

Rovio

SUSTAINABILITY REPORT

2024

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About this report



Key facts

Reporting period: 01.04.2024 – 31.03.2025

Reporting framework: Partially aligned with the European Sustainability Reporting Standards

Reporting entity: Rovio Group, including Ruby Games

Reporting approach: Voluntary; Rovio is not subject to mandatory reporting requirements

This report provides a public disclosure of Rovio's sustainability performance, outlining past activities and future plans. For Rovio sustainability reporting serves as a tool for accountability and transparency regarding our sustainability performance.

No external assurance was sought for the sustainability report and Rovio's business activities do not fall under EU taxonomy criteria.

Our approach for sustainability reporting standards

The Corporate Sustainability Reporting Directive (CSRD) and its standards, the European Sustainability Reporting Standards (ESRS), represent a key development in sustainability reporting, alongside global initiatives such as the International Sustainability Standards Board (ISSB). EU institutions have recently voted to postpone the implementation of CSRD by two years and revise the directive's content. This is expected to impact the mandatory reporting timeframe for Rovio.

Where applicable, this report includes ESRS data points. However, this report does not include the extensive descriptions and detailed explanations of reporting processes generally required by ESRS. Alignment with ESRS is particularly evident in our double materiality analysis, people data disclosures, and greenhouse gas accounting disclosures. Future reports will aim for increased ESRS compliance, and we are currently enhancing our sustainability policies and improving the transparency of our processes for managing material sustainability topics.

Rovio in brief

Rovio Entertainment Ltd is a global mobile-first games company that creates, develops, and publishes mobile games, which have been downloaded over 5 billion times. Rovio is best known for the global Angry Birds brand and has since evolved from games to various entertainment, animations, and consumer products in brand licensing. Rovio is fully owned by Sega Sammy Holdings and Rovio is closely working with Sega Corporation, a Japanese video game company and subsidiary of Sega Sammy Holdings headquartered in Tokyo. In global sustainability matters, Rovio works closely with Sega. Sega Sammy Group has a strong sustainability strategy that is well-aligned with Rovio's own sustainability strategy.



OUR BUSINESS

Rovio's core business is driven by games, and brand licensing. Most of Rovio's revenue comes from free to play (F2P) games, which are free to download, but contain in-app purchases and/or ads. Some revenue also comes from custom contracts, or non-free to play games, such as those on Apple Arcade, and games created for specific platforms. Most of the game development is done in-house, but we also work with partners, especially with game and marketing content production. Rovio also licenses their Angry Birds brand for consumer products, animated series, and location based entertainment, and receives royalties for the use of the brand.

The downstream value chain for Rovio is pretty simple. 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.

