EMBRACER GROUP

AGM 2025

SEPTEMBER 18

TODAY'S AGENDA

15.00

AGM (part 1) | item 1-7

Welcome
Erik Larsson, equity analyst from SEB

Opening of the meeting
Kicki Wallje-Lund, Chair of the Board

- Presentation of the business activities within Embracer Group
  Phil Rogers, Group CEO & **Müge Bouillon**, Group CFO
- Market insights
  Chris Stanton-Jones, Market Analyst consultant
- Shaping tomorrow
  Phil Rogers, Group CEO
- Q&A

AGM (part 2) | item 8-17

~ 17.00



KICKI WALLJE-LUND

Chair of the Board

Welcome to Embracer Group's Annual General Meeting

A Transformational Year

*Foundation for **Long-Term Value***

Rebuilding Trust

Looking forward

- Focus on core assets
- Maximize proven value
- Step back from non-core activities

*A **New Era** for Gaming*

*Gaming **Still Strong***

EMBRACER GROUP

AI is driving the future of gaming



The Board's
Ongoing Commitment



Looking Ahead with Confidence

AGM

AGENDA

PART 1

1. Opening of the meeting
2. Election of chair of the meeting
3. Preparation and approval of voting list
4. Election of one or two persons to certify the minutes
5. Question whether the general meeting has been duly convened
6. Approval of the agenda
7. Presentation of the business activities in the Embracer Group



PHIL ROGERS

Group CEO



MÜGE BOUILLON

Group CFO



7 / Presentation of the business activities in the Embracer Group

EMBRACER GROUP

Operational & Financial Highlights FY 2024/25

Net sales

SEK 22,370 m

-18% YoY (-9% organic)

Adjusted EBIT

SEK 3,344 m

-33% YoY

Free Cash Flow

SEK 1,351 m

(SEK **-819 m**)

Asmodee's listing completed on Nasdaq Stockholm on February 7th

Coffee Stain Group on track for separate listing in 2025

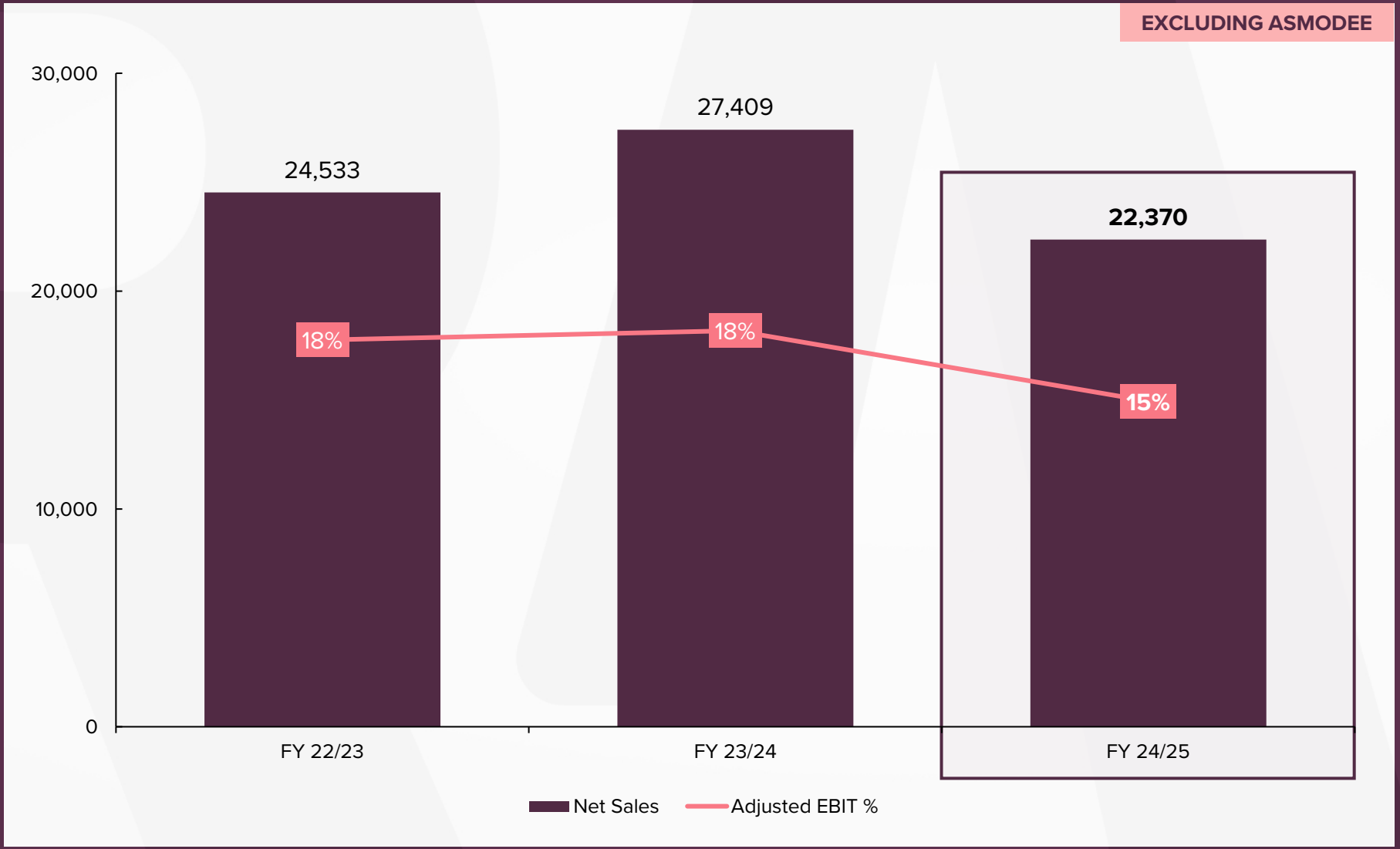
Strong financial position and in process of building a more resilient business

