## **MBER**

## SUSTAINABILITY REPORT 2024

















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Dear Amber Team, Partners, and Collaborators,

Welcome to Amber's first-ever Sustainability Report. As a company that proudly embraces a people-first spirit, we are driven by passion, innovation, community, and impact. Community has always been at the heart of Amber, and this report marks a new chapter in how we share our journey with you.

Starting this year, we are committed to regularly updating all our stakeholders on our progress in key areas such as people, governance, and community engagement. The creation of this report has been an important milestone for us as a management team. It challenged us to reflect, organize, and formalize our sustainability strategy, helping us sharpen our focus on what matters most.

This report defines 2024 as Amber's baseline year for tracking and improving sustainability performance. It also reflects our growing commitment to transparency, accountability, and responsible business, offering a clear picture of where we are today and the priorities we've set for the future.

We recognize the need to formalize our approach to topics such as -sustainability, community impact, and ESG risk management. As these matters become increasingly important globally, we believe it's our duty to lead by example. We are proud to be the first Romanian game development company to publish a sustainability report.

This report has given us, as leaders, valuable insights into our current position and long-term aspirations. It is the first step in an ongoing journey toward continuous improvement, and we are excited to walk this path together.

Warm regards, Mihai Pohontu

#### **ABOUT THIS REPORT**

This report marks the first step toward greater transparency in sustainability efforts. It reflects our commitment to assimilating, measuring, and improving our environmental, social, and governance (ESG) performance, while establishing a foundation for long-term sustainability. Although our formal sustainability initiatives began in 2017 with the launch of the Amber Academy and continued with publishing the "People of Amber" white papers in the last 2 years, we consider this report the starting point of our structured sustainability journey. Our goal is to develop a comprehensive reporting framework, set measurable sustainability targets, and establish key performance indicators (KPIs) to guide our progress.

This report has been prepared internally by the Amber team, with input from managers across multiple departments. The Corporate Development team led the process, with oversight from Senior Management. The report covers the period from January 1st, 2024 - December 31st, 2024, with reporting perimeter focusing on the main operational entities of Amber Group: Amber Studio SA (Romania), Amber Estudio de Videojuegos Mexico S. DE R.L. De C.V. (Mexico), Amber Studio Canada Inc. (Canada), Amber Studio Philippines Corp. (Philippines), Amber Studio Inc. (USA), Amber Colombia SAS (Colombia). However, sections of this report may include some data on administrative locations (Ukraine, Taiwan, Poland, Singapore) as, together with the main locations, collectively constitute Amber Group.

As this is our first sustainability report, it has not undergone external assurance. The management intends to publish a sustainability report annually, refining our approach with each iteration. While this report is based on preliminary internal assessments, with data points still being refined, we are actively improving our data collection and tracking processes for future reports. At this stage, we do not yet have historical performance metrics in all areas, but we are committed to defining KPIs, identifying challenges, and setting a clear roadmap for progress.

For our stakeholders, this report provides transparency into our present practices, affirms our dedication to sustainability, and establishes a starting point from which our long-term ESG strategy will evolve. We invite our stakeholders to join us on this journey. Your feedback, insights, and support are essential as we shape a more inclusive, equitable, and sustainable future in gaming and beyond.

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#### **EXECUTIVE SUMMARY**

This summary provides an overview of our current ESG practices and focus areas, reflecting ongoing efforts across People, Inclusion, Development, Environment, and Governance. The highlights below represent recent progress and initiatives shaping our approach to main ESG relevant themes.

2024 was a defining year for Amber as we took major steps to structure our sustainability efforts.

With a team of 812 employees across 6 countries and representing 23 nationalities, we continued to expand our global presence while maintaining a people-first philosophy at the core of our culture. Our workforce remains predominantly full-time and demographically balanced, with 47% under the age of 30 and 51% between 30 and 50, reflecting both energy and experience across the organization.

Diversity and inclusion remain guiding principles in our approach to people and culture. At group level, female representation stood at 22%, compared to a global industry average of approximately 25%. While we are broadly aligned with industry trends, we recognize the opportunity to increase representation, particularly in leadership and technical functions. We continued to invest in employee development and internal growth. In 2024, 85% of employees received formal performance reviews, and our internal mobility rate reached 15%, with transitions most frequent in Mexico (55%) and the Philippines (31%). In parallel, 34% of staff participated in the Stock Ownership Plan, reinforcing our commitment to shared success and long-term engagement.

From a governance perspective, Amber maintains high standards of conduct and operational integrity. In 2024, there were no reported cases of harassment, discrimination, corruption, or data breaches. We have advanced the integration of ESG principles into our IT operations, including the migration to energy-efficient cloud infrastructure, certified e-waste recycling, and sustainability-based criteria in vendor evaluations. Starting with 2025, annual security audits will be put in place, while by 2027 we aim to pursue ISO certifications and enhance digital accessibility.

Our role in the wider game development ecosystem continues to evolve. In Romania, we co-founded Echo School, the first local bachelor's program dedicated to game development. In Mexico, we supported the operations of U-Echo Training Center, in partnership with Arden Asociación Civil, which has trained over 3,000 students across Latin America. We also contributed to regional industry events, including Dev.Play, DevTalks, GameDev Summit, and SubliMe, reinforcing our commitment to community and education.

Looking ahead, we will continue to shape our ESG priorities in alignment with our ambitions, stakeholder expectations, and evolving global standards. While our commitments are still being defined, we remain focused on strengthening internal practices, enhancing data quality, and building a structured approach to sustainability over time.



## 1. ABOUT AMBER

#### 1.1 WHO WE ARE

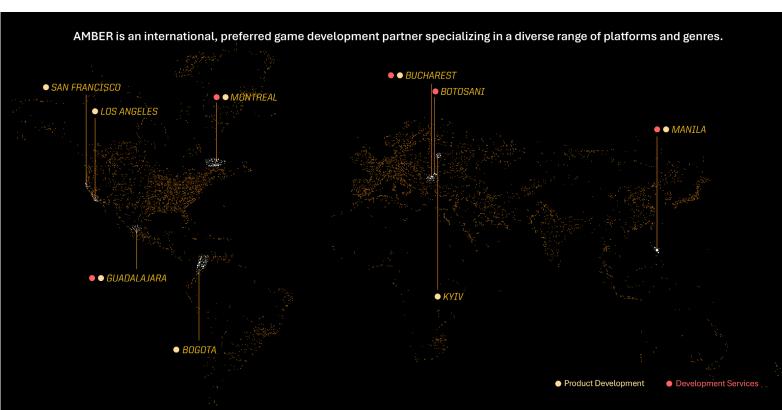
We were founded in 2013 as a game services studio and in many ways, we still are one, but our sights are set higher. Since our development studio is headquartered in Bucharest, from inception we wanted Amber to play a defining role within the Romanian games industry, supporting its evolution. Our goal is to operate a fully contained distributed development system on behalf of our US clients, so we've hired a complement of experienced production and leadership staff in the US, which truly makes us an international company.

VISION: Within a decade, we want to establish a leading position in every segment of the game development supply chain.

