

AMBER

SUSTAINABILITY
REPORT



Building for the long term
- Year two of a structured journey

2025

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MESSAGE FROM THE CEO

Dear Amber Team, Partners, and Collaborators,

A year ago, we published Amber's first Sustainability Report, taking an important step toward bringing **greater structure and transparency** to the way we understand and communicate our sustainability journey. This second edition builds on that foundation, giving us a clearer view of our progress, our priorities, and the areas where we still have more to do.

Our first report established 2024 data as a baseline for measuring our sustainability performance. With a second year of data, we can now begin to compare our progress over time and better understand how Amber is **evolving** across our people, communities, governance, technology, and environmental practices.

This year, we also refreshed our materiality assessment through a global stakeholder survey, complemented by the perspective of our Executive and Leadership teams. This has given us an updated view of what matters most to our stakeholders and our business and a stronger basis for shaping our sustainability priorities going forward.

The reporting process continues to be valuable for us as a management team. It helps us recognize the progress we are making, identify where further work is needed, and sharpen our focus. As Amber continues to evolve, our people-first spirit, commitment to community, and focus on transparency remain at the heart of how we work. With a better sense of where we stand, we look forward to continuing this journey.

We are proud of what this team continues to build.

Warm regards,
Mihai Pohontu



ABOUT THIS REPORT

This is Amber's second annual Sustainability Report, covering the period from January 1st to December 31st, 2025. Building on the baseline established in our 2024 report, this edition introduces year-over-year comparisons for the first time. Throughout this report, "our 2024 report" refers to the edition published in 2025. All year-over-year comparisons are made against the 2024 data.

This report is prepared on a voluntary basis and does not claim alignment with any specific reporting framework such as GRI or CSRD. It does not include formal targets, external assurance, or mandatory disclosures. Our approach is guided by good reporting practices – transparency, consistency, and year-over-year comparability – as we continue to build the foundation for a more structured ESG framework in future reporting cycles.

As part of this reporting cycle, in 2026, we refreshed our materiality assessment through a global stakeholder survey and a parallel assessment by Amber's Executive and Leadership teams. The updated assessment provides a current view of the ESG topics most relevant to our stakeholders and our business and is presented in the Materiality Assessment section of this report.

The report has been prepared internally by the Amber Corporate Development team, with input from managers across all relevant Functions and Regional Leadership.

We gratefully acknowledge the expertise, support, and collaboration of the teams who contributed to the preparation of this report: People Operations, IT, L&D, Marketing, Product Development, and Regional and Executive Leadership. Their contributions were essential in bringing together the data, context, and perspectives reflected throughout the report.

| ABOUT THIS REPORT

The reporting perimeter remains consistent with our 2024 report, covering Amber's main operational entities in Romania, Mexico, Canada, the Philippines, the United States, and Colombia.

As with our previous report, this report has not undergone external assurance. Management intends to continue publishing annually, with the long-term goal of introducing external assurance as our reporting framework matures.

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EXECUTIVE SUMMARY

2025 marked Amber's second year of structured sustainability reporting and the first in which we could begin comparing progress against a prior-year baseline. During the year, we continued to strengthen our sustainability approach, while improving the way we measure and understand our impact.

Our people remained central to this progress. Women represented 25.8% of Amber's workforce at year-end, compared with 22% in 2024, while internal mobility reached 24.5% company-wide. We continued to build clearer career and progression pathways through Roles & Responsibilities frameworks, skills-based assessment, more transparent performance reviews, and our first Talent Reviews.

Our refreshed materiality assessment provided an updated view of the sustainability topics that matter most to our stakeholders and our business. The results reinforce the importance of people and responsible business practices, with employee working conditions emerging as the leading stakeholder priority, alongside mental health & well-being, business ethics & anti-corruption, data protection & cybersecurity, and career development & learning. AI & emerging technologies also emerged as particularly relevant from Amber's business perspective.

Community engagement continued to focus on strengthening industry ecosystems and education pathways into game development. Echo School supported 60+ formal education students, Amber Academy delivered 18 educational activities across Romania, and the U-Echo Training Center trained 670 students in Mexico and Latin America, bringing its cumulative reach to more than 5,200.

Responsible technology and information security represented another area of significant progress. Amber achieved ISO/IEC 27001 certification two years ahead of the target set in our previous report and established internal guidelines for the secure and responsible use of generative AI. No material data breaches were recorded, and no human rights violations or incidents of corruption were reported during 2025.

Environmental measurement remains an area where our capabilities are still developing. In practice, we favor energy-efficient technology, cloud-based infrastructure, and responsible hardware lifecycle management. A formal carbon footprint assessment remains a future objective.

Together, these developments reflect an ESG approach that is becoming more structured, while remaining grounded in the areas most relevant to Amber's people, business, communities, and stakeholders.

AMBER IN 2025

Amber is a global game development company and network of **specialized studios** helping publishers and developers solve complex production, technology, and creative challenges across the entire game development lifecycle.

Founded as an external development studio, Amber has evolved into a trusted long-term development partner, bringing together deep multidisciplinary expertise with the flexibility to assemble the right teams for every project. The company collaborates on some of the industry's flagship brands and titles, such as **Tetris**, **Pac-Man**, **Monument Valley**, **Sky**, and **Squid Game**, while continuing to invest in emerging technologies, original IP, and talent development.

GAMES, PARTNERS & RECOGNITION

In 2025, Amber contributed to the release of Courtroom Chaos: Starring Snoop Dogg, World of Peppa Pig, Unicorn Academy: Friendship Adventure, and Happy Gilmore 2: Golf Mayhem '98 Demo, collaborating with partners including Amazon, Netflix, and Nex.



Courtroom Chaos: Starring Snoop Dogg is an AI-powered party game where players improvise through imaginative courtroom showdowns, with Snoop Dogg as the judge calling the shots.



Peppa Pig brings young players into a playful, family-friendly experience filled with games, activities, puzzles, and episodes, encouraging them to learn, create, and explore alongside Peppa and her friends.

AMBER IN 2025



Happy Gilmore 2: Golf Mayhem '98 Demo is a fast-paced sports parody where golf meets chaos. Smash drives, dodge flying clubs, and brawl your way through unpredictable courses inspired by the classic comedy, proving that it's never just about the swing.



Unicorn Academy: Friendship Adventures invites players into a magical open-world adventure across Unicorn Island, where they choose their rider, bond with unique unicorn companions, complete quests, and protect the island from Grimoria's dark magic alongside Sophia, Wildstar, and friends.