Sustainability

Long-term commitment during another transformational year

Source: as of March 31, 2025 | Excludes discontinued or divested operations (Asmodee, Easybrain, Gearbox and other divestments

Softer performance in a year of many transformations

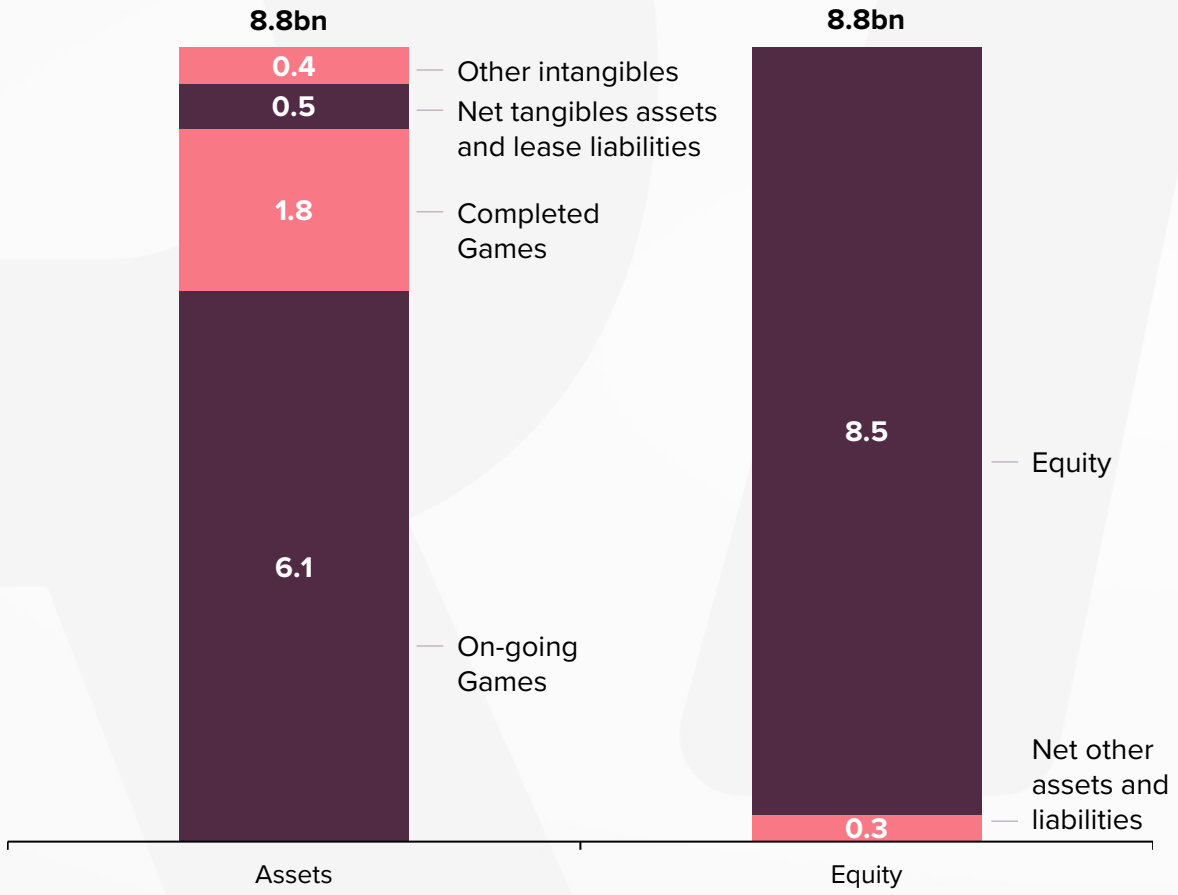


- **Net sales** decreased by -18% YoY to SEK 22.4 billion, with organic growth of -9%.
- PC/Console and E&S down organically 13% and 7% respectively; Mobile was largely stable
- KCD2 was the biggest release in 24/25
- Softer **Adjusted EBIT** margin at 15%
- Revenue mix and higher UAC investments impacted EBIT margin

