FY26 · ENVIRONMENTAL, SOCIAL AND GOVERNANCE DISCLOSURE

Electronic Arts

Sustainability Report 2026

Table of Contents

The FY26 Sustainability Report is organized around the environmental, social and governance topics most relevant to our business and stakeholders.

Introductory Note 02

Double Materiality 03

Our People & Culture 04-09

Players & Society 10-12

Climate & Energy 13-16

Governance 17-18

Appendix 19-22

About This Report 23

Introductory Note

At EA, our mission is to inspire the world to play. For more than four decades, we have pushed the boundaries of interactive entertainment, creating new ways for people to experience stories and shared fandom. Today, as technology continues to transform how entertainment is created and experienced, we have an extraordinary opportunity to help shape what comes next.

With that opportunity comes responsibility. Hundreds of millions of players and fans engage with EA around the world, and we recognize the privilege of creating experiences that matter to so many people. Building for the long term means considering not only what we create, but how we operate in service of our people, players and society. That starts with creating an environment where our teams can do their best work. It means supporting safe and fair experiences, designing for greater accessibility and inclusion, advancing responsible approaches to privacy, security and emerging technologies such as AI. It also means investing in social impact and working to reduce our climate impacts and energy use.

As our industry evolves and the possibilities for interactive entertainment expand, how we pursue those opportunities matters. We remain focused on pairing creativity and innovation with thoughtful, responsible practices that strengthen our company, support our communities and help us continue creating exceptional experiences for generations to come.

This year's corporate Sustainability Report reflects our shift from a broader Impact Report to a more formal, disclosure-focused approach. It builds on prior disclosures and was prepared with reference to evolving sustainability reporting requirements and standards, including the European Sustainability Reporting Standards, where relevant. It is informed by our double materiality assessment and our broader strategic priorities and is organized around the environmental, social and governance topics most relevant to our business and stakeholders. Across the report, we describe the policies and practices that guide our work, the actions we are taking, the metrics we use to track progress and, where applicable, our targets.

Double Materiality

Double materiality is a method for identifying the sustainability topics most relevant to a company. It considers both how a company's activities affect people and the environment and how sustainability issues may affect the company financially. The assessment identifies and evaluates specific impacts, risks and opportunities, including how they may evolve over time. A topic may be material from either perspective or both.

Using this approach, EA assessed environmental, social and governance impacts, risks and opportunities across our own operations and selected upstream and downstream value chain activities. Our value chain extends from licensing and the goods and services that support game creation through the development and operation of our games and experiences to distribution and player engagement.

The assessment drew on internal and external sources, stakeholder input, management review and enterprise risk management inputs. For impact materiality, we considered the scale and scope of impacts, the irremediable character of negative impacts and the likelihood of potential impacts. For financial materiality, we considered the likelihood and magnitude of potential financial effects over the short, medium and long term. A topic was considered material where one or more identified impacts, risks or opportunities met our materiality criteria.

How We Assessed

01

Identify

Review sustainability matters across our business, operations and relevant value chain.

02

Engage

Incorporate internal and external sources, stakeholder input and management perspectives.

03

Assess

Evaluate impacts, risks and opportunities through impact and financial materiality lenses.

04

Validate

Confirm material topics and disclosure coverage through leadership and cross-functional review.

ESRS Topics Identified as Material

The topics covered in this report are informed by our double materiality assessment. The table below identifies the ESRS topical standard associated with each report section.

ESRS Topical Standards	Report Section
Own Workforce (S1)	Our People & Culture
Consumers and End-users (S4)	Players & Society
Climate Change (E1)	Climate & Energy
Business Conduct (G1)	Governance

1 Please refer to the ESRS reference tables for additional detail on disclosure coverage, value chain considerations and related references.

Talent Practices

Building for the Future

At EA, our people help shape the experiences we create and the communities we build. We invest in people practices that help us attract, develop and retain talented employees around the world with varied backgrounds, perspectives, experiences and skills. These practices strengthen our culture, creativity and long-term success.

Hiring Practices

Our goal is to identify candidates with the skills and experiences that align with the needs of our business while providing a fair and positive hiring experience.

We look across industries and geographies for people with the skills and expertise needed to support our strategic priorities. We use tools and processes designed to assess candidates consistently against job requirements. These efforts support fair, objective hiring decisions. They include training on skills-based hiring, guidance to help managers define clear role requirements and a resource hub that supports managers throughout the hiring process.

Retention

Retaining employees across disciplines and geographies helps sustain the knowledge and capabilities of the teams that support our business and shape experiences for players around the world. We continuously evaluate our company culture and people practices, including benefits, compensation and development programs, to help employees feel valued for their contributions and equipped to do career-defining work. In FY26, our voluntary turnover rate was 4.8%. Returning employees represented 13% of hires, reflecting the opportunities, relationships and career experiences that continue to bring employees back to EA.