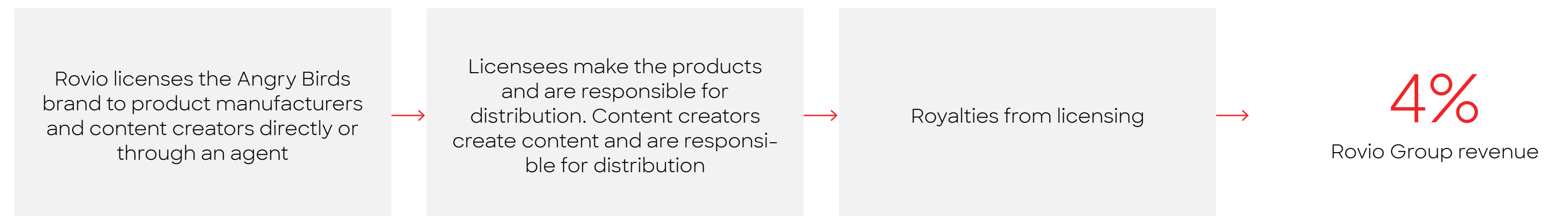
Games: Free-to-play



Games: Custom contracts and other games revenue



Brand licensing

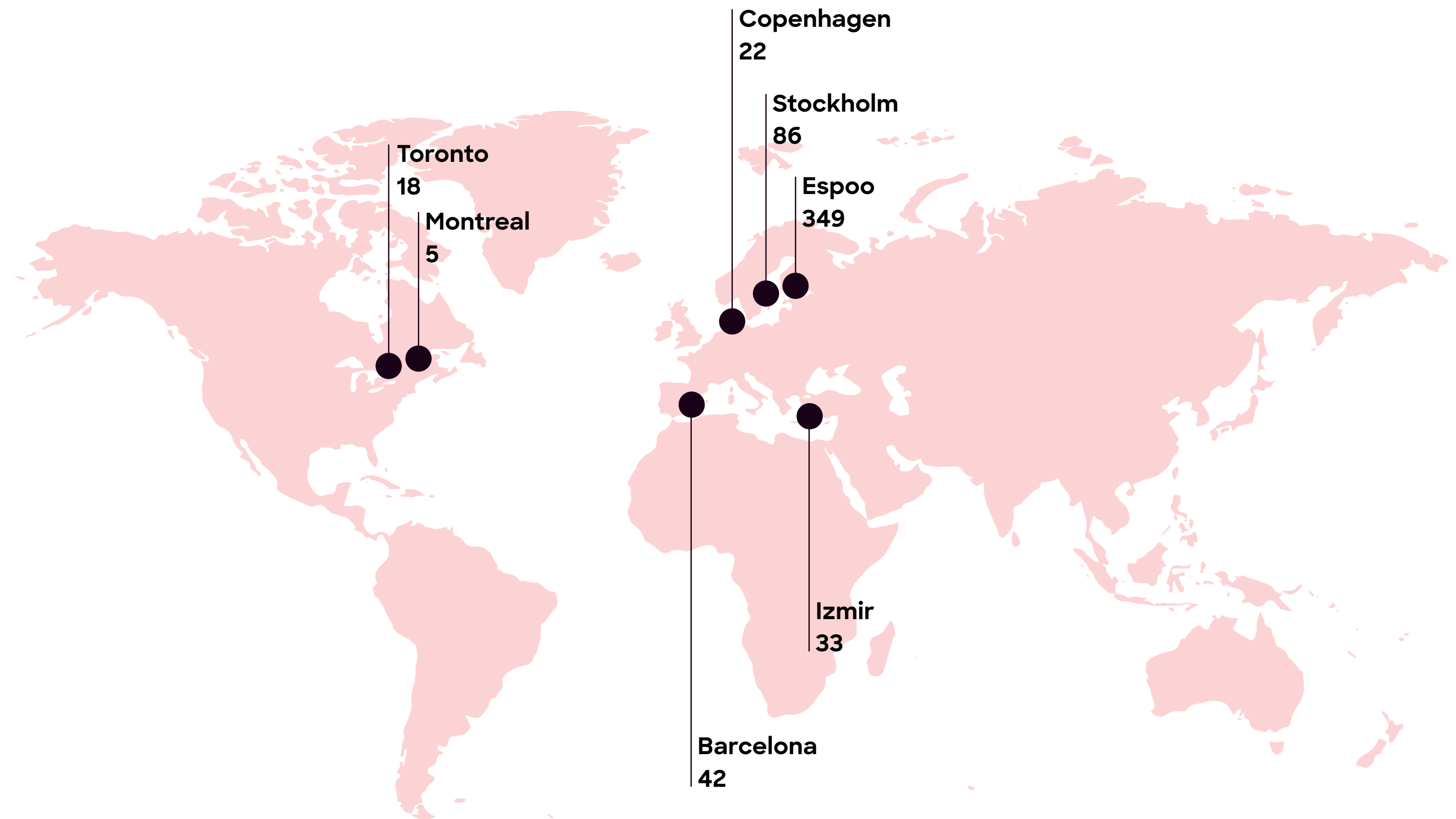


ROVIO MARKET PRESENCE AND KEY FIGURES

Rovio operates in the highly dynamic and competitive mobile gaming market. Gaming continues to be mainstream entertainment reaching billions of players globally. The gaming market generated over \$180 billion in revenue 2024 across PC, console, and mobile.

Rovio is headquartered in Espoo, Finland, and has seven game studios:

- **Puzzle Studio in Espoo** creates casual F2P mobile games in match and puzzle genres that are instantly fun, but dynamic and deep enough to become lasting hobbies.
- **Stockholm studio** is home of Angry Birds 2, Rovio's biggest game.
- **Copenhagen studio** actively develops accessible and casual action RPGs with a Nordic twist.
- **Toronto studio** creates casual subscription-based mobile games based on the Angry Birds brand with focus on Apple Arcade platform.
- **Studio 6** in Montreal is a fast moving, experimental team creating hybrid-casual games.
- **Barcelona studio** supports Rovio's other studios, especially Puzzle Studio to keep players engaged with new game content and amazing game experiences.
- **Ruby Games in Izmir** combines expertise and creativity by developing hybrid-casual games that are simple, but also contain rich content that players love.



● Game studio location and number of employees at the end of reporting period

Group revenue
212.6
EUR million

Games revenue
204.5
EUR million

Group adjusted operating profit
23.6
EUR million

Group adjusted operating profit margin
11.1%

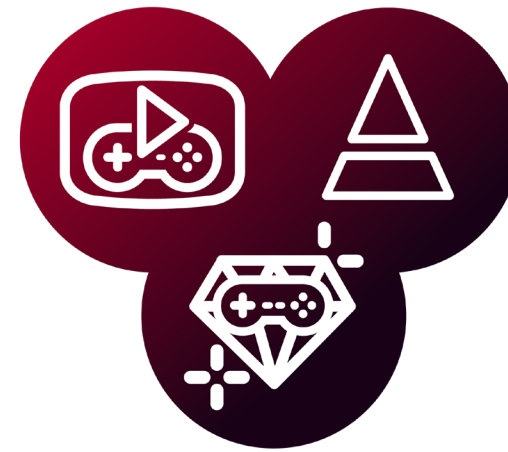
Game downloads
5+ bn

COMPANY STRATEGY

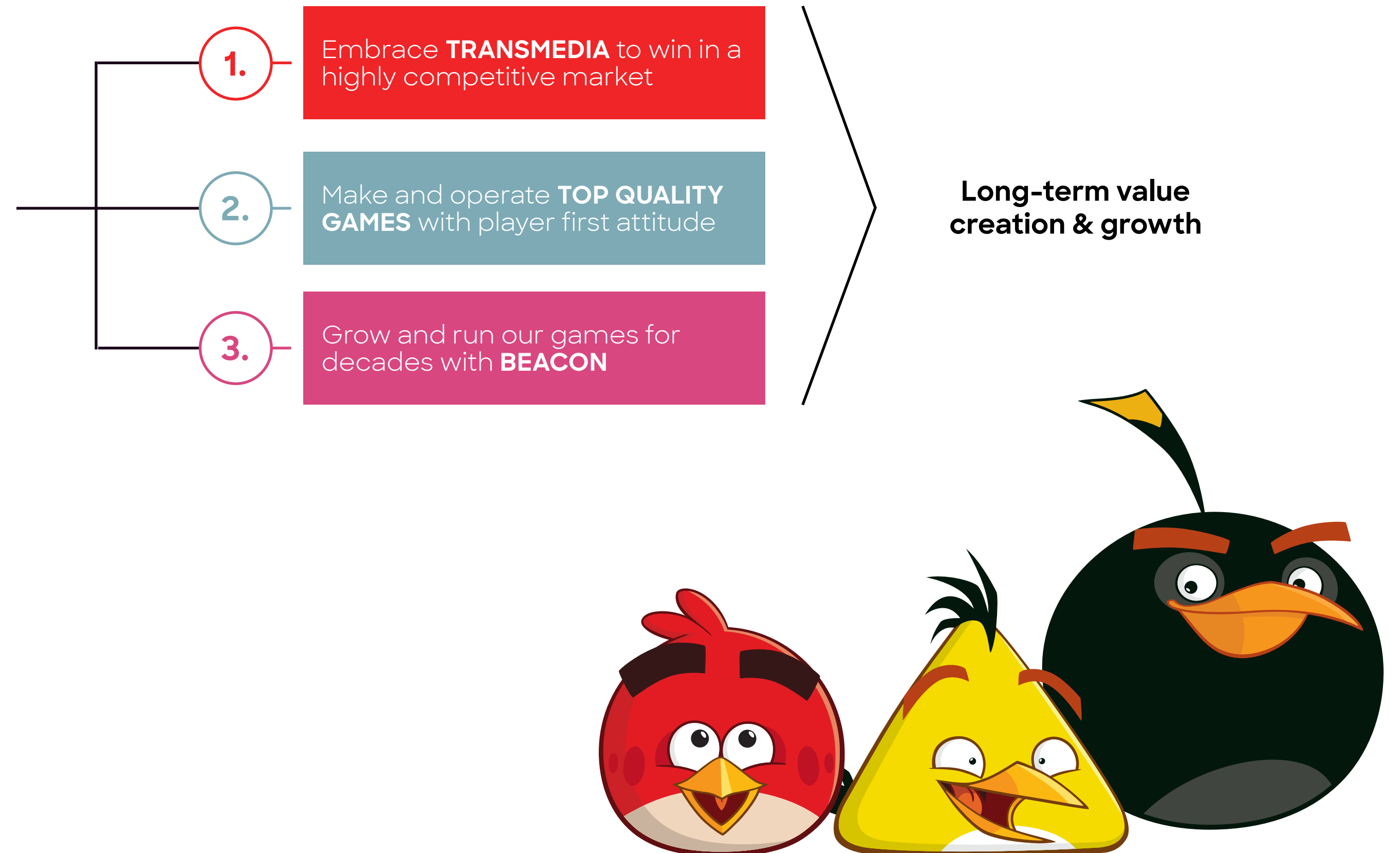
Rovio business strategy is based on three pillars:

1. Transmedia
2. Top Quality Games
3. Games as a service platform Beacon

Our famous brand, Angry Birds, demonstrates our strong transmedia approach by reaching audiences across games, movies, and animated series. Making and operating top quality games is the core of our business and the player first attitude means that we prioritize the overall experience of our players. Rovio's Beacon platform delivers powerful technology, supporting our games across their entire lifecycle.



Rovio Business Strategy FY25-27



Sustainability

At Rovio we define sustainability as holistic good corporate citizenship, encompassing a balanced approach to economic, social, and environmental matters. We prefer the term “Sustainability” over ESG, CSR, or something else.

SUSTAINABILITY IN BRIEF

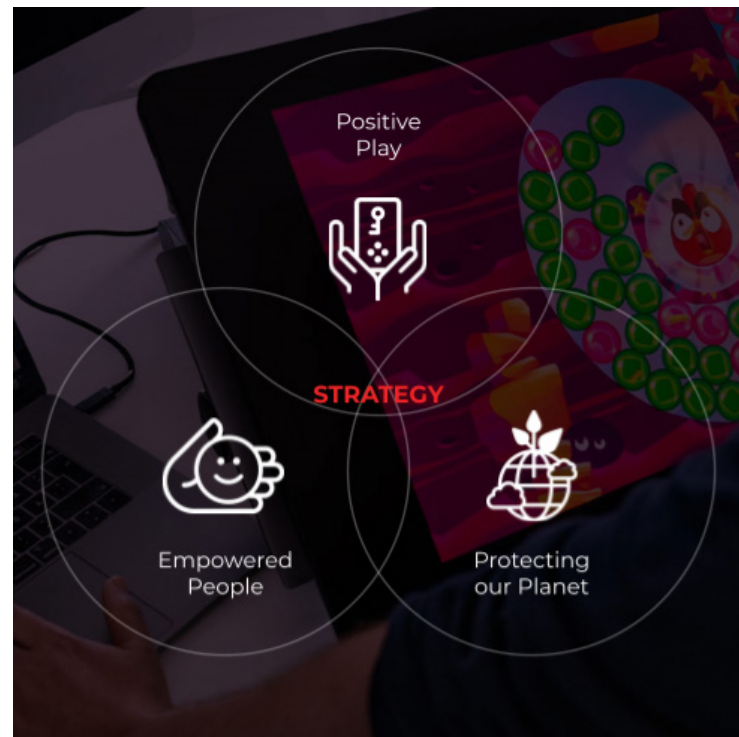
VISION

We champion sustainable gaming through our actions – **crafting safe and joyful play experiences, fueling creativity with an inclusive and empowering culture, and protecting our planet.**

Championing sustainable gaming means that we collaborate, contribute and share our learnings with the entire industry, understanding that no one can achieve this alone and working together benefits all. Our sustainability strategy outlines three key focus areas that define our priorities and guide our actions.

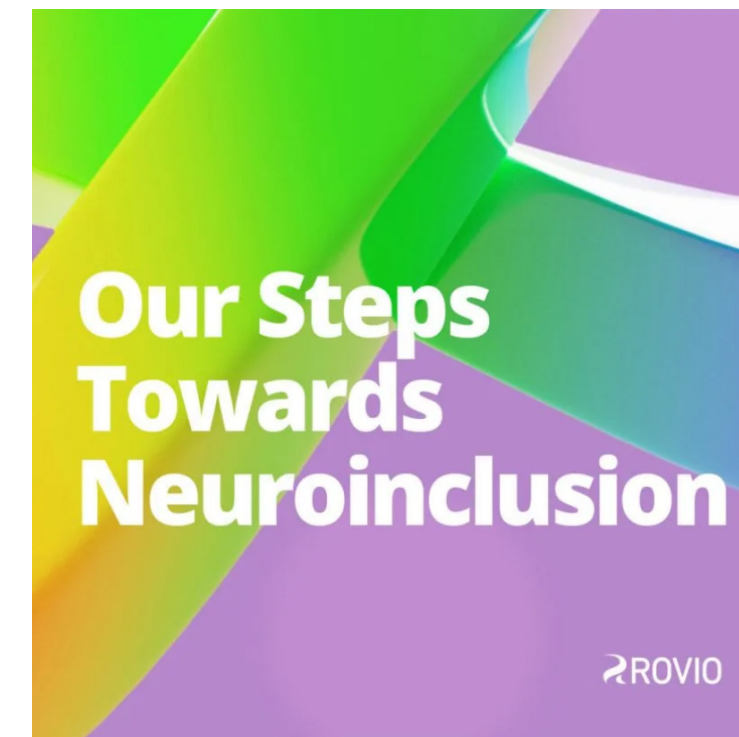


2024 SUSTAINABILITY HIGHLIGHTS



New sustainability strategy

Our new sustainability strategy was created in late 2024. Since a lot had changed since launching our previous sustainability strategy it was time to revise our approach. After analyzing our current business strategy and taking in the learnings from our double materiality analysis we kept the existing structure of three key focus areas but refreshed the naming and revisited the goals under each area.