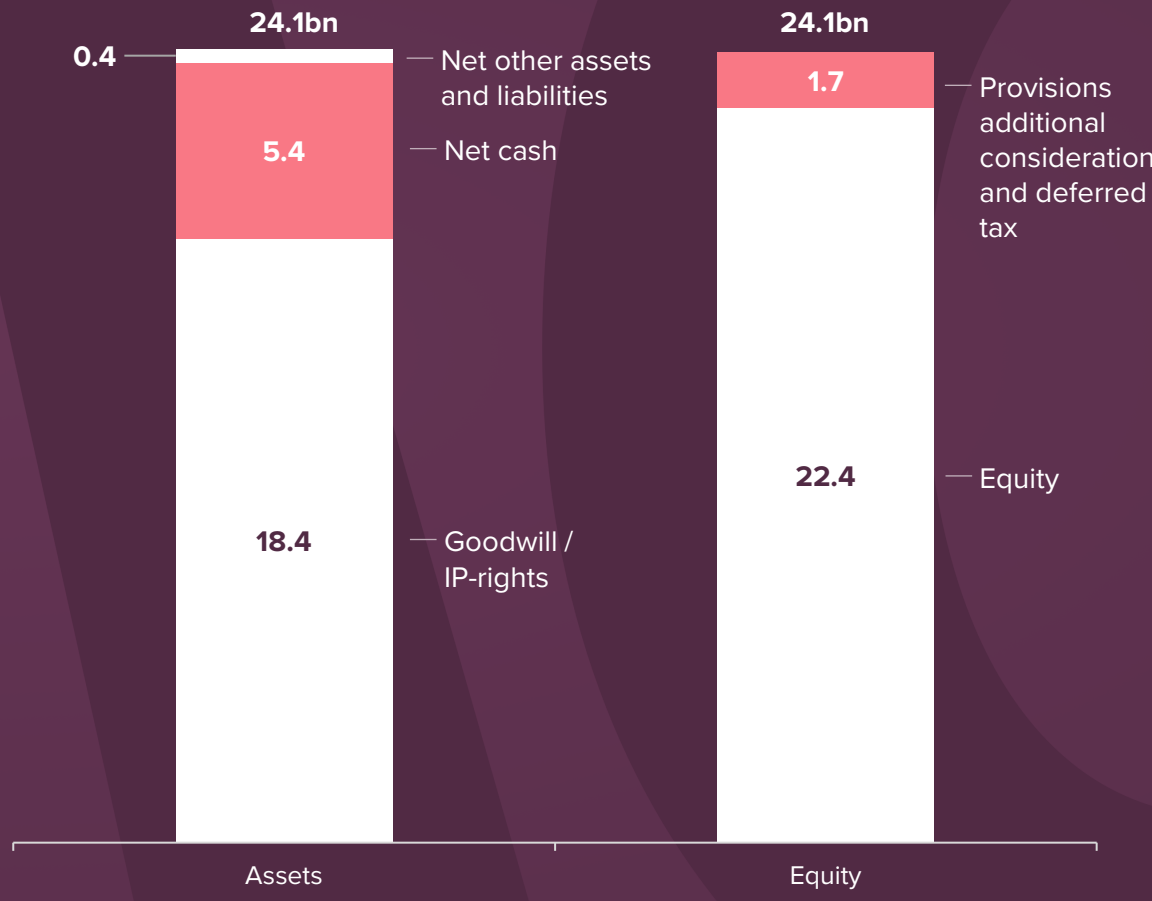
Source: as of March 31, 2025

Balance sheet per 31-03-25

Operational balance sheet items



Financial balance sheet items



Source: as of March 31, 2025

Transformations drive significantly improved Free Cash Flow and stronger balance sheet

