



SUSTAINABILITY REPORT 2025



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About this report

Key facts

Reporting period: 01.04.2025 - 31.03.2026

Reporting framework: Voluntary alignment 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

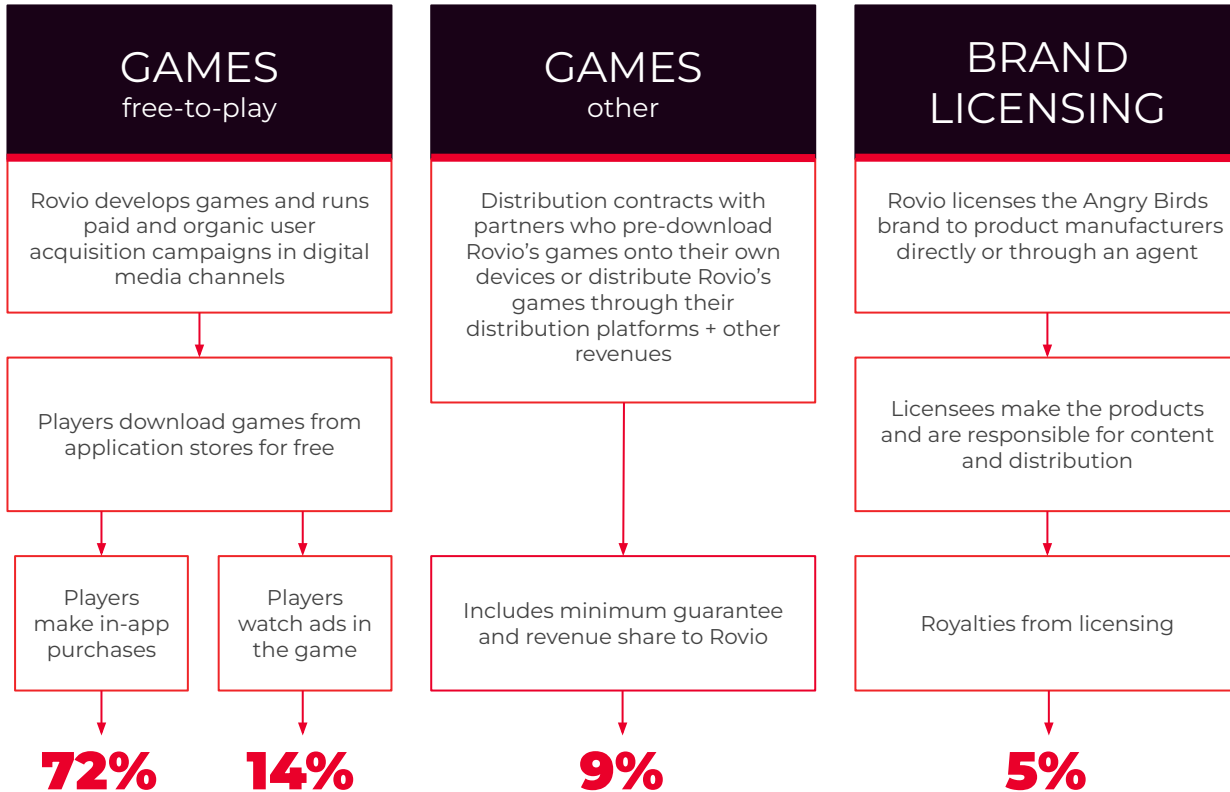
With this report we are partially following the European Sustainability Reporting Standards. Instead of following strict reporting frameworks we have aimed to keep our report reader-friendly and compact. We are putting more emphasis on reporting our progress against our three sustainability focus areas alongside openly and transparently disclosing our people and climate emission data.



