

FY2024.3 Segment Activity Report by Material Issues

The Bandai Namco Group's business segments and affiliated business companies have created KPI plans for the Group's material issues and are implementing initiatives on that basis. The Group Sustainability Committee and the Group Sustainability Subcommittee confirm and review progress with activities, and reports are periodically made to the Board of Directors. In these ways, we are working to achieve the plans. The status of the activities of the business segments and affiliated business companies in FY2024.3 is as follows.

Material Issues	Important Themes	FY2024.3	
		Objective	Major Results
Harmonious coexistence with the natural environment	<ul style="list-style-type: none"> Enhanced response to climate change Supply chain management (environment) 	<ul style="list-style-type: none"> Initiatives for Decarbonization Reduction of CO₂ emissions in Scope1 and Scope2 <ul style="list-style-type: none"> By 2030: 35% reduction compared to FY2020.3 By 2050: Net zero Promotion of response in Scope3 	<ul style="list-style-type: none"> CO₂ emissions (Scope1 + 2): 49,441 tons-CO₂ (25% reduction compared to FY2019) CO₂ emissions (Scope3): 1,202,209 tons-CO₂ * four business management companies + BANDAI SPIRITS CO., LTD.
	<ul style="list-style-type: none"> Sustainable use of resources and raw materials 	<ul style="list-style-type: none"> Promotion of the circular economy Establishment of plastic recycling systems Promotion of product recycling Promotion of environmentally friendly products Reduction in petroleum-based plastic use Creation of eco-friendly products Waste reduction Recycling of waste at each business site 	<ul style="list-style-type: none"> Gunpla Recycling: 40 tons collected Capsule Toy Recycling: 42 tons collected Paperless/ Waste Recycling: 9 tons Number of Sustainable Products Created: 751 items* * BANDAI CO., LTD., BANDAI SPIRITS CO., LTD., PLEX CO., LTD.
Provision of appropriate products and services	<ul style="list-style-type: none"> Provision of products and services based on appropriate ethical representation 	<ul style="list-style-type: none"> Establishment and operation of system for Groupwide sharing of information Implementation of employee training 	<ul style="list-style-type: none"> Group Ethics Committee Meetings Held: 4 Ethics Roundtable Discussions Held: 2 Seminars Held by Group Companies
	<ul style="list-style-type: none"> Safety and security of products and services 	<ul style="list-style-type: none"> Initiatives toward safe and secure manufacturing Improvement in product quality in Japan and overseas Implementation of employee training 	<ul style="list-style-type: none"> Quality Standards Established for the Asia Region (BANDAI CO., LTD.) Seminars Held by Group Companies
	<ul style="list-style-type: none"> Enhanced customer satisfaction 	<ul style="list-style-type: none"> Initiatives toward preventing defects Promotion of swift and detailed customer support 	
Appropriate utilization and protection of intellectual property	<ul style="list-style-type: none"> Appropriate use of IP and mutual use of patents 	<ul style="list-style-type: none"> Promotion of efforts to resolve social issues through the utilization of IPs and technologies 	<ul style="list-style-type: none"> Conducted Copyright Registration Test in China Responded to Illegal Distribution and Copyright Infringement in Collaboration with the Japan Video Software Association, Japan Animation Association, etc.
	<ul style="list-style-type: none"> Protection of IP 	<ul style="list-style-type: none"> Enhanced intellectual property protection 	

Material Issues	Important Themes	FY2024.3	
		Objective	Major Results
Establishment of work environments that facilitate mutual respect	<ul style="list-style-type: none"> Realizing employee-friendly workplace environments Promotion of work-life balance 	<ul style="list-style-type: none"> Promotion of childcare leave acquisition Review of paid leave structure 	<ul style="list-style-type: none"> Annual paid leave utilization rate: 74.1% (vs. 72% in prior year)*¹ Male paternity leave rate: 78.5% (vs. 30.5% in prior year)*¹ Rate of employees returning to work after childcare leave: 96.7% (vs. 98.9% in prior year)*¹
	<ul style="list-style-type: none"> Human resources development 	<ul style="list-style-type: none"> Cultivation of diverse human resources who can promote the Group's IP Axis Strategy Cultivation of diverse human resources who can realize Bandai Namco's Purpose "Fun for All into the Future" 	<ul style="list-style-type: none"> Group-wide training implementation: First-year training, Fifth-year training, New manager training, Global next-generation executive training, Executive training
	<ul style="list-style-type: none"> Promotion of diversity and inclusion 	<ul style="list-style-type: none"> Promotion of employment for people with disabilities Fostering of a corporate culture where employees with diverse backgrounds play an active role 	<ul style="list-style-type: none"> Employment Rate of People with Disabilities: 2.21% (vs. 2.26% in prior year)*² Percentage of Female Managers in the Group: 22.8%*¹
	<ul style="list-style-type: none"> Supply chain management (labor) 	<ul style="list-style-type: none"> Initiatives toward building an optimized supply chain Establishment of supply chain that respects human rights Implementation of employee training 	<ul style="list-style-type: none"> Human rights policy development Conducted human rights risk analysis across all businesses Implemented training for employees
Harmonious coexistence with communities	<ul style="list-style-type: none"> Collaboration with local communities Invigoration of fan communities 	<ul style="list-style-type: none"> Implementation of social contribution activities deeply rooted in local communities 	<ul style="list-style-type: none"> Gundam open innovation initiatives Love Level: Support for Numazu City revitalization GIRLS und PANZER: Participation in the Oarai Anko Festival Kidzania Bandai Booth opening Gunpla Academia: 3,500 schools; 290,000 participants Gundam educational program: 102 schools; 7,554 participants Edison special exhibition lectures: 4 events Expo education project: 3 schools
	<ul style="list-style-type: none"> Educational assistance for the next generation 	<ul style="list-style-type: none"> Educational support for children 	