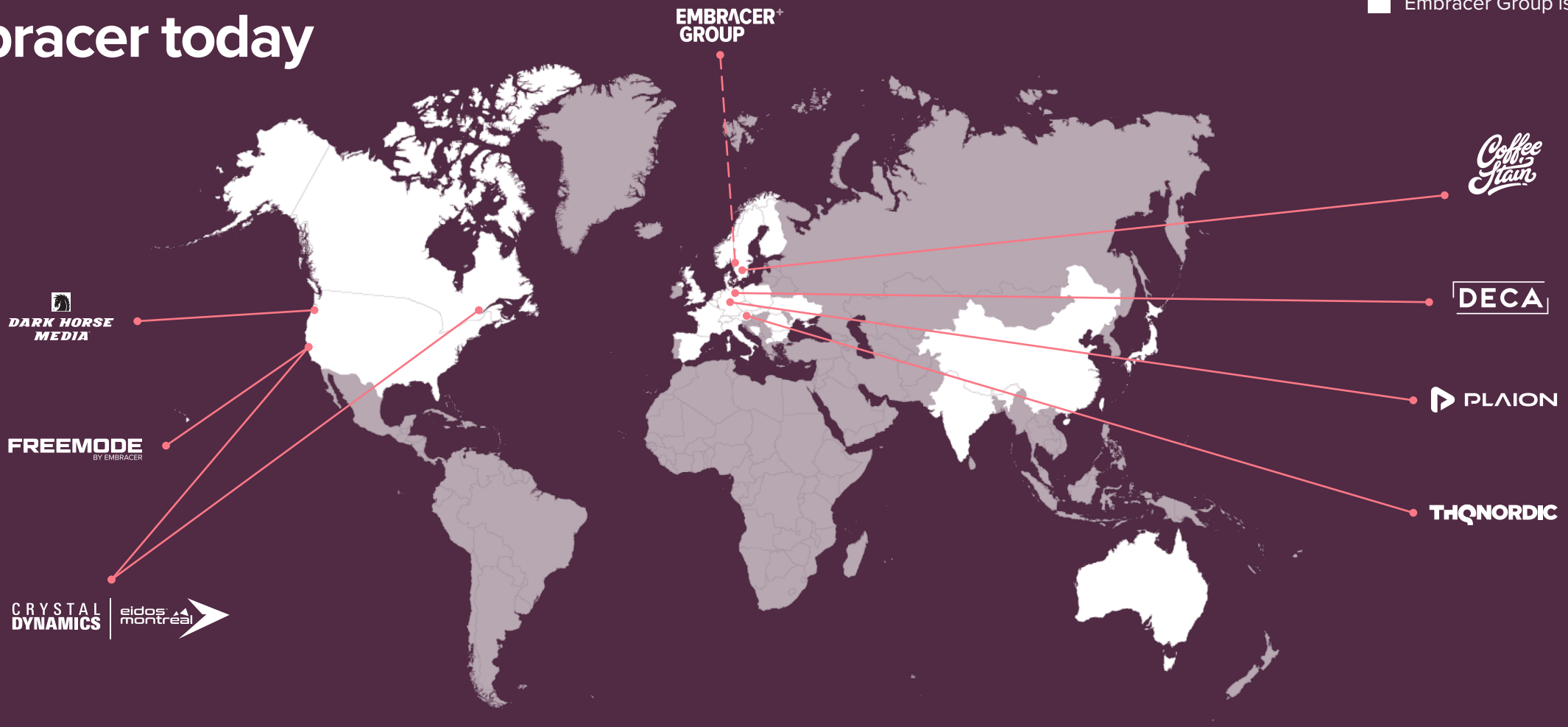
SEKm	FY 24/25 Full Year	FY 23/24 Full Year
Adjusted EBITDA	**6,753**	**8,932**
Cash Tax	-705	-609
Other items	-846	-1,326
Operating Cash flow	**5,202**	**6,997**
Net investment in intangible assets	-3,613	-6,809
Net investment in tangible assets	-126	-222
Net investment in financial assets	-38	-390
Net Investment	**-3,777**	**-7,421**
Free Cash Flow before WC	**1,425**	**-424**
Change in working capital	-74	-395
Free Cash Flow after WC	**1,351**	**-819**
Cash Flow from financing activities	-12,648	2,741
Net cash flow from acquired/divested companies	16,552	-2,585
Cash effect IAC costs	-395	-548
Cash Flow for the period	**4,860**	**-1,211**

SEKm	Mar. 31, 2025	Mar. 31, 2024
Cash	7,097	3,507
Current investments	0	0
Current liabilities to credit institutions	-545	-8,994
Current account credit facilities	-	-35
Non-current liabilities to credit institutions	-1,119	-10,885
Net Cash (+) / Net Debt (-)	**5,433**	**-16,407**

- The divestment of Easybrain, Saber and Gearbox combined with the spin-off of Asmodee facilitated the pay down of external debt, delivering a Net Cash position of SEK 5.4bn at year end
- Divestments and transformative projects also contributed to the improved Free Cash Flow after WC for the year
- Share buy-back program of up to 500 mSEK to be initiated, pending authorization at this meeting