TRUSTED BY INDUSTRY LEADERS

amazon

animoca
BRANDS

ARES
INTERACTIVE

BANDAI
NAMCO

bE
HAVIOUR

Build

Disney

EPIC
GAMES

GAMELOFT

KABAM

King

LG

MATTEL

NBCUniversal

NETFLIX

NETFLIX

Next
Games
A NETFLIX GAME STUDIO

paradox
INTERACTIVE

RIOT
GAMES

ROBLOX

ROVIO

SAGOmini

SCOPELY

SONY MUSIC

SPIN
MASTER™

SUPER EVIL
MEGACORP

UBISOFT

ustwo

WARGAMING.NET

WB
WARNER BROS.
GAMES

AMBER IN 2025

“Amber made collaboration effortless — clear communication, creative alignment, and a level of professionalism that kept production moving smoothly. The process was inspiring, and the final product truly reflected the energy they put in.”

Matthew Zikry, Art Director, Sony Immersive Music Studios

“I couldn’t be prouder of what the whole Amber team has helped us build and bring to life through this video game. In my culture, a HERO was always needed..., it still is... Mexican Ninja has always been about that to me - the longing for that idea. Having profound admiration for Japanese culture, its history, and its roots, it naturally seemed like the perfect one to blend and contrast with my own. I hope players can join the fun, explore the world, and embrace all the quirks of this concept. I hope they get their asses kicked and stand up again, and again, and again—and through this dynamic, understand that Mexican Ninja is a vibe, a spirit, a way of being. I wish you a good journey in finding your inner donkey. Stay blazed”

Carlos Rincones - Writer and Director, REDRUM

“Amber’s team threw themselves into their collaboration with us. At every step, they were committed to getting us what we needed, as well as understanding and adapting to our ways of working. Their communication and professionalism was a genuine pleasure to experience.”

John Lau - Lead Producer, Monument Valley 3 (ustwo games)



Amber recorded a **Net Promoter Score** of **67** in 2025, up from 64 in 2024 and 63 in 2023.

At the 2025 Mobile Games Awards, Amber was named **Best Co-Development Outsourcing Studio** and received an **Honorable Mention for Best QA & Localization Service Provider**.



LEADERSHIP & STRUCTURE

Amber’s executive team and organizational structure remain unchanged from 2024. For full details on our leadership team, organizational departments, and business structure, please refer to the **2024 Sustainability Report**.

MATERIALITY ASSESSMENT

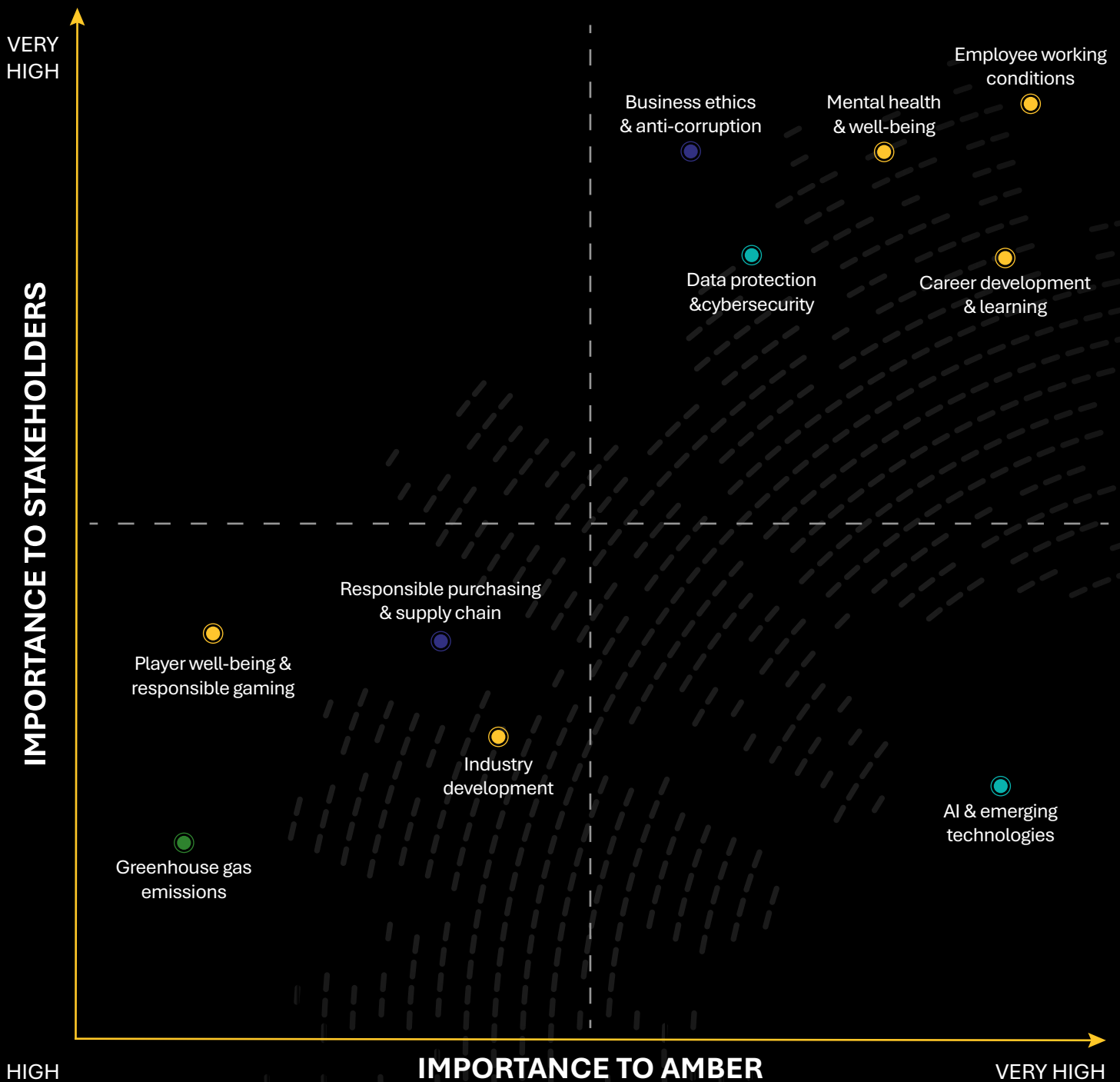
Amber's ESG priorities were first informed by a materiality assessment conducted in 2022, based on input from 138 stakeholders. In 2026, we refreshed the assessment through a new global stakeholder survey, reflecting the evolution of our business, sustainability priorities, and stakeholder expectations. While the topics assessed remained relatively comparable to those considered in 2022, the updated assessment expanded stakeholder participation and incorporated emerging areas of relevance to Amber's evolving business and technology landscape.



The 2026 survey gathered input from 161 respondents across different regions worldwide, representing employees, suppliers and contractors, clients and business partners, shareholders and investors, players and end users of Amber-supported products, community members, NGOs and associations, as well as other stakeholders. Respondents assessed the importance of the ESG topics included in the survey. In parallel, Amber's Executive and Leadership teams evaluated the same topics from the perspective of their relevance to the company's business performance and reputation. Together, these perspectives form two dimensions of our updated materiality matrix: importance to stakeholders and relevance to Amber.

