

# ROWO



**SUSTAINABILITY REPORT**

**2023**


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# Rovio in brief





**Rovio Entertainment Corporation is a global mobile-first games company** that creates, develops, and publishes mobile games that have been downloaded over 5 billion times. Rovio is best known for the global Angry Birds brand, which started as a popular mobile game in 2009 and has since evolved from games to various entertainment, animations, and consumer products in brand licensing. Rovio produced *The Angry Birds Movie* (2016), and its sequel, *The Angry Birds Movie 2*, was released in 2019. Rovio offers multiple mobile games and has seven game studios located in Espoo (Finland), Stockholm (Sweden), Copenhagen (Denmark), Barcelona (Spain), Montreal (Canada) and Toronto (Canada). The studios also include a subsidiary in Izmir (Turkey) called Ruby Games, which was acquired in 2021. Most of the employees are based in Finland, where Rovio is headquartered. Rovio was acquired by a Japanese company, Sega Sammy, in 2023 and was delisted from the main list of NASDAQ Helsinki stock exchange in January 2024, where it was previously traded with the trading code ROVIO.

Rovio has reported its sustainability activities annually since 2017 as non-financial reporting. Each report covers the reporting period of January 1 to December 31. From 2025 onwards, the report schedule will be aligned with the parent company's new annual reporting cycle. The Sustainability 2023 report, published on April 10, 2024, complies with the GRI standards. The referred standards are listed in the GRI Standard and its Content Index on page 39. No restatements were made regarding the previous sustainability reports.

# OUR BUSINESS



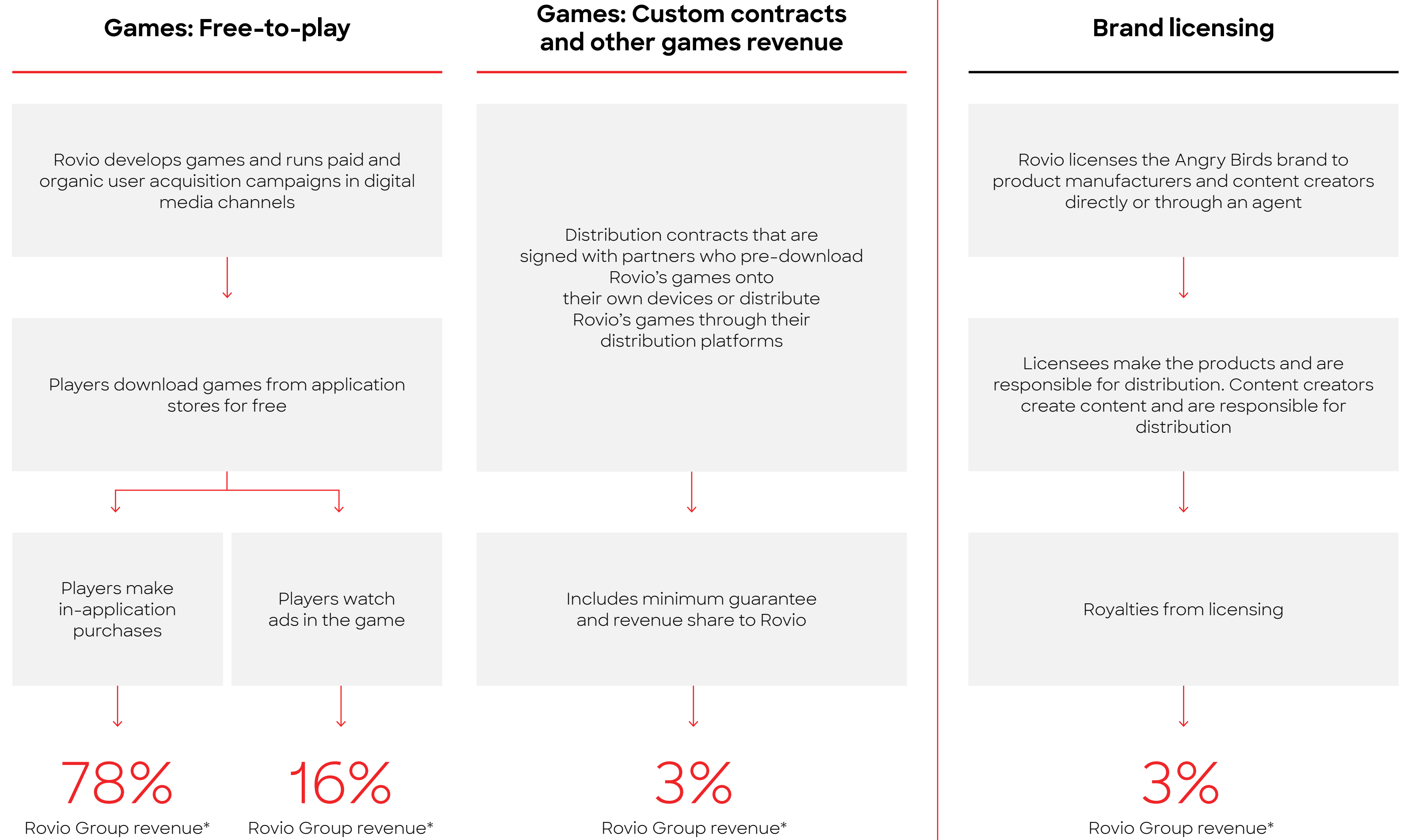
# Our business model

Rovio's operations are divided into two business areas: games and brand licensing. We create, develop, and publish mobile games. Most of the game development is done in-house, but we also work with partners, especially with game and marketing content production. We have over 250 partners, including partner companies and independent contractors. Rovio games are mainly free-to-play (F2P) games, which can be downloaded and played for free. Players can make optional in-game purchases to speed up their progress or gain access to additional features. In addition to in-game purchases, players can view advertising in exchange for in-game benefits.

With brand licensing, Rovio licenses the Angry Birds brand and its characters to third parties directly or through an agent.

In 2023, 97% of Rovio's Group revenue came from games and 3% from brand licensing. 78% of revenue came from in-app purchases, 16% from in-game advertising, and 3% from custom contracts and other revenue.

The downstream value chain for Rovio is straightforward: the games developed by Rovio are mainly distributed to end-users through app stores, such as Apple App Store and Google Play, both long-term partners of Rovio. Rovio licenses the right to use its brands to partners with fixed-term contracts. Depending on the licensees' value chain, the value chain can involve manufacturers, distributors, and retailers. In social media, including YouTube, the content is distributed directly to users through the selected platform.



\*Q4 2022

# Rovio market presence and key figures

Rovio operates in the highly dynamic mobile gaming market, focusing primarily on Western territories (the US and Western Europe). Gaming continues to be mainstream entertainment, with over 3.3 billion players globally at the end of 2023. The gaming market generated USD 184.0 billion in revenue 2023 across PC, console, and mobile.

Rovio is headquartered in Espoo, Finland, and has seven game studios across Europe and Canada. We are already well positioned in the market through our puzzle studio in Espoo and advanced casual studio in Stockholm, and we aim to grow our presence in new market areas through our other studios. In 2022, we opened a new studio to support our puzzle games in Barcelona, Spain. We have an experienced team in Montreal, Canada, to strengthen our hybrid-casual know-how, while another Canadian studio in Toronto is exploring new avenues in the Strategic Partnership Games. We have acquired two studios over the years; Copenhagen studio in Denmark focuses on casual role-playing and action games, while Ruby Games' team in Izmir, Turkey, has hyper and hybrid-casual gaming expertise.



● Game studio location and number of employees at the end of 2023

**Group revenue**  
289.9  
EUR million

**Games revenue**  
282.1  
EUR million

**Group adjusted operating profit**  
41.9  
EUR million

**Group adjusted operating profit margin**  
14.5%

**Game downloads\***  
5+ bn  
\*since 2009

# COMPANY STRATEGY



In pursuit of our mission of crafting joy with player-focused gaming experiences that last for decades, we have three main strategy pillars to deliver long-term value creation and growth: Transmedia, Top Quality Games, and our games as a service platform Beacon.

Our strategy centers around our competitive advantages. We have a widely recognized IP in Angry Birds, which has multiple touch points across media from games to movies and animated series. We are operating a portfolio of successful live games, and all of our studios are also developing new games. Our Rovio games platform, Beacon, offers powerful technology to support games throughout their entire lifecycle. Gaming is a creative industry where success depends on having the most talented teams. Our passionate and skillful people are guided by our values of being bold, embracing innovation, and acting with integrity.

Rovio's core business is built around F2P mobile games, so we continually operate our live games and launch new, successful games. We strive to keep our games fresh by offering more content and events to drive player engagement and monetization through live operations for years to come. In addition, we have several new games in development across our game studios. Our games utilize both the Angry Birds IP and new IPs, depending on the fit for each specific game project.

