

HUMAN RESOURCES

Together with Employees

In accordance with Bandai Namco’s Purpose, “Fun for All into the Future,” we seek to be a group in which employees can act with motivation and energy to leverage their varied talents, individual characteristics, and values. We are working to develop diverse human resources in a variety of fields. We will secure and promote human resources irrespective of whether they are new graduates or mid-career hires and regardless of gender, age, nationality, race, religion, sexual orientation, etc. In addition, we will further focus resources on the establishment of varied systems and environments that enable diverse human resources to actively participate and work in a manner that is healthy in body and mind. Specifically, we will advance initiatives to support employees as they take on challenges and strive to realize workplace environments that are easy to work in, enable diverse human resources to demonstrate their true strengths, and develop human resources to advance the IP axis strategy on a global basis.

Realizing Employee-Friendly Workplace Environments

The Bandai Namco Group is working to establish environments so that diverse human resources can work while remaining healthy in body and mind. To create a supportive work environment for all employees, Group companies have established various systems aligned with their business formats. These include regulations for ensuring a work-friendly environment for every employee as well as flexible working arrangements such as flextime systems, discretionary work systems, shorter working hours, and staggered shifts. In addition to regular physical checkups and stress checks, within the Group Administrative Headquarters of Bandai Namco Holdings, we have assigned a person in charge of measures to address long working hours. By establishing environments in which employees can work with peace of mind, we are striving to enhance employee satisfaction.

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Bandai Co., Ltd., Bandai Namco Entertainment Inc., Bandai Namco Amusement Inc., and MegaHouse Corporation have received the Kurumin certification from the Ministry of Health, Labour and Welfare in recognition of their support for childrearing. In addition, in accordance with the Act on Promotion of Women’s Participation and Advancement in the Workplace, Bandai, Bandai Namco Entertainment, MegaHouse Corporation, and Bandai Namco Business Arc Inc. received the Eruboshi certification, which is for companies with excellent initiatives in promoting the participation and advancement of female employees in the workplace. Furthermore, Bandai Namco Entertainment, Bandai Namco Studios Inc., and Bandai Namco Business Arc were

recognized under the large enterprise category of the 2025 KENKO Investment for Health. Moving forward, we will continue to work in unity with the management and human resource departments of Group companies to enhance workplace environments that are easy for employees to work in and strengthen initiatives aimed at promoting employee health.



KENKO Investment for Health Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)	Bandai Namco Entertainment Inc. Bandai Namco Studios Inc. Bandai Namco Business Arc Inc.
Kurumin Certification	Bandai Co., Ltd. (certified in 2020) Bandai Namco Entertainment Inc. (certified in 2021) Bandai Namco Amusement Inc. (certified in 2021) MegaHouse Corporation (certified in 2023)
Eruboshi Certification	Bandai Co., Ltd. (Certification Level 3) Bandai Namco Entertainment Inc. (Certification Level 2) MegaHouse Corporation (Certification Level 2) Bandai Namco Business Arc Inc. (Certification Level 2)

Examples of Systems to Promote Achievement of Work-Life Balance (Programs That Surpass Legal Requirements)

System	Overview
Childcare leave	Can be taken until the day the child turns two years old
Childcare support	Available until March 31 of the year in which the child completes sixth grade. In addition to shorter working hours, includes exemption from overtime and late-night work.
Childbirth leave for spouses	Employees can take up to five days of paid leave when their spouse gives birth.
Child-rearing flextime system	Available until March 31 of the year in which the child completes sixth grade, while core time can be adjusted in line with childrearing circumstances
Provision of support funds for childbirth and childcare	Provision of ¥200,000 at the birth of each of the first and second children. Provision of ¥3,000,000 at the birth of each of the third and subsequent children.* * Acquisition of childcare leave for one continuous week or more and submission of a childrearing report are requirements for the receipt of this support.
Lifestyle-support system	Introduction of a lifestyle-support system with the objective of establishing supportive environments for employees in a variety of household circumstances; offering 30 days of leave as well as shorter working hours/flextime, in accordance with the reason. Examples of reasons: truant children, infertility treatment, family nursing or caregiving for spouses and first and second-degree relatives of employees, and receiving of outpatient care at medical facilities due to disease.
Partnership system	In regard to partnerships, leave time determined by company rules and matters recognized by employee benefits, etc., are handled in the same manner as for couples who are married under the legal system.
Standardizing Retirement Benefit Systems	In April 2025, we standardized the retirement benefit systems of 28 Japanese Group companies into a corporate-type defined contribution pension plan. Amid an increase in personnel exchanges within the Group, including permanent transfers to other companies, this standardization has established an environment in which employees can build assets in preparation for their elderly years with peace of mind.

Note: Some Group companies use different systems.

Supporting Employees Who Take On Challenges

Principal companies in the Bandai Namco Group have introduced performance-linked remuneration frameworks that correlate a company’s operating profit with employee bonuses to encourage employees to take on challenges. In addition, we have established systems for the proposal of ideas regarding IPs, products and services for Units and companies, and other systems. In these ways, we have

established frameworks that transcend boundaries between companies and departments and enable employees to make their own proposals. Furthermore, by introducing systems that give recognition to teams and employees for taking on challenges, we are working to establish foundations and a corporate culture that make it easier to address challenges with a positive attitude.