MATERIALITY ASSESSMENT

ESG MATERIALITY MATRIX



LEGEND



Environmental



Social



Governance



Technology

MATERIALITY ASSESSMENT

The results show a clear concentration of stakeholder priorities around people and responsible business practices. Employee working conditions emerged as the highest-rated topic among stakeholders, followed by mental health & well-being and business ethics & anti-corruption. Data protection & cybersecurity and career development & learning are also ranked highly, forming a distinct group of priority topics in the assessment.

These results reinforce the importance of employee experience and development within Amber's sustainability agenda, alongside responsible business conduct and the protection of data and information. They also broadly align with Amber's internal perspective, with several of these topics positioned as top priorities in the assessment conducted by the Executive and Leadership teams.



AI & emerging technologies present a different pattern. While stakeholders placed it lower in relative terms, it ranked among the most relevant topics from Amber's business perspective. This difference reflects the growing strategic relevance Amber places on AI and emerging technologies as our business and the broader gaming and technology landscape continue to evolve.

Responsible purchasing & supply chain, player well-being & responsible gaming, industry development, and greenhouse gas emissions were positioned comparatively lower by stakeholders. Their position reflects their relative prioritization within the set of topics assessed rather than an absence of relevance to Amber's sustainability approach.

The refreshed materiality assessment provides an updated view of the sustainability topics that matter most to our stakeholders and our business and will help inform the continued development of Amber's ESG priorities, strategy and future reporting.

OUR PEOPLE

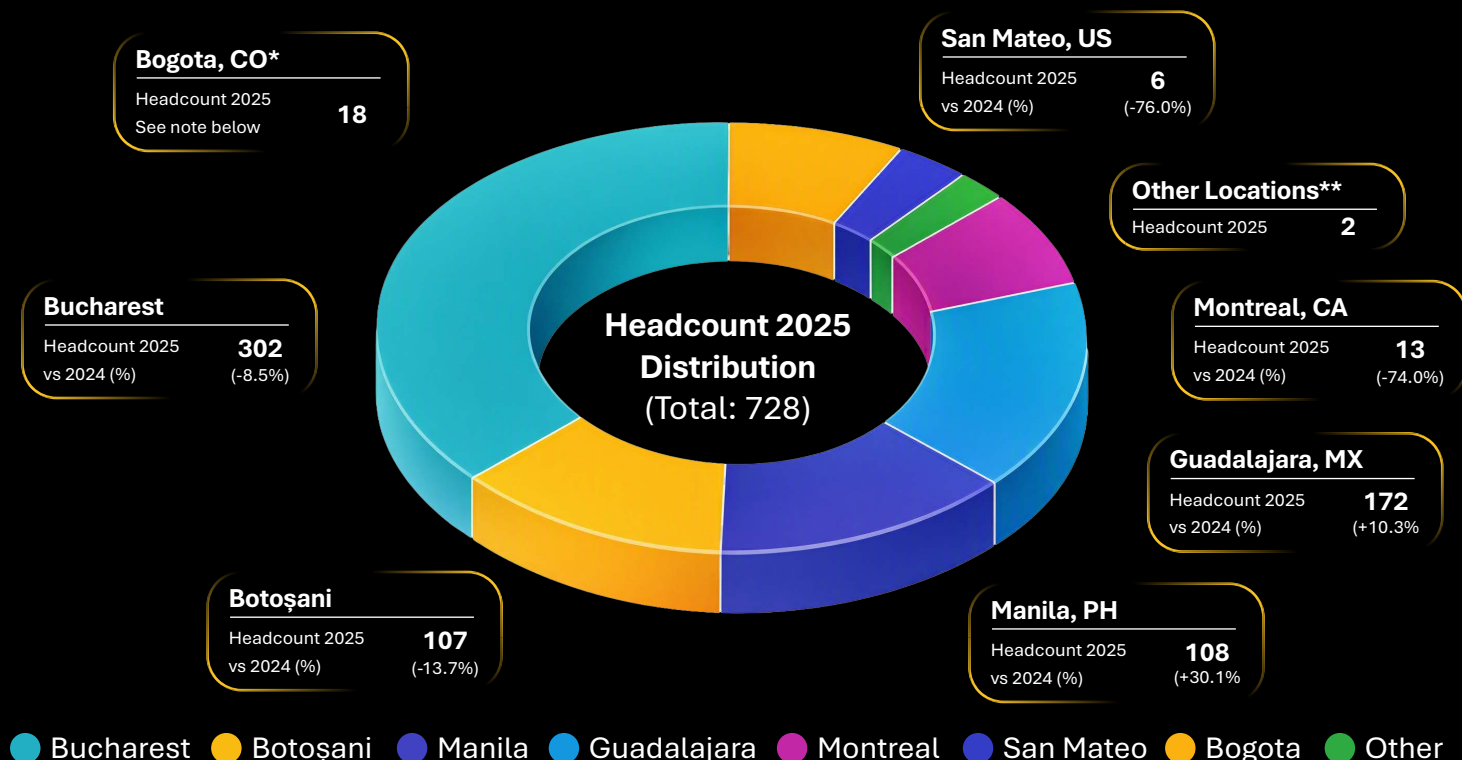
We continue to view our people as integral contributors to Amber's long-term success. As a global organization operating across different markets and cultures, understanding who our people are, how our workforce evolves, and how employees experience and grow within Amber is an important part of our approach to sustainability.

This section presents our second year of workforce insights, building for the first time on a 2024 baseline. Beyond workforce composition and demographics, we look at how our people are supported through benefits and incentives, how representation and equity are evolving across the organization, and how we continue to develop our approach to career growth, performance, culture, and employee experience.

S.1 WORKFORCE ARCHITECTURE, BENEFITS & INCENTIVES

As of December 31st, 2025, Amber Group had a total of 728 employees. Our studios in the Philippines and Mexico grew during the year, while Montreal and San Mateo reduced significantly as part of a structural realignment. Overall, **Group headcount** decreased by 10.3% compared with year-end 2024, as reflected in the location-level changes below.

EMPLOYEE DISTRIBUTION BY LOCATION



* Bogota, CO is reported as a separate location for the first time (previously included within "Other locations" alongside Kyiv, Taipei, and Warsaw). It is not a new location.

** Not comparable to 2024, as 2025 headcount covers only administrative staff.

OUR PEOPLE

The **age profile** of our workforce remained broadly stable in 2025 despite the changes in overall headcount and geographic distribution during the year. **Employees under 30** continued to represent **46.6%** of our workforce, while **51.0%** were **between 30 and 50** and **2.5%** were **over 50**, with only limited changes compared with 2024. This indicates that the workforce changes experienced during the year did not materially alter Amber’s overall age profile.

