



Investor Presentation

Q4 2024

2025/02/07



Q4 2024 Key Performance Figures

- Strong finish for the year
- Best quarter for 2024

NET REVENUE

513
MSEK

ADJUSTED EBITDA

129
MSEK

Y-O-Y NET REVENUE GROWTH

8.4
Percent

ADJUSTED EBITDA MARGIN

25
Percent

Key Drivers for the Quarter

- **MechWarrior 5: Clans release mid Q4**
- **Elevated contributions from Fireshine with:**
 - Solid performance from digital releases led by Core Keeper
 - Further boost from physical releases for Planet Zoo and Balatro
- **Most profitable quarter this year for Big Blue Bubble with 61% EBITDA margin**
- **Daybreak's successful release of annual expansion packs for EverQuest, EverQuest 2 and Lord of the Rings Online**

Full Year 2024 Key Performance Figures

NET REVENUE

1,713
MSEK

ADJUSTED EBITDA

326
MSEK

Y-O-Y NET REVENUE
DECLINE

(16.2)
Percent

ADJUSTED EBITDA
MARGIN

19
Percent



Full Year Performance Commentary

- **Full year results below our expectations**
 - Net Revenue came in 4.8% below our stated target of 1.8 BSEK
 - Adjusted EBITDA margin came in at 19% vs. our updated target of 20% stated with our Q3 earnings
- **Reasons for the softer performance:**
 - MechWarrior 5: Clans performance came in short of expectations
 - Delivered higher quality than expected
 - But performance below expectations
 - Delay from Aug 2024 to the highly competitive release window in October likely hurt sales
 - Negative impact from the prolonged market downturn
 - Petrol revenues down ~20% from normalized level, resulting in a net loss
 - Toadman failed to gain traction with its WFH efforts

Business Optimization

Significant cost reductions over the last twelve months:

- Approximate annualized total of 191 MSEK
- Of this total, changes post year-end amount to 88 MSEK



- Organizational downsizing
- Reduced annual cost by 26 MSEK
- Optimized to produce profits at lower revenue level



- Business rebound insufficient
- Reduced annual cost by 15 MSEK
- Positioned to return to profitability in 2025 at lower revenue level



- Full wind-down
- Business prospects negative with continuing industry weakness
- Reduced annual cost by 47 MSEK

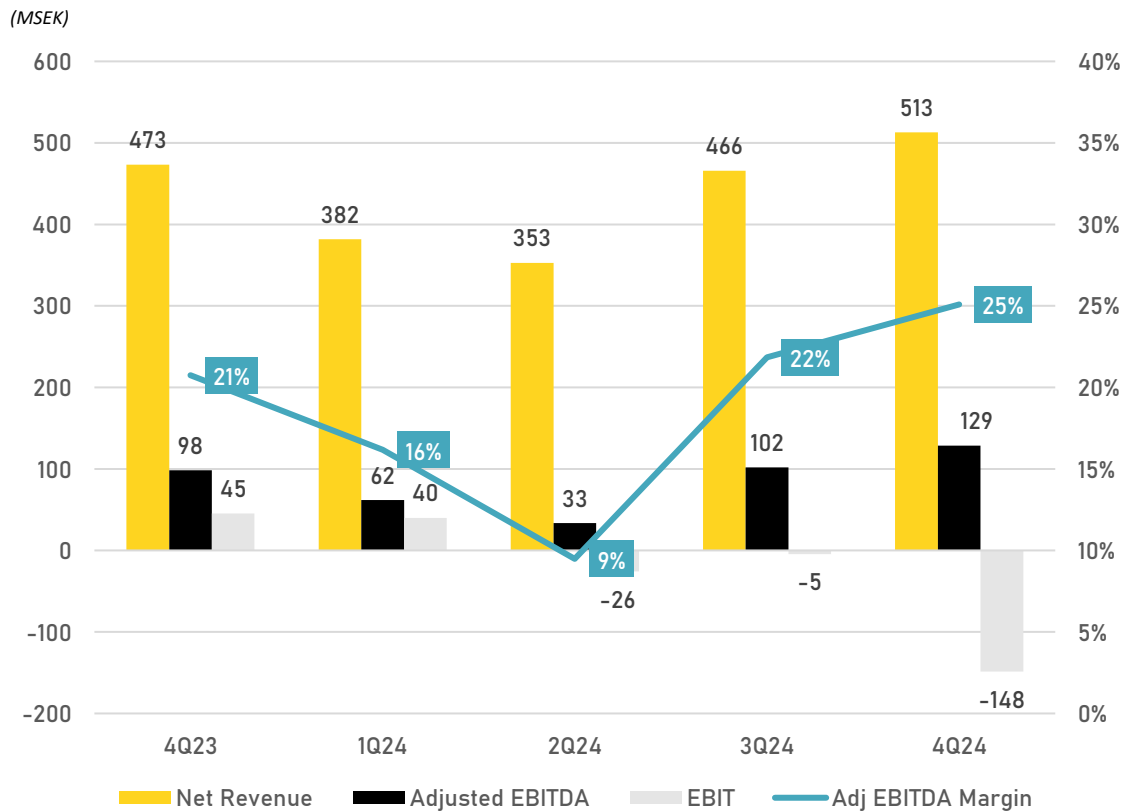
Decisive actions taken for a combination of risk mitigation and profit improvement for 2025 and beyond