*1 Scope: Bandai Namco Holdings Inc., Bandai Namco Entertainment Inc., BANDAI CO., LTD., Bandai Namco Filmworks Inc., Bandai Namco Amusement Inc., BANDAI SPIRITS CO., LTD., Bandai Namco Music Live Inc., Bandai Namco Business Arc Inc.

*2 The applicable consolidated subsidiaries are those under the special subsidiary Bandai Namco Will Inc.

Environmental Data

Scope: All Bandai Namco Group companies in Japan and overseas
Management standard: Total emissions

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	
CO ₂ emissions	Scope1 (t-CO ₂)	6,271	6,039	5,540	6,131	7,882	
	Scope2 (t-CO ₂)	60,001	51,878	50,978	49,272	41,558	
	Scope1 + Scope2 (t-CO ₂)	66,272	57,916	56,517	55,403	49,441	
	Scope3 (t-CO ₂)	—	—	—	1,091,255	1,202,209	
	Category1	Purchased goods and services	—	—	—	576,512	636,698
	Category2	Capital goods	—	—	—	95,884	110,312
	Category3	Fuel- and energy-related activities not included in Scope 1 and 2	—	—	—	5,758	5,490
	Category4	Upstream transportation and distribution	—	—	—	10,399	9,174
	Category5	Waste generated in business operations	—	—	—	2,669	2,931
	Category6	Business travel	—	—	—	5,158	8,817
	Category7	Employee commuting	—	—	—	710	837
	Category8	Upstream leased assets	—	—	—	N/A	N/A
	Category9	Downstream transportation and distribution	—	—	—	3	2
	Category10	Processing of sold products	—	—	—	N/A	N/A
	Category11	Use of sold products	—	—	—	21,792	12,284
Category12	End-of-life treatment of sold products	—	—	—	372,368	415,664	
Category13	Downstream leased assets	—	—	—	N/A	N/A	
Category14	Franchises	—	—	—	N/A	N/A	
Category15	Investments	—	—	—	N/A	N/A	
Electricity	Non-renewable energy (kWh)	123,864,626	111,406,837	109,787,373	107,326,192	93,896,694	
	Renewable energy (kWh)	0	0	0	9,347,411	19,428,329	
	Total	123,864,626	111,406,837	109,787,373	116,673,602	113,325,024	
Fuel for company vehicles	Company vehicles (gasoline; l)	185,797.6	172,508.6	175,052.4	262,769.8	308,898.7	
	Company vehicles (diesel; l)	1,528,785.7	1,633,589.0	1,469,708.8	1,552,020.4	1,986,522.1	
	Company vehicles (LPG; t)	3.2	2.0	2.4	0.6	2.5	
	Company vehicles (natural gas; m ³)	4,630.2	588.7	0	0	0	
Fuel	Gasoline (l)	810.71	1,296.23	883.09	1,748.16	1,434.36	
	Kerosene (l)	14,223.4	7,531.7	5,403.0	6,564.1	9,234.3	
	Diesel fuel (l)	0	0	0	0	15	
	Bunker A (kl)	2.42	2.00	2.26	2.13	2.98	
	Petroleum gas (t)	18.17	15.64	12.66	15.32	18.59	
	Combustible natural gas (m ³)	0	0	0	0	0	
	Other fuel	City gas (m ³)	788,598.89	594,525.22	564,521.29	639,309.42	834,729.58
Steam (GJ)	0	0	0	16	55		
Hot water (GJ)	126.30	135.62	176.92	3,642.55	1,605.90		
Cold water (GJ)	1,026.02	893.31	1,039.87	910.57	2,421.86		
Water	Tap water used (m ³)	185,274.92	134,441.61	149,175.92	167,513.97	172,747.55	
	Wastewater (m ³)	182,635.90	134,334.34	147,071.17	165,036.79	170,917.90	
Waste	Non-industrial waste (kg)	1,757,256.2	1,370,309.0	1,658,318.2	2,077,990.8	2,177,082.5	
	Industrial waste (kg)	1,442,364.5	2,099,314.6	3,484,766.7	3,177,176.5	4,321,810.2	
	Recycling volume (kg)	829,763.3	841,298.5	899,139.2	1,093,755.9	1,256,821.4	
Environmental	Fines (No.)	0	0	0	0	0	
Compliance	Number of sanctions other than fines (cases)	0	0	0	0	0	
	Matters brought to a dispute resolution mechanism (cases)	0	0	0	0	0	