Our team continues to bring together a **diverse range of nationalities**. In 2025, employees of European nationality remained the largest group, representing approximately 57 % of our workforce, followed by North American and Asian employees. The most notable year-on-year change was the increase in the share of Asian employees, up 4.1 pp compared with 2024.

NATIONALITY DISTRIBUTION BY REGION	% EMPLOYEES 2025	VS 2024 (PP)
European	56.7%	-1.8
North American	25.5%	-0.6
Asian	15%	+4.1
Latin American	2.6%	-1.7
Middle Eastern	0.1%	-0.1

Note: in 2025 nationality is reported by region rather than by individual country, as in 2024 (e.g., Romanian 55%, Mexican 21%). The two presentations are not directly comparable at the country level.

Beyond workforce composition, our approach also considers how employees are supported through benefits and incentives across our locations. Our benefits framework remained consistent with 2024, tailored to the legal provisions and market practices of each location where we operate. Depending on the location, benefits span across three main categories: health and wellbeing (private medical insurance, dental and vision coverage), financial security (retirement saving plans, meal tickets), time off and family support (extended parental leave, additional paid days off, flexible and hybrid working arrangements).

Key benefits offered across all locations continue to include an annual bonus based on the financial performance of the company and an **"Unlimited Days Off"** policy, which allows employees to take additional paid leave on top of the national standard number of paid days off.

OUR PEOPLE

Introduced in 2022, the **Stock Ownership Plan (SOP)** continues to be a central part of Amber's compensation strategy. By the end of 2025, **38.5% of employees** were enrolled, an increase of 4.5 pp compared to 2024 (34%), driven by the growing number of employees qualifying for the program.

S.2 EQUITY INSIGHTS

In 2025, we continued our structured approach to measuring gender representation and pay equity across the Group, expanding our analysis to include Bogota as a separately reported location for the first time. Building on our 2024 baseline, this second year of analysis allows us to better understand how representation and pay equity are evolving across Amber and across our different geographies. The data shows measurable progress in some areas, while also highlighting where outcomes remain uneven and require continued attention.

GENDER REPRESENTATION

The analysis below covers employees across relevant locations - Bucharest, Botoșani, Guadalajara, Manila, and Bogota - representing **707 employees or 97% of the Group's total workforce** as of December 2025. Only locations with a minimum of 10% women's representation are included.

LOCATION	% WOMEN 2025	VS 2024(PP)
Amber Studio S.A. (RO)	26.9%	+0.5
Amber Estudio De Videojuegos MX	30.2%	+12.9
Amber Studio Philippines Corp	17.8%	+5.7
Amber Colombia S.A.S. (CO)	22.2%	N/A
Total Group Average*	25.8%	+ 3.8

* Total Group Average includes all Amber entities, regardless of the 10% women's representation threshold applied in the location-level analysis above.

OUR PEOPLE

Overall women's representation across the Group increased from **22% to 25.8%** in 2025 (+ 3.8 pp). The strongest increases were recorded in Mexico (+12.9 pp) and the Philippines (+5.7 pp), both of which also experienced headcount growth during the year. In Romania, where total headcount decreased across both locations, women's representation remained relatively stable (+0.5 pp) and above the Group average. Bogota, reported separately for the first time in 2025, recorded women's representation of 22.2% - below the Group average. However, with a team of 18 employees, a single hire or departure can shift this figure significantly, making it too early to draw conclusions about a stable pattern.

Overall, progress in women's representation was visible but uneven across locations, reflecting different workforce dynamics throughout the year.

WOMEN IN LEADERSHIP

Women's representation in leadership roles continued to improve in 2025, with notable progress at the Executive and Leadership level.

LEVEL	2025	VS 2024(PP)
Women as % of Managers*	22.7%	+1.9
Women as % of Executive & Leadership**	21.1%	+8.9

*People Managers are defined as managers with direct reports and direct line authority.

**The Executive & Leadership group covers C-level executives and senior leaders.

The most significant progress was recorded at **Executive & Leadership level**, where women's representation increased by **8.9 pp to 21.1 % in 2025**. This improvement was driven primarily by increased women's representation within the Leadership group, while representation at Executive level remained stable. At management level, progress was more moderate (+1.9 pp), reflecting a larger and more stable manager population across the Group.

GENDER PAY RATIO

We continued our structured gender pay review in 2025, covering the same locations as the gender representation analysis. Data is segmented by seniority level.

OUR PEOPLE

Salary ratios are calculated as the average salary of women divided by the average salary of men (W/M ratio). A ratio above 1.00 indicates that women earn more on average, while a ratio below 1.00 indicates men earn more on average.

SENIORITY	RO 2025	RO VS 2024 RATIO	MX 2025	MX VS 2024 RATIO	PH 2025	PH VS 2024 RATIO	CO 2025
Associate	1.07	-0.04	1.17	+0.07	1.05	-0.72	0.76
Advanced	1.16	+0.19	0.70	-0.19	1.38	+0.45	n/a
Senior	1.16	+0.04	0.48	n/a	0.58	n/a	0.80
Expert	1.41	-0.08	n/a	n/a	n/a	n/a	n/a
Team Leader	1.19	+0.14	0.47	-0.09	0.74	n/a	n/a
Manager	1.05	-0.02	0.61	n/a	0.55	n/a	n/a
Senior Manager	1.04	+0.14	n/a	n/a	n/a	n/a	0.56

Notes: Non-material differences may occur due to rounding of the figures displayed. 'n/a' = ratio not calculable (no representation of one gender at this seniority level, or insufficient sample size.)

Romania: Salary ratios range from 1.04 to 1.41 across all seniority levels, indicating a relatively balanced pay structure across seniority levels. The most notable improvements compared to 2024 were recorded at Advanced (+0.19) and Senior Manager (+0.14).

Mexico: Salary ratios range from 0.47 to 1.17, with Associate remaining the only seniority level above parity (1.17). Ratios decreased at Advanced (-0.19) and Team Leader (-0.09) compared to 2024. While women's representation increased significantly during the year (+12.9 pp), pay disparities remain visible at several mid and senior levels.

Philippines: Salary ratios show significant variation in 2025. Associate decreased sharply (-0.72, from 1.77 to 1.05), while Advanced increased significantly (+0.45, from 0.93 to 1.38). Senior, Team Leader, and Manager are reported for the first time in 2025, all below parity, reflecting a broader coverage of seniority levels as the team expanded.

Across the Group, gender pay equity remains uneven. **Romania** continues to demonstrate a **relatively balanced pay structure** across seniority levels. In Mexico and the Philippines, where headcount grew most significantly in 2025, women's representation improved but pay ratios at mid and senior levels require further attention. These findings will continue to inform our annual pay review process.