Workforce Profile and Metrics

Workforce Composition

Our FY26 workforce profile reflects a global team across regions and selected workforce segments. [1]

	Overall[2]		People Leaders[3]		Technical Roles[4]		VP+[5]	
	FY26	FY25	FY26	FY25	FY26	FY25	FY26	FY25
Women	**27.2%**	27.5%	**27.4%**	27.7%	**22.4%**	22.5%	**30.3%**	30.8%
Men	**72.8%**	72.5%	**72.6%**	72.3%	**77.6%**	77.5%	**69.7%**	69.2%
Asia	**14.7%**	14.2%	**12.9%**	12.6%	**13.2%**	12.6%	**2.1%**	2.1%
Canada	**28.2%**	27.2%	**26.2%**	25.5%	**31.5%**	30.7%	**20.3%**	23.1%
Central / South America	**0.6%**	0.2%	**0.4%**	0.1%	**0.8%**	0.2%	**0.0%**	0.0%
Europe	**27.1%**	26.2%	**25.4%**	24.9%	**29.1%**	28.0%	**6.3%**	6.3%
United States	**29.4%**	32.1%	**35.1%**	36.8%	**25.4%**	28.5%	**71.3%**	68.5%

Workforce Metrics

14,628

Regular employees[6]

13%

Of FY26 hires were returning employees

Global Attrition[7]

Gender	
Women	**+0.7**
Men	**-0.3**

Region	
U.S. and Canada	**+0.1**
Central and South America	**+4.7**
Europe	**-1.6**
Asia	**+2.2**

1 Unless otherwise noted, FY26 workforce metrics are shown as of FY26 year-end; FY25 metrics are shown as of FY25 year-end. Regional data is based on regular employees and may not sum to 100% due to rounding. U.S. workforce composition is presented on page 20.

2 Gender percentages are calculated using regular employees, including full-time and part-time regular employees, who have self-disclosed gender information. Employees who did not disclose gender are included in total headcount but excluded from gender percentage calculations.

3 People Leaders are employees who manage regular employees.

4 Technical Roles are regular employees in technical roles.

5 VP+ is intended to indicate top management.

6 Regular employees include full-time and part-time regular employees and exclude temporary employees.

7 The figure shows voluntary attrition in FY26. Values indicate how many percentage points each group differs from the global average attrition rate, with + indicating above and - indicating below the average attrition rate.

Compensation and Benefits

Our compensation philosophy is rooted in pay-for-performance. We offer competitive salaries, long-term incentives and annual bonuses tied to financial and operational goals to align employee rewards with company success. Our pay structure is designed to attract and retain talented people, reward individual and team performance and support long-term value creation. We continuously refine our compensation practices to align with market trends and business strategy. Our approach supports career growth and recognizes the impact employees have across our business.

We focus on compensating employees based on the work they do. Equitable pay is generally defined under applicable law as compensating employees fairly for their work, based on role and performance, regardless of characteristics unrelated to the job.

We conduct annual compensation reviews and external market benchmarking to assess the competitiveness of our pay. When our analyses identify pay outcomes that are inconsistent with our compensation philosophy and practices, we review the underlying factors and take action as appropriate. During FY26, our compensation programs and review processes supported our commitment to equitable pay practices globally.

Benefits and Rewards

We provide benefits and rewards packages customized to local markets to support the physical, mental and financial well-being of our people. We listen to feedback on what our people need to feel motivated to do their best work and continue to refine programs that support our global workforce.

01

Health & Well-being

Programs that support physical, mental and emotional well-being, including healthcare, life insurance, mental health resources, wellness support and fitness benefits where available.

02

Family Support & Time Off

Leave programs, paid time off, regional holidays and other resources that help employees plan for important life moments, recharge and support their families.

03

Rewards & Everyday Support

Competitive pay, performance-based rewards, financial planning resources, hybrid work, commuting and home office support, game perks and other offerings that support the employee experience.

Learning and Development

We invest in learning, leadership development and career pathways for employees across a range of roles, levels and career stages. This helps employees build capabilities, explore growth opportunities and prepare for the future of interactive entertainment. Our approach includes digital learning resources, emerging technology resources, event-based learning and leadership opportunities, along with career pathways for employees and people entering or transitioning into interactive entertainment.

Training and Skills Development

Employees have access to a range of resources that support career growth and capability building. EA Learn provides on-demand content to strengthen professional and workplace skills. The AI Hub helps employees explore and apply AI responsibly through guidance, training and collaboration resources. In FY26, we saw a 26.8% increase in employees engaging with AI training.

Leadership Development

Leadership development programs help people managers and emerging leaders build the capabilities needed to lead effectively.

Development Days provide employees at all levels with dedicated time to develop skills and support their career growth.

Career Development

We also extend career pathways for people entering or transitioning into interactive entertainment, particularly in skill areas critical to the future of the industry. Our game teams partner with academic institutions globally to strengthen relevant curricula and help prepare people for careers in interactive entertainment. The EA SPORTS Software Engineering Academy supports software engineers as they build the skills, confidence and connections needed to succeed in game development.

In FY26, we created clearer guidance for employees and managers on role expectations and the skills needed for development and growth. This included standardized internal job definitions and skills guidance for different roles across the company. Together, these updates help support clearer conversations about performance, development and career growth. They also support more consistent decisions across hiring, development, promotion and workforce planning.

Development Metrics

310k+	17,213	84%	1,984
Training hours logged in EA Learn	Employees trained through EA Learn in FY26[1]	EA Learn training completion rate	Total people leaders trained

1 Metric may be higher than the year-end headcount because it reflects everyone who completed training during FY26, including those who left before year-end as well as temporary employees.