Source: as of March 31, 2025

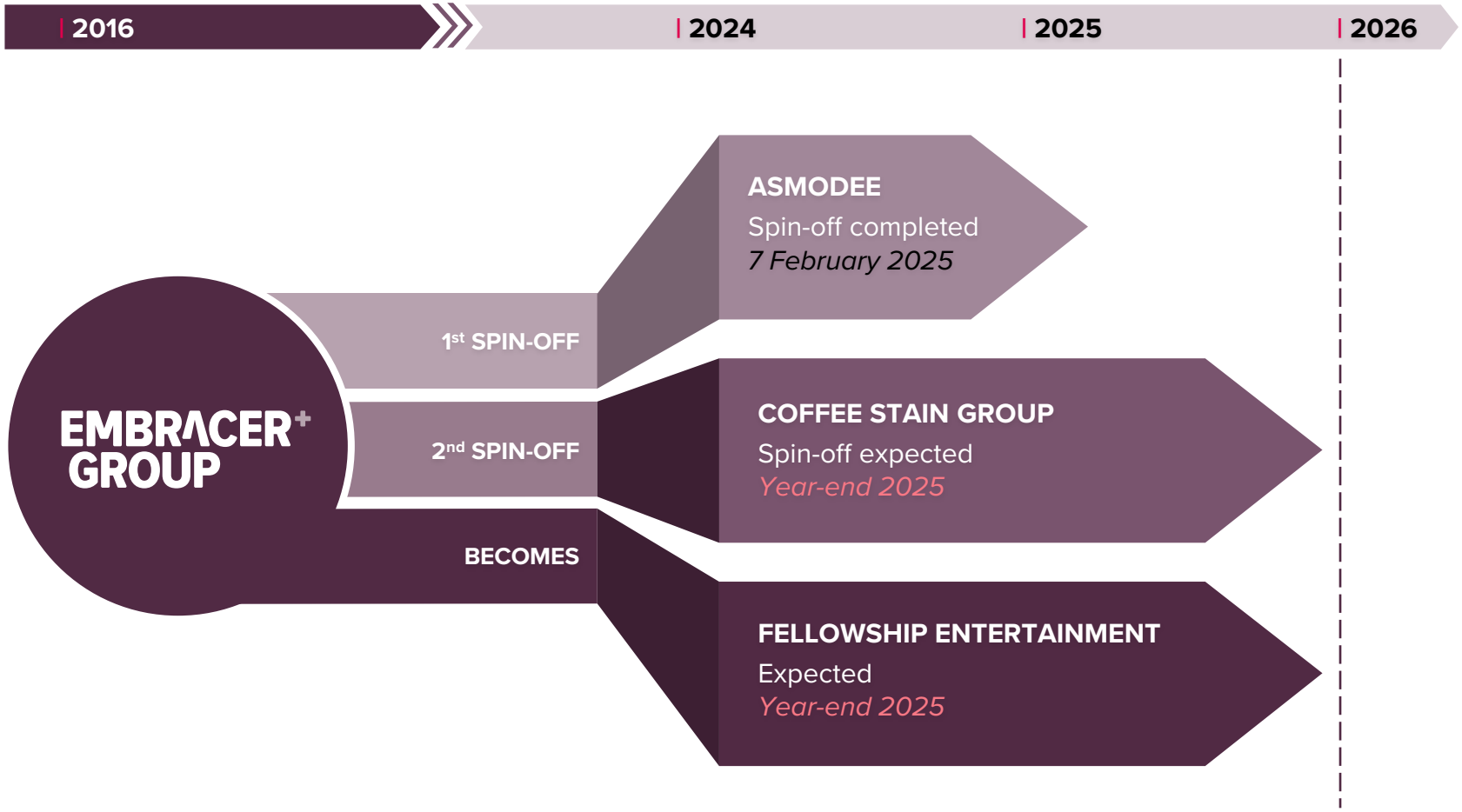
Embracer today



INTERNAL STUDIOS	TOTAL HEADCOUNT		DEVELOPERS	ON-GOING PROJECTS
73	**7,000+**	WHEREOF	**5,000+**	**108**
FY 22/23 : 116	FY 22/23 : 14,000+		FY 22/23 : 10,000+	FY 22/23 : 221

Source: as of March 31, 2025

Embracer tomorrow



COMMENTS

- In the past year, we've advanced the group's transformation, with Asmodee listed in February
- Coffee Stain Group is progressing well and is set for a separate listing this year, supported by strong IPs, active communities, and talented teams.