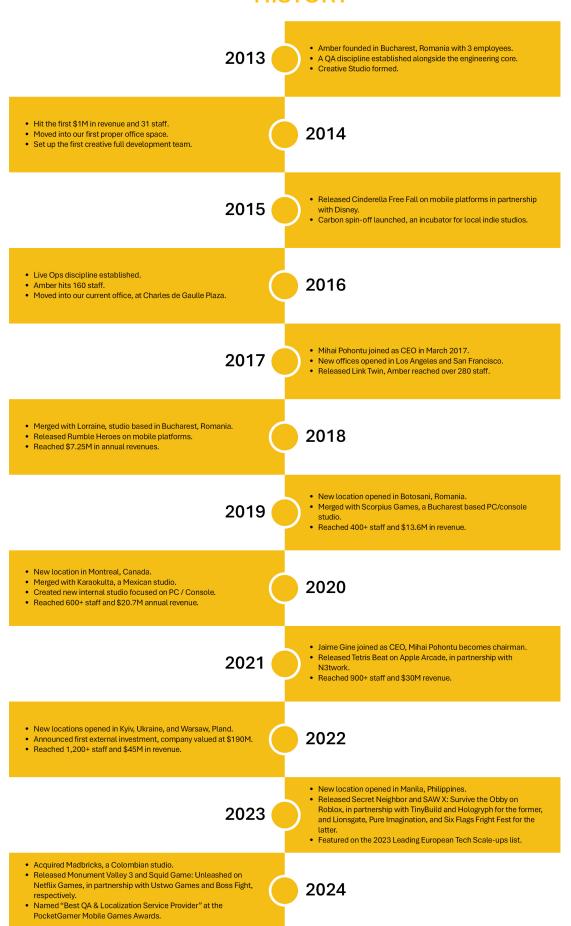
The company's concept was inspired by the decades of industry experience of its leadership, as a sincere effort to provide to the games industry a better development services platform. Today, we are the largest independent game developer in Romania and one of the largest in Eastern Europe, with 812 staff members as of December 31st, 2024, with operations mainly in 6 countries: Romania, US, Canada, Colombia, Philippines and Mexico.

MISSION: We are a community of artisans delivering positive impact by evolving the science and art of play.

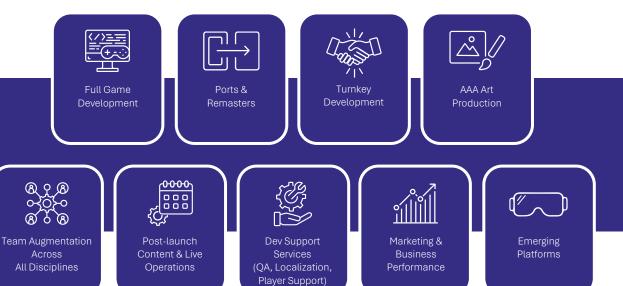
Our global network of multidisciplinary locations functions like an integrated hub, offering our partners a seamless workflow development, cost, and time effectiveness, while also ensuring excellence in all aspects of game development. We have deep expertise in product development, cross-platform deployment, launch strategies, cross-play capabilities, user experience optimization, free-to-play monetization systems, data science, live operations, and more.



#### **HISTORY**



#### **OFFERINGS & CAPABILITIES**



Our studios consist of industry veterans who work in a highly collaborative structure to create original content, reinvent or revitalize existing IP, and generally co-develop with partner teams. All our teams follow the same core philosophy:

- Put the player first.
- Understand the market.
- Quickly test the core assumptions of the project.

#### TRUSTED BY INDUSTRY LEADERS

WARNER BROS.	paradox	UBISOFT	NETFLIX	Ving
GAMELOFT	<b>EPIC</b> GAMES	DISNEP	SCOPELY	B)G FISH
RIOT GAMES	<b> ≪</b> unity	SUPER EVIL MEGACORP	adult swim games	ROVIO
<b>CEU</b>	<b>К</b> КАВАМ	WARGAMING.NET	amazon	R <b>4</b> BLOX
anim (ca ERANDS	TILTINGPOINT RAISE YOUR GAME	NBCUniversal	HAVIOUR	BANDAI NAMCO

"I have worked with many external vendors/partners/providers in the past and have never had a quality of service quite up to the level as we've received from AMBER."

Ayhan Sahin - BIG FISH GAMES

"I feel like our collaboration with AMBER has only strengthened over the years of working together. Teams and individuals from TSB who are working directly with AMBER team all shared positive feedback about them."

**Eszter Barabas - SANDBOX** 

"A wonderful experience working with a professional and inspired team! Our products are better with AMBER in the fold!"

Jake Flint - IMANGI

"We are delighted by the last 3 years we have shared together and by the more of 2000 levels you have created for us, for the project Angry Birds Friends, during all this time. I think I can speak for everyone when I say that it has been a wonderful and enriching experience from the very beginning. Thanks a lot for sharing with us your passion and your eagerness to learn more and more every day. We really appreciate the fact that we together have been able to push the boundaries of our level design to limits we never thought we would reach."

Adrian Navarro Perez - ROVIO

TRUSTED BY PARTNERS



\*NPS self-measured through partner satisfaction surveys in 2023-2024 for Full Dev, Co-Dev, Art / Content Development, Team Augmentation, and Porting

#### RECOGNIZED BY PEERS



#### **CREATIVE STUDIOS**



#### **Madbricks**

Genre Passion: Action-Adventure

Games + Narrative-based Platforms: Mobile, PC

Tech: Unity, C#

Audience: Family Friendly, Broad

**Audience** 

Monetization: Paid, F2P

**♀** BOGOTA



#### Play with Fire

**Genre Passion:** Competitive Multiplayer + High-fidelity AAA

Execution

Platforms: Console, PC

Tech: Unreal, Proprietary, C++
Audience: Teens/Adults 13+

Monetization: Paid

**P**BUCHAREST/MONTREAL



#### Lorraine

Genre Passion: Core Strategy and

RPG Games, Usually with Multiplayer Components

Platforms: Mobile, PC (includes

Switch)

Tech: Unreal, Unity, C++, C# Audience: Teen/Adults 13+ Monetization: F2P, Paid

BUCHAREST/KYIV



#### Karaokulta

Genre Passion: Hybrid Casual

Mobile

Platforms: Mobile Tech: Unity, C#

Audience: Family Friendly, Broad

**Audience** 

Monetization: Paid, F2P

GUADALAJARA/MONTREAL



#### Avalon

Genre Passion: Puzzle, Casual

Games

Platforms: Mobile, Netflix Cloud

Tech: Unity, C#

Audience: Family Friendly, Broad

Audience

Monetization: F2P, Paid

**P** BUCHAREST

#### 1.2 OUR GAMES



#### **Link Twin**

Developed entirely by Amber, Link Twin is a stylized puzzle game where players control two characters bound by a mysterious connection. With its striking visuals, eerie soundtrack, and clever mechanics, the game earned 2nd place at The Very Big Indie Pitch (PGC London, 2017) and is now featured on Netflix Games.