ROVIO IN BRIEF



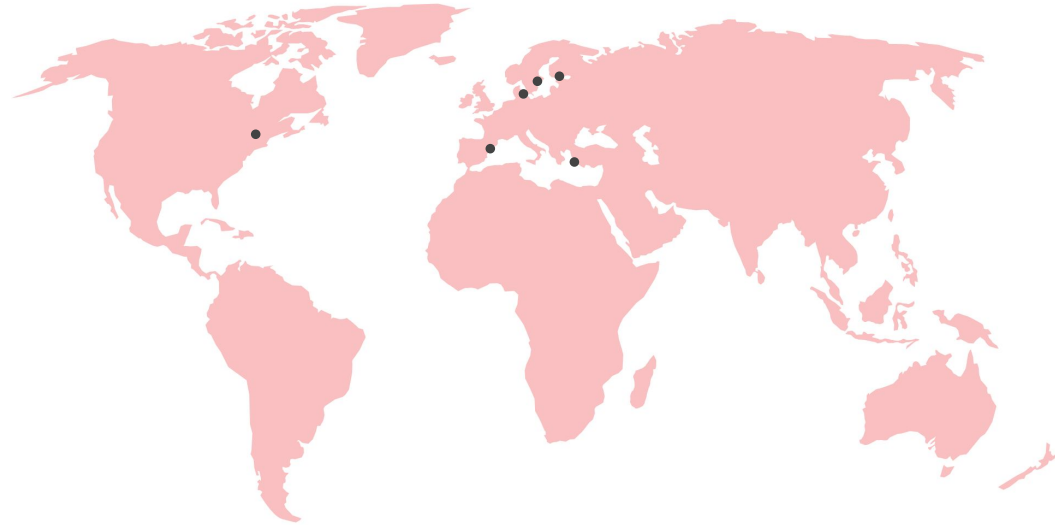
Our business



Our locations

Rovio operates in six locations, with its headquarters in Espoo, Finland:

- **Espoo:** Our headquarters and central hub, where we develop casual mobile games and house the core functions supporting our broader gaming and transmedia operations.
- **Stockholm:** Home to *Angry Birds 2*, Rovio's top game.
- **Copenhagen:** Develops accessible, casual RPG mobile games based on SEGA IP.
- **Toronto:** Creates casual, subscription-based mobile games leveraging the Angry Birds brand.
- **Barcelona:** Supports our live games portfolio to keep players engaged, while also developing new titles based on SEGA IP.
- **Izmir (Ruby Games):** Combines expertise and creativity to develop hybrid-casual games that are simple but rich in the content players love.



Group revenue

181

million EUR

Game downloads

+5

billion

Offices in

6

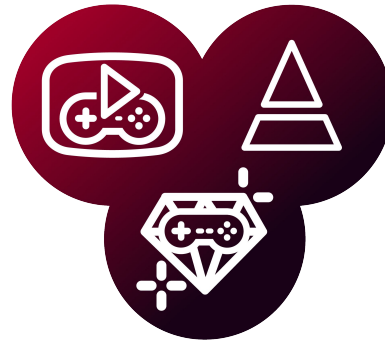
countries

Rovio strategy

Rovio's 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

1.

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

2.

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

3.

Make and operate **TOP QUALITY GAMES** with player first attitude

Collaboration with SEGA

Global and regional alignment on sustainability

As a wholly owned subsidiary of SEGA SAMMY Holdings, Rovio works closely with Tokyo-based SEGA Corporation. SEGA SAMMY's corporate vision to "Captivate the World" encompasses sustainability efforts that drive meaningful social and environmental impact. Our shared goals provide the foundation for regional collaboration and global alignment, with continuous dialogue at the core of our partnership. At Rovio, we regularly share our strategy, initiatives, and insights to build sustainability awareness and identify practices that boost performance, particularly across European studios and shared business areas.

At a regional level, we collaborate closely with SEGA Europe to ensure our sustainability strategies align seamlessly. This proactive sharing of knowledge and resources spans compliance and regulatory matters, ethical supply chain due diligence in our transmedia operations, game accessibility, and carbon accounting. Ultimately, this collaboration enables us to champion our core pillars, Positive Play, Empowered People, and Protecting our Planet, on a much larger scale.