Source: as of September 18, 2025

Coffee Stain Group



- On track for listing on Nasdaq First North Premier Growth before end of calendar year 2025
- Strong Board in place complementing experienced executive management team led by Anton Westbergh, CEO and Co-Founder of Coffee Stain
- Proven track record of creating long-lasting game experiences that grow over time—made by small, passionate teams and thriving communities
- Long-term opportunity in growing existing franchise universes, introducing new IPs, and partnering with the best independent like-minded talents

Source: as of September 18, 2025


Market Insights

Guest speaker

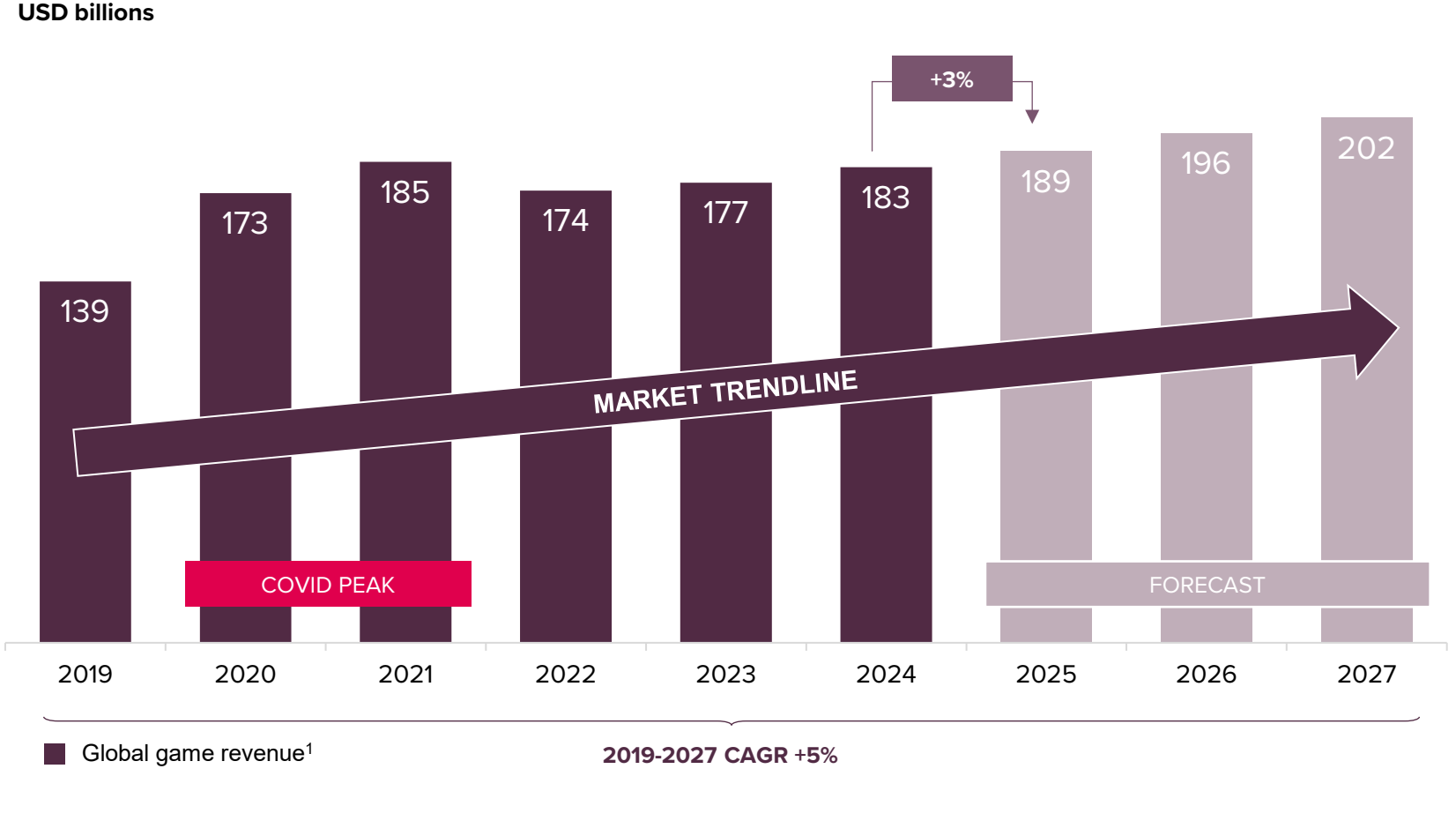


CHRIS STANTON-JONES

Catapult Business Solutions

Total Gaming Market

Market trendline is for "low but steady" growth from already high values



Influencing Factors

- **Market is strong and stable** with its value at a record high
- Buoyant **console** market
- **Switch 2** launch and **PS5 peak** software years
- **GTA VI** impact for 2026+

Economic Backdrop

- **Difficult trading conditions** – high costs / spending squeeze
- **Re-structuring** in the industry continues but worst could be over