#### **PositronX**

With PositronX, we aimed to deliver a modern roguelite FPS experience while tapping into the raw energy and nostalgia of old-school shooters. Built around the core idea of gameplay-first design, we pushed the creative boundaries by experimenting with mechanics that let players alter time, space, and visibility, resulting in unpredictable combat scenarios that demand adaptation and creativity.





#### **Rumble Heroes**

Rumble Heroes is a fast-paced, character-driven brawler developed by Amber for Rogue Games. Designed for mobile platforms, the game offers dynamic real-time combat and a diverse cast of unique heroes, each bringing their own abilities and personality to the battlefield. Its accessible gameplay and distinctive visual style make it an engaging experience for casual and competitive players alike.

#### Mexican Ninja

Mexican Ninja is a fast-paced beat 'em up roguelike that slices into the streets of Nuevo Tokyo, where Narcos and Yakuza have merged to form the ruthless Narkuzas. Developed by Madbricks, an Amber-owned creative studio, in partnership with REDRUM and published by Amber, the game delivers a stylish 2.5D retro arcade throwback packed with attitude, precision combat, and randomized chaos.





#### **Tetris Beat**

Developed by Amber in collaboration with N3twork, Tetris® Beat reimagines the iconic puzzle game by syncing it to music, creating a fresh, rhythm-infused experience. Released on Apple Arcade in August 2021, the game quickly hit no.1 and held the top spot for 4 weeks, thanks to its dynamic fusion of beat-matching mechanics, exclusive music tracks, and the classic Tetris® feel, enhanced with modes for both rhythm enthusiasts and nostalgic purists.

#### Pac-Man Mega Tunnel Battle: Chomp Champs

Pac-Man Mega Tunnel Battle: Chomp Champs takes the iconic arcade classic into a massive multiplayer arena, where up to 64 players compete to be the last Pac standing. Developed for Bandai Namco, the game blends nostalgic gameplay with fresh competitive mechanics, expanding the maze with cross-tunnel showdowns and power-packed chaos.



# Note of

#### Formula E: High Voltage

In Formula E: High Voltage, racing meets blockchain in a new kind of motorsport experience. Built by Amber for Animoca Brands, the game puts players in control of fully electric teams, challenging them to master energy management, race strategy, and NFT-powered progression on real-world Formula E circuits.

#### SAW X: Survive the Obby

SAW X: Survive the Obby brings the chilling world of the SAW franchise to Roblox in a unique obstacle-course survival experience. Developed by Amber for Pure Imagination Studios and Lionsgate, the game challenges players to outwit traps, solve deadly puzzles, and escape Jigsaw's twisted challenges, all within a format tailored for the Roblox platform and its global audience.



#### 1.3 BUSINESS STRUCTURE

Amber Group operates under a holding structure, with its parent company incorporated in Delaware, United States. The group is privately owned, with the majority of shares held by current employees and a long-term-focused investment fund aligned with our mission and values. Amber follows an employee-ownership model, with shares held primarily by current or former employees, an approach that fosters internal alignment, long-term commitment and shared accountability.

The Group's main operating company is Amber Studio SA, headquartered in Bucharest, Romania, which houses the majority of the group's workforce.

As of December 31, 2024, the group has the following operational offices:

Company	Country	City
Amber Studio SA (Headquarters)	Romania	Bucharest
Amber Studio SA (Botoșani Branch)	Romania	Botoşani
Amber Estudio de Videojuegos Mexico S. DE R.L. De C.V. Mexico	Mexico	Guadalajara
Amber Studio Canada Inc.	Canada	Montreal
Amber Studio Philippines Corp.	Philippines	Manila
Amber Studio Inc.	United States	San Mateo
Amber Colombia SAS	Colombia	Bogotá

Amber's Leadership team is composed of experienced professionals from diverse backgrounds, representing a blend of creative, operational, and strategic expertise. The team is responsible for steering the company's vision, including its commitment to sustainable growth and responsible practices. The management team's composition reflects a strong focus on professional merit, and alignment with Amber's cultural values. Collectively, the Leadership team plays a key role in embedding ESG considerations into strategic decision-making and long-term planning across all functions and regions.

While we do not have a separate ESG or sustainability committee, sustainability considerations are reflected in leadership functions and company strategy. The combination of inclusive ownership, professional management, and strategic oversight ensures that the company is equipped to balance growth with responsibility.

#### AMBER EXECUTIVE TEAM



Mihai Pohontu Chief Executive Officer



Scott Humphries
Chief Product Officer



Andreea Enache Chief Revenue Officer



Jaime Giné Executive Advisor



Cristiana Fernbach General Counsel



**Tudor Postolache**Chief Operating Officer



Roie Chizik Chief Financial Officer



Catalin Butnariu Chief Strategy Officer



Mihai Sfrijan Head of Studios



Iulian Anton Head of PDS



Mihai Smaranda Head of DSS



Viorel Marinescu Head of Studios Operations

Our <u>organizational structure</u> is built around 3 core departments: Product Development, Development Support Services, and Shared & Corporate Services. Each department is designed to ensure, operational efficiency, and cross-functional collaboration across global teams.

Product Development (PD) is our game development department, where we work on our partners' games, as well as our own original IP. We deliver a variety of services, including:

- End-to-end game development
- Remastering or porting existing games to new platforms
- Live operations, where we create new features, events and more for games that are already launched, keeping their community engaged
- Co-development, team augmentation
- Art production and level design

Functions in PD: Studios, Product Development Solutions (PDS), Studio Operations.

Development Support Services (DSS) plays a crucial role in ensuring that players have the best possible experience with a game, through quality assurance, which includes functional testing, benchmarking, compliance testing, localization, player support and more. Functions in DSS: Functional QA, Specialized QA, Localization & Localization QA, Player support, DSS operations

Shared & Corporate Services bring together essential support functions, which enable the organization to operate efficiently, scale sustainably, and deliver on its strategic objectives. Functions in Shared & Corporate Services: People Ops, Legal, IT, Facility, Finance, Operations, Business Development, Corporate Development and Marketing.



## 2. TAKE ON SUSTAINABILITY

We are committed to fostering a positive impact by advancing employee development and well-being, championing education, promoting business ethics, and driving gender equality. By building on our history of community engagement, we strive to create meaningful change within our industry and in the diverse communities where we operate, shaping a more sustainable, inclusive and ethical future.

AMBER'S PURPOSE STATEMENT

#### 2.1 STAKEHOLDERS & PRIORITIES

Amber is an entrepreneurial, employee-owned company. Our people have always been our greatest asset. Therefore, stakeholder engagement has always been fundamental to our business and sustainability model. We are directly involved with all our stakeholders, listening, exchanging ideas, and always striving to improve.

During the year, we regularly engage with our internal stakeholders – employees and shareholders – as well as external stakeholders like investors, customers, players, business partners, potential investors and industry players. Moreover, we care greatly about making a positive impact on the local communities where we are active, by participating in the formation of the next generation of game developers and contributing to artistic initiatives or government measures that support the local ecosystem. Therefore, our engagement with the universities and schools, local authorities, diverse associations, and the media are important to us, because it has the purpose of generating a long-lasting impact.