## Rovio Business Strategy FY25-27

1.

Embrace **transmedia** to win in a highly competitive market

2.

Make and operate **top quality games** with player first attitude

3.

Grow and run our games for decades with **Beacon**



# Sustainability



# SUSTAINABILITY IN BRIEF



Rovio's mission is to craft joy with player-focused gaming experiences that last for decades. Our objective is to cultivate joy in our work and the experiences we provide our players. We strive to deliver high-quality gaming experiences that are enjoyable and meaningful. With a strong focus on player experience, we believe our impact will be immediate and long-lasting.

Our vision for sustainability follows our mission: We want to lead the industry in creating safe and joyful gaming experiences crafted in a diverse and inclusive work culture while respecting our planet.

For us, leading means collaborating with the entire industry, understanding that no one can achieve this alone; working together accelerates learning and amplifies our impact.



## Safe & responsible gaming

We are committed to creating safe and enjoyable gaming experiences and environments for all our players.



## People & society

Our commitment to excellence in game development is deeply intertwined with our dedication to the well-being of our team in an inclusive work culture. By tapping into the diversity and uniqueness of every Rovian and making sure their voices are heard, we can make the best games that resonate with our players.



## Climate & environment

To fight the climate crisis, we minimize negative impacts in our value chain by making sustainable choices and maximize positive impacts by raising awareness.

# 2023 SUSTAINABILITY HIGHLIGHTS



## Playbook for Inclusive Game Development and Marketing

In November, we launched the *Playbook for Inclusive Game Development and Marketing* to address various development areas, such as inclusive player research, character design, and game accessibility, supporting our teams in creating games that embody our inclusivity values. The guide is a free resource, enhancing its availability and encouraging continuous dialogue and growth across the gaming community and beyond.



## Joined Better Games Together

We joined Better Games Together (BGT), a collective of Finnish game studios that share the goal of making our companies, as well as the wider industry, more accepting of LGBTQIA+ people. As a member of BGT, we took joint action by hosting networking events open to all our employees and serving as a main partner of Helsinki Pride.



## Games for Good Track at RovioCon

RovioCon Google 2023 was a fantastic forum for exploring essential topics together. For the first time, we hosted a whole track focused on the impact and role of games in making our world a better place and why game companies should care about it. We heard talks about the business case for inclusive product and game design, how to lead people through uncertainty, and took a deep dive into designing inclusive game content.



## Green Game Jam 2023

We participated in Playing for the Planet's Green Game Jam for the fourth year in a row, with a record number of our games joining. With different events & activities in Angry Birds Dream Blast, Angry Birds Journey, and Angry Birds Match 3, we raised awareness and donated to enable valuable fieldwork for the Amazon ecosystem.

# MESSAGE FROM CHIEF SUSTAINABILITY OFFICER



**Heini Kaihu**

Chief Sustainability Officer

In our commitment to societal and environmental responsibility, the positive pressure to act responsibly and make progress emanates from all directions. Our players expect us to uphold ethical standards, sustainably produce and operate games, and deliver meaningful, high-quality gaming experiences. The brightest minds in the gaming industry seek employers who respect their values, highlighting the significance of sustainability in attracting and retaining talent. Moreover, with the surge in regulatory pressure and the imperative for business resilience, embracing sustainable practices is not merely beneficial but critical. In 2023, our sustainability work and actions reflected this commitment and pressure.

Our efforts in ‘Safe and Responsible Gaming’ led to the development of the *Playbook for Inclusive Game Development and Marketing*. This guide, addressing various development areas, e.g., inclusive player research, character design, and game accessibility, supports our teams in creating games that embody our inclusivity values. Alongside the guide, we introduced ‘Cards for Inclusion,’ which offers scenarios and exercises designed to spark conversations about the Playbook topics among teams and individuals. This year, we plan to expand the Playbook’s guidelines and introduce a digital version of the Cards for Inclusion. Both will remain accessible as free resources, enhancing availability and encouraging continuous dialogue and growth across the game developer community and beyond.

In ‘People and Society,’ we focused on strengthening feedback culture and personal growth and development by training supervisors and all Rovians to discuss personal growth and development and providing teams with a new tool to examine and measure employee engagement and wellbeing on a team level.

To better understand how different groups experience the workplace, we conducted a robust DEI survey and then updated our employee survey to mirror the ‘inclusion gaps’ in the survey to track progress regularly.

We continued to upskill ourselves with DEI coaching to senior leaders, inclusive leadership trainings for supervisors, game leads, and producers, and thematic trainings open to all employees on topics ranging from allyship and Pride to neurodiversity. Our employee-driven DEI Working Group spearheaded numerous initiatives, demonstrating our commitment to diversity, equity, and inclusion. We also joined Better Games Together (BGT), a collective of Finnish game studios that share the goal of making our companies, as well as the wider industry, more accepting of LGBTQIA+ people.

On the climate and environmental front, collaborating with partners committed to emission reductions is a key element in minimizing the negative impacts on the environment. Through Playing for the Planet’s decarbonization group, Rovio contributed to creating two valuable resources: A Drawdown-Aligned Framework for the Gaming Industry provides real-life examples of how gaming companies can fight the climate crisis. In late 2023, an important milestone was reached when Untangling the Carbon Complexities of the Video Gaming Industry guide was published. The guide clarifies the gaming industry’s current status on climate action. It provides valuable insights into overcoming the complexity of emissions accounting and the common barriers preventing climate action.

We organized multiple inspiring sustainability-themed events for our players, including participating in the annual Green Game Jam.

Rovio’s ambition for sustainability extends beyond mere compliance. By integrating safe and responsible gaming practices, nurturing our employee community, and prioritizing climate action, we aim to lead by example in the gaming industry, working with our industry peers. Our journey is ongoing, and through our collective efforts, we strive to inspire change, drive innovation, and contribute to a more sustainable and inclusive future for all.

# SUSTAINABILITY STRATEGY

Our sustainability strategy focuses on three areas: safe and responsible gaming, people and society, and climate and environment. The selection of focus areas is based on Rovio strategy, mission, and values and a 2020 sustainability materiality analysis. Our 2020 annual report provides more details of the process and a list of our current material topics.

We postponed the originally planned materiality analysis and strategy update from 2023 to 2024 to better account for any material changes in our company role due to the Sega acquisition. The double materiality assessment and strategy update are ongoing and will be completed during the first half 2024.

While the acquisition has changed some governance-related matters, the sustainability strategy pillars have remained the same and are well aligned with Sega's sustainability strategy. Our primary focus will be ensuring the sustainability of Rovio's business, but we are also exploring ways to collaborate and share learnings with the wider Sega group. This work will continue as the integration progresses.

To review and improve our ways of working, we conducted a sustainability audit to assess and enhance Rovio's adherence to upcoming sustainability regulations, examine the integration of sustainability in business decision-making, evaluate management's sustainability expertise, review the effectiveness of the sustainability management strategies and provide recommendations for risk mitigation and process improvement in sustainability practices. Based on the findings and recommendations, we can improve and future-proof our sustainability work.

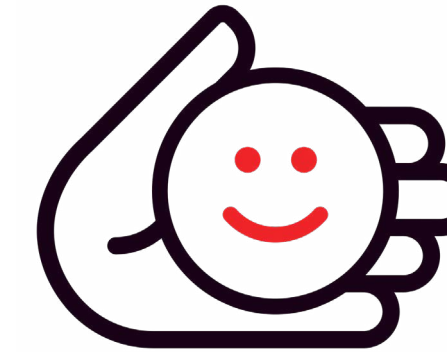
Read more on  
2020 Annual report



## Focus areas



**Safe & responsible gaming**



**People & society**



**Climate & environment**

## Way of working

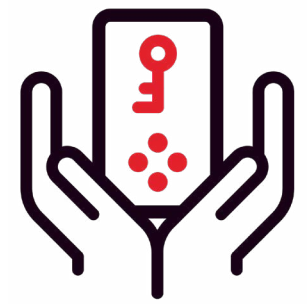
Continuous improvement  
Long-term perspective  
Shared value creation

## Foundation

Rovio strategy

Mission and values

Materiality analysis



## SAFE & RESPONSIBLE GAMING

### Strategy with a strong focus on inclusive game design and marketing

This focus area is closest to our core products, mobile games, and is closely related to the social sustainability of our games. We are committed to creating a safe space for our players to enjoy gaming experiences. We put the player at the center of our activities, and constant player feedback is used to refine the games and ensure a safe environment for all.

In 2023, we continued to execute our long-term strategy for the safe and responsible gaming domain, which was introduced in 2021. The plan focuses on minimizing harmful aspects our players may face while reinforcing positive elements in the gaming space. The strategically essential initiatives concentrate on streamlining the internal processes and guidelines to reduce risks and improve the gaming experience for the players with inclusive game design and marketing.