Employee Connection

Connection and Development

Connection and inclusion are important parts of the employee experience. Our workplace practices create opportunities for employees across teams and locations to come together, share ideas, build community and do their best work. They also help employees learn from colleagues beyond their immediate teams.

Employee Resource Groups

One way we create a welcoming community is through our Employee Resource Groups (ERGs). Our ERGs are voluntary, employee-led communities open to all employees that help foster connection, support and collaboration across EA.

In FY26, we had seven ERGs comprising 69 local chapters, including three new locations in the U.S. and Malaysia. We offered 360 leadership opportunities across all ERGs. The network spanned 23 countries, and over 3,500 unique employees participated in ERG communities or events.

Throughout the year, ERGs provided employees with over 200 cultural and professional development panels, workshops and community-building events. These programs helped to strengthen professional networks, leadership capability and connection across teams.

Our ERG Communities

01 ABLE
Accessibility group and allies

02 aspire
Asian, Native Hawaiian & Pacific Islander group and allies

03 Beat!
African American & Black group and allies

04 MOSAIC
Multiculturalism group and allies

05 PRIDE
LGBTQ+ group and allies

06 SOMOS
Hispanic & Latinx group and allies

07 WUT
Women's group and allies

Employee Voice

At EA, employee voice is supported through regular feedback and conversation mechanisms across the employee journey. We engage, listen and respond to our people through semiannual engagement surveys, an annual manager survey, quarterly Global Town Halls with executive leaders, regular manager 1:1s and quarterly performance conversations. Employees can also use Raise a Concern, our process for safely reporting workplace and compliance concerns. These channels help leaders understand what is working well, where improvements are needed and how to support teams across EA. Feedback gathered through these channels helps inform priorities across our people programs, workplace practices and employee experience initiatives.

Raise a Concern gives employees multiple ways to report workplace and compliance concerns. Employees can do so through online reporting tools, managers, People Experience partners, executives or dedicated phone numbers and email addresses. Anonymous reporting is available where permitted by law. Concerns raised in good faith are reviewed and, where appropriate, investigated and addressed. We handle reports with discretion and prohibit retaliation against anyone who raises a concern or participates in an investigation.

Employee Voice Indicators

These indicators reflect favorable responses from FY26 employee surveys.

72%	84%	86%
Of employees are happy working at EA[1]	Of employees agree their opinions matter to their team[1]	Of employees felt recognized by their manager[2]

1 December 2025 Engagement Survey, with a response rate of 74%.

2 September 2025 Manager Survey, with a response rate of 75%.

Safe and Fair Play

Our approach to safe and fair play begins with clear expectations for behavior and content across our games and services. These standards are reflected in our User Agreement, including the Rules of Conduct and Positive Play Charter. They call on players to help create a positive online community and give examples of the kinds of disruptive behavior that is not allowed. They also describe the consequences players may see when rules are broken and help provide a consistent basis for player interactions.

We support these standards through moderation, player and parent tools and anti-cheat measures designed to help protect fair play. We publish the annual EA Player Safety Transparency Report to provide additional detail on how these systems operate in practice.

Moderation, Reporting and Enforcement

Our safe play approach combines proactive moderation, player reporting and human review. We use filtering tools to help prevent illegal, offensive or inappropriate content from entering our platform. Player reports help us investigate content or behavior that may require review.

When violations are confirmed, we may apply warnings, temporary suspensions or bans depending on the context and severity of the conduct. In 2025, about 0.9% of scanned content was filtered as policy-violating or harmful. Penalties affected less than 0.1% of players.

Player and Parental Tools

Our player and parent tools help enhance online experiences for families while educating users about moderation practices. For example, the My Penalty History tool helps players understand why they received a penalty and explains how minor penalties can expire over time. It also provides access to appeal options when players believe a decision should be reviewed. The EA app's Family Playtime feature allows parents and guardians to view playtime and customize limits.

Fair Play

EA Javelin Anticheat is our PC anti-cheat solution designed to promote fair play and help ensure progression and success are determined by merit. In 2025, it supported over 42 million PC players across more than 1.7 billion PC gaming sessions while maintaining an accuracy rate of over 99%.

Safe and Fair Play Metrics[1]

<1%	Scanned content filtered as policy-violating or harmful
<0.1%	Players receiving penalties for User Generated Content (UGC)
>99%	EA Javelin Anticheat accuracy rate

1 All player safety and fair play metrics are for calendar year 2025.

Accessibility and Inclusion

Making games enjoyable for as many people as possible means removing barriers and building engaging experiences.

Accessible Games Initiative

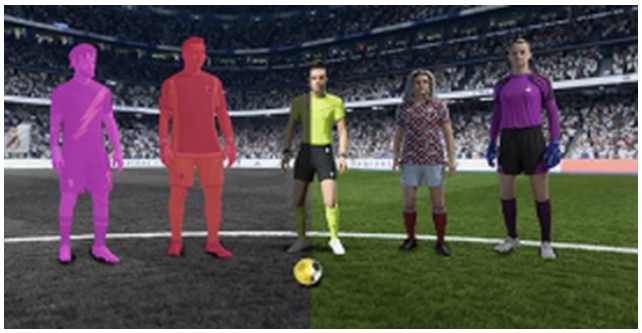
As a founding member of the Accessible Games Initiative, we work across the industry to help players understand accessibility features before purchase through 24 consistent tags.