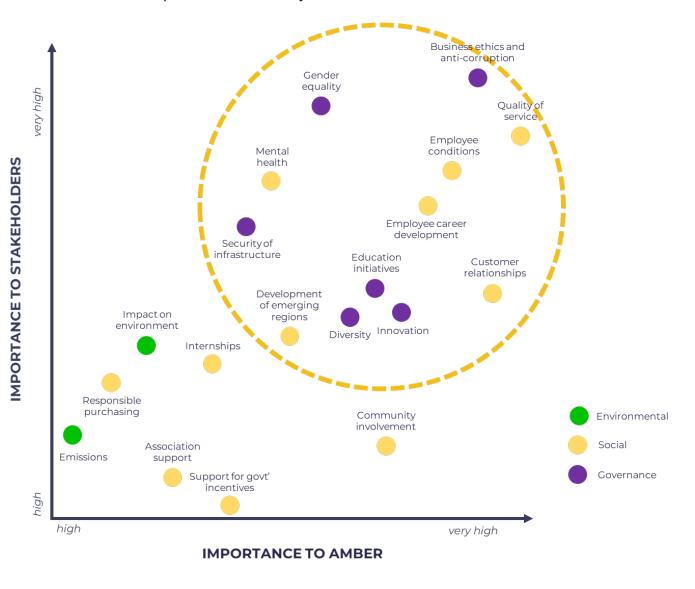
With all our stakeholders, we engage in sustainability related topics in a variety of forms – dialogues, group meetings, workshops, surveys, and interviews. Since our stakeholder base is diversified, our engagements range from day-to-day interactions to formal meetings.

We always strive for transparency, and we are proud of the accomplishments of the people of Amber. Therefore, in parallel with constant communication through our website, social media channels, whitepapers and articles, we inform local and international media about all our major projects.

## 2.2 SUSTAINABILITY STRATEGY & MATERIALITY FOCUS

At Amber, sustainability is rooted in our people-first philosophy. As an employee-owned, people-centric organization, we place employees, clients, partners, and communities at the heart of everything we do. Our sustainability strategy reflects this commitment and is built on a foundation of fulfilled employees, satisfied clients, and strong governance guided by honesty and trust.

To identify the most relevant environmental, social, and governance (ESG) priorities, we conducted a comprehensive materiality assessment in 2022.



A total of 138 stakeholders – including employees, contractors, suppliers, shareholders, media representatives, clients, and members of academia, NGOs, and public authorities—participated in the survey.

Conducted anonymously and independently, reviewed by management, this assessment clarified the critical ESG factors that influence our value creation in the short, medium, and long term.

It also confirmed the alignment of Amber's sustainability goals with stakeholder expectations. The findings of this study shaped the core pillars of Amber's ESG strategy, which will continue to evolve with future reassessments. We are committed to creating a workplace where everyone feels empowered to thrive and contribute meaningfully.

Amber has also aligned its strategy pillars with the United Nations Sustainable Development Goals (SDGs<sup>1</sup>). 7 SDGs have been identified as relevant to our operations: 5 primary goals where Amber can make a significant impact, and 2 secondary goals where we aim to increase our contribution in the coming years.

Our ESG strategy is not just about business success. It is about meaningful, long-term impact. Through thoughtful integration of sustainability principles into our operations, we will continue to drive value while enriching lives and strengthening communities.

#### **PRIMARY SDGs**











#### SECONDARY SDGs





You can find out more about SDGs at UN Global Compact website,

HERE: <a href="https://www.undp.org/sustainable-development-goals">https://www.undp.org/sustainable-development-goals</a>

The UN SDGs, or Sustainable Development Goals, are a set of 17 global goals adopted by the United Nations in 2015. They aim to address global challenges like poverty, inequality, climate change, and environmental degradation. These goals are interconnected and require a holistic approach to achieve them.

<sup>&</sup>lt;sup>1</sup> The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

#### 2.3 PEOPLE OF AMBER

**Goal:** Foster a thriving and inclusive workplace culture that empowers staff, promotes professional growth, and prioritizes well-being.

Focus areas: Staff conditions & career development, gender equity.

At Amber, we view people not as resources or capital, but as integral contributors to our collective success. This belief shapes how we operate, reflecting a deep and ongoing commitment to our team's growth and well-being. Humanism guides every decision we make, ensuring that our actions align with our core value of putting people first.

In the last 2 years, we began a deep dive into understanding who the people of Amber are, emphasizing our commitment to belonging and representation. This report continues that journey, providing updated insights into the demographics of our workforce and our efforts to foster an equitable environment. The data presented in this section refers to the year 2024, which we consider our baseline year, the starting point for measuring progress and shaping future goals.

## 2.3.1 WORKFORCE ARCHITECTURE, BENEFITS & INCENTIVES

As of December 31, 2024, Amber Group had a total of 812 employees. Most of our team is full-time, with less than 1% working part-time.

While 41% of our workforce is based in Bucharest, our global presence reflects our dedication to fostering a culturally diverse and inclusive work environment.

Location	Employee Count	% of Total Employees
Bucharest, RO	330	41%
Botoșani, RO	124	15%
Guadalajara, MX	156	19%
Manila, PH	83	10%
Montreal, CA	50	6%
San Mateo, US	25	3%
Other locations*	44	5%
Total	812	100%

<sup>\*</sup>Bogota-CO, Kyiv-UKR, Taipei-TW, Warsaw-PL

Gender distribution is a key pillar of our inclusive workplace approach. Overall women representation within our Group stood at 22% in 2024, which is broadly in line with the industry norm estimated at around 25%². While our current rate is relatively close to the industry average, we recognize the need to strengthen our efforts in this area, particularly in some of our main locations. However, one notable aspect is that Amber Studio SA exceeds both the industry women benchmark and the EU average for ICT companies, which stood at 19.5%³ as of 2024. In other regions, we identified opportunities to further align with local industry dynamics. While comprehensive 2024 data is limited, available public insights offer useful benchmarks. For example, in the Philippines, women in the sector were estimated to represent 30%⁴ of the workforce in 2021, while our current figure stands at 12%. Similarly, in Mexico our 17% compares to an estimated industry average of 25% of women working within the industry. While these figures show room for improvement, they also provide a clear indication of where we should focus our efforts, with the goal of achieving a balanced gender distribution across our locations.