SUSTAINABILITY

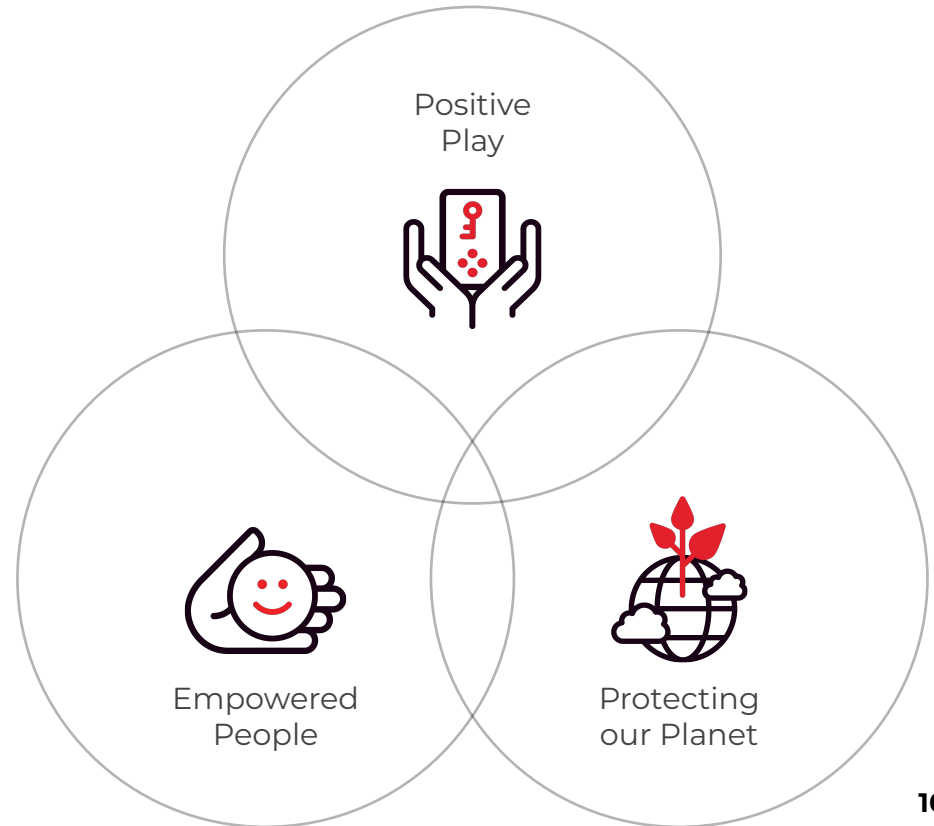


Sustainability vision & strategy

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**.

STRATEGY



Sustainability highlights



Green Game Jam 2025

We participated in the Green Game Jam for the sixth year in a row with *Angry Birds Dream Blast* and *Angry Birds Friends*. Fun and inspiring game elements were matched with protecting real-world wildlife habitats in the Peruvian Amazon.



One Special Day

We joined the gaming community to make a difference during the annual One Special Day event. For the first time ever, all three of our top games participated, donating all UK in-app purchases to SpecialEffect to help empower people with disabilities to play games.



International Women's Day

We hosted a hybrid IWD panel from our Stockholm office on the theme "Give to Gain," with leaders inside and outside of Rovio, including a panelist from SEGA Europe, to explore the topic of sponsorship and psychological safety in the industry.

The Climate Transformation Fund



Climate Transformation Fund

We renewed our support for Milkywire's Climate Transformation Fund. By pooling resources with other companies, we maximize our impact to fund vital real-world projects across durable carbon removal, nature restoration, and global decarbonization.

Positive play

Our approach to Positive Play

Our goal is to create positive playing experiences across 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 aspire to develop and operate our games responsibly and sustainably, being mindful of the broader impact of our work. We believe there is power in collaboration and see valuable opportunities to both share insights and learn from others across the industry to collectively champion positive play.