OUR PEOPLE

GENDER PAY RATIO EXECUTIVE & LEADERSHIP

LEVEL	RATIO 2025	VS 2024(RATIO)
Executive	1.18	UNCHANGED
Leadership	0.75	-0.47

At Executive level, the pay ratio remained stable at 1.18, consistent with 2024. At Leadership level, the ratio decreased from 1.22 to 0.75, alongside changes in the composition and women's representation of the Leadership group during the year. While this represents meaningful progress in representation, the change in the pay ratio highlights the importance of continuing to monitor pay equity as the Leadership population evolves.

In our 2024 report, we identified the establishment of a minimum gender pay ratio threshold of 0.80 as a potential future action. While no formal threshold was adopted in 2025, we continued our annual gender pay review to monitor developments and identify areas requiring further attention. The 2025 data reinforce the importance of continuing this analysis, particularly in areas where pay ratios remain below this indicative level.

S.3 CAREER DEVELOPMENT & PERFORMANCE

Guided by our value of Learning - Knowledge for All, we continue to work toward an environment where everyone has the opportunity to grow personally and professionally. Our approach to career development brings together clearer roles and progression expectations, skills development and learning, performance and feedback, and opportunities for internal mobility. Together, these elements are intended to give our people greater clarity on what is expected of them, how they can develop, and how they can progress within Amber. In our 2024 report, we committed to building the foundation for a more robust approach to career development through two key initiatives: clarifying **Roles & Responsibilities** across departments and developing a **Skill Matrix** for our QA function. In 2025, we advanced both while continuing to strengthen the broader performance, learning and talent practices that support career development.

OUR PEOPLE

Within Development Support Services (DSS), we completed and rolled out the **Roles & Responsibilities** framework for the Functional QA Tester role, the department's anchor role and the foundation for its other individual-contributor roles. This is the first in a broader architecture: several other roles were completed in 2025, and we aim to finalize the rest and roll them out in 2026.

Within Product Development (PD), our ambition to bring greater transparency and alignment around performance expectations advanced significantly in 2025, through the iterative design and implementation of a comprehensive performance framework. We completed the definition of our Roles & Responsibilities framework and conducted role onboarding and expectation-setting, first for Individual Contributors and later in the year for studio leadership roles, with the remaining PD-level leadership roles scheduled for definition in 2026. By year end, the first prototype of a seniority progression framework for Individual Contributors was deployed and ready for testing.



Building on the **Skill Matrix** developed for the Functional QA Tester role, we designed a new performance assessment system for testers, grounded in skills and behaviors rather than KPIs. Throughout 2025 we designed the system and laid the groundwork for roll-out in early 2026, supported by a structured change-management approach that included manager workshops, Q&A sessions, and pilot groups. Beyond the assessment itself, this framework makes growth tangible. Testers can now see the skill levels and behaviors expected at the next seniority level, giving them a clear line of sight to progression. It helps managers give more specific, actionable feedback, and it helps individual contributors understand exactly what they need to develop to advance.

In 2025 we also finalized a promotions policy for managerial roles within DSS. This makes the process of moving into a management position clearer and more open to a wider group of colleagues, and it can serve as a starting point for other Business Units' promotions policies in the future.

OUR PEOPLE

Alongside these efforts to create clearer career and progression pathways, **internal mobility** provides a view of how employees grow and move within the organization through promotions or role changes. In 2025, the Internal Mobility Rate reached 24.5% company-wide, meaning that roughly one in four employees advanced or changed roles during the year. Mobility was strongest in the Philippines (42.9%) and Mexico (39.0%), in line with the broader headcount dynamics of these locations, while in Romania the rate stood at 18.3%. Starting 2025, the rate is calculated using average headcount (beginning and end of year) as the denominator, rather than each location's share of total promotions - a more accurate and comparable measure across locations.

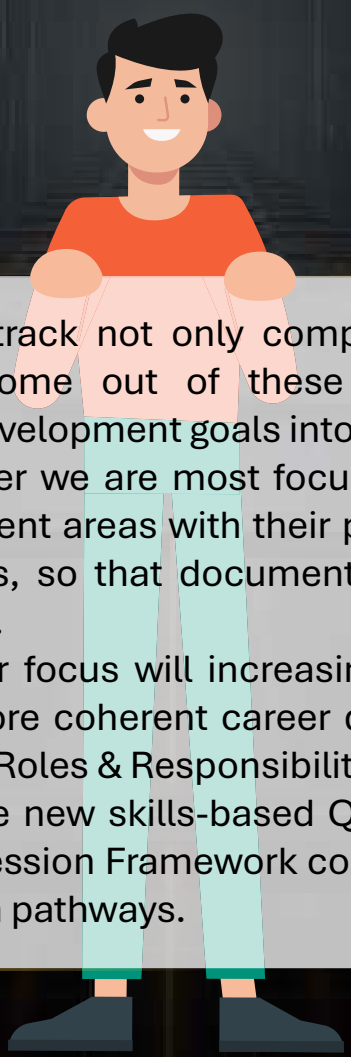
To complement our internal mobility data, we introduced **average length of employment** as an additional indicator providing context on workforce continuity. Average length of employment across Amber Group stood at 3.65 years as of December 31, 2025. A reliable game-industry-specific benchmark was not identified for direct comparison; however, the indicator provides an additional perspective on workforce continuity alongside our internal mobility data.



Learning and capability building complement these career pathways. As in 2024, **most learning initiatives** continue to be driven at a local or functional level. Within QA, peer-to-peer upskilling sessions continue to be led by volunteers, and, encouragingly, a growing number of managers now deliver workshops themselves. During 2025, subject-matter experts and managers from our Romanian offices traveled to our Philippines and Mexico studios to run training sessions on the ground, strengthening capability across locations. Within PD, learning priorities for 2025-2026 include partner management and targeted leadership development on topics such as performance management, feedback, and seniority placement conversations. Looking ahead, we also intend to explore early-stage ideas such as a Junior Talent Program and T-shaped career growth approaches.

OUR PEOPLE

Career development is also supported by regular performance and feedback conversations that help employees understand both their current performance and areas for future growth. In 2025 we delivered the evolution of our **performance review** model that we set out in last year's report. Peer feedback is now directly visible to the recipient, reinforcing trust, transparency, and peer accountability. We simplified our review forms to shift emphasis away from ratings and toward qualitative, narrative-based feedback. We also introduced two performance review moments during the year to encourage more frequent reflection and mid-cycle course correction. **Adoption was strong** in the main spring cycle (93% of employees in scope had reviews finalized by the deadline) and more modest in the newly introduced October check-in (77%), giving us a clear read on where to focus adoption efforts next. To support this shift to transparent peer feedback, we equipped colleagues and managers with practical enablement, including a self-paced learning module on giving effective feedback and live workshops for people managers. Within PD, we redesigned the performance and potential scoring approach and ran calibration workshops at studio level, supporting a more consistent read of performance across teams.