We continuously develop further ways to minimize harmful user-generated content in our games. User-generated content is any kind of content that players can create or customize, for example, usernames, chat messages, or guild names or descriptions. Our player experience team actively engages with our player community to prevent and act on poor behavior. We work towards all Rovio games being free of hate, adult-only content, harassment, and activities damaging to our players. Furthermore, Rovio's Player Code of Conduct stipulates what we expect from our players.



## An active player in the industry

Being actively involved in industry development to promote safe and responsible gaming is very important for us. Rovio is a member of an international Fair Play Alliance (FPA) established by gaming companies, with more than 200 members. The alliance aims to promote fair online gaming by sharing best practices and research between members. FPA's Disruption and *Harms in Online Gaming Framework* was used to develop our strategic framework for safe and responsible gaming. In addition, we are regularly in contact with our peers and gaming associations to ensure we all actively pursue essential topics in the gaming industry together

## Responsible use of player data

Over the years, we have invested heavily in our technology and data-related capabilities. Responsible data processing is a core part of Rovio's technology strategy and an area where we strive for continuous improvement. As part of the privacy governance, Rovio has a designated Data Protection Officer to oversee data protection-related matters. Amidst a rapidly evolving regulatory landscape, we actively engage with other gaming companies to translate new legislative requirements into concrete actions for the industry and Rovio. We continuously monitor regulatory developments, such as regulations related to safe internet use and the protection of minors in various regions worldwide, and make sure they are reflected in our games. As part of this work, we have developed in-house technical capability to ask our players to confirm their age when they enter a game and to then modify the game feature set accordingly to provide an age-appropriate experience. This functionality was rolled out in our key games across selected regions in 2023.

During the reporting period, there were no substantiated complaints concerning breaches of customer privacy or losses of customer data.

## What is safe and responsible gaming at Rovio



## The Playbook for Inclusive Game Design and Marketing

In alignment with our strategy to empower autonomous game teams by equipping them with skills and tools, we introduced the *Playbook for Inclusive Game Development and Marketing*. This guide, shaped by our collective experience and industry insights, covers multiple critical aspects, including inclusive player research, character design, game accessibility, inclusive narratives, and preventing negative stereotypes. It provides our teams with guidance, best practices, and resources to create games and marketing efforts that embody our commitment to inclusivity. Serving as a practical resource, the Playbook aids in understanding diverse representation, confronting unconscious biases, and making informed decisions that enhance inclusivity in both game development and marketing.

The Playbook's creation was a collective effort, leveraging the various craft-specific expertise.

Additionally, we launched "Cards for Inclusion" to foster discussions on inclusivity within game development. This innovative tool offers scenarios and exercises designed to spark conversations among teams and individ-

uals. The cards promote sharing and introspection by presenting questions and scenarios rather than prescriptive solutions.

These initiatives are foundational to fostering a more inclusive gaming culture. Looking ahead, we plan to refine the Playbook's guidelines and introduce digital versions of the Cards for Inclusion. Both will be free resources, enhancing their availability and encouraging continuous dialogue and growth across the gaming community and beyond.

## Identified risks

The risks and potential negative impacts we have identified in safe and responsible gaming are mainly related to information security and privacy protection, inappropriate in-game behavior, user-generated content, and discrimination. Risks related to information security and privacy protection are managed by carefully designed automated in-game processes that minimize the chances of information security breaches and by internal processes and guidelines that guide Rovio employees. Guidelines for game developers, the monitoring of player behavior in games, and user surveys aim to ensure that games are safe and fun for players. We strive to remain at the forefront of any development in the industry, for instance, by being involved with the Fair Play Alliance and other initiatives and constantly monitoring the latest industry and regulatory developments to manage risks.

Read more on

[Rovio player Code of Conduct](#)  
[Fair Play Alliance](#)

[The playbook for inclusive game design and marketing](#)

# Safe & responsible gaming goals and targets

All but one target advanced as planned during 2023. The scorecard for the area is ready, but we want to include inclusive game development as an area, and that work is just starting. Participating in industry forums is an ongoing activity, and it will continue. The key strategic initiative, ‘inclusive game design and marketing,’ significantly advanced last year, and in November, we launched the *Playbook for Inclusive Game Development and Marketing*, which was made available publicly.

In 2024, our focus sharpens on key initiatives: deploying a ‘safe and responsible gaming’ scorecard for better clarity and risk assessment, rolling out and further developing our Playbook and enriching it through a new digital ‘Cards for Inclusion’ extension, and finally, setting solid guidelines for responsible and sustainable game development and operations.

**We are committed to creating safe and enjoyable gaming experiences and environments for all our players.**

## GOALS

- Foster safe & enjoyable gaming experiences for our players
- Strengthen and advocate inclusive game design & marketing
- Develop and operate games responsibly and sustainably

Targets 2023	Status	Targets 2024
1. Implement scorecard for safe and responsible gaming	In progress	1. Roll out successfully scorecard for ‘safe and responsible gaming’
2. Participate and influence in the relevant industry and legislative forums	Completed	2. Roll out successfully Playbook for Inclusive Game Development and Marketing develop it further
3. Build and solidify inclusive game development and marketing building blocks	Completed	3. Create guidelines for responsible game development and operations
4. Finalize Player Safety Policy adoption	In progress	

### Relevant UN’s Sustainable Development Goal







## PEOPLE & SOCIETY

### Global talent, diverse voices

Our ambition is to create excellent game experiences that stand out in the market. Differentiation requires innovation, and diversity, paired with inclusion, fuels innovation. Our global player community represents a wide diversity of demographics, so to create games that resonate, our employee community must reflect that diversity. At the end of 2023, Rovio had 567 employees from 59 nationalities, each bringing their unique perspective and experience to their craft. 66% of Rovio employees identified as men and 29% as women, while 1% identified as non-binary or used another term, and 4% did not categorize themselves or did not mention gender. The average age of our employees was 37 years.

Our steady headcount growth continued in Finland, Spain, and Canada. We onboarded 124 new Rovians, and during the year, our headcount increased by 37 people (7%). We also relocated talent from various locations around the world, such as Brazil and India. We invested in hiring talent underrepresented in our industry by rolling out interviewer trainings with a section about unconscious bias and launching a Diversity Toolkit to enrich our talent pool and embed diversity and inclusion into our hiring processes.

### Nurturing employee well-being, engagement, and growth

Engaged employees are essential for a successful business. We strive to provide a safe, inspiring, and enjoyable workplace for all our employees. Our goal is to be an employer that adapts to employees' life circumstances, ensures a healthy work-life balance, and fosters an inclusive

culture and psychological safety—both essential for a high-performing organization.

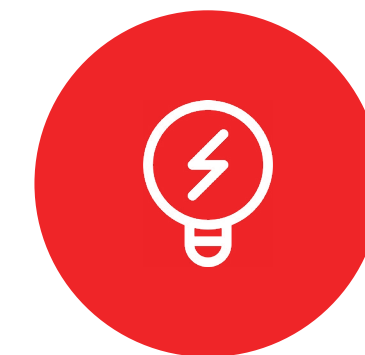
In 2023, we conducted a meta-survey to crystallize Rovio's Employee Value Proposition. This proposition was formulated based on our current offering and employee feedback and validated through insights from Pulse surveys and culture analyses. According to the survey findings, the aspects Rovians value most in their job are the trust in each other, the brand they get to work with, the teams they interact with, and the products they get to build. In practice, this translates to becoming part of an iconic brand and joyful game experiences that have made - and continue to make - history, being trusted, empowered, supported, and surrounded by talented colleagues. Better-than-statutory benefits packages in all our locations further support employee satisfaction and well-being. These include extensive healthcare and medical insurance, recreational allowances, office benefits and perks, relocation benefits, benefits to support work-life balance, and learning and development opportunities.

In 2023, we focused on strengthening our feedback culture and placed emphasis on each employee's personal growth and development by conducting training for supervisors and all Rovians. We implemented tools for discussing growth and development and provided teams with a tool to examine and measure employee engagement and well-being at the team level. We continued to offer online learning opportunities and supported individual learning with dedicated learning budgets.

