

DIALOGUE



“We will pursue sustainability through efforts unique to Bandai Namco, bringing smiles into the future while engaging fans.”

Bandai Namco made significant progress on sustainability initiatives over the three years of the previous Mid-term Plan. In this section, Chief Sustainability Officer (CSO) Noriko Fujita, responsible for the supervision of all sustainability initiatives, discusses a wide range of topics with two members of the Sustainability Management Department, which is in charge of carrying out said initiatives.

Establishing a Sustainability Promotion System Under the Previous Mid-term Plan

Fujita The previous Mid-term Plan established a sustainability promotion system centered on the Group Sustainability Committee, the Group Sustainability Subcommittee, and the Sustainability Management Department. This system achieved a certain level of results in terms of

employee awareness and the execution of specific initiatives in each business. For example, in the Toys and Hobby Business, many schools and students participated in the Gunpla Academia program, a hands-on plastic recycling learning initiative, and the number of products certified as sustainable surpassed 1,500. Through collaborations between Units and Group companies and cross-organizational information sharing via internal portal sites and other means, we were able to actively engage in

sustainability initiatives involving frontline personnel. Furthermore, I believe that the Sustainability Management Division made steady progress in its external disclosures and internal awareness-raising initiatives.

Takeuchi The majority of the information we disclose annually comprises that of reports submitted by each Group company on their initiatives in the previous fiscal year. The quality and quantity of our disclosures have improved as a result of deepened

mutual understanding between Group companies. This improvement is reflected in our position in the corporate sustainability rankings posted on various media. I feel that the period of the previous Mid-term Plan was a run-up to our current position, and we are now entering a period of great progress.

Kobayashi As part of our awareness-raising activities for employees, we launched an internal online Group newsletter on sustainability in November 2022. The newsletter introduces a diverse array of sustainability initiatives that have been carried out by Group companies around the world. We had difficulty gauging our readers' reactions at first, but now, two and a half years after the newsletter's launch, it is clear from the results of the engagement survey that employees have gained a more comprehensive understanding of sustainability. The establishment of a sustainability award in the Bandai Namco Awards, the Group's internal commendation system, has also contributed to this change in employee awareness.

Promoting Initiatives That Involve Stakeholders

Fujita As expressed in the Bandai Namco Group Sustainability Policy, the goal of our initiatives is to achieve sustainability in a way that is unique to Bandai Namco and makes people smile. Under the current Mid-term Plan, we will implement initiatives involving fans and stakeholders of all generations while leveraging the strengths of IPs, products, and services.

Takeuchi The key to reaching fans is by engaging with children. In the spring of 2025, we launched Sustaina-Land, a sustainability website for children to increase awareness across generations, from children to parents and even grandparents. We plan to further expand the site's target audience in the future while continuing to engage with upper elementary school-aged children.

Kobayashi Regarding awareness-raising activities within the Group, Sustainability Week, held every year in October, has become an established Groupwide event, with participation from over 20,000 people, mainly employees, in 2024. The reach of our initiatives is expanding into overseas Group companies as well.

Fujita Promoting sustainability initiatives suitable for the era of globalization will be a

truly important theme for us moving forward. We will further examine this issue, seeking to strengthen collaboration with each overseas region.

Advancing Key Initiatives of the Current Mid-term Plan

Fujita While sustainability issues differ between businesses, the Group's initiatives are focused on four areas in particular: decarbonization, plastic environmental consideration, human rights, and information disclosure. Regarding decarbonization, considering the progress we have made in our initiatives thus far, we have increased our Scope 1 and Scope 2 CO₂ emissions reduction targets for 2030 from a 35% reduction to a 50% reduction compared with FY2020.3. As we advance initiatives to reduce emissions at Group business sites in areas including logistics, we will progress with preparations to address Scope 3 emissions. As for plastics, we have formulated a plastic environmental consideration policy under which we are carrying out such initiatives as reducing the use of disposable plastic parts, developing alternative materials, and expanding recycling activities. In addition to the initiatives above, we will identify and evaluate human rights-related risks in our business activities and create a Group human rights due diligence framework.

Promoting Initiatives Focused on the Fun of Sustainability

Kobayashi As for my future aspirations, by leveraging various established internal sustainability initiatives, I hope to meet even more people and thereby broaden my perspective. With this sentiment, I will continue to take on the challenge of creating projects that inspire interest and participation in sustainability initiatives.

Takeuchi We will firmly address the issue of business and human rights while taking social needs into account. Simultaneously, we will aim to further enhance our disclosure of non-financial information to ensure that the Group can be properly evaluated by everyone. We will strengthen internal and external communication in order to realize the ideal situation of sustainability initiatives advancing in tandem with content and manufacturing on the business side.



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Fujita Our unique sustainability initiatives utilize the power of entertainment to engage a broad fan base and thereby expand our reach. The achievement of such expansion is reliant upon employees facing the issue of sustainability not as an obligation but as something enjoyable. We will advance efforts to establish an environment in which as many people as possible can take their first step forward toward sustainability, proactively providing information internally and externally.