Steps towards neuroinclusion

We rolled out neuroinclusion efforts such as implementing workplace adjustments (e.g., silent working space), introducing neuroinclusive meeting guides, launching a neurodiversity working group and celebrating Neurodiversity Celebration Week. We also advocated for neuroinclusion within the game industry by sharing learnings at industry conferences.



RovioCon Games for Good Track

At RovioCon Google 2024, for the second year in a row, our Games for Good track highlighted how games and gaming companies can create positive impact by focusing on building diverse and inclusive teams, recognizing hidden biases in AI, using mobile games to support environmental causes, and promoting understanding of neurodiversity in the games and tech industries.



Birds helping Birds - Earth Day 2024

Aligning with Earth Day's "Planet vs. Plastics" theme, our Birds Helping Birds campaign featured themed in-game events in our three titles, a social media initiative, and branded visuals on the Times Square Billboard. In partnership with EARTHDAY.ORG, we launched a website to educate our players about the impact of plastic pollution on birds. Rovio made a donation to support EARTHDAY.ORG's work on protecting our planet.

MESSAGE FROM CHIEF SUSTAINABILITY OFFICER



Heini Kaihu

Chief Sustainability Officer

We have an eventful reporting period behind us. We not only made solid progress in our key sustainability focus areas but also dedicated considerable effort to lay important groundwork for the future through a double materiality analysis and a refreshed sustainability strategy. At the same time, we have witnessed a major shift in the broader landscape of sustainability reporting and regulation. The Corporate Sustainability Reporting Directive and its implications for companies have been a constant topic among sustainability professionals. As we write this, the precise and full impact of the directive on our future reporting obligations remains uncertain. However, we have always viewed sustainability reporting as more than a compliance exercise. It is a vehicle for accountability, transparency, and long-term value creation.

Our core business continues to focus on free-to-play mobile games. Working in a highly competitive industry requires us to create world-class experiences for our players at all times. In terms of sustainability, this means that we also want to look for opportunities to bring concrete value to our players, fans, and employees. Our “player-first” philosophy is evident in our sustainability work through creating more inclusive and accessible games, providing meaningful content and collaborations, and generally ensuring that we deliver joyful experiences with minimal unintended impact. Working with the larger SEGA group has brought us exciting opportunities for collaboration and synergies. In sustainability, we work closely both with SEGA of Japan and SEGA of Europe to align with and work towards group-level targets and to share best practices to be implemented regionally.

Under our Positive Play agenda, we made progress in promoting player well-being, inclusion, and trust. We developed a player privacy scorecard to strengthen data protection and transparency across our operations. In Angry Birds 2, we proudly celebrated Pride Month with

an in-game event and developed internal guidelines to support thoughtful representation and Pride event design. We also continued our long-standing support for SpecialEffect’s One Special Day, helping bring the joy of gaming to people with disabilities. These efforts reflect our belief that games can and should be a force for positive impact in players’ lives.

In the area of Empowered People we continued to strengthen our DEI infrastructure. We focused on improving the structural elements of our work and increasing visibility through internal events and training sessions. Recognizing the important role leaders play in shaping both individual and organizational growth, we placed a strong emphasis on leadership development programs and supervisor training throughout the year.

Our efforts to Protecting our Planet were made visible to our players and fans through our collaboration with EARTHDAY.ORG. This Birds helping Birds campaign resonated widely, reaching millions of eyeballs and getting recognition from the media as well. While we ultimately concluded that the Science Based Targets initiative was not a feasible emission reduction framework for us, we still have clear plans on how to mitigate and work towards greener gaming.

As always, our sustainability journey is one of continuous improvement. We remain committed to meaningful progress, not just within our company, but across the industry. By learning, adapting, and working together, we believe we can contribute to a more responsible and sustainable future for games and the people who love them.

DOUBLE MATERIALITY ANALYSIS

In early 2024, Rovio conducted its double materiality assessment in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) to determine its material sustainability topics and related disclosures. This assessment aims to identify the most important sustainability topics for Rovio – encompassing both the positive and negative impacts the company has, as well as the sustainability-related risks and opportunities it faces. Understanding these material topics is crucial for demonstrating the company’s sustainability performance and its ability to create long-term value.

- Double materiality assessment has two different viewpoints:
- 1. Actual and potential impacts on the environment and people
 - 2. Financial risks and opportunities for the company and its value chain

Our actual double materiality assessment contained analysis of our business and value chain, multiple workshops, stakeholder interviews and a survey. The Rovio leadership team verified the results along with the project team and an external consultant working with assessment.

- Based on Rovio’s double materiality assessment these topics were identified as material:
- Climate change (E1)
 - Own Workforce (S1)
 - Workers in the Value Chain (S2)
 - Consumers and End-users (S4)
 - Business Conduct (G1)

The outcomes of our double materiality assessment are reflected in our new sustainability strategy and partially in this report. Comparing these results with our 2020 assessment revealed no major surprises, confirming our long-term focus on the right topics. While companies typically revisit material topics periodically or after significant changes, this review was timely for us due to internal developments, changes in the ownership structure and the passage of time.

ESRS topical standards

Environment	Social	Governance
ESRS E1 Climate Change	ESRS S1 Own workforce	ESRS G1 Business conduct
ESRS E2 Pollution	ESRS S2 Workers in the value chain	
ESRS E3 Water & marine resources	ESRS S3 Affected communities	
ESRS E4 Biodiversity & ecosystems	ESRS S4 Consumers & end users	
ESRS E5 Resource use & circular economy		

■ Material topics for Rovio

SUSTAINABILITY STRATEGY

Rovio sustainability strategy has three focus areas:

- Positive Play
- Empowered People
- Protecting our Planet

In late 2024, we refreshed our sustainability strategy. Building on over four years of progress and informed by a comprehensive double materiality analysis conducted earlier in the year, this was a timely opportunity to review and refine our approach. The core strategy and our focus areas didn’t change much, but making the needed adjustments, like refreshing the focus area names and confirming the things that stay the same helped us keep our strategy fresh and relevant. Key changes to our strategy include raised importance on inclusivity and accessibility in gaming and tighter focus on our employees over broad social impact activities.