Gender distribution – Total-	Gender	Employee Count	% of Total Employees
Total amendance	Male	633	78%
Total employees	Female	179	22%
Doople Managara <sup>5</sup>	Male	137	79%
People Managers⁵	Female	36	21%

Gender distribution - by Entity -	Gender	Employee Count	% per Entity
Amber Studio S.A.	Male	334	74%
Amber Studio S.A.	Female	120	26%
Amber Estudio De Videojuegos Mexico	Male	129	83%
S. DE R.L DE C.V	Female	27	17%
Ambar Studia Philippinas Carp	Male	73	88%
Amber Studio Philippines Corp	Female	10	12%
Amber Colombia S.A.S.	Male	28	80%
AITIDEI COLOTTIDIA S.A.S.	Female	7	20%

<sup>&</sup>lt;sup>2</sup> GDC State of the Industry 2025 Report

<sup>&</sup>lt;sup>3</sup> Eurostat Highlights, April 2025

<sup>&</sup>lt;sup>4</sup> 2021 Deloitte Southeast Asia study

<sup>&</sup>lt;sup>5</sup> People Managers are defined as managers with direct reports and direct line authority

We value **cultural diversity**, fostering an inclusive environment where individuals from various backgrounds and perspectives come together to fuel creativity and innovation. We believe that a diverse workforce enhances our global outlook and allows us to better understand the needs of our clients and partners across different regions.

This commitment to inclusion is reflected in our international team, which includes employees from a wide range of nationalities and cultures.

Nationality	Employee Count	% of Total Employees
American	5	1%
Canadian	38	5%
Colombian	29	4%
Filipino	80	10%
Mexican	169	21%
Polish	7	1%
Romanian	446	55%
Ukrainian	11	1%
Others*	27	3%

<sup>\*</sup> Argentinian, Brazilian, British, Chinese, Greek, Iraqi, Israeli, Italian, Korean, Moldavian, Russian, Singaporean, Serbian, Spanish and Taiwanese

In 2024, Romanian managers held most people management positions across all levels at Amber, including Executives<sup>6</sup>, Leadership<sup>7</sup>, and Line Managers<sup>8</sup>, making up 67% of the total managerial floor. Following them, our Mexican colleagues represented 12% of all managers, showcasing the growth of our team in Latin America. This diverse managerial group, as it is presented in the table below, underscores our commitment to building a global presence while promoting leadership opportunities across multiple regions.

<sup>&</sup>lt;sup>6</sup> C-suite managers

<sup>&</sup>lt;sup>7</sup> Senior leaders

<sup>&</sup>lt;sup>8</sup> Line Managers are similarly defined as People Managers (see footnote no 5)

Nationality of People Managers	People Managers Count	% of Total People Managers
American	2	1%
Canadian	9	5%
Colombian	9	5%
Filipino	5	3%
Mexican	21	12%
Romanian	116	67%
Others*	11	6%

<sup>\*</sup>British, Israeli, Italian, Korean, Singaporean, Spanish, Ukrainian, Taiwanese

Our team is primarily composed of Millennials and Gen-Z, reflecting the youthful and dynamic nature of our workforce. Specifically, 47% of our employees are under 30, bringing fresh perspectives and energy to the company. Additionally, 51% of the staff falls within the 30 to 50 age range, offering a balanced mix of experience and innovation.

While younger generations form the majority, we also value the contributions of our more seasoned employees – 2% of our workforce being over the age of 50. This diversity in age allows Amber to benefit from a wide range of insights, experiences, and approaches, fostering a collaborative environment where different generations work together to drive our success.

Age Split of Employees (All Genders)	Employee Count	% of Total Employees
<30 y.o	382	47%
30-50 y.o	412	51%
>50 y.o	18	2%

The blend of educational backgrounds brings together a combination of academic knowledge and practical experience, creating a dynamic environment where diverse skills and perspectives come together. As of December 31, 2024, 55% of Amber's workforce (450 employees), held a university degree, showcasing the high level of education among our team.

Academic Status -all genders-	Employee Count	% of Total Employees
Formal higher education	450	55%
Other educational background	362	45%

The benefits provided to employees vary across the markets we operate in and take into consideration the legal provisions applicable to each location, as well as the best practices in the industry. The benefits offered to employees come in addition to the public, obligatory medical insurance, or annual leave according to the law, as well as other legally regulated provisions.

Depending on the best practices applicable to each location, benefits offered to employees may include meal tickets, psychologist sessions, private medical insurance, a retirement saving plan, extra days of salary at the end of the year, life insurance, and 401(k) plan.

Key special benefits offered by the company across all locations (subject to certain tenure or seniority criteria) include an annual bonus based on the financial performance of the company, an "Unlimited Days Off" policy which allows employees to take additional paid leave on top of the national standard number of paid days off.

In 2022, Amber introduced a Stock Ownership Plan (SOP) as an incentive to promote a sense of ownership and deepen employee engagement by offering equity to eligible staff. By the end of 2024, around 34% of employees were enrolled in the plan which means an increase of 4% compared with 2023. The SOP will remain a central part of Amber's compensation strategy, recognizing and rewarding employees who contribute to building the company's future.

#### 2.3.2 EQUITY INSIGHTS

We remain committed to fostering an equitable workplace, with a strong focus on pay transparency and gender equity. As part of our ongoing efforts, we conducted a refined, data-driven gender pay review, analyzing salary ratios in 3 of our most relevant locations, taking in consideration the seniority levels of our staff members.

To better understand gender pay dynamics across our organization, we applied a structured methodology. The highlights below explain how the analysis was conducted and data interpreted.

 The pay review assumed a stratified analysis with data being first split by location, focusing on locations with at least 10% women representation, followed by segmentation on seniority level.

- Salary ratios were calculated as the average salary of women compared to the average salary of men (W2M Ratio). A ratio above 1.00 means women earn more on average, while a ratio below 1.00 means men earn more.
- In addition, a separate analysis was conducted for Executive and Leadership positions, particularly to assess whether there are significant disparities in representation or pay equity at the highest level of the organization.
- The sample size analyzed included a total number of 706 staff members (which represent 87% of the total workforce), therefore it is deemed relevant for the scope of the review

Seniority Level	Romania (W2M Ratio)	Mexico (W2M Ratio)	Philippines (W2M Ratio)
Associate	1.11	1.10	1.77
Advanced	0.97	0.89	0.93
Senior	1.12	-	-
Expert	1.50	-	-
Team Leader	1.05	0.55	-
Manager	1.07	-	-
Senior Manager	0.90	0.75	-

- Romania: W2M ratio ranges from 0.90 to 1.12, indicating a generally balanced pay structure, and a relatively even representation of women across seniorities.
- Mexico: Salary ratios by seniority range from 0.55 to 1.10, with women underrepresented across this location and primarily concentrated in entry to mid-level seniorities (89% of women holding roles in Associate and Advanced seniority).
- Philippines: Salary ratios range from 0.93 to 1.77, with women's representation only at entry and mid-level positions.

The Executive & Leadership team analysis, covering C-level executives and senior leaders, revealed that, while women in leadership earn more on average than men, their overall representation remains low.

Level of Seniority	W2M Ratio	Total Employees	Women Representation
Executive	1.18	12	2 (16.6%)
Leadership	1.22	21	2 (9.5%)

While Amber demonstrates encouraging signs of gender pay equity in several areas, particularly in Romania and within leadership compensation, the review also uncovers persistent

underrepresentation of women at senior levels and localized pay disparities, most notably in Mexico. These findings provide a valuable baseline for understanding our current position.

