

MESSAGE

Providing an Environment Where All Employees Can Maximize Their Abilities, Supporting Growth and Sustainable Development

Vertical and Horizontal Approaches to Group Human Resource Strategies

Closely aligned with our Purpose "Fun for All into the Future," the Bandai Namco Group's personnel strategy focuses on creating an environment where every employee can seek smiles and happiness in line with the key phrase "connecting and working together to create things."

Our approach follows two main axes: personnel strategies tailored to the business characteristics of each Group company, and a common personnel strategy for the entire Group that supports the foundation of its business. Each business company is responsible for the training and retention of specialized personnel in alignment with their respective business strategies. Meanwhile, as a horizontal axis aligned with the Group's business strategy, the Group Administrative Headquarters formulates and implements a shared human resource policy across the Group, facilitates personnel exchanges among business companies, and trains talent by grade. At the Group Administrative Headquarters, we always keep both vertical and horizontal approaches in mind.

Positive Engagement with Employees

We have been conducting the Engagement Survey for all employees around the world since FY2023.3, and maintained a high overall score in FY2024.3. Key indicators, such as "willingness to try my best to contribute to the Company," "opportunities to play an active role regardless of gender," "my job is worthwhile and meaningful," and "respect for different values" significantly exceeded benchmarks, highlighting the positive relationship between the Company and employees, a motivational work environment, and a strong attachment to the

organization and work (IP, products, and services). The results of this survey cast a spotlight on the benefits of working for the Group.

The survey results are also a reflection of some of Bandai Namco's strengths. However, there are areas we can work on improving, such as the environment for male employees utilizing childcare leave in Japan. The survey results also varied by individual company. We will strive to improve overall conditions based on a detailed comparison and analysis that takes into account of characteristics of each company. We view this survey as a valuable opportunity to understand Group employee engagement and will continue to conduct it on a regular basis.

Promoting D&I and Talent Development

Based on its Purpose "Fun for All into the Future," Bandai Namco Group aims to be a corporate group where diverse personnel with different talents, personalities, and

values can thrive. We promote diversity & inclusion (D&I) with a focus on hiring and promoting personnel regardless of new graduate or mid-career status, gender, age, nationality, race, religion, or sexual orientation. We are also focused on updating various systems and work environments so that diverse personnel can succeed at work while maintaining their mental and physical health.

We have also launched new initiatives for developing management talent. Through the Bandai Namco EDGE Program, we implement a development program aimed at cultivating management awareness among selected members, primarily from business management companies. Our policy aim is to strengthen the Group's overall management capabilities by getting an early start on grooming future management talent from a long-term perspective.

Furthermore, securing and training management personnel is an urgent issue across the entire Group. From the standpoint of future business growth, it is essential to secure core management personnel to support multiple businesses. In addition to increasing personnel, it is imperative that we establish systematic frameworks for the ongoing development of personnel. We are moving ahead with both internal training and new recruitment to cultivate personnel

Selection of Questions and Scores on Engagement Survey (Conducted in FY2024.3)

Category	Question	Positive answers
		Answer (%)
Engagement	I am happy to work at my company.	75
	My job is worthwhile and meaningful.	78
	I have my discretion (authority and responsibility) which is necessary for making decisions to fulfill my role at my company.	75
	I am willing to try my best to contribute to organizational growth.	85
D&I	My current company provides employees with opportunities to play an active role regardless of gender.	81
	Different values are respected among Bandai Namco Group.	75



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Health Promotion Office
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KOJI HAMANO

General Manager
Human Resources
Administrative Headquarters
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with core expertise and a comprehensive understanding of the business value chain across the Group.

Promoting Health Management

We have been promoting health management as part of our efforts to upgrade work environments. These efforts have resulted in several Group companies receiving the Certified Health and Productivity Management Organization certification for the first time in 2024. This certification has gained attention across the Group and heightened employee interest in health, which is a positive outcome. In promoting health management, it is crucial that efforts are jointly made with each business company, not just a one-way approach from the Health Promotion Office. We therefore implement measures and training tailored to the challenges and characteristics of each

business company, while striving to unify health awareness throughout the Group. Ultimately, Bandai Namco aims for Groupwide certification as a Certified Health and Productivity Management Organization. Moving forward, we will place even greater emphasis on prevention and health promotion, while working to better understand the health conditions of employees and implementing measures based on the scale and structure of each business company. We also believe it is especially important to deepen collaboration with each business company and create an environment where consultations with the Health Promotion Office are easy.

Toward Further Growth of the Group

The launch of our Global Human Resources Database has enabled a comprehensive view of personnel surpluses

and shortages, as well as distribution biases across the Group. Currently, the main role of this database is to collect information, and once the database is filled with information, we will start refining and effectively utilizing this data. We aim to provide information to Group companies and efficiently disclose information about human capital. In light of rapid changes in the entertainment industry, the Group Administrative Headquarters will continue to hire and develop talent that can drive growth for the Group while closely coordinating on management strategies and swiftly responding to change. We will also maintain and improve engagement at the same time, and by providing work environments where all employees can maximize their abilities, we will support the Group's overall growth and sustainable development.

Messages from the personnel in charge



Koji Tsuyuki

The ultimate goal of our personnel strategy is to nurture talent that supports the sustainable growth of the Company. Toward this goal, we will strive to create an environment where employees can seek smiles and happiness.



Sachiko Sumikawa

We will strengthen support systems for employees sent abroad to work around the world, and promote health management so that employees can work with vigor and health, regardless of whether they are in Japan or overseas.



Koji Hamano

I aim to contribute to creating an environment that fosters natural empathy for each other and a sense of personal ownership to our Purpose, ensuring its permeation and practice among all employees.