Achievements

Establishing accessibility foundations. We took our first steps toward making our games more accessible. We aligned with SEGA Europe to ensure our approach to accessibility is coordinated at a group level and that we share resources with SEGA colleagues. To drive this work internally, we formed a cross-functional accessibility core group, bringing together representatives from both central functions and our key game teams. To better understand the current state, we ran an accessibility survey to learn what barriers our players experience in our key games.

Implementing accessibility improvements in our key games. In *Angry Birds Dream Blast*, we improved readability through a new font, reduced cognitive load by minimizing pop-ups, and enhanced the pre-level booster selection to better support players with color blindness. In *Angry Birds Friends*, we responded directly to player feedback: small pig characters were removed from new levels to address visibility concerns, and the Power-up Bar was relocated to the bottom of the screen - one of the top barriers identified in our accessibility survey.

Participating in One Special Day. For the first time ever, three Rovio games – *Angry Birds 2*, *Angry Birds Friends*, and *Angry Birds Dream Blast* – participated in SpecialEffect's One Special Day, a campaign in which all UK in-app purchases made on October 3rd were donated to support the joy of gaming for people with disabilities.

Celebrating Pride Month in *Angry Birds 2*. We celebrated Pride Month with a dedicated in-game event inspired by drag queens, creators and artists within the community, and championed freedom of expression, a core element of LGBTQIA+ culture.

Positive play

Challenges

Internal accessibility capability and awareness building. While we made progress in establishing the structural foundations for accessibility, moving beyond that proved more difficult than expected, and we did not advance this work at the pace we had hoped. Going forward, we plan to close this gap by enhancing collaboration and resource sharing with our SEGA colleagues.

Safe and Responsible Gaming Scorecard roll-out. While initial progress was made, the advancement of the scorecard faced challenges due to limitations in our structural capacity and evolving priorities. We recognize that progress in this area requires dedicated ownership, a crucial element we plan to establish when capacity allows or if the scorecard becomes a higher operational priority.

Looking ahead

As we look ahead, our work for Positive Play remains grounded in continuous improvement and collaboration with internal teams at Rovio and in the wider SEGA group. In the coming year, we aim to introduce an accessibility check to our game launch process and provide support on inclusive game design for our key games. We believe that this will enhance the game experience for everyone and create experiences that resonate with diverse audiences. Alongside this, we will work more closely with our brand and game teams, since our brand identity is rooted in environmental and social consciousness. 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

Foster safe & enjoyable gaming experiences for our players

Advance inclusive game design & marketing

Develop and operate games responsibly and sustainably



Targets FY2026/3

Establish accessibility foundations

● *In progress*

Build internal accessibility capability and awareness

● *In progress*

Implement accessibility improvements in our key games

● *In progress*

Targets FY2027/3

Introduce accessibility check to game launch process

Provide inclusive game design check support for 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 support them in cultivating high-performing teams that harmonize ambition, well-being, and work-life balance for sustainable success.

[Access people data here](#)

Achievements

Improving structures and systems to ensure accountability. Acting directly on our internal survey results, we enhanced data tracking around career progression, which culminated in the first-time disclosure of our promotion rates by gender and job level. Additionally, to proactively address workplace behavior concerns raised through employee feedback, we revamped our harassment prevention course, achieving an initial 80% completion rate. To ensure full company-wide participation, we are partnering with leadership to close this gap during the first half of the upcoming fiscal year.

Developing our leaders. All our people leaders continued to receive basic leadership training, which focused on enhancing their performance management skills, self-awareness, and coaching capabilities. Furthermore, all new supervisors were enrolled in local onboarding programs that covered the practicalities of employment law and annual people processes.

Renewing our company values. We completed a major initiative to move away from traditional "corporate values" to introduce our Rovio Way principles, an effort led directly by executive leadership. The new principles were introduced to all employees, establishing a solid foundation for the upcoming fiscal year.



Empowered people

Challenges

Navigating the changing global landscape around DEI. Mirroring broader global trends, the external environment surrounding DEI (Diversity, Equity, and Inclusion) became increasingly complex. This pushed us to ensure that our internal communication remains clear, that we ground our work even more firmly within the legal frameworks of the markets we operate in, and that our DEI efforts are woven into our processes and practices.