Moving forward, we are now exploring appropriate objectives and actions to address these gaps, ensure ongoing equity, and support the advancement of women across all levels and locations. Contemplated actions may include establishing a minimum threshold to maintain the gender pay ratio above 0.80 (ensuring at least 80% parity), conducting annual pay reviews to monitor progress to address regional disparities. Growth initiatives like mentorship and leadership development programs, are also contemplated as actionable initiatives.

#### 2.3.3 CAREER DEVELOPMENT & PERFORMANCE

Guided by our value of Learning – Knowledge for All, we strive to cultivate an environment where everyone has the opportunity to grow personally and professionally. It reflects our belief that development is a continuous process and that striving to become the best version of ourselves is essential for adapting to an ever-changing world.

We are currently building the foundation for a more robust approach to career development through 2 key initiatives:

- Clarification of Roles & Responsibilities across departments, to enable greater transparency and alignment around performance expectations.
- Development of a Skill Matrix for the QA Department, mapping core competencies for each role and providing a transparent structure for growth.

These efforts support our broader goals of enabling internal mobility and transparent progression, as well as giving our colleagues all the tools they need to take ownership of their professional development. As of 2024, the total internal mobility rate -defined as the % of employees who transitioned to new roles- stood at 15%. Most of these role changes occurred within the Development Support Services, confirming the highly dynamic nature of this area, and were mostly vertical moves. Amber Mexico, was the most active location for internal mobility, accounting for 55% of all role changes, followed by Amber Philippines, which accounted for 31% of the total transitions in 2024.

Most of the learning initiatives are currently being driven at a local or functional level. Upskilling and role transition support programs offered to employees in 2024 included 15 hard skills trainings and 6 soft skills trainings. Within our QA team, for instance, volunteers lead peer-to-peer sessions on both technical and soft skills. Among the company-wide initiatives, the most notable are the learning sessions organized for people managers on giving feedback and managing difficult conversations, to support them during the performance review cycle.

Moving forward, we aim to define and roll out clear Roles and Responsibilities for all roles in the Product Development and Development Support Services organizations by mid-2026. In parallel, we will create and roll out a leadership development program for first-line managers, as well as development experiences for mid and senior-level managers by the end of 2026. Rather than counting hours spent in training, we are focused on ensuring that our development

initiatives translate into individual and team performance, career progression, engagement and organizational commitment. Our metrics will evolve to reflect these goals, focusing on what matters: enabling artisanship, mastery, and growth.

At Amber, we view performance review not as a compliance ritual, but as a powerful tool for learning, growth, and celebrating contribution. Our approach is rooted in the belief that people thrive in environments where their efforts are recognized and feedback becomes a vehicle for self-discovery and mastery, not judgment. In this spirit, our performance philosophy centers on reflection, dialogue, and development, rather than ratings or rigid objectives.

Our current performance review system is based on 3 core components: peer feedback, self-assessment and manager review. Rather than evaluating KPIs or percentages of goal completion, we focus on assessing core competencies needed to perform effectively in each role. During 2024, 85% of Amber's employees received a performance and career development review.

Starting with 2025, we will evolve our performance review model to further align with our vision of self-driven development. The core components, self-assessment, peer feedback, and manager feedback, will remain, but with key enhancements:

- Peer feedback will be directly visible to the recipient, reinforcing our values of trust, transparency, and peer accountability, while supporting a culture of continuous improvement.
- Simplified review forms: we want to reduce the focus on ratings, which are often susceptible to unconscious bias, and shift toward qualitative, narrative-based feedback. This will enable us to celebrate individual contributions and organizational success and explore each person's professional aspirations and developmental next steps.
- 2 performance review moments per year will be introduced to encourage more frequent reflection, support mid-year course corrections, and strengthen our feedback culture.
   This cadence promotes a mindset of iterative learning and helps managers act as ongoing development partners, not just evaluators.

As we refine this process, we will prioritize (1) managers' training to facilitate meaningful, future-focused feedback conversation, (2) equipping our colleagues to request, receive, and act on feedback with curiosity and confidence and (3) measuring the quality and impact of the process, not just participation.

In future reports, we intend to track not only process completion rates, but also how many of our colleagues have documented development goals, their progress against those goals and employee satisfaction with the performance review process. One measurable objective we plan to introduce is gradually increase the performance review coverage, with the first milestone set at 90% in 2025.

#### 2.3.4 CULTURE & EMPLOYEE EXPERIENCE

At Amber, we understand organizational culture as the sum of the values, beliefs, and norms that shape individuals' behaviors, which, in turn, directly determines how successful we are as a company. Culture governs how we collaborate, make decisions, handle conflict, celebrate success, and pursue growth. That is why we treat culture not as an abstract concept, but as a core driver of sustainability, performance, and impact.

In 2024, we ran the second culture audit in our history, to understand how our culture is experienced across teams and locations and to assess how closely we align with our aspiration of fostering a constructive culture, one that enables people to perform at their best while living our shared values.

The audit revealed that our culture encourages creativity, autonomy, continuous learning, and personal meaning at work. This finding aligns closely with our values of Mastery, Learning, Play, and Humanism, and confirms that many of our people experience Amber as a place where they can grow and be themselves.

At the same time, the audit showed that we have more work to do in consolidating cultural norms that emphasize excellence, goal-orientation, and sustained performance. Strengthening this area will help us align ambition with purpose and support our vision of being a world-class community of artisans delivering impact.

In response to the key findings of this audit, we designed a targeted action plan that includes:

- Performance Review Transformation: As detailed in the previous chapter, we will revamp our performance review process to foster more meaningful reflection, growthoriented feedback, and more ownership of one's professional development.
- Leadership Development Focus: Leaders are an important driver of culture, which is why we will be investing more in equipping them to act as enablers of both individual potential and team results.
- Goal-Setting Revamp: In 2025, we will begin transitioning toward a more structured goal-setting methodology, which will help reinforce a culture of alignment, focus, and measurable progress.
- A New Employee Experience Survey: Recognizing the need for better listening tools, we
  will design and launch a new survey instrument in 2025. This will be anchored in our
  values, aligned with our aspirations for a constructive culture, and grounded in
  organizational psychology.

#### 2.3.5 BEHAVIORAL STANDARDS

We devote all our efforts to creating and maintaining a work environment where employees are treated with dignity, decency, and respect. The work environment at Amber will always be characterized by mutual trust, the absence of intimidation, oppression, and exploitation. We do not tolerate discrimination or harassment of any kind. The company has in place an anti-harassment and anti-discrimination policy that applies to all employees, regardless of their position. We apply a zero-tolerance policy for any form of harassment, sexual, psychological, or moral, and discrimination in the workplace. All the incidents are treated seriously and investigated promptly.

The employees can report cases of discrimination, sexual harassment, or mobbing to their manager, as well as to the People Ops teams, the choice of whom to report such instances being left at the employees' discretion. All the complaints are treated confidentially. During the procedure for resolving the complaint, the victim has the right to be assisted by a third party (a person within the company, a lawyer, a close person, or a representative of the employees). Disciplinary actions against the employees who violate the policy may lead to termination of the employment contracts.