We committed in 2024 to track not only completion but the documented development goals that come out of these conversations. Embedding documented, high-quality development goals into the cycle remained a work in progress in 2025. The enabler we are most focused on is strengthening how managers identify development areas with their people and turning them into practical development plans, so that documented goals become genuinely useful rather than a formality.

Looking ahead to 2026, our focus will increasingly be on connecting these different elements into a more coherent career development framework. We intend to finalize and roll out Roles & Responsibilities across the remaining DSS and PD roles, implement the new skills-based QA performance assessment, and advance a Career Progression Framework connecting roles, performance, talent reviews and promotion pathways.

OUR PEOPLE

S.4 CULTURE & EMPLOYEE EXPERIENCE

At Amber, we treat **culture** not as an abstract concept but as a core driver of sustainability, performance, and impact. Equally important is how our **people experience** culture in their day-to-day work, from the way they collaborate and receive feedback to how they are supported in their development and understand the goals they work toward.

In 2024, our second culture audit confirmed real strengths, encouraging creativity, autonomy, continuous learning, and personal meaning at work, while also pointing to areas where we have more to do in consolidating norms of excellence and sustained performance. In response, we defined a four-part action plan: transforming our performance review process, investing in leadership development, revamping goal setting, and launching a new employee experience survey. In 2025 we made meaningful progress on parts of this plan, while other areas will require further progress.

One of the first steps was the redesign of our performance review process, detailed in the previous section. In 2025, we implemented the redesigned performance review process, including visible peer feedback, simplified narrative-based forms, and two review moments per year.



Another important part of our approach is listening systematically to how our people experience Amber. In June 2025 we ran the first edition of our redesigned **Employee Satisfaction Survey (ESAT)** - shorter, research-grounded, and better aligned to our values and strategic goals. The survey reached 719 people, with a 67% response rate. The results gave us an honest picture of how our people experience Amber. Colleagues expressed strong satisfaction with their immediate teams, a healthy sense of psychological safety, and clarity about their roles and impact. At the same time, the survey pointed to areas where we can do better, most notably career development opportunities and perceptions of leadership, reflecting different experiences across business areas and locations.

These insights are already informing action. The DSS promotions policy described in the previous section was defined directly in response to feedback on career progression, and the priority areas identified will guide our people agenda in 2026.

OUR PEOPLE

Beyond performance and employee listening, we also continued to work on how goals are set and aligned across the organization. In 2025 we began exploring a more structured goal-setting methodology based on Objectives and Key Results (OKRs), including informal experimentation across parts of the organization. A key realization during the year was that scaling OKRs well requires dedicated tooling. We therefore researched and selected a new platform to house both performance reviews and OKRs, with the transition taking place in early 2026.

Leadership development remains another important part of this agenda. While we identified it as a priority in 2024, a structured leadership development offering was not implemented in 2025. Given current priorities and capacity, we are treating a structured leadership development offering as a future priority, while continuing to enable leaders through existing channels in the interim.

Creating a positive employee experience also means maintaining clear standards for a respectful and inclusive workplace. Amber maintains a zero-tolerance policy for discrimination, harassment, and any form of misconduct. In 2025, no cases of discrimination, sexual harassment, or mobbing were reported across any of our locations. Our commitment to an inclusive workplace is also reflected in our continued adherence to the Romanian Diversity Charter, which Amber first signed in September 2021.

Looking ahead to 2026, our priorities include completing the transition to a shared platform for performance reviews and OKRs, rolling out OKRs as our goal-setting approach across the company, and acting on the priority areas identified through ESAT.

COMMUNITY & SOCIAL IMPACT

Amber's commitment to community support is rooted in a long-term view of ecosystem development. Stronger professional networks, better access to education, and closer collaboration between companies, associations, universities, and public institutions help create more resilient local game development communities. During 2025, Amber continued to focus its community engagement on two areas where it can contribute directly and credibly: strengthening local industry ecosystems and supporting education pathways into game development.

These activities build on programs and partnerships established over several years, first in Romania and later in other locations where Amber has a significant presence.

The scale and format of the initiatives differ by market, but the underlying objective remains consistent: to support the people, institutions, and professional communities that enable the game development sector to grow sustainably.

LOCAL ECOSYSTEMS

Amber continued to work with industry associations and community-led initiatives that represent game developers, promote the sector, connect local companies with international markets, and create opportunities for professional exchange. This support combines financial contributions, participation in governance and advisory structures, speakers and content, and direct involvement in events and programs.



Romania: continued support for RGDA and Dev. Play

In Romania, Amber maintained its long-standing support for the Romanian Game Developers Association (RGDA), which the company has backed since the association was established in 2013. RGDA represents and promotes the Romanian video game development sector, supports dialogue with public institutions and international partners, and develops initiatives aimed at increasing the visibility, competitiveness, and professional capacity of local studios and developers.

Amber continued to contribute to RGDA's work in 2025, including active support for RGDA's public affairs initiatives, for which the main objective is to raise awareness of the industry and its potential to Romanian public institutions and Government. More visibly, Amber continued through Dev.Play, the annual game development conference organized in Bucharest for the Romanian and wider Eastern European game development community. Amber supported the event as a Diamond Sponsor, its highest sponsorship level, and multiple company representatives contributed to the conference program as speakers. Beyond Dev.Play, Amber employees also participated in Romanian technology, business, and education events as speakers, mentors, jury members, and subject-matter contributors.

COMMUNITY & SOCIAL IMPACT



Philippines: industry association and event participation

In the Philippines, Amber continued its membership in the Game Developers Association of the Philippines (GDAP), which Amber Philippines has held since 2022, and maintained its advisory role in support of ongoing industry initiatives. Through this relationship, Amber has contributed industry perspectives and supported efforts to strengthen the country's game development ecosystem, improve connections with international partners, and align local talent development with the needs of the global industry.

Throughout 2025, Amber engaged with the association and the wider local development community through industry discussions, event participation, and knowledge-sharing activities. The company participated in the company showcase at the GameDev Summit (GDS) to expand its business network and continued its partnership with the College of Innovation and Integrated Technology (CIIT) in support of sustainable talent development, working directly with their video game development programs to help ensure graduates are well equipped for the labor market.

Amber Philippines also expanded its global footprint by attending the Tokyo Game Show in person, establishing foundational relationships with the event organizers, JETRO, and accompanying government bodies to secure long-term conference support. In addition, the company engaged in diplomatic discussions with the Romanian Ambassador to the Philippines to strengthen strategic cross-border relationships and foster new international opportunities.



Mexico: local community engagement

In Mexico, Amber complemented its education and industry-focused activities with direct community support initiatives in Guadalajara, organized and carried out by employee volunteers. In 2025, the team organized an initiative to provide toys and a community breakfast for 70 children from the local Institute for Blind and Deaf Children, supporting children with disabilities while strengthening the studio's connection with the local community.