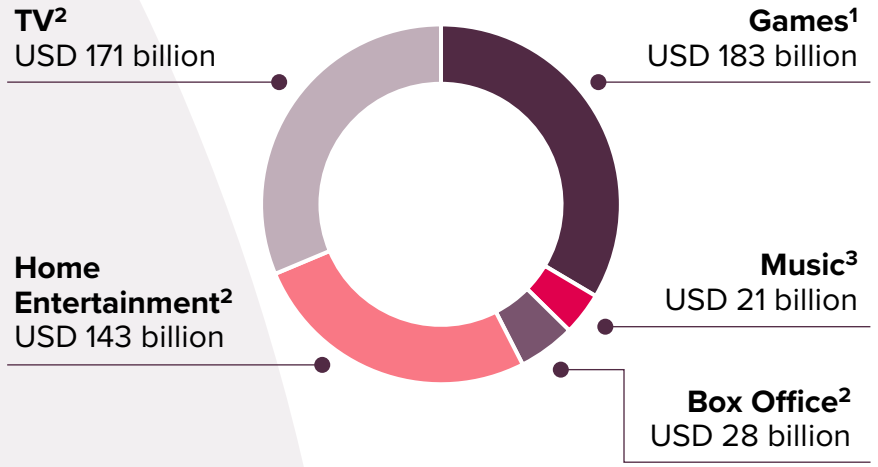
[1] Newzoo (NB: Market numbers, including historical ones, have been adjusted down slightly since previous update)

Games Market Trends

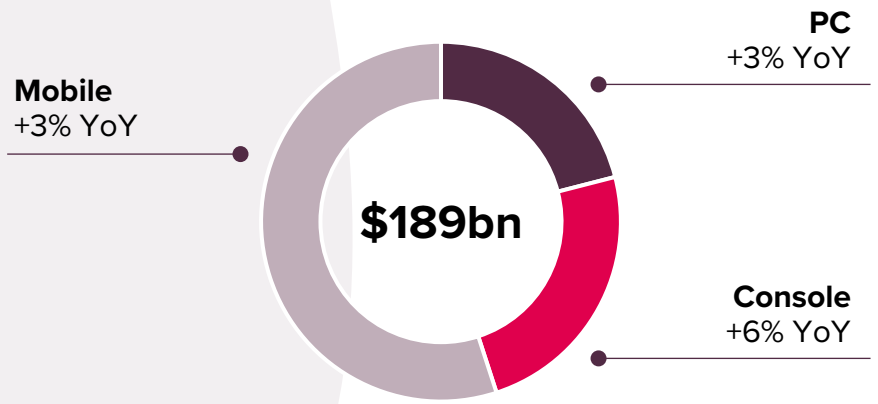
TOTAL MARKET

1. Games is still the **single largest entertainment sector**
2. **The market is now truly mainstream** - 3.6 bn players (2025)
3. **Hyper-competition** for both **spend** and **playtime** between 1/other game titles as well as 2/ other entertainment and social media
4. **De-risking strategies** of publishers in a low-growth era Increased focus on remasters, AI and single-player games
5. **Mobile** is the largest sector, but **Console and PC** will see good growth

Entertainment industry sales
Estimates 2024



Games market by sector[1]
Forecast 2025



1 Newzoo | 2 Ampere Analysis | 3 IFPI


Shaping Tomorrow

Stronger foundation for our forward journey

	THEN	NOW
CAPEX	SEK 8 billion	**SEK 3 billion**
NET DEBT/CASH	SEK -16 billion	**SEK +5 billion**
DEV PROJECTS	221	**116**

Source: as of September 18, 2025 | Run rate capex 2022/23 to Q1 2025/26 | Net debt and development projects March 2023 to June 2025

/ *Near-term focus*

- Successful Coffee Stain Group spin-off
- Executing on FY 2025/26 pipeline and upside potential to our forecast
- Free up capital to deploy with better returns elsewhere

/ *Medium-term focus*

- Continue to systematically rewire and refocus our business
- Increased cost focus and AAA releases provides room for earnings inflection point from next year
- Smarter collaboration, streamlining, shared services, AI utilization



AI** as a **strategic catalyst



***Our teams own** the creative and final product*

◆

*AI is a **force multiplier to empower our people***

AI** in use **today

- Animation
- Engineering
- Asset creation
- Design

Empower, never replace

- Human authorship
- Transparency
- Partnership

Elevating our craft

/ *Long-term focus*

*A **truly IP-first company** centered around our **best creators, studios and franchises** in a structure enabling focus and operational discipline*

Our IPs and Studios

















And more...



























And more...

