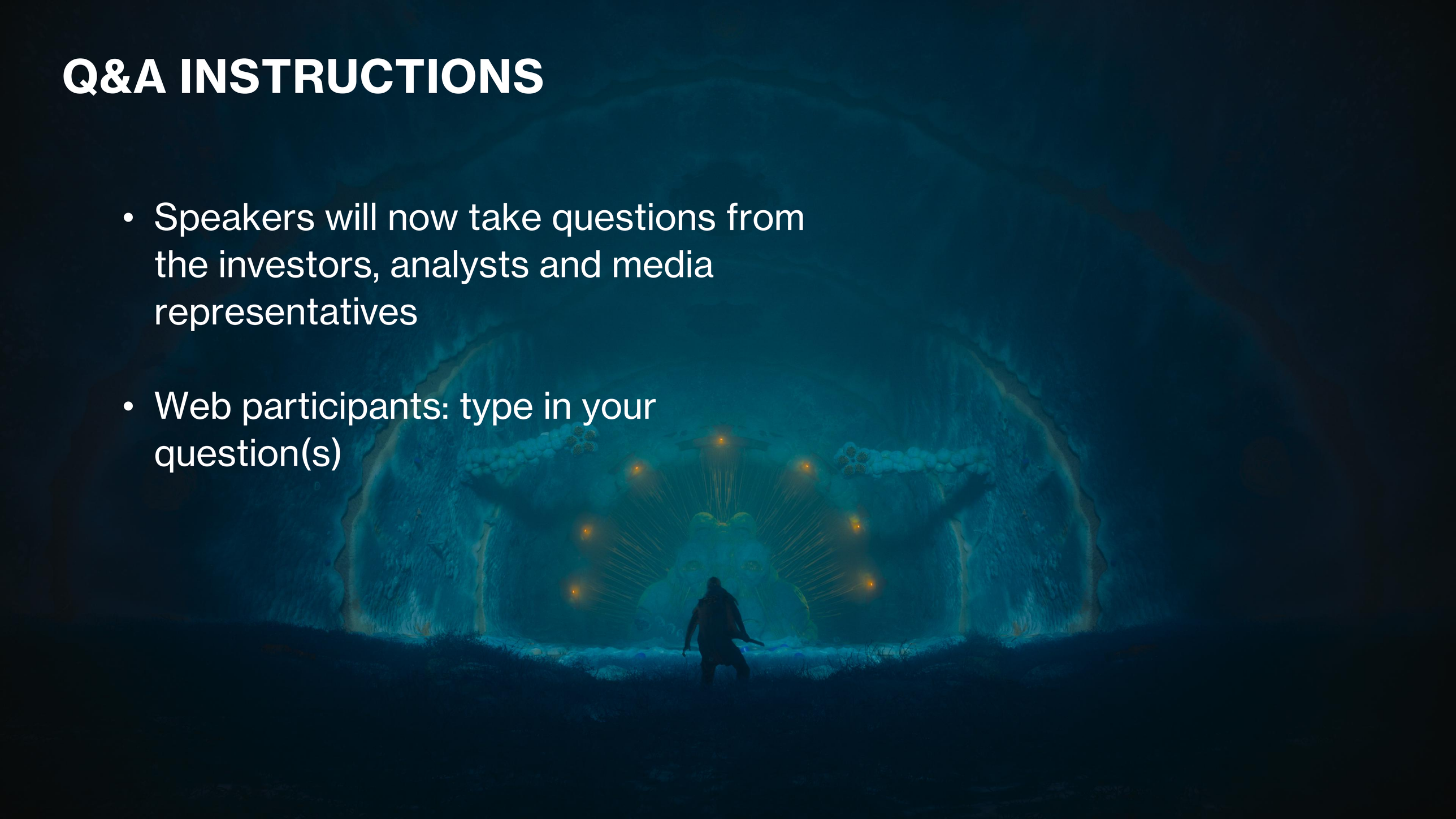


Questions & Answers

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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RemedyGames