During the colder season, employees also organized a winter clothing donation drive, collecting gently used sweaters for children aged 8 to 12 in support of a local orphanage.

EDUCATION

Education remained a central pillar of Amber's community support in 2025. Amber's initiatives span formal higher education, practical training programs, internships, workshops, game jams, studio visits, and collaboration with universities and public education bodies. Together, these activities aim to reduce the gap between academic learning and professional practice, give students realistic exposure to the game development industry, and improve access to entry-level opportunities.

COMMUNITY & SOCIAL IMPACT



Echo School remained Amber's leading **formal education initiative** in Romania. Established by Amber Studio and the Bucharest International School of Management (BISM), in academic partnership with Abertay University, Echo School was created to help bridge the gap between Romania's established game development industry and the limited availability of dedicated higher-education pathways into the sector. The program gives students the opportunity to study game development in Romania while obtaining an internationally recognized bachelor's degree.

Echo School offers three undergraduate degree programs, Game Design and Development, Computer Arts and Animation, and Game Engineering, combining academic foundations with practical exposure to professional game development. A defining feature of the model is its cross-disciplinary approach: students from design, art, and engineering work together on joint projects that reflect the **collaborative structure** of professional game development.

The connection with the industry is embedded throughout the learning experience. Amber professionals contribute as lecturers, mentors, speakers, and reviewers, alongside professionals from other game development companies, bringing current industry knowledge directly into the classroom.

Part of the learning experience also takes place within Amber's studio, giving students first-hand exposure to a professional game development environment. Following the launch of the first student cohort in 2024, Echo School continued to develop throughout 2025. During the year, the program supported **60+ active students**, while **10+ Amber professionals contributed to the educational experience**, helping strengthen the connection between academic learning and current industry practice.

COMMUNITY & SOCIAL IMPACT

Echo School also delivered **40+ educational events** throughout the year, creating a practical learning ecosystem that extended beyond the classroom. Activities included game jams, workshops, portfolio feedback sessions, industry talks, and other applied learning experiences designed to strengthen practical skills and give students and prospective candidates direct exposure to professional game development.

Beyond supporting enrolled students, Echo School engaged the wider community through dedicated events for parents, helping families better understand the educational model, the Romanian game development industry, and the professional opportunities available within it.

ECHO SCHOOL AT A GLANCE

Formal education students supported	60+
Academic partnerships	2
Amber Contributors	10+
Educational Events	40+

COMMUNITY & SOCIAL IMPACT



Amber Academy serves as the umbrella initiative for Amber's student-facing educational activities in Romania outside the formal Echo School degree program. Its purpose is to give students and aspiring game developers practical exposure to the gaming industry, access to professionals, and opportunities to learn through applied activities.

Throughout 2025, **Amber Academy supported 18 educational activities**, including game jams, workshops, mentoring sessions, studio visits, and industry events, engaging at least six universities and educational institutions across Bucharest, Iași, Botoșani, and Brașov.

BUCHAREST

- Hosted 2 Echo School Game Jams at the Amber office, providing venue, equipment, and mentor-ship.
- Delivered 2 technical workshops for students from the University of Bucharest – Faculty of Computer Science, led by Amber game engineers.
- Delivered 1 workshop for students from the Faculty of Cybernetics, Statistics and Economic Informatics during their educational visit to Amber.
- Supported 2 RGDA Game Jams by providing experienced mentors.
- Supported the European Parliament & RGDA Game Jam through mentorship and participation in the jury panel.
- Delivered 1 workshop for students from Tudor Vianu National College of Computer Science during Bucharest Gaming Week.
- Delivered 1 workshop for students from Airinei High School.
- Delivered 3 educational workshops during the TAG EDU program at ARCUB.
- Delivered 1 gaming industry workshop on the Gaming Stage at DevTalks 2025.

IAȘI

- Delivered 1 workshop for students from the Faculty of Computer Science, Alexandru Ioan Cuza University, as part of the FII Code program.
- Delivered 1 workshop for students from the Faculty of Computer Science, Alexandru Ioan Cuza University, as part of the FII Practic program.

COMMUNITY & SOCIAL IMPACT

BOTOȘANI

- Delivered 1 Quality Assurance workshop for students at Impact Info School.

BRAȘOV

- Delivered 1 gaming industry workshop on the Gaming Stage during the PeakIT event.

Each event had at least 20 participants, and Amber has contributed with approximately 10 people as mentors, speakers, trainers, and reviewers, sharing their professional experience directly with student communities.

These activities reflect Amber’s **“Give Back to the Community”** value and our continued focus on strengthening connections between education and the games industry. They also build on longer-term relationships with education and gaming communities, including Amber’s involvement with Bucharest Gaming Week for more than ten years and its collaboration with the Faculty of Computer Science at Alexandru Ioan Cuza University for more than three years.

AMBER ACADEMY AT A GLANCE (2025)

No of Educational Activities	18
Educational Institutions engaged	6+
Amber Contributors	~10



COMMUNITY & SOCIAL IMPACT



U-Echo Training Center and Education Activities in Mexico

In Mexico and across Latin America, Amber continued to support the U-Echo Training Center, an educational initiative operated by Arden Asociación Civil under license to use the Echo brand. The Center focuses on strengthening practical skills in Unreal Engine and other game development areas, making specialized training available to students and aspiring professionals from Mexico and other Latin American countries.

In 2025, the U-Echo Training Center trained 670 students, approximately 300 of whom participated in Unreal Engine-focused programs. This brought the Center's cumulative reach to more than 5,200 students trained across its educational programs.

During the year, the Center delivered 15 educational programs, including short courses, specialized programs, workshops, and showcase activities. The curriculum covered areas such as Unreal Engine, Blender, Roblox Studio and UEFN, Motion Capture, Virtual Production Cinema, C++ for Unreal Engine, 2D and 3D content creation, and AI-supported storytelling. The year also included an Unreal Engine Fundamentals Graduation Project Showcase, giving participants an opportunity to apply and present the skills developed through the program.

The U-Echo Training Center also continued to strengthen its collaboration with academic and industry partners. Academic partnerships included the University of Guadalajara through CUTlajomulco, CUGDL, and CUAAD, while industry and ecosystem collaborations included Amber Mexico, Epic Games, CGBot, Keywords Studios, Taller del Chucho, Ciudad Creativa Digital (CCD), and Vicon, among others. During 2025, the Center further expanded its activities in areas such as Motion Capture, Virtual Production, Virtual Cinema, AI-powered content creation, and Unreal Engine specialization, broadening the range of practical skills available to participants.

These activities complemented Amber Mexico's broader engagement with universities and student communities, including studio visits and direct interaction with game development professionals.