Source: as of September 18, 2025



*We must continue to **sharpen our focus and execution**. We aim to lead with distinctive IP; deliver with clarity and discipline; and **realize our full potential***

Now we will have a ~20-minute

Q&A

hosted by

Erik Larsson, equity analyst from SEB

AGM

AGENDA

PART 2

8. Presentation of the annual report and the auditors' report and the group annual report and the group auditor's report
9. Resolutions regarding:
    i. adoption of income statement and balance sheet and the group income statement and the group balance sheet,
    ii. decision regarding the profit or loss of the company in accordance with the adopted balance sheet, and
    iii. discharge from liability of the board of directors and the CEO.
10. Determination of the number of directors and auditors
11. Determination of fees to the directors and auditors
12. Election of the directors and auditors
13. Presentation and approval of the board of directors' remuneration report
14. Resolution regarding authorization for the board to issue shares, convertibles and/or warrants
15. Resolution regarding authorization for the board to resolve on repurchase of own shares
16. Resolution regarding authorization for the board to resolve on transfer of own shares
17. Closing of the meeting

Proposed for new and re-election



CHAIR OF THE BOARD

LARS WINGEFORS

Born: 1977

Education/background: Lars Wingefors is founder and former CEO of Embracer Group. Lars Wingefors started his first video games company at the age of sixteen. He has broad and long experience in entrepreneurship and business management.

Current assignments: Lars Wingefors is board member and CEO of Lars Wingefors AB, and chair of the board of Asmodee Group AB.



BOARD MEMBER

KICKI WALLJE-LUND

Born: 1953

Education/background: Kicki Wallje-Lund has experience in business development from a variety of international companies, especially in the IT sector, primarily for the banking and finance industry as well as board assignments for listed companies on Nasdaq Stockholm, Large and Small cap. She has held leading global positions in companies like NCR, Digital Equipment, AT & T, Philips, ICL and Unisys.

Current assignments: Kicki Wallje-Lund is deputy chair of the board of Asmodee Group AB.

Proposed for re-election



JACOB JONMYREN

Born: 1980

Education/background: Jacob Jonmyren holds a M.Sc in Accounting and Financial Management from Stockholm School of Economics and has studied Finance at University of Wisconsin and Media & Communication Studies (Master level) at Stockholm University. Jacob Jonmyren has long experience from the financial markets.

Current assignments: Jacob Jonmyren is CEO and board member at Jacob Jonmyren Kapital AB, chair of the board of Lars Wingefors AB, Consilio International AB and Wise Birds AB, and a board member of Asmodee Group AB and Keep Pushing Group AB.



YASMINA BRIHI

Born: 1975

Education/background: Yasmina Brihi holds an MBA from Harvard Business School. Yasmina has held several senior management positions within Google, including Senior Director Marketing and Senior Product Manager. She is well experienced in building and scaling businesses in multiple industries such as devices, music, gaming and e-Commerce. This includes vast experience in leading and growing large organizations, shaping and transforming team culture across geographies.

Current assignments: No other current assignments.



BERNT INGMAN

Born: 1954

Education/background: Bernt Ingman holds a Bachelor of Economics from Uppsala University. Bernt has broad competence in strategic and operational business development, divestments and restructuring from different industries and service businesses. He has held senior management positions within international companies, both within business-to-business and business-to-consumer companies, such as Alimak, Gunnebo, Husqvarna and Munters. Bernt has more than 25 years broad experience from board work in listed as well as private companies.

Current assignments: Bernt Ingman is chair of the board of TagMaster Aktiebolag and Pricer Aktiebolag, and board member of SolTech Energy Sweden AB (Nasdaq First North).

Proposed for re-election



CECILIA QVIST

Born: 1972

Education/background: Cecilia Qvist holds an MBA from the University of Edinburgh. Cecilia has extensive leadership experience in fast-paced, technology-driven companies undergoing transformational growth, including Leia Inc., Spotify, LEGO Ventures, and NASDAQ. For more than 20 years, she has worked with companies around the world on building dynamic, scalable business.

Current assignments: Cecilia Qvist is chair of the board of Apotea AB (publ).



BRIAN WARD

Born: 1957

Education/background: Brian Ward holds both business and law degrees and practiced law for several years. He has nearly 30 years of studio and operations video game experience, including senior positions at Electronic Arts, Microsoft (Xbox), and Activision Blizzard. Brian led Worldwide Studios at Activision, managing all game development and a dozen studio acquisitions, quadrupling revenue and posting industry-leading margins. He has since led several more successful mergers, acquisitions and company reorganizations.

Current assignments: CEO of Savvy Games Group.


asmodee


“Coloring”

2024-11-14

Embracer Group Interim report Q2 FY 2024/25

Lars Wingefors, CEO Embracer Group AB
& Martin Arnell, Equity Analyst at DNB



2024-11-14
Embracer Group Interim Report Q2 FY 2024/25



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Thank you

EMBRACER GROUP