Financial Discussion

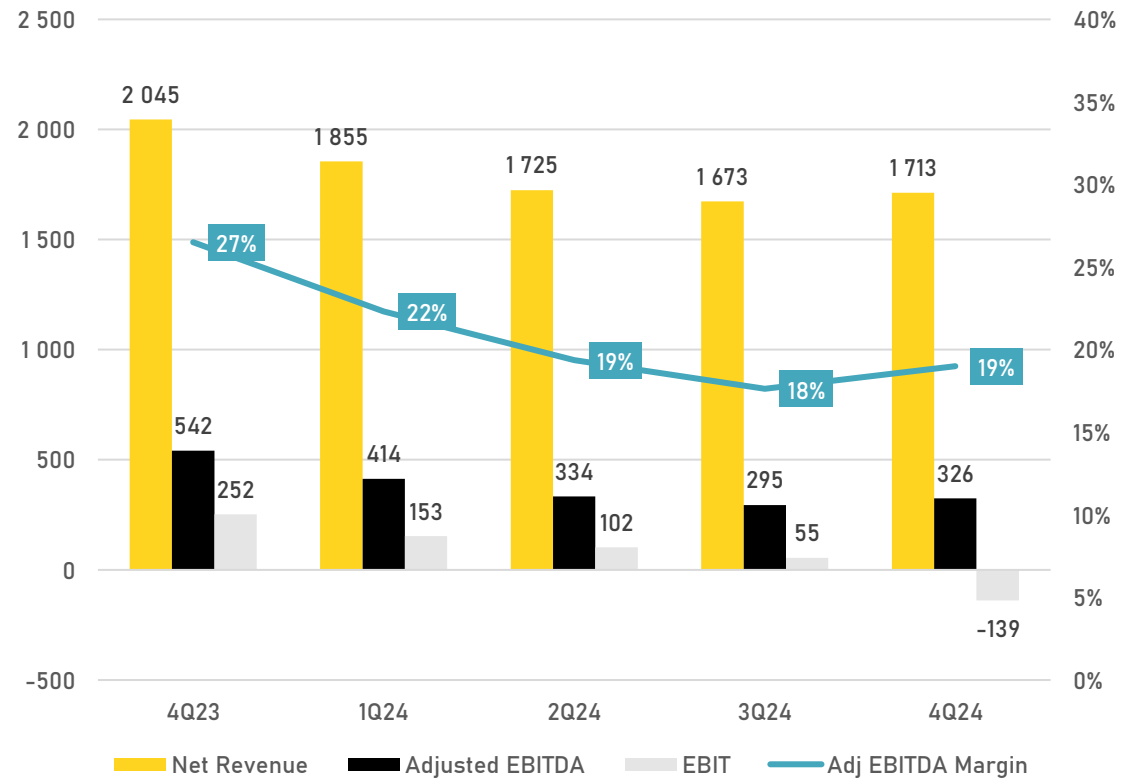


Net Revenue, Adjusted EBITDA and EBIT

QUARTERLY