### Our values



**Be BOLD**



**Embrace INNOVATION**



**Act with INTEGRITY**

## Fostering an inclusive and equitable workplace

By tapping into the diversity and uniqueness of every Rovian and making sure their voices are heard, we can make the best games that resonate with our players. Below are notable steps taken towards inclusion and equity within Rovio:

- **Understanding our current state through data.** To better understand how different groups experience the workplace, we conducted a robust DEI survey run by a third-party vendor. We then updated our in-house quarterly employee survey to mirror the areas identified as ‘inclusion gaps’ in the DEI survey to track progress regularly. We also looked at disaggregated employee data to uncover patterns that may go unnoticed if we just look at the numbers as a whole.
- **Upskilling ourselves.** We offered DEI coaching to senior leaders (the “top” of the organizations) to provide a highly tailored experience for executives to learn. We continued to roll out inclusive leadership training for supervisors, game leads, and producers (the “middle”) on how to lead inclusively. We hosted thematic trainings on topics ranging from allyship and Pride to neurodiversity, which were open to all employees. We also piloted different modalities of learning beyond the traditional classroom trainings. We had 400+ participants across all DEI learning opportunities during the year.
- **Harnessing employees’ passion.** Many Rovians are passionate about DEI. From organizing cultural awareness events in our Stockholm office to hosting a workshop to bring LGBTQIA+ Rovians and C-level executives together, our employee-driven DEI Working Group drove numerous initiatives. We hosted a Global Summit to celebrate the group’s achievements and plan for the future.
- **Joined Better Games Together.** With 11% of our employees identifying as LGBTQIA+, we joined Better Games Together (BGT), a collective of Finnish game studios that share the goal of making our companies and the wider industry more accepting of LGBTQIA+ people. As a member of BGT, we took joint action by hosting networking events open to all our employees and serving as a main partner of Helsinki Pride.

## What is diversity, equity and inclusion (DEI) at Rovio

### Diverse and inclusive company

#### MAXIMIZING factors boosting DEI

E.g. inclusive culture welcoming different opinions and voices, diverse representation of employees, DEI tied to company strategy and operations

#### MINIMIZING factors weakening DEI

E.g. lack of diverse role models, culture tolerating insensitivity and inappropriate behavior, lack of awareness of unconscious biases

## Being a force for good by contributing to society

We want to be a force for good in our society that is responsible and aligned with our values. RovioCon Google 2023 was a fantastic forum for exploring these important topics together. For the first time, we hosted a whole track focused on the impact and role of games in making our world a better place and why game companies should care about it. We heard talks about the business case for inclusive product and game design, how to lead people through uncertainty, and took a deep dive into designing inclusive game content.

Together with our key partner, UNICEF Finland:

- We continued supporting UNICEF's country-wide education program in Sierra Leone. The program improves both accessibility and content to better meet the demands of the rapidly changing world and future work life. Our support enables UNICEF to prevent school dropouts, revise the curriculum to promote digital skills, strengthen alternative learning for those out of school, and promote internship opportunities. Particular emphasis is placed on girls' education and encouraging them to study STEM-related subjects. So far, the program's results have been encouraging. For example, more children participate in pre-primary education: the gross enrolment rate increased to 24% in 2022 (21% in 2021 and 12% in 2017).
- We organized an Intersex Awareness Event in October in collaboration with ISIO ry and UNICEF Finland and contributed to the DEI Toolkit UNICEF made - Children's rights and online gaming: Industry toolkit on advancing diversity, equity, and inclusion.
- We raised EUR 7,398 through our Staff for the UNICEF employee donation campaign, which was directed to support children and families in Ukraine, Afghanistan, Türkiye, and Syria.

As another direct contribution, for the sixth year in a row, the Angry Birds 2 team donated all UK in-app purchases made on October 6th to SpecialEffect to share the joy of gaming with people with disabilities.



	Permanent employees	Temporary employees	Full-time employees	Part-time employees	All employees
<b>Age Group</b>					
Under 30	17%	47%	18%	44%	18%
30-50	78%	53%	77%	56%	77%
Over 50	5%	-	5%	-	5%
<b>Gender</b>					
Woman	29%	60%	29%	56%	29%
Man	67%	33%	66%	33%	66%
Non-binary, I use another term	1%	-	1%	-	1%
I prefer not to say	4%	7%	4%	11%	4%
<b>Total</b>	<b>100% (552)</b>	<b>100% (15)</b>	<b>100% (558)</b>	<b>100% (9)</b>	<b>567</b>

	New employees	Employee turnover
<b>Age group</b>		
Under 35	35%	33%
35-50	61%	62%
Over 50	4%	5%
<b>Gender</b>		
Woman	32%	29%
Man	63%	60%
Non-binary, I use another term	2%	1%
I prefer not to say	3%	10%
<b>Total</b>	<b>100% (124)</b>	<b>100% (98)</b>



# People & society goals and targets

The DEI survey was completed during the first half of the year, which helped us define the key inclusion gaps and development areas for the DEI strategy, targets, and roadmap. In 2024, we will continue to further the work that we have started with data, scorecards, and targets to measure and hold ourselves accountable.

We established regular growth and development discussions to support Rovians' career and professional development and implemented a new tool to measure employee engagement. In 2024, the work with Rovio culture continues with developing a global leadership development program, and we will also implement and roll out globally select employee growth & performance tools to support the professional growth of Rovians better.

## GOALS

- Create a diverse workforce
- Foster an inclusive and equitable workplace
- Develop a company culture that supports our strategic ambition
- Support talent growth to reach business objectives

Targets 2023	Status	Targets 2024
1. Conduct enhanced data and inclusivity analysis	● Completed	1. Demonstrate visible DEI leadership
2. Implement scorecard for DEI	● Completed	2. Apply the lens of 'equity' to people initiatives and programs
3. Publish DEI strategy, targets and roadmap	● Completed	3. Implement a global leadership development program
4. Collaborate with UNICEF to provide meaningful support for the most vulnerable groups	● Completed	4. Implement and roll out select employee growth & performance building blocks
		5. Be better together with the industry

### Relevant UN's Sustainable Development Goals





## CLIMATE & ENVIRONMENT

### From knowledge building to actions

Over the years, we have built our knowledge and understanding of how greenhouse gas (GHG) inventory should be calculated for a mobile games company. While the regulations and protocols might change over time, we are at a stable point, and we know enough. Having a good picture of your GHG inventory is a vital component to being able to prioritize the proper actions to mitigate any negative impacts. This means that now we need to move from knowledge building to actions that lead to emission reductions. There is no point in only calculating and reporting emissions year after year if we don't actively try to minimize those emissions. That's where we face our most formidable challenge: when over 90% of our whole value chain emissions are out of our direct control, what should we do?

We are approaching this challenge with two perspectives in mind: we want to keep our nest clean with concrete actions, and at the same time, we want to mitigate emissions out of our direct reach. There are few quick wins when mitigating value chain emissions, but there are some potential areas where we can drive down our emissions and industry emissions. One key component is working with partners and suppliers committed to emission reductions. In the long-term, we would like to see that the whole pool of our strategic partners are committed to the Science Based Targets initiative or similar frameworks that have targets to limit global warming to 1.5°C, as stated in the Paris Agreement. Alongside our collaboration with partners, we believe there is untapped potential to improve the energy efficiency of mobile gaming. Together with other Playing for the Planet members, we have started to

evaluate our possibilities of collaborating with game engines and platform owners to optimize gaming software, thus reducing the power consumed by each player. If we could reduce even 5% of the total emissions of mobile gaming together, that would be much more than all Rovio individual emissions combined.

### Raising awareness through collaboration

Awareness creation has been and will be essential to our climate work. Playing for the Planet, an alliance that supports the video games industry in taking action to reduce its environmental impact, is our most important external stakeholder group in this area. Through Playing for the Planet's decarbonization group, Rovio contributed to creating two valuable resources: A Drawdown-Aligned Framework for the Gaming Industry provides real-life examples of how gaming companies can fight the climate crisis. For this framework, Rovio has proudly shared our knowledge and provided real-life examples we have gathered over the years on our journey to a better planet. In late 2023, an important milestone was reached when the Untangling the Carbon Complexities of the Video Gaming Industry guide was published. The guide provides clarity on the gaming industry's current status on climate action and offers valuable insights on how to overcome the complexity of emissions accounting and how to overcome the common barriers that prevent climate action.

For our players, we organized multiple inspiring sustainability-themed events. Rovio once again participated in the annual Green Game Jam with

different events and activities in three games: Angry Birds Dream Blast, Angry Birds Journey, and Angry Birds Match 3. Here, we collaborated with Milkywire to raise awareness and collect money to donate to Amazon wildlife. In Angry Birds Friends, we teamed up with the World Health Organization for a fresh new adventure all about eating healthily in the Veggie Power Tournament.