*1 The renewable energy usage (purchases) for FY2022.4 has been included in the non-renewable energy usage figures.

*2 For figures excluding Scope3, limited assurance or review by a third party has been conducted.

*3 Historical data may be reviewed and corrected retroactively as part of the aggregation process.

*4 Scope3 reporting covers Bandai Namco Entertainment Inc., BANDAI CO.,LTD., BANDAI SPIRITS CO.,LTD., Bandai Namco Filmworks Inc., and Bandai Namco Amusement Inc.

Calculation method for Scope3 CO₂ emissions

Category 1: Amount procured multiplied by the emission factor (excluding internal transactions)

Category 2: Amount of capital investments multiplied by the emission factor (Groupwide)

Category 3: Amount of each type of energy consumed multiplied by the emission factor

Category 4: Amount of transportation services purchased multiplied by the emission factor

Category 5: Amount of each type of waste generated multiplied by the emission factor for each processing method

Category 6: Travel expenses paid for each mode of transportation multiplied by the emission factor. For Bandai Namco Entertainment Inc. only, number of employees multiplied by the emission factor.

Category 7: Travel expenses paid multiplied by the emission factor for the case in which all travel was on passenger railways

Category 9: Calculated using the ton-kilometer method for the transportation weight of game machines. (Bandai Namco Amusement Inc.)

Category 11: For products that use batteries, with an assumption that batteries are changed twice, product sales volume, number of batteries used, and amount of electricity consumed based on average battery lifespan are calculated and multiplied by the emission factor (BANDAI CO., LTD.)

Calculated by multiplying the annual usage time, derived from the sales quantity of game machines, power consumption, average operating hours, and number of operating days of game centers, by the emission factor. (Bandai Namco Amusement Inc.)

Category 12: Weight of sold products multiplied by the emission factor. However, for BANDAI CO., LTD. and BANDAI SPIRITS CO., LTD., the average weight of products accounting for 10% of sales for each division is used; for Bandai Namco Filmworks Inc., the average weight of the top 10 products by sales volume is used; and for Bandai Namco Amusement Inc., only game machines are considered.

Note: Categories 8, 10, 13, 14, and 15 are not applicable.

Personnel Data

Scope (FY2024.3): Bandai Namco Holdings Inc., Bandai Namco Entertainment Inc., BANDAI CO., LTD. / BANDAI SPIRITS CO., LTD., Bandai Namco Filmworks Inc., Bandai Namco Music Live Inc., Bandai Namco Amusement Inc. and BANDAI NAMCO Business Arc Inc.

Number of Employees by Type of Employment

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Full-time employees	Male	2,367	2,474	2,516	2,633	2,749
	Female	1,136	1,236	1,287	1,396	1,550
	Total	3,503	3,710	3,803	4,029	4,299
Junior employees	Male	969	931	927	983	1,019
	Female	1,005	998	1,002	1,028	1,054
	Total	1,974	1,929	1,929	2,011	2,073
Contract employees	Male	165	161	156	133	130
	Female	94	89	93	97	82
	Total	259	250	249	230	212
Temporary employees	Male	1,422	1,175	1,225	1,381	1,617
	Female	2,032	1,692	1,668	1,844	2,004
	Total	3,454	2,867	2,893	3,225	3,621
Total	Male	4,923	4,741	4,824	5,130	5,515
	Female	4,267	4,015	4,050	4,365	4,690
	Total	9,190	8,756	8,874	9,495	10,205

