



REMEDY
ENTERTAINMENT PLC

REMUNERATION
REPORT 2025



REMEDY ENTERTAINMENT PLC: REMUNERATION REPORT FOR THE FINANCIAL YEAR 2025

1. Introduction

This is Remedy Entertainment Plc's (the "**Company**") Remuneration Report, which includes information on the remuneration paid to the Company's Board of Directors and Chief Executive Officer (the "**CEO**") during the financial year 2025.

This Remuneration Report will be presented to the Company's Annual General Meeting 2026, which will resolve on the approval of this Remuneration Report. The Annual General Meeting's resolution is an advisory decision.

The remuneration paid to the Board of Directors and CEO, as presented in this Remuneration Report, is based on the Company's Remuneration Policy approved by the Board of Directors. The Company's Remuneration Policy aims to promote the achievement of the Company's strategic objectives and the creation of shareholder value as well as to improve the Company's competitiveness and long-term financial performance.

The Company's Remuneration Policy and this Remuneration Report are available on the Company website at www.investors.remedygames.com/governance/remuneration/.

2. Development of the Board's and CEO's Remuneration

The tables below present how the remuneration of the Board of Directors and CEO has developed compared to the Company's employees' average salary and to the Company's financial performance in the five preceding financial years.

Paid salaries and fees 2021–2025

EUR	2025	2024	2023	2022	2021
Chairman of the Board of Directors (salaries and fees paid for Board work) ¹⁾	54,000	54,000	54,000	-	48,000
Chairman of the Board of Directors (salaries and fees paid based on employment contract) ²⁾	76,973	97,530	101,040	97,744	101,040
Member of the Board of Directors ³⁾	36,000	36,000	29,000	20,000	35,200
CEO ⁴⁾	198,284	210,240	210,240	282,740	764,935
Average salary of a Remedy employee ⁵⁾	64,158	63,907	63,822	60,103	67,862

¹⁾ Fee paid for Chairman of the Board duties, in line with the Annual General Meeting's resolution.

²⁾ Chairman of the Board changed 22 October 2025. Markus Mäki, the Chairman until 21 October 2025, is employed by Remedy. Henri Österlund, the Chairman from 22 October 2025, is not employed by the company.

³⁾ Calculated by dividing the annual fees for Board work with the average number of Board members.

⁴⁾ The CEO changed on 22 October 2025. Until 21 October 2025, the CEO was Tero Virtala, and starting from 22 October 2025, Markus Mäki.

⁵⁾ Calculated by dividing the total sum of salaries and fees for the financial year (excluding the CEO and Board of Directors) by the average number of personnel during the financial year.

The Company's financial performance 2021–2025

EUR	2025	2024	2023	2022	2021
Revenue	59.5	50.7	33.9	43.6	44.7
EBITDA ¹⁾	11.3	2.5	-17.0	1.9	14.5
Operating profit (EBIT)	-14.9	-4.3	-28.7	-0.6	11.4

¹⁾ Operating profit (EBIT) + depreciation and amortization

3. Remuneration paid to the Board of Directors during financial year 2025

The Company's Annual General Meeting, held on April 10, 2025, resolved that the members to be elected to the Board of Directors will be paid the following fees for their term of office:

- The Chairman of the Board of Directors is paid EUR 4,500 per month.
- Other members are paid EUR 3,000 per month.

Possible travel expenses are reimbursed in accordance with the principles of the Finnish Tax Administration concerning tax-exempt travel expenses. The fees paid to Board members during the financial year 2025 were in line with the Annual General Meeting's resolution. The fees paid are presented in the following table:

Board member	Board remuneration paid in the financial year 2025 (EUR)	Attendance (%) in board meetings in the financial year 2025
Markus Mäki ¹⁾	50,516	100%
Kaisa Salakka	36,000	100%
Kai Tavakka	36,000	100%
Sonja Ängeslevä	36,000	100%
Henri Österlund ²⁾	39,484	100%
Total	198,000	

¹⁾ Chairman of the Board until 21 October 2025. Member of the Board from 22 October 2025.

²⁾ Chairman of the Board starting from 22 October 2025.

Board members do not participate in the Company's share-based incentive schemes, and they were not granted Company shares as fees in the financial year 2025.

In addition to Markus Mäki's duties in the Board of Directors, he also served as the company's Chief Product Officer and interim CEO during 2025. Tasks related to these roles are not the tasks of the Chairman of the Board, and salary that Markus Mäki received from these operative positions is not included in the Board remuneration presented in this Section. The compensation paid to Markus Mäki based on employment are instead presented in Section 6.

4. Remuneration paid to the CEO during the financial year 2025

The Company's CEO's remuneration comprises a fixed salary as well as short and long-term incentive programs. In the financial year 2025, the total remuneration paid to the Company's CEO amounted to EUR 198,324. Out of this compensation, 100% was fixed salary. The table below presents the salaries and fees paid to the CEO in the financial year 2025.