Read more on  
[Playing for the Planet](#)



# Climate & environment goals and targets

For 2023, we have to admit that the pace of development in Climate & Environment did not meet our targets. There was steady progress on all fronts, but our first target for 2023, ‘Submit and get approval for emission reduction targets from the Science Based Targets initiative,’ was heavily delayed. We had planned to have our Science Based Targets set and submitted to SBTi in 2023, but we decided to postpone this until 2024. Setting Science Based Targets for a mobile gaming company proved to be a more challenging exercise than we expected, and we are still determining if the Science Based Targets initiative is the best framework for us. This delayed our feasibility analysis for net-zero targets as well. On the positive side, we met our target of launching multiple awareness creation campaigns, and the Untangling the Carbon Complexities of the Video Gaming Industry guide was released to fulfill our target of developing carbon accounting principles in collaboration with the gaming industry.

## GOALS

- Reduce negative impact in our value chain with sustainable partner choices and efficient own operations
- Raise climate and environmental awareness with our audience and within the industry

Targets 2023	Status	Targets 2024
1. Submit and get approval for emission reduction targets from the Science Based Targets initiative	In progress	1. Submit and get approval for emission reduction targets from the Science Based Targets initiative
2. Launch multiple awareness creation campaigns	Completed	2. Launch multiple engaging awareness creation campaigns in top games
3. Publish carbon accounting principles in collaboration with the gaming industry	Completed	3. Share our learnings on managing our climate impacts
4. Evaluate the feasibility of the net-zero emissions target for Rovio	In progress	4. Evaluate the feasibility of the net-zero emissions target for Rovio

### Relevant UN’s Sustainable Development Goals



# Carbon footprint

Carbon footprint is our key environmental metric. Based on our calculations, our total carbon footprint in 2023 was 17,609 CO<sub>2</sub>e tons. 95.2% / 16,771 t were categorized as Scope 3 and 4.8% / 838 t were categorized as Scope 2 emissions. Rovio did not have any direct Scope 1 emissions as all our offices are leased, we do not manufacture any physical products, and we do not own any company vehicles. Rovio's carbon intensity related to revenue was 60.7 (in tons of CO<sub>2</sub>e equivalent per million euro of revenue).

In 2024, we will continue focusing more on emission reductions.

Although a large share of our climate emissions are considered indirect use-phase emissions (customer device energy use), we recognize the importance of reducing our own and value chain emissions as much as possible.

For 2022 emissions, we evaluated the carbon impact of purchased goods and services with a spend-based method to cover supplier emissions where we have poor availability for activity-based data. As we recognized that the spend-based method had significant uncertainty on accuracy, this carbon impact (21,584 CO<sub>2</sub>e t) was not included in our greenhouse gas inventory. In 2023, we worked to develop a model that was good enough for activity-based emissions calculations in our largest subcategories, which included purchased goods and services. Therefore, emissions for 2022 and 2023 are not entirely comparable.





## KEY MEMBERSHIPS AND ORGANISATIONS



### UNICEF

Our collaboration with UNICEF Finland started in 2019. Since January 2022, our efforts with UNICEF have focused on Sierra Leone, where we are supporting UNICEF's country-wide education program by contributing to the national education funding pool. We have committed to supporting this program until at least the end of 2024.

In addition to our support for Sierra Leone, we also supported UNICEF's emergency help program through our employee donations, which were directed to support children & families in Ukraine, Afghanistan, Türkiye, and Syria.



### Playing for the Planet Alliance

Since 2019, the Playing for the Planet Alliance has been one of the key gaming industry drivers for better climate and environmental management. Rovio has been an active member of the Alliance since its launch. Together, the Alliance's members can reach more than 1 billion video game players. The Alliance is led by the United Nations Environment Programme (UNEP). The Alliance provides valuable member support, has different working groups, and raises awareness while supporting members in media coverage.



### Fair Play Alliance

Rovio is a member of the international Fair Play Alliance (FPA). The FPA is a coalition of gaming companies that provides a forum for gaming professionals and companies to work together to develop and share best practices to build healthy communities and respectful player interactions in online gaming. The mission of the FPA is well in line with our commitments to safe and responsible gaming.



### Finnish Business Society

Finnish Business Society (FIBS) is the largest corporate responsibility network in the Nordics. We've been a member of FIBS since 2014. Every year, FIBS organizes events that gather thousands of corporate responsibility experts, decision-makers, and influential people from all fields to learn and be inspired by the latest practices and solutions in sustainable business.

# REPORTING PRINCIPLES

Rovio's sustainability report is based on the Global Reporting Initiative (GRI) guidelines to ensure transparency and comparability. Aspect-specific standards have been reported for Rovio's material aspects. The GRI content index summarizes the comparison between the report contents and the reporting guidelines.

Rovio's sustainability aspects, environmental indicators, and HR indicators are reported annually for the same period as the financial figures (January 1 – December 31). From 2025 onwards, the reporting schedule will be aligned with Sega's annual reporting cycle. Unless otherwise mentioned in the context, the reporting covers all operations of the parent company and subsidiaries in all countries of operation. There has been no need to restate information from previous reporting periods.

No external assurance was sought for the sustainability report.

## Reporting of environmental information and emissions

The environmental responsibility indicators cover the Group's operations with the most significant environmental impacts in all of its countries of operation. The accounting for greenhouse gas emissions follows the Greenhouse Gas Protocol standards and guidelines developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). Accounting is based on the principle of operational control. Carbon dioxide equivalent emission factors have been used as the emissions factor whenever available.

Our 2023 GHG inventory includes purchased goods and services in activity and spend-based methods. Spend-based purchased goods and services were excluded from the 2022 GHG inventory, so inventories are not entirely comparable year to year.

## Rovio and EU Taxonomy

The EU taxonomy is a classification system that establishes a list of environmentally sustainable economic activities. With the EU taxonomy in place, companies, customers, investors, and other stakeholders could more easily separate environmentally sustainable activities from those that do not meet the criteria of sustainable business activities set in the Taxonomy requirements.

The EU Taxonomy is based on the European Green Deal, which aims to transform Europe into a more sustainable and resource-efficient economy. The EU Taxonomy plays a vital role in directing investments into sustainable businesses by guiding what's classified as sustainable.

The Taxonomy Regulation has six environmental objectives:

1. Climate change mitigation
2. Climate change adaptation
3. The sustainable use and protection of water and marine resources
4. The transition to a circular economy
5. Pollution prevention and control
6. The protection and restoration of biodiversity and ecosystems

Rovio recognizes the importance of these six environmental objectives and welcomes the much-needed regulation on what is classified as a sustainable business and what is not. EU Taxonomy technical screening criteria are developed primarily for those industry sectors that are considered to have a substantial impact on climate change. Based on our analysis, none of Rovio's current business activities fall under sectors or activities defined in the screening criteria. Therefore, Rovio's eligibility (whether the EU Taxonomy covers an activity) is 0% for all: revenue, Capex, and Opex.

Although Rovio's business activities do not fall under EU taxonomy criteria, this does not distract from our increasing focus on sustainability. Since the renewal of our sustainability strategy in 2020, we have raised Climate & Environment as one of the focus areas. Therefore, we see that Rovio is well-equipped to address the challenges of relevant environmental objectives. Looking at the big picture, integrating sustainability into our everyday business has been and will continue to be an essential activity for us, and we hope that in the future, regulations will include the games industry under sector-specific guidelines.

# Governance



# GOVERNANCE STRUCTURE



The ultimate responsibility for the management and operations of Rovio Group and its subsidiaries lies with the governing bodies of the parent entity Rovio, which includes the General Meeting of Shareholders, the Board of Directors, and the CEO, supported by the Leadership Team. The shareholders take part in the supervision and governance of Rovio through the resolutions of General Meetings of Shareholders. The General Meeting of Shareholders is Rovio's highest decision-making body.

Sega Europe Limited ("Sega") commenced a voluntary recommended cash offer on May 8, 2023, to acquire all of the issued and outstanding shares in Rovio. Sega is directly and wholly owned by Sega Corporation, which, in turn, is directly and wholly owned by Sega Sammy Holdings Inc., a corporation incorporated and existing under the laws of Japan, with its shares listed on the Tokyo Stock Exchange.

Based on the final result of the tender offer published on September 30, 2023, the shares tendered to Sega represented approximately 97.7 percent of the shares and votes in Rovio. Sega initiated a compulsory redemption proceeding to acquire the remaining shares in accordance with the Finnish Companies Act, which redemption process is ongoing.

In January 2024, Sega posted a security in connection with the redemption proceedings concerning the minority shares in Rovio and, thus, gained title to all the shares in Rovio in accordance with Chapter 18, Section 6 of the Finnish Companies Act. Upon Rovio's application, Nasdaq Helsinki Ltd resolved that the shares in Rovio will be delisted from the official list of Nasdaq Helsinki after Sega has gained title to all the shares in Rovio. The listing of the Rovio shares on Nasdaq Helsinki ceased on January 22, 2024.

As of January 2024, Rovio is fully owned by Sega.