Managing growth and capacity constraints. In our fast-paced business environment and tough competition, we needed to prioritize our actions. This meant that while some business units had the capacity to invest in long-term people initiatives, others faced tighter operational demands that limited their ability to do so. Navigating these varied realities across our company meant being pragmatic and solely focusing on where the capacity existed.

Looking ahead

Despite an increasingly complex global landscape surrounding DEI, our dedication to fostering an inclusive and equitable workplace remains unwavering. While we are proud of the foundational tracking systems and accountability frameworks established this year, sustainable progress requires continuously embedding these structures into our daily operations. To that end, our efforts in the upcoming fiscal year will center on implementing the new Rovio Way principles, weaving them into our everyday culture, processes, and internal communication. We will also enable high performance and career visibility by rolling out our new job architecture and an optimized performance and development framework. We believe these initiatives will help us reach our business goals while treating our people with care and fairness.



Empowered people

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 FY2026/3

- Interrupt bias to make better decisions ● In progress
- Integrate inclusion to shift social norms ● In progress
- Improve structures & systems to ensure accountability ● Completed
- Continue developing leadership capabilities related to performance management and coaching style leadership ● Completed
- Renew company values ● Completed

Targets FY2027/3

- Implement our *Rovio Way* Principles in action
- Implement new job architecture
- Enable high performance through clear performance and development framework

Protecting our planet

Our approach to Protecting our Planet

Our overarching aim is to reduce the environmental footprint of our direct operations and our broader value chain. Because our extended value chain is a primary driver of our overall emissions, it remains a central focus of our mitigation activities. Beyond reducing our impact, we recognize our unique platform to inspire positive change. For our players, we are dedicated to crafting fun, educational, and inspiring content that raises awareness about sustainable everyday actions. With our industry peers, we are committed to collaborating, sharing insights, and building best practices to accelerate collective climate action across the gaming sector.

Achievements

Green Game Jam 2025. For the sixth consecutive year, we participated in the Green Game Jam, bringing the event to life in *Angry Birds Dream Blast* and *Angry Birds Friends*. We engaged our players by blending inspiring in-game elements with a real-world cause: protecting vital wildlife habitats in the Peruvian Amazon. By linking gameplay to environmental conservation, we continue to combine engaging awareness-building with tangible real-world impacts.

Contributing to collaborative efforts. We continued to step up as an active voice for sustainable gaming across the industry. Throughout the year, we shared our insights on studio efficiency and environmental sustainability by actively collaborating with the Playing for the Planet Alliance, the Sustainable Games Alliance, and various other industry forums. By actively participating in these spaces, we share our learnings and help drive collective climate action within the gaming sector.

Climate Transformation Fund. We renewed our support for Milkywire's Climate Transformation Fund, prioritizing maximum long-term CO2 reduction and removal. By pooling our resources with other companies, we helped the fund reach significant global milestones this year, such as directing over \$17.2 million to 68 unique projects, supporting 40 early-stage carbon removal companies, and restoring nearly 1.5 million trees. This collaborative approach allows us to drive meaningful, real-world breakthroughs with a contribution that fits our scale.



Protecting our planet

Challenges

Creating an emission reduction plan. Building on our previous challenges with setting Science Based Targets, we determined that committing to a formalized emission reduction plan remains unfeasible. This is largely driven by external market realities, particularly the limited pool of suppliers who currently meet the strict criteria required by these frameworks. Until the broader market matures and more partners adopt formalized targets, narrowing our options is not practical. We must maintain flexibility in our vendor choices to navigate a highly competitive industry, balancing our operational needs with the current realities of the supply chain.

Internal carbon pricing model. We had previously aimed to transition from a static budget to a dynamic internal carbon pricing model. However, without a formalized long-term emission reduction plan in place, we determined that an internal carbon pricing system is currently overly complex for managing our carbon budgets. As a result, this initiative has been put on hold. Our existing fixed budget model continues to serve our current needs effectively.