No cases of discrimination, sexual harassment and mobbing were reported in 2024 and our objective is to maintain this standard in upcoming years.

At Amber, we see ourselves at the heart of a series of concentric circles, connecting our studios, the local game development communities, and the broader societies in which we operate. This interconnected vision reflects our belief that a truly inclusive and diverse workplace can positively influence every layer of our ecosystem.

In line with this vision, we reaffirm our commitment to fostering an equitable and inclusive environment for all gender identities and individual backgrounds. We value authenticity, support inclusion, and embrace diversity in all its forms. As part of this commitment, Amber proudly became the first Romanian game developer to sign the Romanian Diversity Charter in September 2021, aligning with a broader European initiative to promote diversity and inclusion in the workplace.

Our aim is to cultivate a workplace where everyone feels respected, empowered, and valued today and into the future.

#### 2.4 DOING BUSINESS

Goal: Uphold the highest ethical standards and ensure security, transparency and accountability.

**Focus areas:** Business ethics & anti-corruption, transparency & accountability, security of infrastructure-responsible tech.

As a global company, serving many clients across the world, we strive for increased transparency and disclosure.

Our way of doing business is based on honesty and trust, which we equally expect from our partners and collaborators as we do from our employees. We are continuously working on improving the regulatory framework that guides the way we function and the way we do business is always managing potential risks.

Apart from the rights and obligations of the employer and the employees, the Internal Regulation of Amber covers the following key aspects of business operations:

Amber recognizes and respects the UN's Declaration of Human Rights and has a zero-tolerance policy for any violation of human rights. These provisions are well implemented in the Internal Rules of Amber and are uniform across all markets of our activity.

To date, there have been no cases of violation of human rights at Amber. Any suspected violations of human rights can be reported to the People Ops department.

Amber also has a zero-tolerance policy for any violation of human rights by partners and suppliers.

Additionally, the **Office Etiquette & Professional Conduct Guide** reinforces these values by promoting a respectful, inclusive, and ethical work environment.

Acts of corruption can adversely affect the company's business. Amber has a zero-tolerance policy regarding corruption, including extortion and bribery, and it obliges all the employees to comply with the rules. Neither the employees and collaborators, nor the persons assimilated to them, including primary relatives, must not offer, not promise, not authorize, or accept and not request, directly and indirectly, payments, gifts or any other valuables or material advantages of any kind to a person with decision-making powers (whether public representatives or private individuals), or to another person who could provide a facility, to fulfill or refrain from a certain action. Moreover, neither the employees and collaborators, nor the people assimilated to them, including primary relatives, must request or receive directly or through someone else an undeserved material advantage of any nature.

There were no acts of corruption reported in 2024, nor ever in the history of the company. All staff is informed about the anti-corruption rules, this being standard procedure for newcomers.

We embedded a robust ESG framework into our IT operations, affirming our position as a responsible leader in the gaming industry. This initiative reflects a commitment to

sustainability, digital equity, and ethical governance, principles that are now integral to the way the IT department designs, deploys, and manages its systems and infrastructure.

We have prioritized energy efficiency and green IT as foundational TO strategy. Amber has successfully transitioned its digital infrastructure to energy-efficient data centers and cloud providers that adhere to renewable energy usage and carbon neutrality. To complement this, we have enforced strict power management policies across all computing assets - ranging from servers to employee devices - ensuring that energy consumption is minimized without compromising performance. Virtualization technologies are deployed extensively, and workload consolidation strategies are actively maintained to optimize server utilization and reduce the need for excess physical infrastructure.

We also maintain a structured approach to e-waste management. Outdated hardware is never discarded irresponsibly; instead, all obsolete equipment is funneled through certified e-waste recycling partners who ensure environmental compliance. Additionally, the IT team runs refurbishment programs that extend the lifecycle of devices, allowing them to be reused internally or donated externally where they continue to provide value. In terms of procurement, we follow a sustainable sourcing policy that mandates selecting vendors with transparent and verifiable environmental commitments. Supplier evaluations now include environmental impact as a core criterion, encouraging sustainable practices across the supply chain.

Social responsibility within Amber's IT department is focused particularly on education and digital literacy. We understand that the rapidly evolving technology landscape demands continual skill development. To that end, Amber provides its IT staff with ongoing training in areas critical to modern gaming technology, such as cybersecurity, cloud infrastructure, and artificial intelligence. These upskilling programs not only prepare employees for future challenges but also support the company's broader goal of fostering a digitally literate and resilient workforce.

We are guided by a commitment to data security, privacy, and risk mitigation. The IT department upholds rigorous information security industry standards, and local data protection laws such as the GDPR. Security is not treated as a reactive discipline but as a proactive operational standard that informs every aspect of IT planning and implementation. To strengthen our governance model, we conduct regular internal audits and comprehensive IT risk assessments. These evaluations identify vulnerabilities, guide remediation efforts, and ensure that the company's technology landscape remains robust and compliant. Furthermore, we maintain full developed business continuity and disaster recovery plans that are tested regularly to ensure operational resilience in the face of unexpected disruptions.

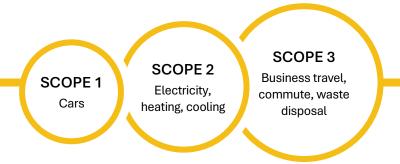
Through the full implementation of these environmental, social, and governance objectives, we have institutionalized ESG values in our IT strategy. These policies are not isolated or symbolic; they are embedded within the operational fabric of the organization. By doing so, we not only reduce the environmental impact and strengthen our internal capacities but also set a benchmark for ethical, inclusive, and sustainable IT practices within the global gaming industry. In 2024, there were no substantial cases of data breaches, or complaints received concerning the breach of privacy.

Looking ahead, we are committed to strengthening the integration of ESG principles across our IT function through a series of targeted initiatives. Starting with 2025, we will conduct annual security audits to ensure ongoing compliance and risk mitigation. By the end of 2026, we plan to offer regular ESG-related training, with a focus on cybersecurity, data privacy, and green IT practices. That same year, we aim to improve digital accessibility by ensuring that all IT systems and services are inclusive and accessible to employees with disabilities. As part of our long-term commitment to responsible tech, we also plan to pursue external certifications - such as ISO standards for IT security - by 2027.

#### 2.5 CARING ABOUT THE ENVIRONMENT

Goal: Minimize our environmental impact

**Focus areas:** Indirect emissions (commuting, business travel, waste disposal), energy-efficient practices & circular economy.



Due to the nature of our business, our direct environmental footprint is limited. However, we recognize that even within a digital-first model, we have a responsibility to understand and manage our environmental impact, particularly through indirect emissions.

Our main environmental impact stems from Scope 3 emissions: employee commuting, business travel, and waste disposal. These are partially mitigated by our hybrid and remote work model, which significantly reduces daily commuting and associated emissions. Scope 2 emissions relate to the electricity, heating, and cooling used in our office locations, while Scope 1 emissions remain minimal.