Patent Pledge

The Patent Pledge makes selected EA accessibility-related innovations available royalty-free to third parties, helping developers use certain EA technologies to reduce barriers to play. In 2025, we added eight patents, including one for a technology that simplifies complex gameplay commands into a single input. The technology is reflected in Grapple Assist in EA SPORTS™ UFC and facilitates grappling transitions, helping players with motor accessibility needs engage more fully with gameplay.

High Contrast Mode

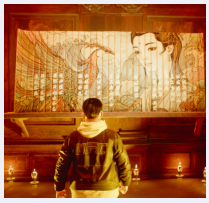
We continue to build accessibility into core gameplay so more players can participate. In EA SPORTS FC™ 26, we introduced High Contrast Mode across all gameplay modes, including competitive player-versus-player matches. More than 100,000 players regularly use the feature, which helps players distinguish on-pitch elements and reduce distracting background details. High Contrast Mode and other accessibility features helped EA SPORTS FC™ 26 earn the Accessibility Award at the 2026 Games for Change Awards.



Games for All

Games for All, our inclusive design program, equips studios with the tools, resources and expertise to create authentic characters, stories and worlds.

Expansive Storytelling



In EA SPORTS™ UFC 6's Hall of Legends, players explore interactive museum experiences featuring Max Holloway, Zhang Weili and Alex Pereira. The team worked with cultural and regional experts to shape environments and details with accuracy and care.

Creating for Everyone



The Sims 4 team partnered with the Pan Africa Gaming Group and incorporated player feedback to develop The Sims 4 Royalty & Legacy Expansion Pack. The pack reflects cultural authenticity and attention to detail, helping players create meaningful and resonant stories.

Social Impact

We extend the power of play beyond our games through experiences that help people learn, participate and thrive. By bringing together our franchises and player communities with trusted nonprofit partners and the creativity of our employees, we apply our unique strengths to address societal needs on and off the screen.

Our social impact strategy guides how we identify opportunities, develop partnerships and manage a global portfolio of initiatives. Investments are selected based on strategic alignment, community need, partner expertise and the potential to create lasting value. We measure progress by tracking program outcomes developed with our partners alongside enterprise indicators that inform decisions and continuously strengthen our approach.

Focus Areas

01

Play to Learn

Build future-ready skills like creativity, innovation, problem-solving and collaboration, helping youth explore education and career pathways.

02

Play to Participate

Expand access to play through accessibility initiatives and grassroots sport for development to enable more connection and belonging.

03

Play to Thrive

Strengthen where we live and work by supporting organizations that address needs and build long-term resilience.

FY26 Selected Examples

High school students learned creative coding and built their own video games through the Girls Who Code Game Design track, with 87% reporting increased confidence around STEAM skills and topics after the 2025 summer program.	About 35,000 gaming experiences supported hospitalized families with recreation and therapeutic play through our work with Gamers Outreach Foundation, including 12 new portable gaming GO Karts in hospitals and expansion to two more countries outside North America.	Across our global studios, employees donated $1.8 million to a range of causes. We support participation with 8 hours of paid volunteer time off annually, up to $5,000 in company matching gift donations and up to $2,000 in volunteer rewards that employees may donate to eligible charitable organizations.
Everfi's free digital course used video game design and production to introduce 6,876 students to future careers through 9,998 hours of learning; 69% reported they were likely to use STEAM skills and 60% reported increased interest in STEAM careers.	EA SPORTS FC FUTURES connects digital play with sport participation. Our Academy supported 500 coach educators with practices that translate in-game skills into real-world football, while Playground Champions provided 70,000 UK teachers with free curriculum resources that use football for skill-building.	During our Level Up for Good campaign, employees volunteered over 3,000 hours and raised $717,000 across 57 give-back activities, supporting food banks, student mentoring, adaptive gaming, blood drives, military veterans and more.

Social Impact Metrics

$6.3M total charitable giving	19,435 hours volunteered	182 give-back activations across 28 EA locations	2,699 causes supported worldwide

Targets and Progress

We manage our climate impact through operational decarbonization, renewable electricity, rigorous measurement and transparent reporting. Our focus is on reducing greenhouse gas emissions within our direct operational control and across our wider value chain where we have influence. Achieving these long-term objectives relies on accurate Scope 3 data, partner decarbonization, renewable energy availability and greenhouse gas removal technologies.

FY26 Progress

In FY26, we progressed toward our climate targets by implementing energy efficiency measures across our facilities, expanding renewable electricity procurement and improving data quality. We also deepened supplier engagement, an important step in addressing Scope 3 emissions and supporting future reductions across our value chain.

Climate Targets and Objectives

01

Carbon Neutral Operations

Target year: 2027

Scope: Scope 1 and Scope 2 emissions under EA's global operational control boundary

Basis: Carbon credits are purchased and retired only for remaining operational emissions.

02

Net Zero Enterprise

Target year: 2050

Scope: Enterprise-wide Scope 1, Scope 2 and Scope 3 emissions

Baseline: 2023; 237,637 $mtCO_2e$

FY26 status: 180,725 $mtCO_2e$

Basis: Intended to support a transition aligned with the objectives of the Paris Agreement. Gross emissions are disclosed separately from carbon credits.