Read more on

[Rovio's risk management policy](#)  
[Rovio Code of Conducts](#)



### Board of Directors

The general objective of the Board of Directors is to define and direct strategy for the Rovio Group and duly arrange the business, administration, and operations of the entire Rovio Group. The Board of Directors has a quorum when more than half of the members are present. The Board of Directors approves Rovio Group's ethical values and evaluates and monitors issues pertaining to significant risks, risk management activities, and risk management policies. Until September 12, 2023, Rovio had two Board committees, the Audit Committee and the Remuneration Committee. In its organizing meeting, which was held immediately after the Extraordinary General Meeting on September 12, 2023, the Board of Directors resolved to disband the Board committees with immediate effect, and noted that the Board of Directors shall be responsible for the duties of an Audit Committee for the time being.

### Audit Committee - (until September 2023)

The Board's Audit Committee assisted the Board in matters relating to financial reporting, non-financial reporting, sustainability, internal control and risk management systems, and related party transactions in accordance with the duties specified for audit committees in the Finnish Corporate Governance Code.

### Remuneration Committee - (until September 2023)

The Board's Remuneration Committee was responsible for preparing matters pertaining to the remuneration and appointment of the Chief Executive Officer (CEO) and the members of the Leadership Team, evaluating the CEO's performance, and making recommendations to the Board on Rovio's overall remuneration framework, including the long- and short-term incentive plans.

The Committee also reviewed and prepared the remuneration policy and the remuneration reports

### Nomination Board - (until September 2023)

The Annual General Meeting on March 30, 2021, decided to establish a permanent Shareholders' Nomination Board. The primary task of the Nomination Board was to ensure that the Board of Directors and its members have sufficient expertise, competence, experience, and diversity to meet Rovio's needs. The Extraordinary General Meeting held on September 12, 2023, resolved to disband Rovio's Shareholders' Nomination Board with immediate effect.

Until the Annual General Meeting held on April 3, 2023, the Board of Directors comprised the following six (6) members: Chair Kim Ignatius, Vice Chair Björn Jeffery, Niklas Hed, Camilla Hed-Wilson, Langer Lee, and Leemon Wu.

The Annual General Meeting held on April 3, 2023, resolved that the Board of Directors comprises six (6) members and re-elected Niklas Hed, Camilla Hed-Wilson, Kim Ignatius, Björn Jeffery, and Langer Lee as members of the Board, and Henna Mäkinen was elected as a new member for the term ending at the closure of the Annual General Meeting in 2024. Kim Ignatius was elected as Chair, and Björn Jeffery as Vice Chair for the same term of office.

The Extraordinary General Meeting held on September 12, 2023, resolved that the Board of Directors comprises three (3) members. Shuji Utsumi, Tatsuyuki Miyazaki, and Alexandre Pelletier-Normand were elected members of the Board of Directors for the term of office commencing at the close of the Extraordinary General Meeting and ending at the close of the next Annual General Meeting. Shuji Utsumi was elected as Chair, and Tatsuyuki Miyazaki as Vice Chair for the same term of office.

# Members of the Board of Directors



## Shuji Utsumi

### Chair of the Board of Directors

MBA, The Wharton School, University of Pennsylvania  
Born 1961, Japanese Citizen

#### Profile

- Chair of Rovio's Board of Directors as of September 12, 2023
- Independent of Rovio. He is considered not to be independent of significant shareholders of Rovio, as he is a director of Sega Europe Ltd, a significant shareholder of Rovio, and has an employment relationship with a party who exercises direct or indirect control in Sega Europe Ltd.

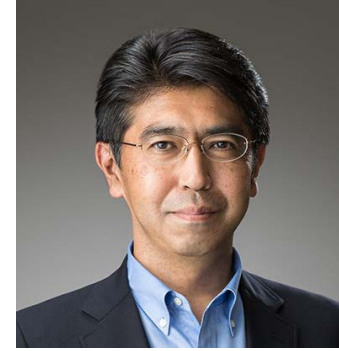
#### Primary work experience

##### President and COO, Representative Director CEO, Sega America, Inc. CEO, Sega Europe Ltd, since 2024

- Co-COO, President of Consumer Game and Transmedia, SEGA CORPORATION, 2022-2024
- Leads for global consumer business and management positions, SEGA CORPORATION, 2019-2023
- Executive positions at, among others, Sony, Disney, and Warner Music

#### Positions of trust

- Member of SEGA CORPORATION's Board of Directors since 2019
- Member of ATLUS. CO., LTD.'s Board of Directors since 2022
- Member of Sega Europe Ltd.'s Board of Directors since 2022
- Member of Sega of America Inc.'s Board of Directors since 2022



## Tatsuyuki Miyazaki

### Vice Chair of the Board of Directors

MBA, MIT Sloan School of Management  
Born 1967, Japanese Citizen

#### Profile

- Vice Chair of Rovio's Board of Directors as of September 12, 2023
- Independent of Rovio. He is considered not to be independent of significant shareholders of Rovio, as he is a director of Sega Europe Ltd, a significant shareholder of Rovio, and has an employment relationship with a party who exercises direct or indirect control in Sega Europe Ltd.

#### Primary work experience

##### President and COO, Representative Director CEO, Sega America, Inc. CEO, Sega Europe Ltd, since 2024

- Executive Vice President and Global CFO, SEGA CORPORATION, 2022-2024
- Various operational management positions at SEGA CORPORATION in 2003-2022

#### Positions of trust

- Member of SEGA CORPORATION's Board of Directors since 2018
- Member of ATLUS. CO., LTD.'s Board of Directors since 2014
- Member of Sega Europe Ltd.'s Board of Directors since 2012
- Member of Sega of America Inc.'s Board of Directors since 2012



## Alexandre Pelletier-Normand

### Member of the Board of Directors

B.Sc. in Computer Science  
Born 1980, Canadian citizen

#### Profile

- Member of Rovio's Board of Directors as of September 12, 2023
- Chief Executive Officer, Rovio Entertainment Corporation since 2021
- Considered not to be independent of Rovio based on his current position as Chief Executive Officer at Rovio. Considered independent of significant shareholders of Rovio

#### Primary work experience

- Member of the Leadership team, Rovio Entertainment Corporation since 2019
- Head of Games, Rovio Entertainment Corporation, 2019-2021
- Several leadership positions, Gameloft SE, 2003-2012 and 2014-2018, latest Executive Vice President
- Co-founder and board member at Execution Labs, 2012

## Kim Ignatius

**Chair of the Board of Directors  
until September 12, 2023**

BSc (Econ.)

Born 1956, Finnish citizen

- Chair of Rovio's Board of Directors in 2020–2023
- Member of Rovio's Board of Directors in 2017–2023
- Chair of Rovio's Audit Committee in 2017–2023
- Member of Rovio's Remuneration Committee in 2022–2023 and in 2017–2021 and Chair of the same until 2020
- Independent of Rovio and its major shareholders

## Langer Lee

**Member of the Board of Directors  
until September 12, 2023**

Soc.Sc. (Psychology and Corporate Communication)

Born 1988, Singaporean citizen

- Member of Rovio's Board of Directors in 2022–2023
- Independent of Rovio and its major shareholders

## Niklas Hed

**Member of the Board of Directors  
until September 12, 2023**

Born 1980, Finnish citizen

- Member of Rovio's Board of Directors in 2021–2023
- Independent of Rovio and its major shareholders

## Henna Mäkinen

**Member of the Board of Directors from April 3, 2023  
until September 12, 2023**

M.Sc. in Economics, Accounting and Finance

LL.M.

Born 1981, Finnish citizen

- Member of Rovio's Audit Committee in 2023
- Independent of Rovio and its major shareholders

## Camilla Hed-Wilson

**Member of the Board of Directors  
until September 12, 2023**

BBA (Human resource management and  
Arts Management)

Born 1983, Finnish citizen

- Member of Rovio's Board of Directors in 2011–2023
- Member of Rovio's Remuneration Committee in 2019–2023 and Chair of the same in 2020–2023
- Member of Rovio's Audit Committee in 2020–2023
- Based on an overall evaluation, Camilla Hed-Wilson was considered not to be independent from Rovio's significant shareholders

## Leemon Wu

**Member of the Board of Directors  
until April 3, 2023**

M.Sc. (Business Administration and Economics)

Born 1975, Swedish citizen

- Member of Rovio's Board of Directors in 2020–2023
- Member of Rovio's Audit Committee in 2020–2023
- Independent of Rovio and its major shareholders

## Björn Jeffery

**Vice Chair of the Board of Directors  
until September 12, 2023**

Born 1981, Swedish citizen

- Vice Chair of Rovio's Board of Directors in 2021–2023
- Member of Rovio's Remuneration Committee in 2021–2023
- Member of Rovio's Board of Directors in 2020–2023
- Independent of Rovio and its major shareholders

# Responsibilities



## Board of Directors

The task of the Board of Directors is to see to the company's governance and ensure the appropriate organization of Rovio's operations. The Board of Directors approves the Rovio strategy, including the sustainability strategy, business plans, and budgets, and monitors their implementation. The Board of Directors approves Rovio values and policies and evaluates and monitors issues pertaining to significant risks and risk management activities and risk management policies. The Board of Directors is the highest governance body for sustainability matters and approves the annual sustainability report. The Board of Directors has conducted an annual self assessment of its operations and working methods, including sustainability.