Our sustainability strategy is fundamentally driven by our business strategy, the insights gained from our recent double materiality analysis, and our core mission: “We craft joy with player-focused gaming experiences that last for decades”. This mission guides us to see sustainability not just as a matter of compliance, but as an opportunity to create positive impact. We want to ensure fun and positivity in every moment of play and deliver that in a safe and responsible manner.

Similarly, we recognize that empowering our “Rovians” to reach their full potential and leverage their unique talents is integral to our success. Furthermore, our commitment to protecting the planet reflects our proactive and action-oriented approach. We understand that environmental stewardship demands conscious and consistent effort in making sustainable choices.

SUSTAINABILITY STRATEGY

FOCUS AREAS



Positive Play



Empowered People



Protecting our Planet

WAY OF WORKING

Continuous improvement

Long-term perspective

Shared value creation

FOUNDATION

Rovio strategy

Mission & values

Materiality analysis

POSITIVE PLAY

Our approach to Positive Play

Our goal is to create positive playing experiences across all our games and our brand. This commitment is built on three key pillars. First, we foster safe and enjoyable gameplay for all, prioritizing player well-being and safety within our game environments. Second, we promote inclusive game design and marketing, striving to create game experiences and communications that reflect and resonate with diverse audiences. Third, we are committed to developing and operating our games responsibly and sustainably, always mindful of the broader impact of our work. We believe in the power of collaboration and see valuable opportunities to both share insights and learn from others across the industry to collectively champion positive play.

Achievements

Privacy scorecard. By implementing a player privacy scorecard, we strengthened player data protection. Scorecard supports responsible and transparent data management across our operations. It covers key areas such as providing clear and accessible information about how data is processed, enabling players to exercise their rights through self-service options, and addressing the unique privacy considerations of children with extra care. These efforts underscore our broader goal: to maintain and earn player trust by embedding privacy into the design, development, and operation of our games.

Celebrating Pride Month in Angry Birds 2. We celebrated Pride Month with a dedicated in-game event that showcased a variety of Pride flags through the Better Together Hat Set. The campaign aimed to raise awareness about the diversity within the LGBTQIA+ community and we complemented this with posts across our social media channels. As part of our preparation, we also developed internal Pride in-game campaign guidelines to support thoughtful and respectful representation. In a time when some shy away from visible support, we were proud to take a stand as we believe that games can be a force for inclusion and change.

Participating in One Special Day. For the 7th year in a row Angry Birds 2 participated in SpecialEffect's initiative One Special Day and donated all UK in-app purchases made on October 4th to support the joy of gaming with people with disabilities.

Challenges

Player safety scorecard roll-out. While initial progress was made, the advancement of the Player Safety Scorecard faced challenges due to limitations in our structural capacity and evolving operational priorities. As a result, our ability to systematically assess and improve player reporting and moderation processes was impacted. We recognize that significant progress in this area requires dedicated ownership, a crucial element we are actively seeking solutions to establish. In the interim, we are implementing a model where this responsibility is shared but guided by the central team.

Playbook for inclusive game design roll-out and further development. Rolling out the Playbook across teams surfaced a key challenge: finding practices that are practical to implement but still universal enough to support further development of a holistic Playbook. After thoughtful exploration, accessibility has now stood out as a strong starting point, being actionable, impactful, and aligned with both our values and business goals. We have decided it will be the main focus this year in inclusive game development.

Responsible gaming guidelines. While we did not finalize a comprehensive set of responsible gaming guidelines during this reporting period, we made meaningful progress with in-depth discussions of what it means to us. There was a consensus that responsible gaming can become a foundational element in building long-term, sustainable player relationships. We also explored the connections between responsible gaming and sustainable revenue generation, recognizing that it can support business longevity, player trust, and brand strength. These synergies are encouraging and motivate us to continue working toward a model that prioritizes responsible gaming alongside commercial success.



Looking ahead

As we look ahead, our commitment to Positive Play remains grounded in continuous improvement and collaboration with internal teams at Rovio, in wider SEGA groups as well as with industry. In the coming year, we will focus on embedding accessibility more deeply across our games starting with establishing the current state, identifying key gaps, and building internal capabilities. Accessibility offers a tangible and scalable pathway toward more inclusive game design, benefiting players and aligning with our long-term business goals. We believe that improving accessibility enhances the game experience for everyone, not just those with specific needs.

Alongside this, we will continue rolling out our Safe and Responsible Gaming Scorecard, with a focus on strengthening Player Experience craft and operations and creating safer, more respectful in-game environments. While some initiatives faced challenges, our direction is clear: to foster play that is safe, inclusive, and sustainable and to ensure our games bring joy to the widest possible audience.

Positive Play goals and targets

GOALS

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

Targets FY2025/3	Status	Targets FY2026/3
1. Roll out successfully scorecard for safe and responsible	<div></div> In progress	1. Establish accessibility foundations
2. Roll out successfully Playbook for Inclusive Game Development and Marketing and develop it further	<div></div> In progress	2. Build internal accessibility capability and awareness
3. Create guidelines for responsible game development and operations	<div></div> In progress	3. Implement accessibility improvements in our key games

EMPOWERED PEOPLE

Our approach to Empowered People

Our aim is to empower Rovians to unlock their full potential and unique talents, crafting games that connect with our diverse players worldwide. This means fostering an inclusive and equitable workplace for all our employees. Recognizing that leaders have an outsized impact on an employee's work experience, we aim to empower them in cultivating high-performing teams that harmonize ambition, well-being and work-life balance for sustainable success.

Achievements

Enhanced DEI infrastructure. To ensure we have more solid footing, we increased resources for DEI (Diversity, Equity, and Inclusion), secured executive sponsorship for our DEI working group, and implemented a more robust approach to data collection encompassing both HR data and employee surveys.

Boosted visibility and culture of inclusion. We implemented global initiatives such as Japan Week, Neurodiversity Celebration Week and Culture Fri-yays as well as DEI training sessions such as DEI Fundamentals, LGBTQIA+ inclusion, and Inclusive Leadership to build a culture of inclusion for all.

Introduced new leadership development programs. We launched our Flock Leader Training program to empower new supervisors and game leads to adopt coaching-style leadership to support their team members' growth. Furthermore, we created a transformational leadership program Game Changer for a selected group of leaders aimed to elevate their strategic thinking and execution skills.