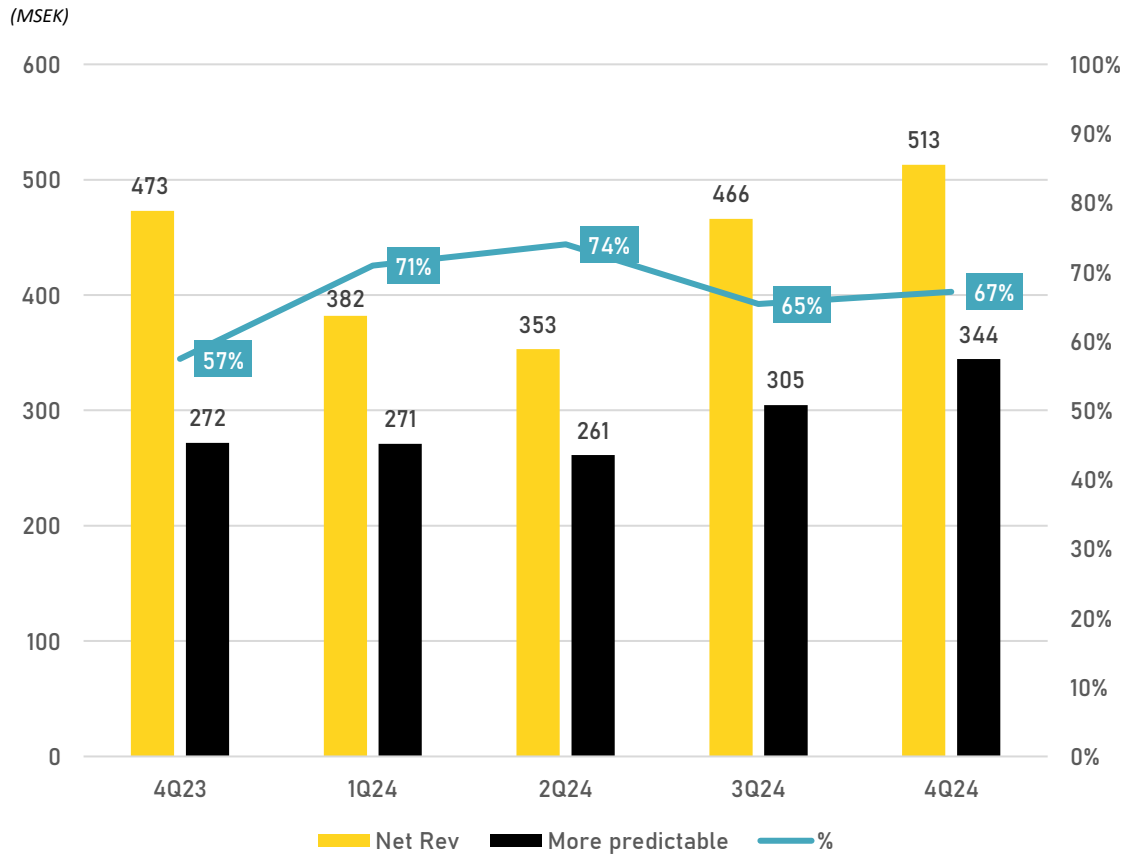


LTM

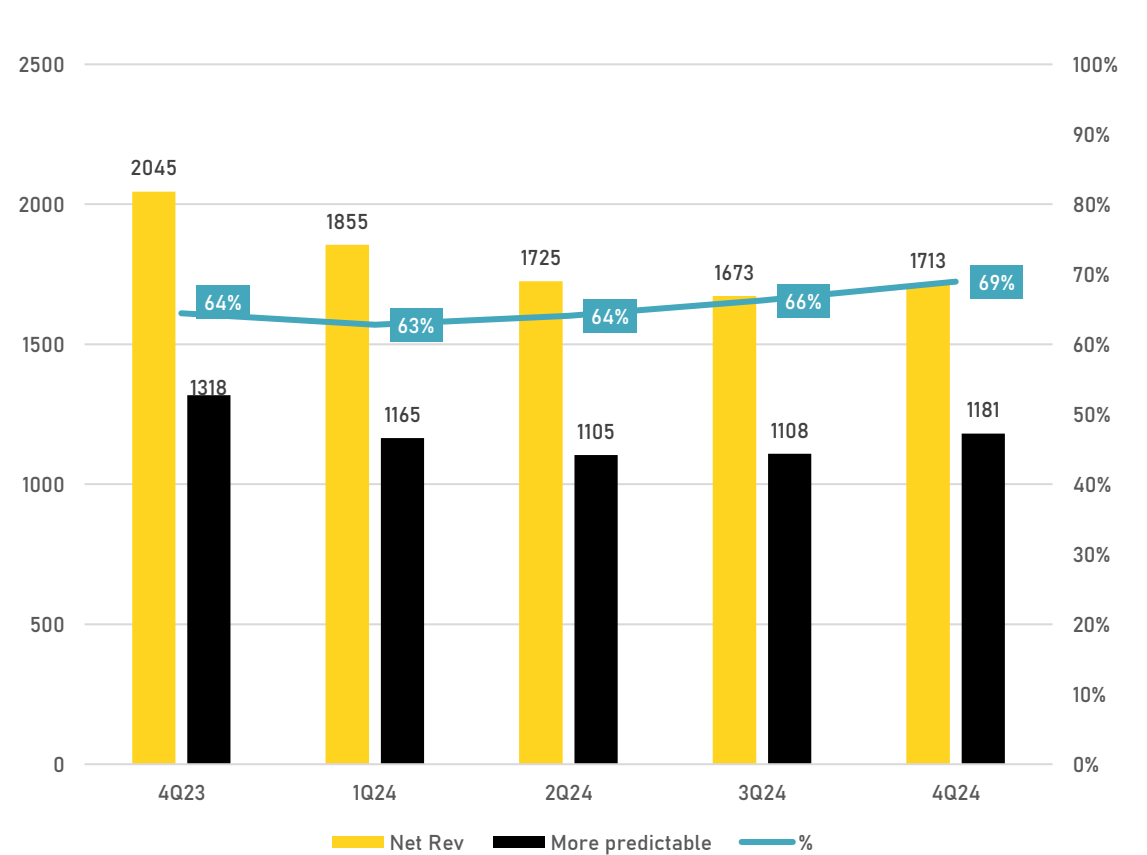


More predictable part of Net Revenue

QUARTERLY