## CEO and Leadership Team

The Chief Executive Officer (CEO) is responsible for managing and controlling Rovio's business and day-to-day operations in accordance with the directions and instructions of the Board of Directors. It is the duty of the CEO to ensure that Rovio's operations comply with the laws and regulations applicable at the time. The CEO is the chairman of the Leadership Team. The Leadership Team prepares Rovio Group's strategic and annual planning, supervises the implementation of plans and financial reporting, and prepares significant investments and mergers and acquisitions. Both strategic and operational sustainability topics are regularly discussed within the Leadership Team.



## Chief Sustainability Officer

The Chief Sustainability Officer (CSO) supervises the creation and implementation of sustainability strategy, actions, and reporting. The CSO is part of the Leadership Team and reports to the CEO. The CSO leads a cross-functional sustainability team to define and implement strategies in each focus area, support reporting and communication, and identify Rovio's most relevant sustainability matters. In 2024, the Sustainability Steering Group work will be integrated into the Strategic Alignment Team's agenda to further emphasize the integrated nature of sustainability as part of the Rovio strategy and operations. The CSO is also responsible for providing insights and trend developments on sustainability topics for the Leadership Team and other Business executives to ensure the skills and knowledge are sufficient to take sustainability into account in their respective areas.



# BUSINESS CONDUCT

To observe good corporate governance practice in Rovio Entertainment Corporation's decision-making and corporate governance, we commit to Finnish legislation, in particular the Limited Liability Companies Act, Accounting Act, and Securities Markets Act, as well as Rovio's Articles of Association and corporate governance principles ratified by Rovio's Board of Directors. Until the delisting of Rovio's shares in January 2024, Rovio observed the rules and regulations of the Helsinki Stock Exchange (NASDAQ Helsinki) and the Financial Supervisory Authority, the Corporate Governance Code for Finnish Listed Companies (2020), and the obligations of the market abuse regulation.

We are committed to respecting human rights and promoting their fulfillment and protection in our operations. Rovio's Code of Conduct outlines the general principles of ethical and responsible behavior standards. The Code of Conduct and sub-policies apply to all Rovio employees, including the employees of its subsidiaries and the members of the Board of Directors. Every person to whom the Code of Conduct applies is obligated to ensure that they understand and comply with the guidelines. We also require our consultants, freelancers, suppliers, licensees, and any other partners to comply with Rovio's Code of Conduct or similar guidelines.

Rovio's employees must avoid any activity that may lead to a conflict of interest, i.e., in a situation where personal interest is or may be inconsistent with or opposed to Rovio's best interest. Additionally, Rovio's employees shall not use their position to obtain personal gain or gain for others with whom the employee has a significant relationship. The best interests of Rovio shall always be observed.

We also have a separate anti-bribery policy covering matters such as gifts, hospitality, and conflicts of interest. We have a zero-tolerance approach to bribery and other corruptive practices. Regarding gifts and hospitality, employees must not give or receive gifts or hospitality to/from current or potential suppliers, customers, or other Rovio stakeholders unless a gift or hospitality is given or received during the ordinary course of business and, in all circumstances, is of moderate value. Cash gifts are never acceptable.

Our Code to Address Workplace Harassment policy ensures that all individuals working at Rovio Group are aware and committed to fighting against all kinds of harassment and bullying and know whom to contact and how to proceed if they have experienced harassment or are accused of harassment. All employees are expected to behave respectfully and courteously towards other employees, clients, customers, and partners at all times.

Rovio organizes regular Code of Conduct, Anti-Corruption, and Compliance training among employees. The training coverage is monitored, and the target is 100% coverage. Rovio provides a whistleblower tool for the employees to report observations and suspected misconduct related to the securities market, corruption, harassment, and other unethical and unacceptable behavior. To ensure proper documentation and to confirm the date and time of the incident, the reports are submitted either anonymously via our whistleblower tool or non-anonymously by sending an email to [whistleblowing@rovio.com](mailto:whistleblowing@rovio.com) (which is automatically forwarded to the General Counsel). One report was filed via the official whistleblower channels in 2023, and two were reported via the HR helpdesk. They were handled according to our internal process for such cases. In addition to

more formal training and channels, we have low-threshold internal Slack channels to contact and ask for help and advice on both legal and people-related matters.

There were no significant instances of non-compliance with laws and regulations or fines paid during the reporting period.

Read more on

[Rovio Code of Conducts](#)  
[Rovio's risk management policy](#)



# REMUNERATION



# Remuneration policy & principles

Rovio had a Remuneration Policy applicable to publicly listed companies. The Rovio Remuneration Policy included the framework and principles for the remuneration of the Board of Directors and the CEO.

The Remuneration Policy aims to align pay and performance in Rovio. To achieve this, Rovio has built a remuneration framework that creates an incentive to pursue Rovio's success and shareholder value creation in the long term and to support Rovio's growth strategy with its focus on games business while leveraging its Angry Birds franchise and other IPs through games and other entertainment. It is also important that the Remuneration Policy and the remuneration framework allow Rovio to attract and retain competent management and Board members.

The Remuneration Policy was set to be consistent with the remuneration framework applied to all Rovio employees. Going forward, Rovio's remuneration principles and framework will be prepared and drafted at the Leadership Team level, subject to Board approvals.

## Board of Directors

The basis for determining the Board's remuneration is to ensure that it is competitive with the market and reflects the competencies and efforts required from the members of the Board to fulfill their duties.

## CEO

The remuneration of the CEO was based on the following guiding principles:

- Total remuneration opportunity will be sufficiently competitive with the typical market level in relevant peer companies
- Variable remuneration forms a significant part of the total remuneration opportunity to align remuneration with achieved performance and shareholder value creation
- The majority of variable remuneration was long-term and share-based, emphasizing long-term performance and link to shareholder value development
- Requirements for share ownership and clawback provisions were set for the CEO in order to promote continuously accumulating share ownership in Rovio and optimal risk-taking.

# Decision-making process

## Board of Directors

In the Annual General Meeting, shareholders resolve the Board of Directors' remuneration. Until the end of 2023, the Shareholders' Nomination Board made the remuneration proposal. Before making its proposal, the Shareholders' Nomination Board annually analyzed and reviewed the remuneration for the Chair and the Board of Directors members against companies of similar size and complexity to Rovio. Going forward, the proposal will be made by the Board of Directors.

## CEO

The Board decides on the remuneration of the CEO. The Remuneration Committee organized the practicalities related to the CEO's remuneration and prepared proposals for the Board's decision-making. The CEO is not in any way involved in the decision-making process regarding the CEO's own remuneration.

The Remuneration Committee regularly evaluated the competitiveness of the CEO's remuneration to ensure it is aligned with Rovio's strategy and shareholder interests. In this evaluation, external experts and related external research data are used to ensure that the CEO's remuneration is competitive compared to typical levels in companies of comparable industry, location, size, and complexity.

To promote alignment of interests with shareholders and alignment of pay and performance, a part of the CEO's total compensation may have been paid out in Rovio shares or share-linked instruments. The Board decided on reward payout instruments based on valid authorizations by the General Meeting.