Refreshed our performance & development cycle. The revamped performance and development cycle now includes regular performance and development discussions and assessment. This is to ensure greater fairness for all employees.

Collaborating with UNICEF. Our partnership with UNICEF Finland extended our commitment to these topics beyond our organizational boundaries. We supported their Sierra Leone education program, helping prevent dropouts, revise curricula for digital skills, strengthen alternative learning, and promote internships, especially for girls. Additionally, two Staff for UNICEF donation rounds raised 15 004 euros for children and families in Gaza, Ukraine, and Lebanon. Our official partnership with UNICEF Finland concluded in December 2024.



Challenges

Gap between ambition and foundation. We set two ambitious targets that we failed to complete: demonstrate visible DEI leadership and apply the lens of ‘equity’ to people initiatives. While we made progress by measuring the current state of equality and setting baselines, we had yet to have internal alignment and the basic building blocks in place to reach the level that we hoped for.

DEI rollback in the US. While we do not have offices nor studios in the US, the nature of the field naturally demanded our attention as it impacted our employees from diverse backgrounds. We needed to reallocate our resources towards researching the effects of the rollback, evaluating our existing approach and enhancing internal communication on DEI matters.

Age distribution

Age group	Share of all employees	Number of employees
Under 30	18%	100
30-50	76%	423
Over 50	6%	32
Total	100%	555

Gender distribution

Gender	Share of all employees	Number of employees
Woman	31.5%	175
Man	66.3%	368
Non-binary/I use another term/I prefer not to say	2.2%	12
Total	100%	555

Top management by gender

Gender	Share of headcount	Headcount
Woman	31%	5
Man	69%	11
Total	100%	16

Other employee characteristics

Employee turnover rate	17,2%
Number of employees left	90
Nationalities	58



Looking ahead

Despite the rollbacks in the US, we remain dedicated to diversity, equity and inclusion. One main reason is because DEI measures are required by law in many of the countries that we operate in such as legislation related to anti-discrimination and promoting gender equality at work. More importantly, it is an integral part of our identity, and we believe that it makes us stronger, more creative, and more successful as a company. In addition, while we are proud of achieving the goal to implement a global leadership development program, we know that one program is insufficient to create significant change. To that end, we continue strengthening our leadership capabilities in the upcoming year with an emphasis on performance management and coaching style leadership.

Empowered People goals and targets

GOALS

- Foster an inclusive & equitable workplace
- Empower leaders to cultivate high-performing teams
- Create sustainable success by ensuring harmony of ambition, well-being and work-life balance

Targets FY2025/3	Status	Targets FY2026/3
1. Demonstrate visible DEI leadership	<div></div> Missed	1. Interrupt bias to make better decisions
2. Apply the lens of ‘equity’ to people initiatives and programs	<div></div> In progress	2. Integrate inclusion to shift social norms
3. Implement a global leadership development program	<div></div> Completed	3. Improve structures & systems to ensure accountability
4. Implement and roll out select employee growth & performance building blocks	<div></div> Completed	4. Continue developing leadership capabilities related to performance management and coaching style leadership
5. Be better together with the industry	<div></div> Completed	5. Renew company values

PROTECTING OUR PLANET

Our approach to Protecting our Planet

Our aim is to minimize negative environmental impacts that are created in our value chain and in our own operations. When looking at our emissions profile and other environmental impacts the value chain plays an important role. We also see that we have potential for awareness creation with both our players and our industry peers. We want to create educational, inspiring and fun content to our players while promoting environmental actions we all can do in our lives. With industry partners we can collaborate, share knowledge and create best practices to drive collective climate action within the gaming industry.

Achievements

Birds helping Birds campaign. Created in collaboration with EARTHDAY.ORG, the campaign was our tentpole event in awareness creation. We reached out to our players to play and learn about the impact plastic pollution has on birds. The event was live in Angry Birds 2, Angry Birds Dream Blast and Angry Birds Friends. In-game activations were supported by social media initiatives and visibility in Times Square billboard.

Input to the Playing for the Planet's Carbon Calculator. One of the examples of our industry initiatives. Calculator has been built with and for studios, publishers, and other games industry organisations to facilitate accurate footprinting and address the emissions in need of greatest attention. We also took part in other smaller initiatives and took speaking opportunities in different industry events to share our learnings and insights.

Contribution to the Climate Transformation Fund. This was one of our solutions to drive impactful climate action. The fund is managed by Milkywire and contributes to various solutions needed to combat climate change. The fund's curated portfolio offers a diversified, scientifically backed selection of projects that focus on three critical pillars: durable carbon removal, decarbonization and protecting and restoring nature.

Challenges

Setting Science Based Targets was not feasible. Although we spent time and effort to create impactful and feasible emission reduction targets, we were not able to find a balance between our business ambitions and with the fact that we would have needed to narrow down our partner options to work mainly with those that have themselves set SBTi compliant targets. The main blocker for our commitment was the complexity of supplier engagement targets. In a fast-paced business environment and tough competition we need to optimize business performance to keep us in the business and enable growth.

Unable to set a Net Zero emission target. This was closely aligned with Science Based Targets and similarly deemed not feasible. Although we hope to see ourselves and others in the net zero path in the future, at the moment we are not able to create a solid plan on how we could reach net zero.



Looking ahead

Although our commitment to set Science Based Targets did not materialize, we are working to create an alternative emission reduction plan that is better fitted for our industry and our business realities. This is to be supported by creating an internal carbon pricing model as we plan to move from a static budget model to more dynamic internal carbon pricing that scales up and down with our business and matches better our impacts. Recent changes and issues in the carbon credit market have pushed us to look for versatile contribution projects in contrast to compensating our emissions through traditional carbon credit projects. Two of our targets remain largely unchanged. We will continue our work to contribute to collective climate action within our industry peers, and we are planning to engage with our players through different awareness creation campaigns.