LTM



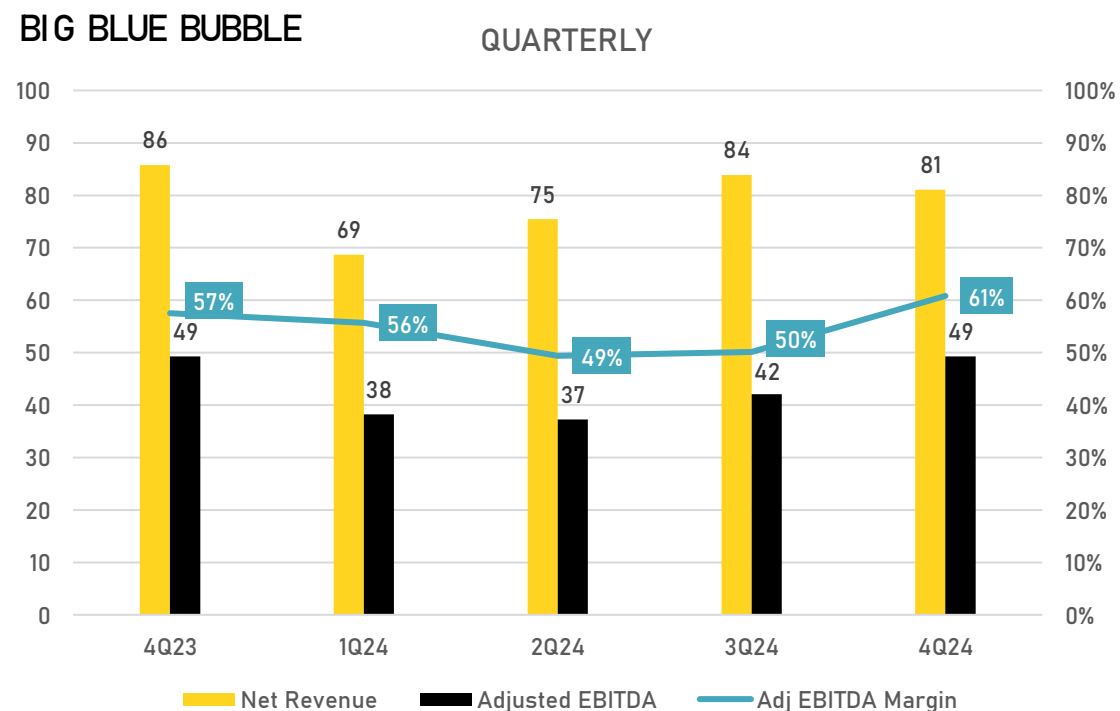
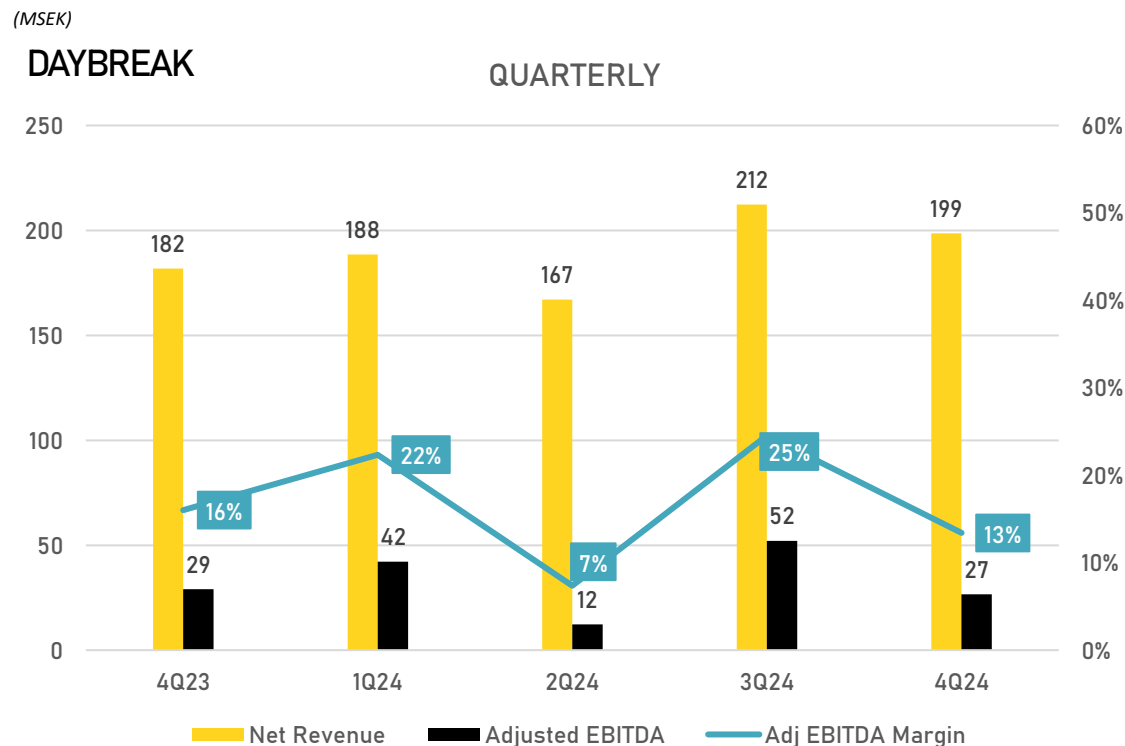
Net Revenue and Adjusted EBITDA Mix