# Appendix



# Rovio's sustainability key performance indicators and results

People	
Number of employees (end of year 2023)	567
Nationalities	59
Share of women/men/other among employees	Women 29% Men 66% Non-binary / I use another term 1% I prefer not to say / not disclosed 4%
Share of women/men among leadership team	Women 50% Men 50%
Share of women/men among Board of Directors	Women 0% Men 100%
Leadership team age structure	0% under 30 100% 30-50 0% over 50
Leadership team & Board of Directors age structure	0% under 30 33% 30-50 67% over 50
Employee age structure	18% under 30 77% 30-50 5% over 50
Entitled to parental leave	90% (515)
On parental leave during reporting period	41
Returned from parental leave during reporting period	29
eNPS - yearly average	17 (Q1 26, Q2 17, Q3 11, Q4 11)
Employee turnover, %	17%
Employee attrition, %	14,5%
Employment types - permanent/temporary	97% permanent / 3% temporary
Employment types - full-time/part-time	98% full-time / 2% part-time

People	
Share of non-Finnish in the Leadership team	40%
Share of non-Finnish in the Board of Directors	100%
Number of nationalities in the Leadership team	2
Number of nationalities in the Board of Directors	2
Gender pay gap (Finland)	2% - Rovio all, 0% - Finland
Share of women of new employees, %	32%

Stakeholders	Methods of dialogue
Customers	Publication of information about our products Support channels for raising concerns and getting help Casual online communication (various channels) Player surveys
Partners & Suppliers	Regular partner meetings Day-to-day interaction in project collaborations
Shareholders, investors, and analysts (until EOY 2023)	Quarterly publication of information on Rovio's financial performance Publication of information in the form of stock exchange or press release about major events, launches, and other key news Annual General Meeting of Shareholders Meetings with Rovio management and experts
Employees	Quarterly employee engagement surveys Monthly meetings with employee representatives Open, ongoing dialogue and information sharing via the company Slack channel Meetings and ongoing dialogue with employee DEI working group
Trade bodies and NGOs	Partnerships with NGOs Meetings Participation in working groups and knowledge-sharing

Employee turnover = employees who leave the organization voluntarily, due to dismissal, end of fixed-term contract, or retirement  
Employee attrition = employees who leave the organization voluntarily through resignation  
Gender pay gap = the difference in the base salary between women and men when compared to similar positions and role seniority  
Data point end of year 2023, unless otherwise specified

## 2023 Other GHG metrics

GHG emissions per full time employee (FTE)	31.1 (tCO <sub>2</sub> e/FTE)
GHG emissions per revenue	60.7 (tCO <sub>2</sub> e/M€)

## 2023 Energy consumption

Category	Energy (GJ)
<b>Total energy consumption within the organization</b>	10,385.3
Total electricity consumption	6,785.0
Total heating consumption	3,534.2
Total cooling consumption	66.1
Total steam consumption	0
<b>Total fuel consumption from non-renewable sources</b>	0
<b>Total fuel consumption from renewable sources</b>	0
<b>Energy intensity</b> (energy consumption within the organization / revenue)	35.8 (GJ/M€)

## 2023 Greenhouse gas inventory

Category	Emissions (tCO <sub>2</sub> e)
<b>Scope 1: Direct GHG emissions</b>	<b>0</b>
<b>Scope 2: Energy indirect GHG emissions</b>	<b>837.5</b>
Electricity	700.1
Heating and cooling	137.4
<b>Scope 3: Other indirect GHG emissions*</b>	<b>16,771.4</b>
Purchased goods and services (Cat 01)	8,862.2
Capital goods (Cat 02)	87.9
Fuel- and energy-related activities (Cat 03)	221.6
Waste generated in operations (Cat 05)	19.6
Business travel (Cat 06)	219.1
Employee commuting (Cat 07)	136.3
Use of sold products (Cat 11)	7,222.2
Investments (Cat 15)	2.5

# Global Reporting Initiative (GRI) standard and its content index

Disclosure number	Location	Additional information
<b>GRI 2: General Disclosures 2021</b>		
2-1 Organizational details	Sustainability report - Introduction (page 4)	
2-2 Entities included in the organization's sustainability reporting	Sustainability report - Reporting principles (page 26)	
2-3 Reporting period, frequency and contact point	Sustainability report - Reporting principles (page 26, 42)	
2-4 Restatements of information	Sustainability report - Rovio in Brief (page 4)	
2-5 External assurance	Sustainability report - Reporting principles (page 26)	
2-6 Activities, value chain and other business relationships	Sustainability report - Business model (page 6)	
2-7 Employees	Sustainability report - Appendix, People table (page 37)	
2-8 Workers who are not employees	Sustainability report - Business model (page 6)	
2-9 Governance structure and composition	Sustainability report - Appendix, People table (page 37)	
2-10 Nomination and selection of the highest governance body	Sustainability report - Governance structure (page 29)	
2-11 Chair of the highest governance body	Sustainability report - Governance structure (page 30)	
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability report - Governance structure (page 32)	
2-13 Delegation of responsibility for managing impacts	Sustainability report - Governance structure (page 32)	
2-14 Role of the highest governance body in sustainability reporting	Sustainability report - Governance structure (page 32)	
2-15 Conflicts of interest	Sustainability report - Business conduct (page 33)	
2-16 Communication of critical concerns	Sustainability report - Business conduct (page 33)	
2-17 Collective knowledge of the highest governance body	Sustainability report - Governance structure (page 32)	
2-18 Evaluation of the performance of the highest governance body	Sustainability report - Governance structure (page 32)	
2-19 Remuneration policies	Sustainability report - Remuneration policy and principles (page 35)	
2-20 Process to determine remuneration	Sustainability report - Decision-making process (page 35)	
2-21 Annual total compensation ratio	n/a	Due to Rovio's delisting, detailed remuneration data not publicly available
2-22 Statement on sustainable development strategy	Sustainability Report - Sustainability strategy (page 13)	
2-23 Policy commitments	Sustainability report - Business conduct (page 33)	
2-24 Embedding policy commitments	Sustainability report - Business conduct (page 33)	
2-25 Processes to remediate negative impacts	Sustainability report - Business conduct (page 33)	
2-26 Mechanisms for seeking advice and raising concerns	Sustainability report - Business conduct (page 33)	

Disclosure number	Location	Additional information
2-27 Compliance with laws and regulations	Sustainability report - Business conduct (page 33)	
2-28 Membership associations	Sustainability report - Key memberships and organizations (page 25)	
2-29 Approach to stakeholder engagement	Sustainability report - Appendix: Stakeholder table (page 37)	
2-30 Collective bargaining agreements		Apart from Spain, no CBAs but Rovio's own policy (following local legislation) negotiated with Employee representatives.
<b>GRI 3: Material Topics 2021</b>		
3-1 Process to determine material topics	Sustainability Report - Sustainability strategy (page 10), Annual Report 2020	
3-2 List of material topics	Sustainability Report - Sustainability strategy (page 10), Annual Report 2020	
3-3 Management of material topics	Sustainability Report - Sustainability strategy, Sustainability focus areas (pages 10-24)	
<b>GRI 302: Energy 2016</b>		
302-1 Energy consumption within the organization	Sustainability report - Appendix: Climate and environment table (page 38)	
302-2 Energy consumption outside of the organization	Sustainability report - Appendix: Climate and environment table (page 38)	
302-3 Energy intensity	Sustainability report - Appendix: Climate and environment table (page 38)	
302-4 Reduction of energy consumption		Rovio has committed to the Science Based Targets Initiative in 2022, target setting ongoing
302-5 Reductions in energy requirements of products and services		Rovio has committed to the Science Based Targets Initiative in 2022, target setting ongoing
<b>GRI 305: Emissions 2016</b>		
305-1 Direct (Scope 1) GHG emissions	Sustainability report - Appendix: Climate and environment table (page 38)	
305-2 Energy indirect (Scope 2) GHG emissions	Sustainability report - Appendix: Climate and environment table (page 38)	
305-3 Other indirect (Scope 3) GHG emissions	Sustainability report - Appendix: Climate and environment table (page 38)	
305-4 GHG emissions intensity	Sustainability report - Appendix: Climate and environment table (page 38)	
305-5 Reduction of GHG emissions		Rovio has committed to the Science Based Targets Initiative in 2022, target setting ongoing
305-6 Emissions of ozone-depleting substances (ODS)	n/a	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	n/a	



Disclosure number	Location	Additional information
<b>GRI 401: Employment 2016</b>		
401-1 New employee hires and employee turnover	Sustainability report - Appendix: People table (page 37)	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability report - People and society (page 17)	No significant differences in what is provided to full-time and part-time, and fixed-term employees.
401-3 Parental leave	Sustainability report - People and society (page 37)	
<b>GRI 401: Employment 2016</b>		
404-1 Average hours of training per year per employee	n/a	Training is an essential part of our people growth strategy, but currently not systematically tracked.
404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability report - People and society (page 17)	
404-3 Percentage of employees receiving regular performance and career development reviews	n/a	Career development and talent review are an essential part of our people growth strategy, global harmonization ongoing, including the ability to track on a global level.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1 Diversity of governance bodies and employees	Sustainability report - Appendix: People table (page 37)	
405-2 Ratio of basic salary and remuneration of women to men	Sustainability report - Appendix: People table (page 37)	
<b>GRI 406: Non-discrimination 2016</b>		
406-1 Incidents of discrimination and corrective actions taken	Sustainability report - Business conduct (page 33)	
<b>GRI 418: Customer Privacy 2016</b>		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability report - Safe and responsible gaming (page 15)	

# More information

For more information on Rovio's sustainability  
[ROVIO.COM/SUSTAINABILITY](https://rovio.com/sustainability)



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