Protecting our Planet goals and targets

GOALS

- Reduce negative impact in our value chain with sustainable partner choices and efficient own operations
- Empower players to protect the planet by engaging them through in-game and community initiatives
- Collaborate with industry players and partners to raise awareness, sharing knowledge and best practices to drive collective action

Targets FY2025/3	Status	Targets FY2026/3
1. Submit and get approval for emission reduction targets from the Science Based Targets initiative	<div></div> Missed	1. Create Rovio emission reduction plan
2. Launch multiple engaging awareness creation campaigns in top games	<div></div> Completed	2. Launch multiple engaging awareness creation campaigns in top games
3. Share our learnings on managing our climate impacts	<div></div> Completed	3. Contribute to collective climate action
4. Evaluate the feasibility of the net-zero emissions target for Rovio	<div></div> Missed	4. Create internal carbon pricing model

Climate emissions

Carbon footprint is our key environmental metric. Based on our calculations, our carbon footprint in the 12-month reporting period was:

- 16,410 tons of CO₂e in total
- 96% (15,768 t) were categorized as Scope 3 emissions
- 4% (642 t) were categorized as Scope 2 emissions
- Rovio's carbon intensity related to revenue was 77.2 (in tons of CO₂e equivalent per million euro of revenue).

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.

As our next steps, we are creating an emission reduction plan. Although a large share of our climate emissions are something we can't directly control (customer device energy use), we recognize the importance of reducing our own and value chain emissions as much as possible. We are also exploring ways to improve energy efficiency in customer devices.



KEY MEMBERSHIPS AND ORGANISATIONS



Playing for the Planet Alliance

Since 2019, the Playing for the Planet Alliance has played a key role in driving better climate and environmental management within the gaming industry. Rovio has been an active Alliance member since its launch. 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. Playing for the Planet has over 50 members today.



Better Games Together

Better Games Together is a collective of Finnish game studios with the shared goal of making the game industry safer and more accepting of LGBTQIA+ people and their identities. The collective currently consists of Metacore, Next Games, Rovio, Supercell, and the NGO We in Games Finland.



FIBS

FIBS (Finnish Business & Society) have been helping Finnish companies integrate responsibility and business on a practical level since 2000. It is the largest corporate responsibility network in the Nordic countries. The purpose of FIBS is to accelerate changemakers towards a more sustainable world. FIBS aims to help companies achieve more sustainable business practices that consider the planet's needs and boundaries. Rovio has been a FIBS member since 2014.

Governance

Rovio Entertainment Ltd (“Rovio”) is incorporated and registered in Finland and is the parent entity of the Rovio group companies. Rovio is a directly owned subsidiary of Sega Europe Limited, a private limited company that is directly and wholly owned by Sega Corporation, that, in turn, is directly and wholly owned by Sega Sammy Holdings Inc.

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.



BOARD, LEADERSHIP TEAM & CSO

Board of Directors

- Shuji Utsumi**, Chair of the Board
- Tatsuyuki Miyazaki**, Vice Chair of the Board
- Alex Pelletier-Normand**, Member of the Board
- Kikuo Masumoto**, Member of the Board (*member since April 2025*)

The Board of Directors oversees the company’s governance and ensures the appropriate organization of Rovio’s operations. It approves the Rovio strategy, including the sustainability strategy, business plans, and budgets, and monitors their implementation. The Board is the highest governance body for sustainability matters.

Leadership team

- Alexandre Pelletier-Normand**, Chief Executive Officer
- Teemu Tertsunen**, Chief Financial Officer
- Heini Kaihu**, Chief Sustainability Officer
- Lotta Vuoristo**, Chief People Officer
- David Mason**, Chief Technology Officer
- Minna Raitanen**, General Counsel
- Hanna Valkeapää-Nokkala**, VP Transmedia
- Luis de la Cámara**, VP Marketing

The Chief Executive Officer (CEO) manages and controls Rovio’s business and daily operations under the Board of Directors’ guidance, ensuring legal and regulatory compliance. The CEO chairs the Leadership Team, which prepares strategic and annual plans, oversees their implementation and financial reporting, and handles significant investments and M&A. The Leadership Team regularly discusses strategic and operational sustainability.

Chief Sustainability Officer

Heini Kaihu

The Chief Sustainability Officer (CSO), part of the Leadership Team reporting to the CEO, oversees the development and execution of sustainability strategy, actions, and reporting. The CSO leads a cross-functional team to define and implement strategies, manage reporting and communication, and pinpoint key sustainability issues for Rovio. Additionally, the CSO provides sustainability insights and trends to the Leadership Team and business executives, ensuring relevant knowledge integration across departments.

BUSINESS CONDUCT

To observe good corporate governance practice in Rovio's decision-making and corporate governance, we commit to Finnish legislation, in particular the Limited Liability Companies Act, Accounting Act as well as Rovio's Articles of Association and corporate governance principles ratified by Rovio's Board of Directors.