Climate Metrics

97%	99%	180,725	0.542
Progress toward carbon neutral operations target[1]	Renewable electricity attributable to operations	Total gross reported GHG emissions in FY26 ($mtCO_2e$)	GHG intensity per net revenue in FY26 ($mtCO_2e$/$M)[2]

1 FY26 progress reflects how close EA is to carbon-neutral Scope 1 and Scope 2 operations, calculated by comparing emissions remaining after applying renewable electricity instruments and carbon credits with emissions before those instruments are applied.

2 Emissions intensity is calculated based on total operational emissions.

Energy and Emissions

We measure and disclose greenhouse gas (GHG) emissions using methods aligned with the Greenhouse Gas Protocol. Within our global operational control boundary, we report Scope 1 and Scope 2 emissions. Scope 2 emissions are measured and reported using market-based and location-based methods. We also report selected Scope 3 categories where data and methods support reliable disclosure. We continue to improve downstream measurement, including work to quantify Scope 3.11 Use of sold products, with the aim of providing a more complete view of emissions across our value chain. In FY26, we recalculated and restated FY23 through FY25 emissions to reflect acquisition-related boundary changes, revised data inputs and methodology updates. Additional detail is available in our GHG accounting methodology and FY26 GHG assurance statement.

Energy Metrics

96,712	Total operational electricity use (MWh)[1]
99%	Renewable electricity coverage[2]
113,191	Total operational energy use (MWh)[3]
84%	Renewable share of total energy

Greenhouse Gas Emissions by Fiscal Year

Metric ($mtCO_2e$)	FY26	FY25	FY24	FY23
Scope 1	**3,217**	2,960	3,341	3,928
Scope 2 market-based[4]	**867**	4,138	4,065	6,273
Scope 2 location-based	**21,799**	20,996	17,932	18,995
Total operational emissions	**4,084**	7,098	7,406	10,201
Scope 3 reported emissions	**176,641**	178,988	214,690	227,436
Total gross reported GHG emissions	**180,725**	186,086	222,096	237,637
Carbon credits[5]	**3,467**	3,176	3,280	3,000
Net operational emissions[6]	**617**	3,922	4,126	7,201

1 Includes total MWh of electricity used in operations.

2 Renewable electricity coverage includes electricity attributable to eligible energy attribute certificates and other contractual renewable electricity instruments, with onsite generation where applicable.

3 Includes electricity, district heating and cooling and fuels such as natural gas and diesel.

4 Instruments supporting the market-based Scope 2 calculation are subject to retirement or cancellation, annual vintage matching and applicable market boundary controls.

5 EA uses carbon credits for residual operational emissions only. Credits are disclosed separately from gross emissions and are not counted as gross emissions reductions. See our Voluntary Carbon Market Disclosure for more information.

6 Net operational emissions are calculated as operational emissions after residual emissions are offset with carbon credits.

Decarbonization

Climate Policies and Management Practices

Our climate approach is supported by policies and management practices focused on climate change mitigation, adaptation, energy management and climate disclosure. These include emissions measurement and reporting controls, renewable electricity procurement, energy efficiency and facilities practices, cloud and data center partner engagement, supplier engagement and climate risk management. These practices apply across our global operational control boundary and, where relevant, to value chain activities where we can influence outcomes. Teams across the business support implementation through our governance and enterprise risk management processes.

Actions and Resources

In FY26, we continued to advance decarbonization work across operations, technology, products, procurement and reporting. Resources supported facilities upgrades, renewable electricity procurement, technical infrastructure improvements, product energy measurement, supplier engagement, standards development, reporting and assurance.

Climate Action Levers

Action Area	FY26 Work	FY26 Status	Next Focus
Operational efficiency	Site efficiency upgrades, including HVAC, LED lighting, cooling, roof and building automation improvements	Completed targeted projects at select sites, including upgrades at our Redwood Shores headquarters	Continue targeted facility upgrades
Renewable electricity	Renewable electricity procurement and expanded coverage	99% renewable electricity attributable to operations	Maintain current coverage and pursue additional renewable electricity opportunities
Cloud and data centers	IT cooling improvements, partner selection and infrastructure efficiency	Providers with net zero commitments account for 62% of data center energy and 98% of cloud energy.	Prioritize partners and services with stronger renewable energy and emissions transparency
Product energy	Drafted software efficiency guidance informed by player research	External research indicates potential energy savings	Identify FY27 implementation opportunities
Supplier engagement	Supplier emissions data work and climate engagement	32% of suppliers engaged by spend; 50% of supplier spend is with suppliers that have net zero or equivalent targets	Expand engagement to support net zero commitments
Residual emissions	Carbon credits retired for residual operational emissions	3,467 $mtCO_2e$ retired in FY26[1]	Continue quality and durability review

1 Project details available in our Voluntary Carbon Market Disclosure.

Climate Risk

Strategy and Scenario Analysis

We assess climate risks and opportunities across operations, infrastructure and the value chain. The approach is informed by IFRS S2, issued by the International Sustainability Standards Board (ISSB). The assessment considers short-term (0 to 2 years), medium-term (2 to 5 years) and long-term (5 to 10 years) horizons across three climate scenarios, including a net zero alignment scenario. The analysis evaluates physical risks, transition risks and climate opportunities related to operations, infrastructure, supply chain, energy costs, compliance obligations and stakeholder expectations.