Q4 NET REVENUE CONTRIBUTION

Daybreak	199	39%
Big Blue Bubble	81	16%
Rest of the group	233	45%
Group total	513	100%

Q4 ADJ EBITDA CONTRIBUTION

Daybreak	27	21%
Big Blue Bubble	49	38%
Rest of the group	53	41%
Group total	129	100%



Net Revenue and Adjusted EBITDA Mix

Q4 NET REVENUE CONTRIBUTION

Piranha	70	14%
Toadman	7	1%
Rest of the group	436	85%
Group total	513	100%

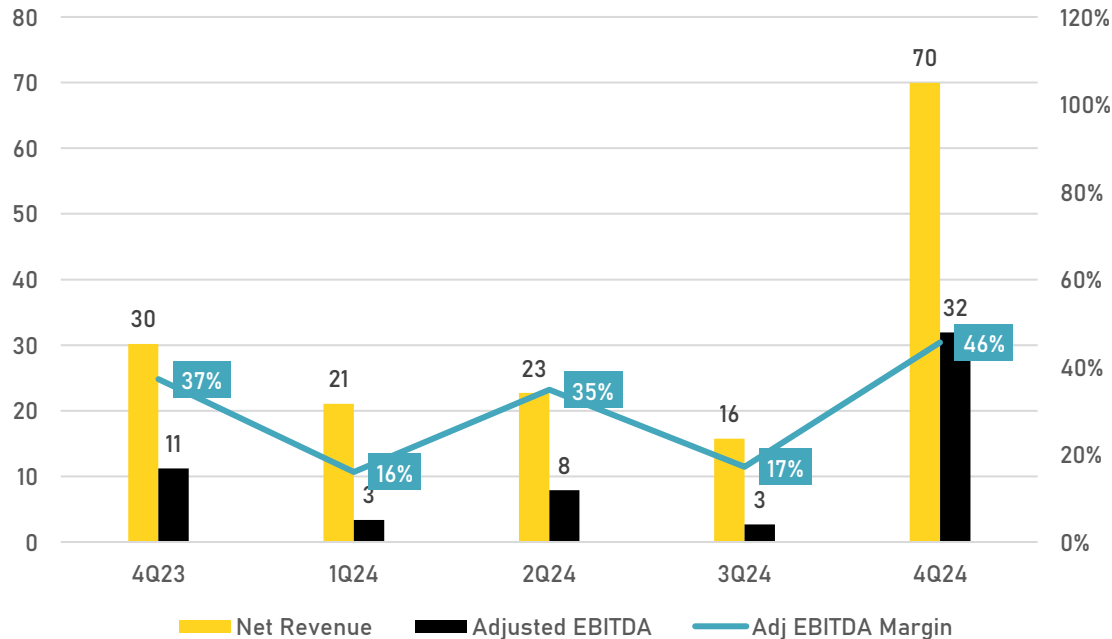
Q4 ADJ EBITDA CONTRIBUTION

Piranha	32	25%
Toadman	-2	-1%
Rest of the group	99	77%
Group total	129	100%

(MSEK)