	Paid salaries and fees in 2025 (EUR)
Fixed salary ¹⁾ paid to the CEO	198,324 ²⁾
Short-term incentive bonuses ³⁾ paid to the CEO	- ⁴⁾⁵⁾
Long-term incentive rewards ⁶⁾ paid to the CEO	- ⁷⁾⁸⁾
Paid salaries and fees total	198,324

¹⁾ The fixed salary comprises monthly basic salary including taxable benefits.

²⁾ EUR 23,525 of the fixed salary was paid to the interim CEO Markus Mäki.

³⁾ The CEO's short-term incentive is a cash-based bonus program based on which a potential bonus is paid to the CEO once a year.

⁴⁾ No short-term incentive bonuses were paid to Tero Virtala in 2025.

⁵⁾ In 2025, Markus Mäki did not participate in the Company's short-term incentive programs.

⁶⁾ The Company's long-term incentive programs comprise option plans for the Company's key personnel, including the CEO. Options granted during the year have been measured at value defined by IFRS 2. For further information on the Company's option plans, see "5. Further information on the CEO's option rights".

⁷⁾ No long-term incentive rewards were paid to Tero Virtala in 2025.

⁸⁾ In 2025, Markus Mäki did not participate in the Company's long-term incentive programs.

In the financial year 2025, no supplementary pension benefits were paid to Tero Virtala or Markus Mäki.

5. Further information on the CEO's option rights

On December 31, 2025, the Company had six active option plans for its key personnel, including the CEO Tero Virtala. Interim CEO Markus Mäki has not participated in the option programs. Option Plan 2019 ended during the financial year. By December 31, 2025, Tero Virtala had been granted options from the option plans as follows:

Option plan	Number of allocated option rights	Number of unexercised option rights on December 31, 2025
Option Plan 2019	20,000	-
Option Plan 2020	10,000	10,000
Option Plan 2021	12,000	12,000
Option Plan 2022	15,000	15,000
Option Plan 2023	- ¹⁾	-
Option Plan 2024	- ²⁾	-
Option Plan 2025	-	-

¹⁾ Originally Tero Virtala was granted 12,000 options from program 2023. The options were automatically forfeited in accordance with the program's terms due to non-fulfillment of the employment term.

²⁾ Originally Tero Virtala was granted 13,000 options from program 2024. The options were automatically forfeited in accordance with the program's terms due to non-fulfillment of the employment term.

Share subscription periods and subscription prices are presented in the table below.

Option plan	Share subscription period	Share subscription price (EUR)
Option Plan 2019	June 1, 2022–May 31, 2025	9.23
Option Plan 2020	June 1, 2023–May 31, 2026	22.21
Option Plan 2021	June 1, 2024–May 31, 2027	47.09
Option Plan 2022	June 1, 2025–May 31, 2028	26.64
Option Plan 2023	June 1, 2026–May 31, 2029	27.31
Option Plan 2024	June 1, 2027–May 31, 2030	19.76
Option Plan 2025	June 1, 2028–May 31, 2031	16.66

In the financial year 2025, Tero Virtala exercised 4,000 options from plan 2019 and sold 16,000 options from plan 2019 to Remedy as part of the company's offer to purchase 80 percent of its plan 2019 options in May 2025. As Tero Virtala stepped down from CEO position, the options granted to him originally from programs 2023 and 2024 were automatically forfeited in accordance with the programs' terms due to non-fulfillment of the employment term.

6. Remuneration paid to the Chairman of the Board of Directors during the financial year 2025, salaries and fees paid based on employment

In addition to having served as the Chairman of the Board of Directors, Markus Mäki served as the company's Chief Product Officer and interim CEO during the financial year 2025. Markus Mäki's remuneration as Chief Product Officer and interim CEO consisted of a fixed basic salary. In 2025, Markus Mäki did not participate in the Company's short or long-term incentive programs. The total remuneration paid to Markus Mäki based on his employment while he was the Chairman of the Board was EUR 76,973. Markus Mäki's total remuneration for operative roles including interim CEO role and CPO role in 2025 was EUR 100,502 and EUR 50,516 for duties in the Board of Directors, EUR 151,018 combined. The table below presents the salaries and fees paid to Markus Mäki based on his employment in the financial year 2025.

Henri Österlund wasn't employed by the company in 2025.

	Paid salaries and fees in 2025 (EUR)
Fixed salary ¹⁾ of Markus Mäki until 21 October 2025	76,973
Short-term incentive bonuses ²⁾	- ³⁾
Long-term incentive rewards ⁴⁾	- ⁵⁾
Paid salaries and fees total	76,973

¹⁾ The fixed salary comprises monthly basic salary including holiday pay and taxable benefits.

²⁾ The Company's short-term incentive is a cash-based bonus program.

³⁾ In 2025, Markus Mäki did not participate in the Company's short-term incentive programs.

⁴⁾ The Company's long-term incentive programs comprise option plans for the Company's key personnel.

⁵⁾ In 2025, Markus Mäki did not participate in the Company's long-term incentive programs.

In the financial year 2025, no supplementary pension benefits were paid to Markus Mäki or Henri Österlund.



Remedy Entertainment Plc

Luomanportti 3
02200 Espoo
Finland