Looking ahead

While formalizing an emission reduction plan and a carbon pricing model proved challenging, we are focusing on areas where we see the greatest traction: player engagement and industry collaboration. Environmental activations in our games have become increasingly important, as our players actively enjoy and engage with this content through more diverse events and campaigns. Similarly, we will continue contributing to collaborative environmental efforts across the gaming sector to drive necessary collective action.

We are also addressing the rapid expansion of artificial intelligence. While implementing AI tools can be seen as crucial, their growing energy and resource demands require careful management to avoid digital waste. To ensure we balance innovation with environmental responsibility, we have set a new target for the upcoming fiscal year: to develop a framework for AI and environmental sustainability.



Protecting our planet

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 FY2026/3

Create Rovio emission reduction plan

● Missed

Launch multiple engaging awareness creation campaigns in top games

● Completed

Contribute to collective climate action

● Completed

Create internal carbon pricing model

● On hold

Targets FY2027/3

Launch multiple engaging awareness creation campaigns in top games

Contribute to collective climate action

Develop framework for AI & environmental sustainability

Protecting our planet

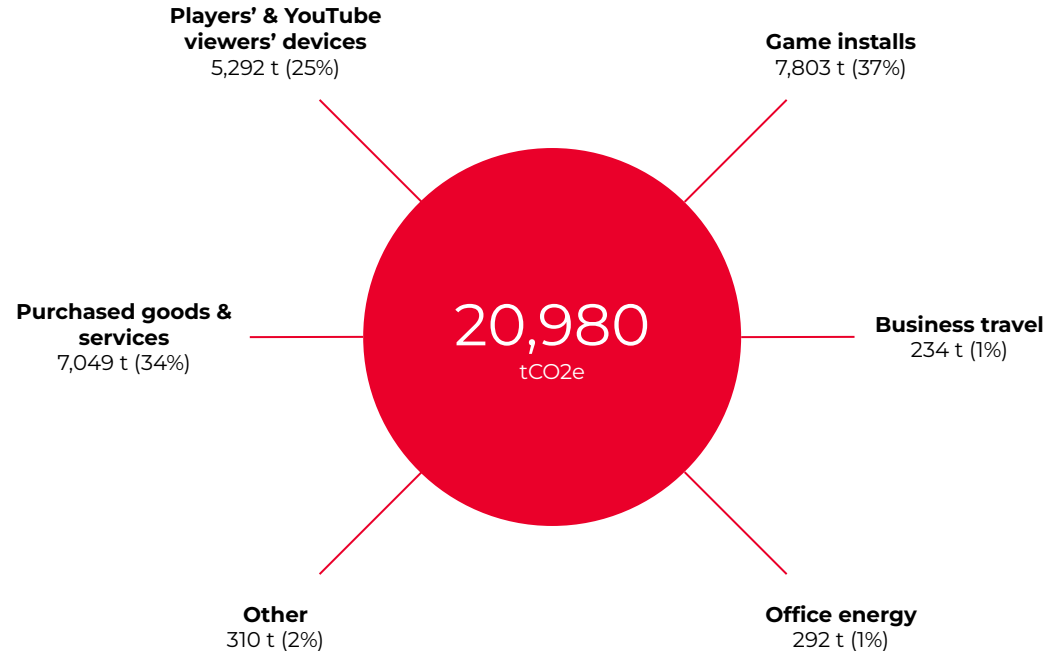
Climate emissions

Our carbon footprint serves as our primary environmental metric. During this 12-month reporting period, our footprint totaled **20,980 tons of CO₂e**, broken down as follows:

- Scope 3 emissions: 98.6%
- Scope 2 emissions: 1.4%
- Scope 1 emissions: 0% (Rovio did not generate any direct Scope 1 emissions)

Rovio's carbon intensity relative to revenue was 116.1 tCO₂e/MEUR, and our carbon intensity per full-time employee was 41.3 tCO₂e.

For the first time, this reporting period includes downstream emissions from initial game downloads. While this addition significantly improves our accounting coverage, it prevents a direct year-over-year comparison of our total emissions.