Governance

Climate priorities are managed by the Sustainability Team in partnership with legal, finance, real estate, workplace, procurement, technology and business teams. These teams support climate assessment, emissions reporting and action across relevant parts of the business. Where applicable, climate priorities are reflected in management processes, including certain incentive programs.

Risk Management

Assessment outputs inform enterprise risk management, business continuity and disaster recovery planning, cloud and data center partner evaluation, supplier engagement, reporting and disclosure. We also assess potential financial effects of material physical and transition risks, including carbon price exposure for certain transition risks. Quantitative financial effects are not disclosed in this report.

Risks and Opportunities

Risk or Opportunity	Horizon	Response
Physical Risk		
Acute weather and chronic climate trends may disrupt operations and key vendors	Short to long	Business continuity, disaster recovery and resilience planning for key sites and vendors
Energy cost and availability may increase operating costs	Short to medium	Renewable electricity procurement and efficiency measures to help manage exposure
Transition Risk		
Carbon pricing and reporting requirements may increase costs and compliance demands	Short to medium	Scenario analysis, emissions controls, disclosure readiness and assurance
Stakeholder expectations may create reputational risk	Medium	Emissions disclosure, target progress reporting and stakeholder engagement
Opportunity		
Resource efficiency and renewable electricity may reduce costs and emissions	Short to medium	Facility efficiency measures and renewable electricity procurement
Technology and infrastructure efficiency may reduce energy use and emissions	Medium	External research review, software energy guidance and infrastructure improvements
Supplier climate engagement may improve data and support value chain reductions	Medium to long	Supplier emissions data, target setting and procurement evaluation where relevant

Accountability and Business Conduct

Stakeholder Engagement

We engage with stakeholders through channels that help us understand the issues that matter to our employees and to our business. In FY26, we engaged players and end-users, employees, communities and partners, as well as government and regulators. Engagement channels included player feedback, employee surveys and town halls, community and partner engagement and policy discussions.

Business Conduct

Our Global Code of Conduct guides our interactions with each other, our players, business partners and other third parties. It applies to all Electronic Arts employees globally. Contractors are expected to uphold the same standards when conducting business with or on behalf of Electronic Arts. New hires review the Code before employment. Employees acknowledge the Code annually and complete training on it every two years.

Building on the Code, we maintain policies and statements that guide employees and those who work on our behalf to act ethically, with integrity and in compliance with applicable law. In FY26, Electronic Arts had no confirmed incidents of corruption or bribery and paid no fines or penalties for violating antitrust or anti-monopoly laws.

Key Policies and Statements

Additional detail is available in linked policy materials.

Human Rights and Respectful Workplace

Our Global Code of Conduct, Human Rights Statement, Respectful Workplace Policy and applicable local health and safety policies set expectations related to human rights, working conditions, worker safety, nondiscrimination, harassment and retaliation.

Anti-Corruption and Bribery

We prohibit bribery and corruption and maintain procedures designed to prevent, detect, investigate and respond to related allegations or incidents. We provide anti-corruption training based on role and risk. Concerns can be raised through Raise a Concern and other reporting channels.

Political Activities

We engage in policy discussions and political processes when they matter to our business and customers. Our Political Activities Statement explains our approach. We do not make direct political contributions to individual candidates, parties, committees or IRS Section 527 entities or engage in activities intended to influence campaigns or ballot measures.

Supplier Practices

Our supplier and third-party practices are guided by policies and procedures designed to support ethical business conduct, compliance with applicable law and responsible engagement with business partners. Additional information on supplier expectations is available in our Global Code of Conduct.

Privacy, Security and AI

Privacy

We embed Privacy-by-Design in our policies, processes and operations so that the protection of individual privacy rights is considered throughout the development cycle and built into products and services by default. Guided by our Global Privacy Principles, we seek to maintain transparent data practices, provide meaningful choice and data rights and apply safeguards that protect personal information and uphold data integrity. We also manage risks associated with partners through contractual provisions and security reviews. Electronic Arts reviews law enforcement requests for user information under established guidelines and in compliance with law. In FY26, requests involved fewer than 100 accounts, and fewer than one-quarter resulted in disclosure. Additional detail is available in our Privacy and Cookie Policy.

Security

Our security management system is designed to protect Electronic Arts, our players and employees and to detect and respond to security threats. We apply layered controls across our games, services and infrastructure, drawing from recognized frameworks such as ISO, NIST and the Center for Internet Security. We support this approach with operational guidelines and playbooks, mandatory annual security training for employees and third-party contractors, a 24/7 security operations center and business continuity and incident management processes aligned with recognized standards. We engage an independent third party annually to assess the maturity of our practices and help prioritize significant risks. Our Coordinated Vulnerability Disclosure process provides a channel for reporting potential security vulnerabilities.

AI

We integrate AI across development and gameplay to enhance efficiency, expand creativity and transform player experiences. We maintain structured governance, security and oversight processes designed to promote the safe use and implementation of AI. Before a new AI technology is approved for organizational deployment, a cross-functional group evaluates associated risks and opportunities. For approved AI technologies, we maintain security measures designed to mitigate risks such as data exposure and configuration issues. Our employee-focused AI Hub provides visibility into our policies and practices and supports responsible use. We continue to assess AI's potential environmental impact, particularly in relation to Scope 3 emissions associated with cloud and data centers.