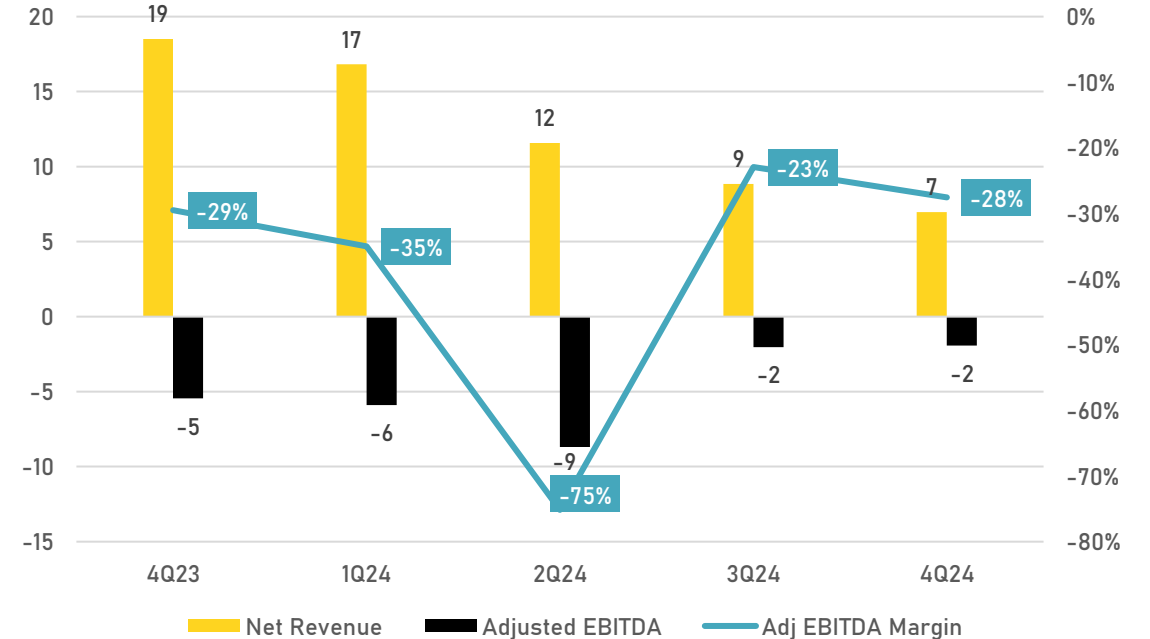
PIRANHA

QUARTERLY



TOADMAN

QUARTERLY



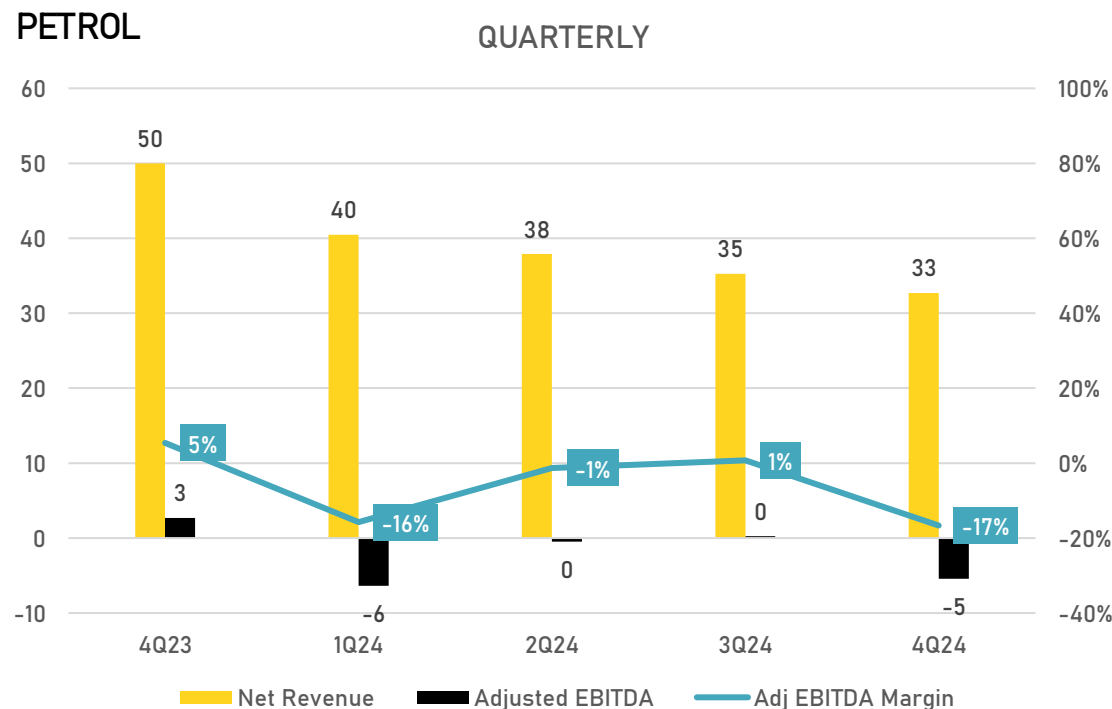
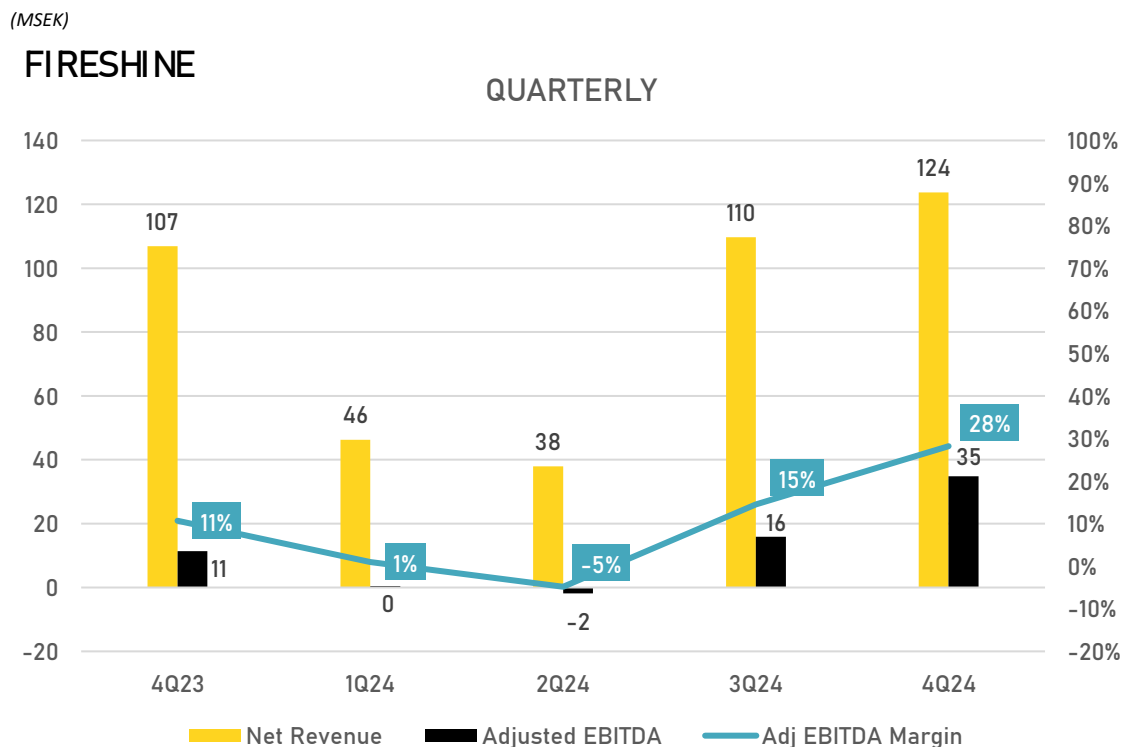
Net Revenue and Adjusted EBITDA Mix