Facilitating Active Careers for Diverse Human Resources

The Bandai Namco Group emphasizes the individual talents and characteristics of each employee, and is working to foster diversity in line with business characteristics. In promoting active careers for women, we are implementing fair evaluations based on true capabilities and experience, and the number of female managers continues to increase in line with growth in the number of female employees. Also, accompanying business globalization, the number of locally hired employees is increasing each year.

Moreover, we are implementing a variety of initiatives to promote the employment of people with disabilities. Bandai Namco Will Co.,

Ltd., a special subsidiary, supports the Group’s businesses in a variety of ways, such as office cleaning and assistance and toy and game development support. In addition, we are aiming to increase understanding of disabilities. For Group companies in Japan, we operate Yuni-nabi, a site that draws on our insight in hiring people with disabilities to provide support for the retention of employees with disabilities working directly for Group companies and to foster a correct understanding about disabilities. Other initiatives include internships for employees with disabilities at Group companies.

Conducting Engagement Surveys for the Group’s Employees

Group companies around the world began conducting annual engagement surveys starting FY2023.3. These surveys cover such topics as “job motivation and desire to contribute to the company,” “level of understanding and adoption of the Purpose,” and “diversity and inclusion.” Based on observations made each year, we

implement initiatives to increase the engagement of employees on a Groupwide basis and advance the establishment of environments that enable diverse, highly individual human resources to work energetically and have active careers.

Developing Human Resources

In accordance with our Purpose of “Fun for All into the Future,” we are working under the ALL BANDAI NAMCO concept to transcend the barriers between regions and Units and work together as a unified group. In this way, we place importance on cultivating a sense of unity and developing human resources who will be active in global settings. At junctures depending on position and number of years with the Company, we implement Groupwide training that transcends Units. We are providing opportunities to forge connections within the Group and to become aware of new things. This is in parallel with initiatives in specialized fields aligned with business characteristics, where efforts are made to develop human resources at the level of Units and individual companies.

In addition, we are actively implementing personnel transfers among Units, businesses, and regions. We are working to develop human resources, who are the core of the Group, including taking steps to foster understanding of the Group’s businesses. In these ways, we aim to support sustained development for society and companies by establishing workplace environments that facilitate mutual respect and enable everyone, including not only employees but also everyone else associated with the Bandai Namco Group, to work energetically.

Group Joint Training

Group joint training	Training overview
First-year training	Through involvement with others with the same number of years at the Group, teams demonstrate their results and participants think about the significance of the Group.
Fifth-year training	In accordance with the Purpose, participants think about the significance of their own work and about their careers.
Training for newly appointed managers	Skills for leading the organization as managers are strengthened and visions are established for participants’ teams.
Next-generation managers training	Participants, who are expected to lead the Group in the future, enhance their awareness and build personal connections.

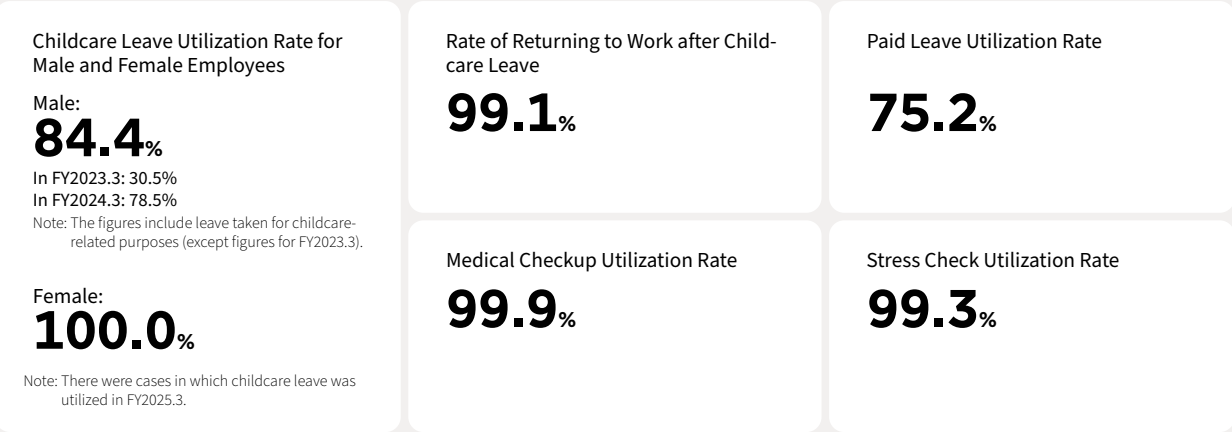
Note: In addition to those above, human resource development programs are implemented at individual companies.



Data about the Bandai Namco Group’s Workplace Environment (FY2025.3)

Scope 2025.3: Bandai Namco Holdings Inc., BANDAI CO., LTD., BANDAI SPIRITS CO., LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., Bandai Namco Music Live Inc., Bandai Namco Amusement Inc., and Bandai Namco Business Arc Inc.

Realizing Employee-Friendly Workplace Environments



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