Electronic Arts

Appendix

ESRS Reference Table

Ref	Disclosure/Metric	Response/Reference
ESRS 2 General Disclosures		
ESRS 2 BP-1	Basis for preparation of the sustainability statement	About This Report - p. 23
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies in relation to sustainability	Climate Risk - p. 16
ESRS 2 GOV-2	Integration of sustainability-related performance in incentive schemes	Climate Risk - p. 16
ESRS 2 GOV-3	Statement on due diligence	Double Materiality - p. 3; Employee Voice - p. 9; Safe and Fair Play - p. 10; Climate & Energy - pp. 13-16; Governance - pp. 17-18
ESRS 2 GOV-4	Risk management and internal controls over sustainability reporting	About This Report - p. 23; Energy and Emissions - p. 14; GHG accounting methodology; FY26 GHG assurance statement
ESRS 2 SBM-1	Strategy, business model and value chain	Introductory Note - p. 2; Double Materiality - p. 3; About This Report - p. 23
ESRS 2 SBM-2	Interests and views of stakeholders	Double Materiality - p. 3; Employee Voice - p. 9; Safe and Fair Play - p. 10; Climate Risk - p. 16; Accountability and Business Conduct - p. 17
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality - p. 3
ESRS 2 IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Double Materiality - p. 3
ESRS 2 IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	Double Materiality - p. 3; ESRS Reference Table - pp. 20-22
ESRS S1 Own Workforce		
ESRS S1-1	Policies related to own workforce	Talent Practices - p. 4; Compensation and Benefits - p. 6; Employee Voice - p. 9; Accountability and Business Conduct - p. 17
ESRS S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	Employee Voice - p. 9; Accountability and Business Conduct - p. 17
ESRS S1-3	Actions and resources related to own workforce	Talent Practices - p. 4; Compensation and Benefits - p. 6; Learning and Development - p. 7; Employee Connection - p. 8; Employee Voice - p. 9
ESRS S1-5	Workforce Characteristics	Workforce Profile and Metrics - p. 5; U.S. Workforce - p. 20
ESRS S1-8	Gender distribution of top management, VP+	Workforce Profile and Metrics - p. 5
ESRS S1-12	Training and skills development metrics	Learning and Development - p. 7

U.S. Workforce - Overall (%)[1]	FY26	FY25
White	**52.7%**	52.8%
Asian	**23.0%**	22.4%
Hispanic or Latinx	**9.6%**	9.2%
Black or African American	**3.8%**	4.2%
Two or More Races[2]	**3.0%**	3.3%
American Indian or Alaska Native	**0.2%**	0.2%
Native Hawaiian or Other Pacific Islander	**0.3%**	0.3%
Undisclosed[3]	**7.4%**	7.5%

1 Unless otherwise noted, workforce metrics are shown as of fiscal year-end. U.S. workforce percentages are calculated using regular employees, including full-time and part-time employees, and based on available self-reported data. Percentages may not add to 100% due to rounding.

2 Two or More Races includes employees who selected this category directly or self-identified with multiple categories.

3 Undisclosed includes employees who did not provide race or ethnicity information.

ESRS Reference Table

Ref	Disclosure/Metric	Response/Reference
ESRS S4 Consumers and End-users		
ESRS S4-1	Policies related to consumers and end-users	Safe and Fair Play - p. 10; Accessibility and Inclusion - p. 11; Privacy, Security and AI - p. 18
ESRS S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	Safe and Fair Play - p. 10; Accessibility and Inclusion - p. 11; Privacy, Security and AI - p. 18
ESRS S4-3	Actions and resources related to consumers and end-users	Safe and Fair Play - p. 10; Accessibility and Inclusion - p. 11; Privacy, Security and AI - p. 18
ESRS E1 Climate Change		
ESRS E1-1	Transition plan for climate change mitigation	Targets and Progress - p. 13; Decarbonization - p. 15; Climate Risk - p. 16
ESRS E1-2	Identification of climate-related risks and scenario analysis	Climate Risk - p. 16
ESRS E1-3	Resilience in relation to climate change	Climate Risk - p. 16
ESRS E1-4	Policies related to climate change mitigation and adaptation	Decarbonization - p. 15
ESRS E1-5	Actions and resources in relation to climate change mitigation and adaptation	Decarbonization - p. 15
ESRS E1-6	Targets related to climate change	Targets and Progress - p. 13
ESRS E1-7	Energy consumption and mix	Energy and Emissions - p. 14
ESRS E1-8	Detailed Scope 1, Scope 2 and Scope 3 emissions	Emissions by Fiscal Year - p. 22
ESRS E1-8	GHG accounting methodology	GHG accounting methodology
ESRS E1-8	Independent assurance over GHG emissions	FY26 GHG assurance statement
ESRS E1-8	GHG intensity per net revenue	Energy and Emissions - p. 14
ESRS E1-8	Emissions inventory rebaseline	Energy and Emissions - p. 14
ESRS E1-9	GHG removals and GHG mitigation projects financed through carbon credits	Targets and Progress - p. 13; Energy and Emissions - p. 14; GHG accounting methodology; Voluntary Carbon Market Disclosure
ESRS G1 Business Conduct		
ESRS G1-1	Policies related to business conduct	Employee Voice - p. 9; Accountability and Business Conduct - p. 17
ESRS G1-2	Actions related to business conduct	Accountability and Business Conduct - p. 17; Decarbonization - p. 15
ESRS G1-4	Metrics related to corruption or bribery	Accountability and Business Conduct - p. 17
ESRS G1-5	Metrics related to political influence, including lobbying activities	Accountability and Business Conduct - p. 17