Key memberships & organizations



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.



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) is the leading corporate sustainability network in the Nordic countries. For more than 25 years, FIBS has been helping companies develop business that is sustainable for the environment, people, and the economy.

SUSTAINABILITY DATA



People data

GEOGRAPHIC DISTRIBUTION

Country	Share of all employees	Number of employees
Finland (Espoo)	57.3%	291
Sweden (Stockholm)	17.3%	88
Spain (Barcelona)	9.8%	50
Turkey (Izmir)	5.7%	29
Canada (Toronto & Montreal)	5.1%	26
Denmark (Copenhagen)	4.7%	24
Total	100%	508

EMPLOYMENT CHARACTERISTICS

Category	Man	Woman	Non-binary/I use another term/I prefer not to say	Total
Number of employees	335	160	13	508
Permanent employees	327	152	12	491
Temporary & part-time employees	8	8	1	17
Non-guaranteed hours employees	0	0	0	0

GENDER DISTRIBUTION

Gender	Share of all employees	Number of employees
Man	65.9%	335
Woman	31.5%	160
Non-binary/I use another term/ I prefer not to say	2.6%	13
Total	100%	508

TOP MANAGEMENT BY GENDER

Gender	Share of headcount	Headcount
Woman	27%	3
Man	73%	8
Total	100%	11

AGE DISTRIBUTION

Age group	Share of all employees	Number of employees
Under 30	15%	74
30-50	78%	396
Over 50	7%	38
Total	100%	508

People data

OTHER EMPLOYEE DATA

Metric	Share of headcount
Nationalities	52
Employee turnover rate	21.8%
Number of employees left	152
Gender pay gap (Unadjusted average) ¹	11.9%
Gender pay gap (Adjusted average) ¹	1.4%
Annual total remuneration ratio ²	16.78

¹ Adjusted is the difference in the pay between men and women employees compared to same or similar location, level and role. Unadjusted is without taking same or similar location, level and role into account.

² Ratio of the highest-paid individual's remuneration to the median remuneration for employees.

PROFESSIONAL TRAINING HOURS ³

Gender	Avg. hours by employee	Total hours
Man	2.7	908
Woman	3.4	549
Non-binary/I use another term/ I prefer not to say	2.0	26
All employees	2.9	1483

³ While formal training hours are tracked, a significant amount of professional development occurs through untracked methods.



Environmental data

GREENHOUSE GAS INVENTORY (market-based)

Category	Emissions (tCO ₂ e)	% of total
Scope 1: Direct GHG emissions	N/A	-
Scope 2: Energy indirect GHG emissions	292	1.4%
Electricity	255	1.2%
Heating and cooling	37	0.2%
Scope 3: Other indirect GHG emissions*	20,688	98.6%
Purchased goods and services (Cat 01)	7,049	33.6%
Capital goods (Cat 02)	41	0.2%
Fuel- and energy-related activities (Cat 03)	121	0.6%
Upstream transportation & distribution (Cat 04)	4	0.0%
Waste generated in operations (Cat 05)	9	0.0%
Business travel (Cat 06)	234	1.1%
Employee commuting (Cat 07)	135	0.6%
Downstream transport and distribution (Cat 09)	7,803	37.2%
Use of sold products (Cat 11)	5,292	25.2%
Total emissions	20,980	100.0%

Due to the inclusion of a new emissions category (Cat 09), total emissions are not directly comparable to previous reporting periods.

OTHER GREENHOUSE GAS METRICS

Category	Value
GHG emissions per full time employee (FTE)	41.3 (tCO ₂ e/FTE)
GHG emissions per revenue	116.1 (tCO ₂ e/MEUR)



More information



Tommi Lappalainen
Senior Sustainability Manager
tommi.lappalainen@rovio.com



Yumi Oishi
Head of Diversity, Equity & Inclusion
yumi.oishi@rovio.com

[ROVIO.COM/SUSTAINABILITY](https://rovio.com/sustainability)