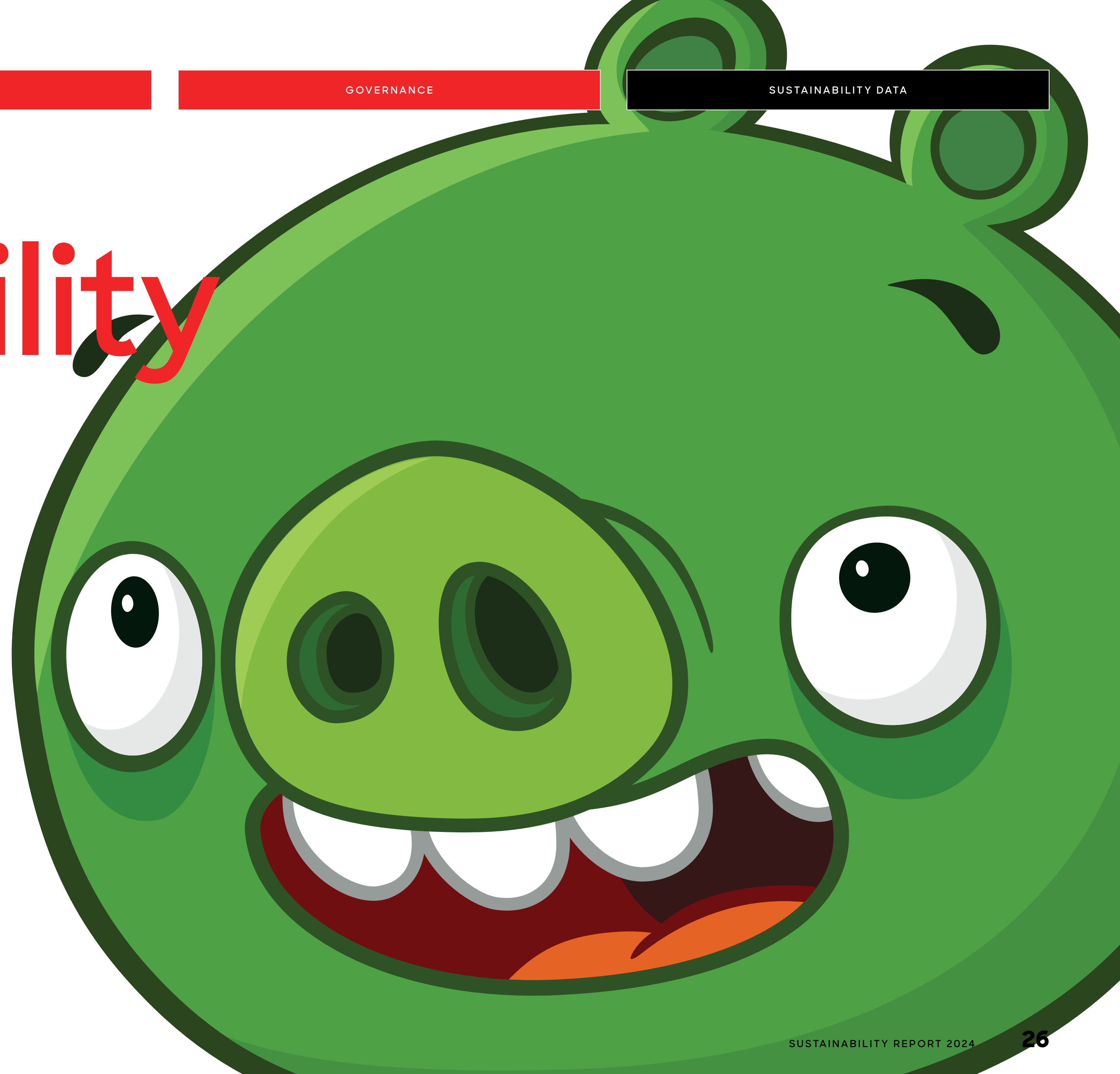
We are committed to respecting human rights and promoting the fulfillment and protection of human rights in our operations. Rovio's Code of Conduct outlines the general principles of ethical and responsible behavior standards. The Code of Conduct and sub-policies apply to all Rovio employees, including the employees of its subsidiaries and the members of the Board of Directors. All individuals covered by this Code of Conduct are required to understand and comply with its guidelines. We also require our consultants, freelancers, suppliers, licensees, and any other partners to comply with Rovio's Code of Conduct or similar guidelines. You can access Rovio Code of Conduct at [HTTPS://WWW.ROVIO.COM/CODE-OF-CONDUCT/](https://www.rovio.com/code-of-conduct/).

Regarding other policies, 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 forms of corruption. 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 such gifts or hospitality are exchanged during the ordinary course of business and are of moderate value in all circumstances. Cash gifts are never acceptable. Our Workplace Harassment Policy ensures that all individuals working at Rovio Group are aware and committed to combating all kinds of harassment and bullying and know who to contact and the procedure to follow 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 Code of Conduct, Anti-Corruption, and Compliance training among employees.

Rovio provides a whistleblowing tool for 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, reports can be submitted either anonymously via our dedicated whistleblower channel or non-anonymously by sending an email to whistleblowing@rovio.com. Emails sent to this address are automatically forwarded to the General Counsel. During the reporting period, one report was filed via the official whistleblower channels, and two were reported via the HR helpdesk. These reports were handled according to our established internal process for investigating such matters. In addition to more formal training and channels, we have easily accessible internal Slack channels for employees 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.

Sustainability data



Sustainability data

Age distribution

Age group	Share of all employees	Number of employees
Under 30	18%	100
30–50	76%	423
Over 50	6%	32
Total	100%	555

Gender distribution

Gender	Share of all employees	Number of employees
Woman	31.5%	175
Man	66.3%	368
Non-binary/I use another term/I prefer not to say	2.2%	12
Total	100%	555

Geographic distribution

Country	Share of all employees	Number of employees
Finland	62.9%	349
Sweden	15.5%	86
Spain	7.6%	42
Turkey	5.9%	33
Canada	4.1%	23
Denmark	4.0%	22
Total	100%	555

Top management by gender

Gender	Share of headcount	Headcount
Woman	31%	5
Man	69%	11
Total	100%	16

Employment characteristics

Category	Man	Woman	Non-binary/I use another term/I prefer not to say	Total
Number of employees	368	175	12	555
Permanent employees	356	165	12	533
Temporary & part-time employees	15	13	0	28
Non-guaranteed hours employees	0	0	0	0

Professional training hours¹

Gender	Average hours per employee	Total hours
Woman	2.5	446
Man	3.1	1135
Non-binary/I use another term/I prefer not to say	2.5	30
All employees	2.9	1611

Other employee data

Nationalities	58
Employee turnover rate	17.2%
Number of employees left	90
Adjusted gender pay gap ²	3.23%
Unadjusted gender pay gap ²	12.86%
Annual total remuneration ratio ³	13.65

¹ While formal training hours are tracked, a significant amount of professional development occurs through untracked methods.
² Adjusted is the difference in the pay between men and women employees compared to similar positions and role seniority. Unadjusted is without taking similar positions and role seniority into account.
³ Ratio of the highest-paid individual's remuneration to the median remuneration for employees.

2024 Other GHG metrics

GHG emissions per full time employee (FTE)	29.6 (tCO ₂ e/FTE)
GHG emissions per revenue	77.2 (tCO ₂ e/M€)

2024 Greenhouse gas inventory

Category	Emissions (tCO ₂ e)
Scope 1: Direct GHG emissions	0
Scope 2: Energy indirect GHG emissions	642
Electricity	567
Heating and cooling	75
Scope 3: Other indirect GHG emissions*	15,768
Purchased goods and services (Cat 01)	7,670
Capital goods (Cat 02)	104
Fuel- and energy-related activities (Cat 03)	170
Waste generated in operations (Cat 05)	9
Business travel (Cat 06)	505
Employee commuting (Cat 07)	147
Use of sold products (Cat 11)	7,163

Other GHG emission categories are excluded as not applicable or deemed irrelevant.

More information

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



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