ESRS Reference Table

Ref	Disclosure/Metric	Response/Reference			
ESRS E1 Emissions by Fiscal Year ($mtCO_2e$)[2]		**FY26**	**FY25**	**FY24**	**FY23**
ESRS E1-8	Scope 1	**3,217**	2,960	3,341	3,928
ESRS E1-8	Scope 1 Stationary fuel	**2,598**	2,521	2,772	3,657
ESRS E1-8	Scope 1 Mobile fuel	**9**	8	14	8
ESRS E1-8	Scope 1 Refrigerant	**610**	431	555	263
ESRS E1-8	Scope 2 market-based	**867**	4,138	4,065	6,273
ESRS E1-8	Scope 2 market-based electricity	**617**	3,922	4,013	6,113
ESRS E1-8	Scope 2 market-based other	**250**	216	52	160
ESRS E1-8	Scope 2 location-based	**21,799**	20,996	17,932	18,995
ESRS E1-8	Scope 3.1 Purchased goods and services	**119,134**	110,222	150,081	168,624
ESRS E1-8	Scope 3.2 Capital goods	**11,324**	14,704	17,866	15,628
ESRS E1-8	Scope 3.3 Fuel- and energy-related activities	**8,706**	8,698	6,788	7,052
ESRS E1-8	Scope 3.4 Upstream transportation and distribution	**5,696**	6,654	7,213	5,633
ESRS E1-8	Scope 3.5 Waste generated in operations	**562**	472	441	326
ESRS E1-8	Scope 3.6 Business travel	**22,085**	29,634	24,564	20,001
ESRS E1-8	Scope 3.7 Employee commuting and work from home	**8,899**	8,436	7,635	10,047
ESRS E1-8	Scope 3.8 Upstream leased assets	**58**	65	47	68
ESRS E1-8	Scope 3.9 Downstream transportation and distribution	**NR**[1]	NR	NR	NR
ESRS E1-8	Scope 3.10 Processing of sold products	**NR**	NR	NR	NR
ESRS E1-8	Scope 3.11 Use of sold products	**NR**	NR	NR	NR
ESRS E1-8	Scope 3.12 End-of-life treatment of sold products	**29**	31	36	36
ESRS E1-8	Scope 3.13 Downstream leased assets	**137**	57	0	0
ESRS E1-8	Scope 3.14 Franchises	**NR**	NR	NR	NR
ESRS E1-8	Scope 3.15 Investments	**12**	15	19	21

1 NR = not reported.

2 Figures may not sum to reported totals due to rounding.

About This Report

Purpose and Approach

Electronic Arts Inc. publishes this report to provide an overview of our environmental, social and governance efforts and commitments. The report is informed by our double materiality assessment and organized around the environmental, social and governance topics most relevant to our business and stakeholders.

Frameworks, Scope and Period

This report was prepared with reference to the IFRS Sustainability Disclosure Standards, including IFRS S2, which incorporates the TCFD recommendations, and the European Sustainability Reporting Standards, where relevant. The reference tables use the European Commission's July 2026 revised ESRS structure for selected cross-referencing purposes and do not constitute a statement of full ESRS compliance.

Unless otherwise stated, the data in this report cover April 1, 2025 through March 31, 2026, and the reporting boundary generally aligns with the scope of consolidation used in Electronic Arts Inc.'s fiscal year 2026 financial statements. Where relevant, the report includes selected upstream and downstream value chain information related to material topics and metrics.

Data Notes and Related Materials

Certain data in this report may rely on estimates, assumptions, value chain information, third-party data or evolving calculation methodologies and may be subject to measurement uncertainty. Where these factors, restatements or other known limitations are material, the relevant topic section, ESRS reference table or methodology note describes the basis of preparation and any material limitations.

The data and methods reflect the definitions, standards and requirements in place at the time of preparation and may be updated as those evolve. The ESRS reference tables provide selected cross-references and links to related report sections and supporting materials.

Legal

This report and certain Electronic Arts materials and websites referenced in it may contain statements that reflect management's current expectations. Actual results may differ from current expectations.

Global regulations concerning environmental claims of carbon neutrality and net zero are evolving and may conflict. The methods we use to support statements in this Sustainability Report may not align with future global requirements in all countries in which we do business.

None of the programs, practices or policies referenced in this report requires or allows any Electronic Arts employee to consider an individual's protected status when making an employment-related decision.

Website references and hyperlinks are provided for convenience only. Electronic Arts Inc. assumes no liability for content on third-party websites. Cross-references and source documents used to support ESRS mapping are identified in the ESRS reference tables but are not incorporated by reference unless expressly stated otherwise.