Q4 NET REVENUE CONTRIBUTION

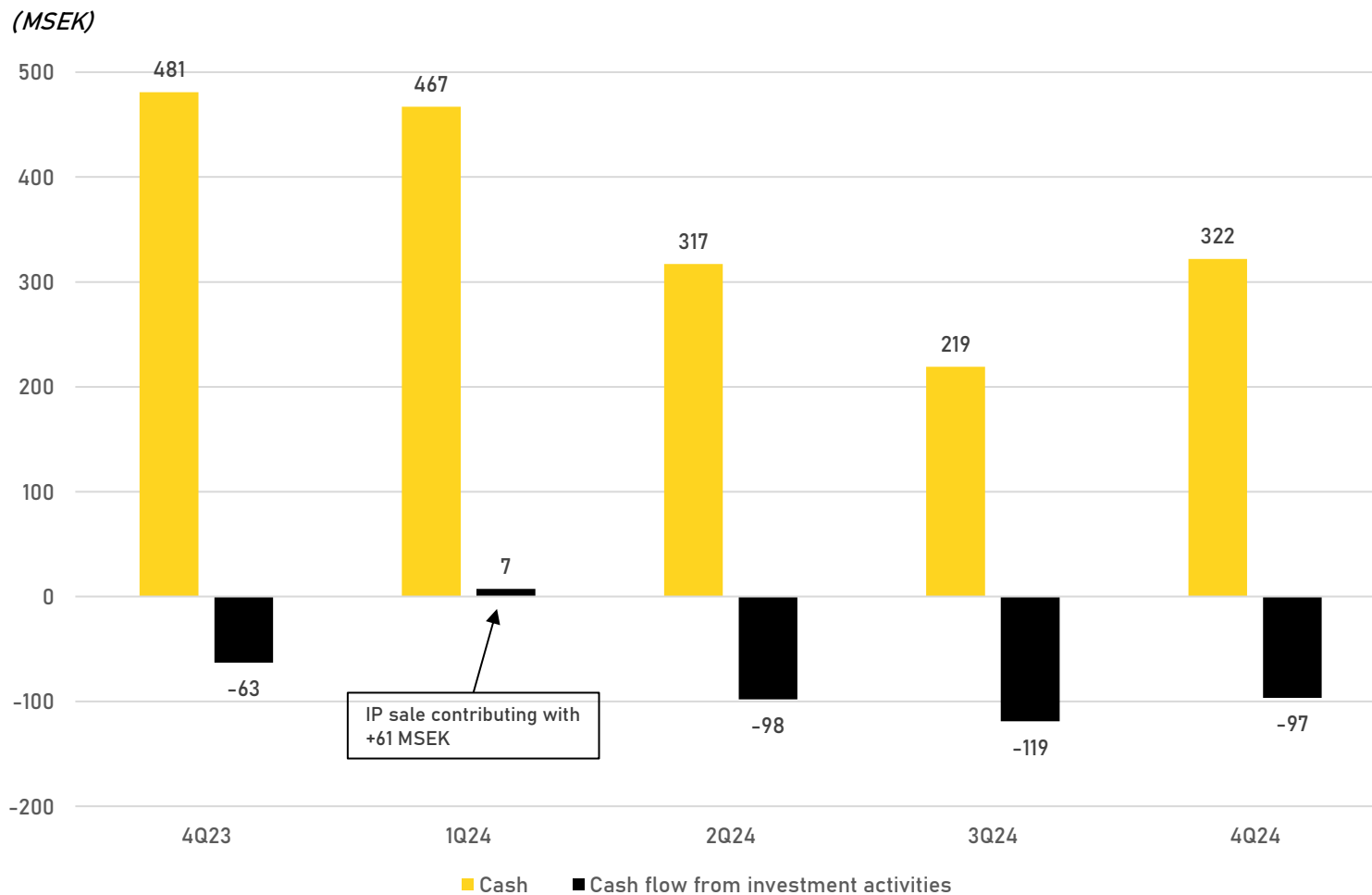
Fireshine	124	24%
Petrol	33	6%
Rest of the group	357	70%
Group total	513	100%