In accordance with the EU Taxonomy Regulation (Regulation (EU) 2020/852) and its delegated acts - namely the Climate Delegated Act (Regulation (EU) 2021/2139), its complementary regulations, and amendments introduced in 2023, we note that Amber Studio SA, the main operational entity of the Group, falls under Taxonomy-eligible activity in the Information and Communication Technology (IT&C) sector. While our operations already reflect several relevant practices that contribute to emissions reduction – below highlights from our Taxonomy report – we have not yet formally quantified our greenhouse gas (GHG) emissions. Aligned with

our non-financial disclosure and EU sustainability expectations, we are committed to developing a responsible environmental approach.

To qualify as environmentally sustainable, an economic activity must meet the 4 criteria outlined in the Taxonomy Regulation:

- Substantially contribute to at least 1 of the 6 environmental objectives.
- Do no significant harm (DNSH) to any of the other 5.
- Comply with minimum social safeguards.
- Meet the applicable technical screening criteria (TSC).

Our digital business model naturally minimizes environmental risks and already incorporates several practices that support emissions reduction, including:

- Use of high-efficiency, low-energy equipment.
- Recycling of IT hardware at end-of-life.
- Adoption of cloud-based infrastructure over physical servers.
- Deployment of digital tools to optimize operations.
- Renovation of office spaces to improve energy efficiency.

Amber aspires to create a long-term, positive environmental impact. One of the key directions under consideration is the exclusive use of renewable energy for internal operations, actively contributing to the transition toward a net-zero economy.

Addressing climate change is becoming relevant to our business strategy. As we advance with our ESG efforts, by 2026, we plan to conduct the first carbon footprint assessment, define relevant reduction targets and implement actionable initiatives.

#### 2.6 COMMUNITY INVOLVEMENT

Through the growth of the ecosystem, all the participants eventually stand to gain. Therefore, we are a proud supporter of various associations and initiatives supporting and promoting the video game development sector. Our goal is to make a positive, long-lasting impact in the game dev communities where we are present. The initiatives described below started in Romania and later expanded in the locations where Amber has a sizeable presence, such as Mexico and Philippines. Thus, we can look at Amber's community initiatives through 2 dimensions: a) the areas of focus; b) geographical location.

As a leading Romanian game development company, Amber is a proud supporter of RGDA - the Romanian Game Development Association - since the organization's inception, in 2014, RGDA is a non-profit video games trade organization with the purpose of supporting and promoting the Romanian video game development sector, striving to make Romanian video game developers more successful and profitable on the international markets.

The association is involved in the public awareness efforts and campaigns, targeting potential investors and talent with information regarding the state of the Romanian gaming industry.

Since the founding of the RGDA, Amber has systematically supported most of the association's events, programs, and initiatives.

One of RGDA's key projects in Romania is Dev.Play, an annual game development conference for Eastern Europe, organized in Bucharest. Since its launch in 2016, Amber has been a sponsor of Dev.Play Conference, believing in its positive impact on raising awareness of the Romanian game developers' industry, as well as promoting education and international experts to local community. In 2024, Amber was a Platinum Sponsor at Dev.Play and had speakers contributing to the event. Additionally, Amber also contributed with speakers to DevTalks, a major tech conference taking place in Bucharest, and supported various smaller tech community events.

Similarly, in other geographical regions where Amber has a presence, the company seeks to establish a relationship with the local trade associations and get involved with the local community's initiatives.

Amber Philippines has been a member of the Game Developer Association of the Philippines (GDAP) since 2022 and serves in an advisory capacity to further advance the local industry, part of which sparked the first B2B conference, the Philippine GameDev Expo (PGDX) in 2023 where Amber was a sponsor, exhibitor and main stage speaker. In 2024, an international conference, the GameDev Summit (GDS) was launched in partnership with the External Development Summit (XDS) where Amber was a sponsor and exhibitor, and in 2025, Amber will join the industry advisory board and participate as a moderator and panelist.

A cornerstone of Amber's local efforts in Mexico, is the Mexico internship program, which is a strategic initiative that bridges academic knowledge with real-world experience. The program welcomes around 20 interns annually from over 250 applicants across Mexico and other Latin American countries, with a notable success rate of approximately 5 full-time hires each year. These interns, including university students requiring graduation prerequisites and participants from government programs, support our operations, lighten workloads for teams, and help manage projects, all while gaining valuable experience. For the past few years, including in 2024, Amber has been supporting the local event SubliMe, through content and organizational support. These efforts collectively aim to cultivate a new generation of industry-ready talent and drive sustainable development within the creative economy.

Education is a key priority for Amber when it comes to fostering community growth and opportunities. As such, in 2022 Amber launched Echo, an umbrella-brand for education-focused initiatives in the locations where Amber is present.

In Romania, Amber's leading educational initiative is Echo School, which was kicked off in 2024 and is the first program to offer bachelor's degrees for game development. Echo is spin-off company, created in partnership with BISM – Bucharest International School of Management, and Abertay University from Scotland. Echo School offers Romanian students the unique opportunity of studying in Romania and earning a top international game development college degree. More information can be found on the Echo website.

Amber Philippines has participated in university events to help align the needs of the global industry with the programs available locally and is in talks with several universities to provide

internship opportunities. In addition, Amber was invited to participate in the review of the video game courses offered by the Department of Education (DepEd) and the Technical Education and Skills Development Authority (TESDA).

Beyond internships, Amber Mexico is deeply involved in education. We actively engage with universities, hosting 2 to 3 studio visits monthly, providing students direct insight into game development processes and opportunities to interact with professionals. Amber has licensed the Echo brand to U-Echo Training Center (UETC), an organization dedicated to improving know-how in Unreal Engine and other game development topics for students in Latin America. U-Echo Training Center was founded and is operated by Arden Asociation Civil – a Mexican non-profit supported by Amber – which pursues education and cultural programs for community impact. To date, UETC has trained over 3000 students from Mexico, Colombia, Argentina, and other LATAM countries. More information can be found on the UETC website.

#### 3. CONCLUSION & OUTLOOK

This inaugural sustainability report marks a foundational step in our long-term commitment to environmental, social, and governance (ESG) performance. It establishes a formal starting point for our sustainability strategy and reflects our intent to operate with greater transparency, structure, and accountability across all business dimensions.

As our organization continues to grow and diversify globally, we recognize the increasing relevance of integrating ESG considerations into our operations, governance, and stakeholder engagement. This report has enabled us to identify key areas for improvement, define initial performance indicators, and outline a pathway for embedding sustainability principles into strategic planning and execution.

In the coming years, our focus will remain on strengthening data accuracy, formalizing our ESG governance framework, and developing measurable, long-term objectives aligned with international standards and stakeholder expectations.

We are committed to publishing sustainability reports annually and to maintaining an open dialogue with all relevant stakeholders. Their insights will continue to shape our priorities and guide the evolution of Amber's sustainability strategy.

We invite our stakeholders to join us on this journey. Your feedback, insights, and support are essential as we work to shape a more inclusive, equitable, and sustainable future in gaming and beyond.

### ANNEX A – Acknowledgements

Grateful acknowledgement and appreciation go to the team who provided their expertise, support and collaboration in preparing this report:

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