COMMUNITY & SOCIAL IMPACT

U-ECHO TRAINING CENTER AT A GLANCE (2025)

Students Trained	670
Educational Programs	15
Cumulative no of Students <i>Since inception in 2021</i>	+5200

INTERNSHIP PROGRAM IN MEXICO

Amber Mexico continued to use internships as a bridge between academic education and professional game development, giving university students and other eligible participants the opportunity to work alongside experienced teams, gain exposure to production environments, and build practical skills beyond the classroom. Spanning multiple disciplines like Marketing, QA, Talent Acquisition, and 3D Art, the program welcomed 25 interns over the course of 2025, with an average of 15 active at any given time, offering hands-on experience and professional development in a collaborative environment.

In 2025, the program remained part of Amber’s local talent development and community engagement efforts, with approximately 72% of participants offered collaboration opportunities.

INTERNSHIP PROGRAM AT A GLANCE (2025)

Interns Hosted	25
Interns Offered Collaboration Opportunities	72%

DOING BUSINESS

As Amber continues to operate across multiple markets and within an increasingly complex and dynamic technology landscape, responsible business practices remain an important foundation for how we operate. Our approach brings together the **ethical standards** that guide our relationships with employees, partners, and clients with the **responsible management of technology**, data, privacy, and information security.

In 2025, we maintained our standards on business ethics, human rights, and anti-corruption, while strengthening our approach to responsible technology and cybersecurity, including through new guidelines for generative AI and the achievement of **ISO/IEC 27001 certification**.

G.1 BUSINESS ETHICS & HUMAN RIGHTS

Operating globally, with clients across multiple continents, Amber treats transparency as a baseline for how we do business. Honesty and trust sit at the core of the professional relationships we build, and we expect our employees, partners, and collaborators to uphold the same standards.

Our Internal Regulation establishes common standards of conduct across Amber, with human rights and anti-corruption as core principles. These standards are complemented by our **Office Etiquette & Professional Conduct Guide**, which translates them into day-to-day expectations for a respectful and inclusive workplace.

Our approach to human rights is guided by the principles of the **UN Universal Declaration of Human Rights**, with **zero tolerance for human rights violations**. Concerns can be raised at any time with the People Ops department. No human rights violations were reported in 2025.

The same zero-tolerance approach applies to corruption in all its forms, including bribery and extortion. Our rules prohibit employees and collaborators from offering, soliciting, or accepting payments, gifts, or other improper benefits intended to influence a business decision or action. New colleagues are introduced to these standards as part of their onboarding, and no incidents of corruption were reported in 2025.

DOING BUSINESS

G.2 RESPONSIBLE TECHNOLOGY, DATA & IT

Our **IT operations** continue to integrate **ESG considerations** across sustainability, accessibility, and responsible technology governance. Energy efficiency remains fundamental to our IT strategy: we rely on energy-efficient data centers and cloud providers with public commitments to renewable energy, apply power management policies across all computing assets, and use virtualization and workload consolidation to limit the need for additional physical infrastructure. Sustainable procurement criteria, including suppliers' environmental commitments, remain part of IT purchasing decisions.

Artificial intelligence became an increasingly important part of Amber's technology ecosystem in 2025, supporting productivity and software development. During the year, we established internal guidelines for the secure and **responsible use of generative AI**, covering confidential information, intellectual property, and personal data, while also integrating AI-related risks into our cybersecurity and risk management processes. We also monitor the evolving regulatory landscape, including the **EU AI Act**, and are progressively aligning our practices with its requirements.



DOING BUSINESS

The most significant governance milestone of 2025 was achieving **ISO/IEC 27001 certification**, two years ahead of the target we set in our 2024 report. Our **Information Security Management System (ISMS)** now complies with internationally recognized standards, and members of the IT team obtained **ISO/IEC 27001 Internal Auditor certification**, establishing in-house expertise to independently assess and improve the ISMS. Alongside data protection practices, regular risk assessments, and tested business continuity plans, this reinforces our commitment to proactive security and risk management. During the 2025 reporting period, no material data breaches were recorded, and no substantiated complaints were received concerning privacy or personal data protection.



Looking ahead, Amber will conduct regular internal **ISO/IEC 27001 audits** as part of continuous improvement. We will continue expanding ESG-related training, with a focus on cybersecurity, data privacy, responsible AI, and green IT, and further improving the accessibility of IT systems for employees with disabilities.

OUR ENVIRONMENTAL APPROACH

As a digital-first company, Amber's **environmental footprint** remains concentrated in indirect emissions rather than direct operations. The most significant sources are employee commuting, business travel, and waste disposal (Scope 3), followed by electricity, heating, and cooling in our offices (Scope 2). Our hybrid and remote work model continues to limit commuting-related emissions, while Scope 1 emissions remain minimal.

Our formal environmental measurement framework is still under development. Our current systems do not yet allow us to collect sufficiently accurate and consistent electricity consumption and travel emissions data across our office locations. We believe transparency about this limitation is more valuable than reporting partial or unreliable figures.

In our day-to-day operations, we continue to favor practices that can help reduce our environmental footprint, including high-efficiency, low-energy equipment, cloud-based infrastructure instead of physical servers, and digital tools that streamline how we work.

Regarding electronic waste, our policy requires obsolete hardware to be processed through certified e-waste recycling partners, with devices refurbished, reused, or donated where possible. No recycling actions were performed in 2025. Following the reporting period, in February 2026, Amber processed 149 devices- 50 desktops, 82 laptops, and 17 other units - through certified recycling partners.

A formal **carbon footprint** assessment covering Scope 1, Scope 2, and relevant Scope 3 categories remains a longer-term objective rather than a current initiative.

CONCLUSION

Two years into our structured sustainability journey, the foundation is taking shape. With this reporting exercise, the value lies less in major new initiatives and more in building the basis for how we report going forward. For the first time, we can compare our performance against a prior-year baseline, which lets us track change over time rather than present a single snapshot.

Alongside this, our refreshed materiality assessment gives us a clear, structured view of the topics that matter most to our stakeholders and our business. Its findings reinforce the importance of our people and responsible business practices, while also pointing to the growing relevance of areas such as AI and emerging technologies. Together, comparable data and a sharper sense of our priorities give us solid footing for the work ahead.

We remain mindful that our reporting is still evolving, and that progress and measurement capabilities vary across different areas. We believe being transparent about these differences is an important part of building a credible and meaningful sustainability approach.

AMBER

AMBER is an international, preferred game development partner specializing in a diverse range of platforms and genres.

We are evolving the art and science of play by operating on a scaled-up, vertically integrated organizational model to achieve mastery in the full set of game development specializations.

Our global network of multidisciplinary studios functions like an integrated hub, offering a full range of turn-key product development solutions, including concept-to-delivery game production, live operations, co-development, art production, and support services such as QA or localization.

We have deep expertise in product development, cross-platform deployment, parallel launch strategies, user experience optimization, free-to-play monetization systems, data science, live operations, and more.

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