Employee Data

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Number of newly hired university graduates	Male	97	98	88	80	103
	Female	87	71	58	60	81
	Total	184	169	146	140	184
Retention rate of newly hired university graduates (%) ^{*1}	Male	99.2	98.9	96.1	88.7	95.2
	Female	96.5	98.6	95.3	92.5	96.3
	Total	98.0	98.8	95.8	90.2	95.6
Number of mid-career hires	Male	61	70	45	87	107
	Female	53	33	43	63	99
	Total	114	103	88	150	206
Turnover ^{*2}	Male	65	53	81	90	86
	Female	44	23	57	46	47
	Total	109	76	138	136	133
Average years of continuous service	Male	10.3	10.4	10.7	10.4	10.3
	Female	7.8	7.9	8.4	8.1	7.9
	Total	9.5	9.6	9.9	9.6	9.5
Average age ^{*3}	Male	40.6	40.6	40.7	40.6	40.4
	Female	35.3	35.6	36.0	36.0	35.8
	Total	38.9	39.0	39.1	39.0	38.7

^{*1} Retention rate within three years of joining the Company from university graduation
^{*2} Full-time employees only; excludes mandatory retirement and permanent transfers within the Group
^{*3} Full-time employees only

Data on Female Managers

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Number of female managers		169	174	195	216	231
	Percentage of total (%)	18.9	19.2	21.1	22.1	22.8
Female executives		6	5	4	4	5
	Percentage of total (%)	7.2	6.0	5.1	5.1	6.6

Annual Paid Leave Utilization Rate

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Annual paid leave utilization rate (%)		76.7	56.4	70.6	70.2	74.1
Number of paid leave days taken		10.0	9.7	12.2	12.2	12.9

Other Personnel Information

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Number of employees that took leave for childcare ^{*4}	Male	22	22	21	25	73
	Female	70	73	63	55	62
	Total	92	95	84	80	135
Childcare leave utilization rate (%) ^{*4}	Male	-	-	-	30.5	78.5
	Female	-	-	-	100.0	100.0
	Total	-	-	-	58.4	87.1
Rate of employees returning to work after child care leave (%)	Male	100.0	100.0	100.0	100.0	100.0
	Female	97.6	96.0	100.0	98.5	93.8
	Total	98.5	97.1	100.0	98.9	96.7
Number of employees using family nursing leave	Male	0	1	0	0	0
	Female	1	2	0	1	0
	Total	1	3	0	1	0
Employment of people with disabilities ^{*5}	People	158	169	182	189	193
	Percentage of total (%)	2.20	2.21	2.30	2.26	2.21
Number of employees covered by occupational health and safety policy	Male	4,923	4,741	4,824	5,130	5,515
	Female	4,267	4,015	4,050	4,365	4,690
	Total	9,190	8,756	8,874	9,495	10,205
Average monthly over time work per employee (hours) ^{*6}		-	-	17.0	18.3	17.0
Industrial accidents (incidents)		70	60	92	79	82
Health check-up participation rate (%)		-	-	99.6	99.9	99.9
Stress check participation rate (%)		-	-	-	98.0	98.9

^{*4} For FY2023, the figures for male recipients and utilization rate include both paternity leave and child-rearing leave. The paternity leave utilization rate for FY2023 is 62.4% for males and 77.4% for both males and females combined.
^{*5} For consolidated subsidiaries that use the service of special subsidiary Bandai Namco Will Inc.
^{*6} The average for each person calculated by deducting their prescribed working hours (1,800 hours) from their total annual working hours and dividing the resulting figure by 12 months. Excludes managers and supervisors, part-time workers, and discretionary labor system employees.

Employee Training-Related Data

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Percentage of employees receiving periodic reviews for career development (%)	Male	100.0	100.0	100.0	100.0	100.0
	Female	100.0	100.0	100.0	100.0	100.0
	Total	100.0	100.0	100.0	100.0	100.0

Governance Data

		Total	Male	Female
Number of directors ^{*1}		14	12	2
	Number of internal directors	9	8	1
	Of whom, directors who are Audit & Supervisory Committee members	1	1	0
	Number of outside directors	5	4	1
	Of whom, number designated as independent directors	5	4	1
Of whom, directors who are Audit & Supervisory Committee	3	2	1	

^{*1} Figures as of June 2024

Organization	Company with an Audit and Supervisory Committee	
Term of office in governance institutions (years)	Directors	1
Number of meetings (times) ^{*2}	Board of Directors	18
	Independent Directors Committee	1
	Personnel Committee	4
Participation rate (%) ^{*2}	Board of Directors	100
	Independent Directors Committee	100
	Personnel Committee	100
Implementation status of incentive measures	Directors (excluding Audit & Supervisory Committee members and outside directors)	Implementation of performance-based bonuses and performance-based stock compensation

^{*2} Fiscal year ended March 31, 2024

Compliance Data

		FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3
Number of employees that took leave for childcare ^{*4}		0	0	0	0	0
Number of employees that took leave for childcare ^{*4}		0	0	0	0	0