Q4 ADJ EBITDA CONTRIBUTION

Fireshine	35	27%
Petrol	-5	-4%
Rest of the group	99	77%
Group total	129	100%



Net Cash Position



	Cash Flow	
	Q4	FY
Cash OB	219	481
Operation*	196	194
Investing**	-97	-306
Financing***	-7	-66
Delta Cash	92	-178
Currency fluctuations in liquidity	11	19
Cash CB	322	322
*Change in Working Capital	77	5
** New growth investments	-49	-238
**Other publishing Fireshine	-29	-78
**Other Cap R&D	-17	-22
**Other	-2	32
*** Dividend		-40

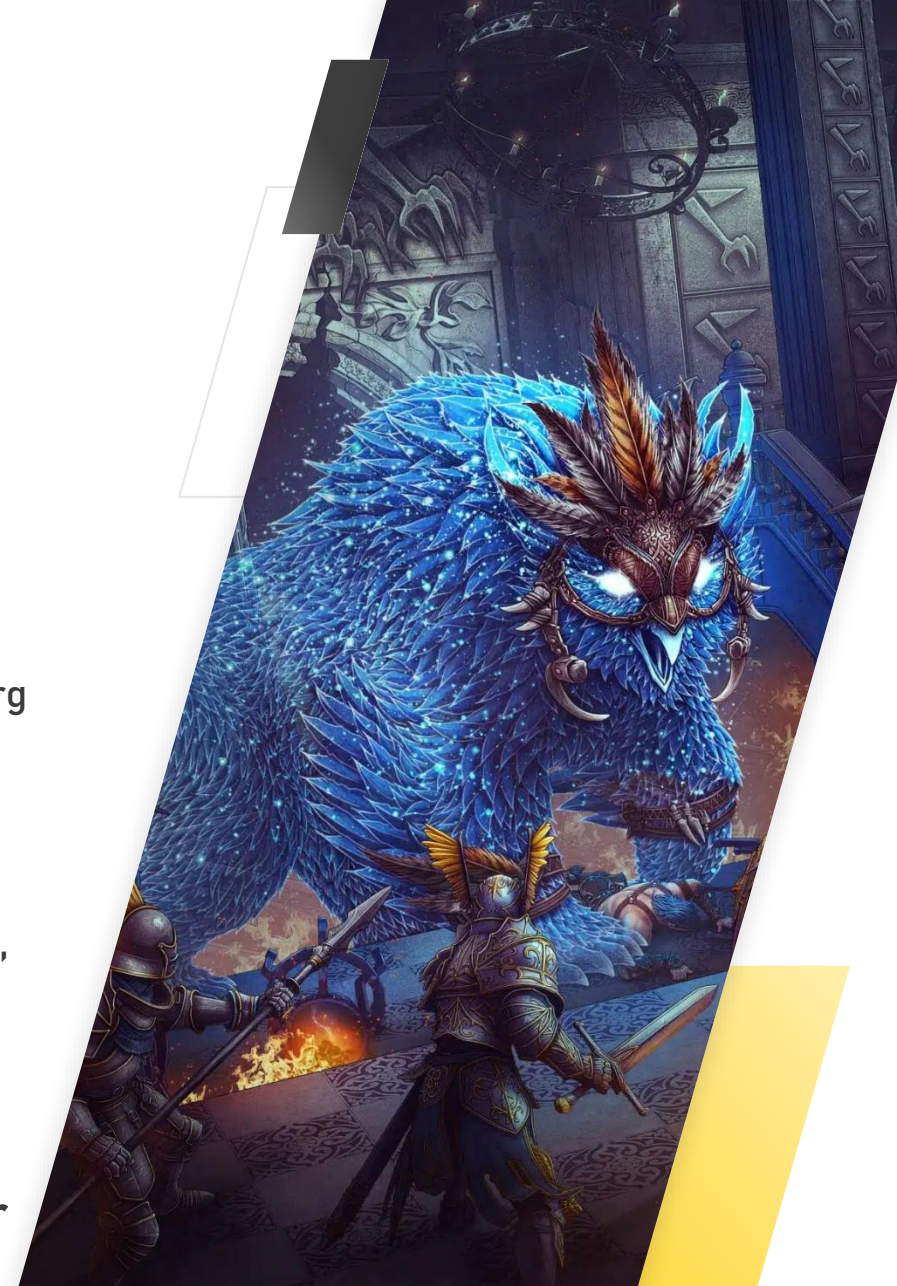
Last 24 months Group Adjusted EBITDAC margin amounted to 17%, for the more predictable part of the business Adjusted EBITDAC was 27%.

Summary



Looking Ahead

- **2025 performance expectations**
 - Plan is to return to growth
 - Key new product releases planned:
 - Palia from Singularity 6 targeted for Q2
 - Cold Iron's new game targeted for the second half of the year
 - Steady and profitable performance from Daybreak and BBB
 - All other business units expected to deliver good profitability with the latest reorg
- **No guidance for the year**
 - Potential variability for new titles make it difficult
 - With larger part of our performance for this year reliant on new product pipeline, estimating a performance target with accuracy is difficult
 - Create shareholder value by delivering solid performance vs. predicting our future
- **Starting out the year optimistic that we could return to growth and deliver solid performance for 2025**



Q&A

