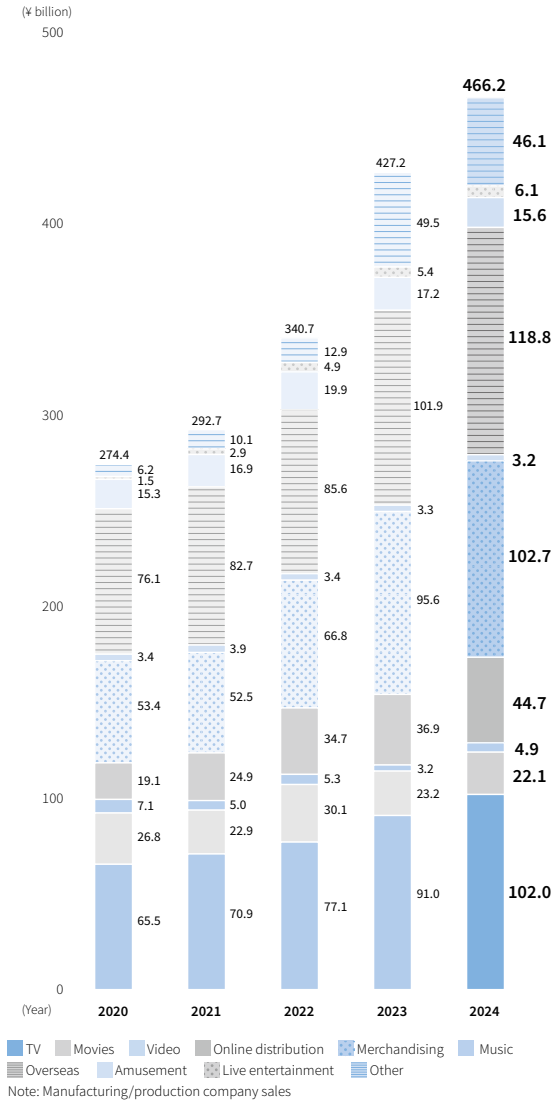
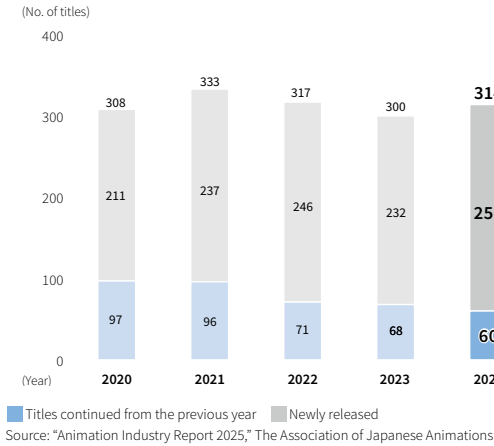


Animation Market (Japan)

Animation Market Size Trend



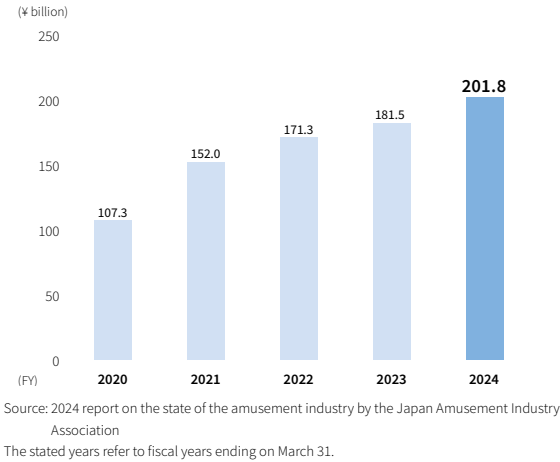
Number of TV Animation Titles



Amusement Unit

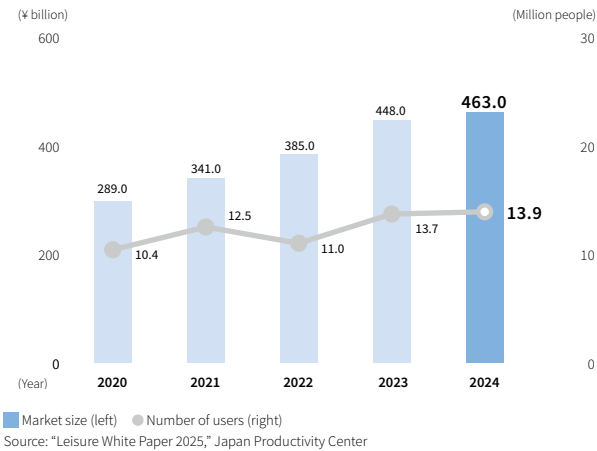
Amusement Machine Market (Japan)

Amusement Machine Product Sales Trend

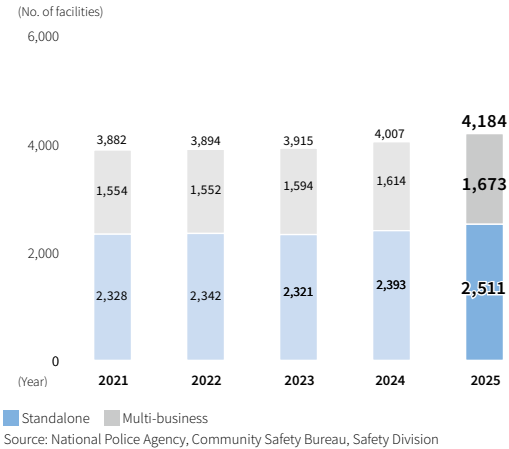


Amusement Facility Market (Japan)

Amusement Facility Market Size and User Population (Arcade Centers)



Trend in the number of facilities (Category 5: game centers, etc.)



FY2026.3 Segment Activity Report by Material Issues

The Bandai Namco Group's business units 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 activities by material issues in FY2026.3 is as follows.

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Harmony with Nature	Enhanced response to climate change	Reduction of GHG emissions	
		<div><div>■ Scope 1 and Scope 2</div><div>Short- to medium-term targets</div><div>FY2027.3: 43,000 t-CO₂ (35% reduction compared to FY2020.3)</div><div>FY2028.3: 39,500 t-CO₂ (40% reduction compared to FY2020.3)</div><div>Long-term targets</div><div>FY2031.3: 32,500 t-CO₂ (50% reduction compared to FY2020.3)</div><div>FY2036.3: 27,000 t-CO₂ (65% reduction compared to FY2020.3)</div><div>FY2051.3: Net zero emissions</div></div> <div>■ Scope 3</div> <div>Increase accuracy of calculations and explore measures to reduce Scope 3 CO₂ emissions</div>	<div><div>■ Scope 1 and Scope 2</div><div>FY2026.3 results: 45,095 t-CO₂ (32% reduction compared to FY2020.3) (FY2026.3 target: 46,500 t-CO₂ [30% reduction compared to FY2020.3])</div><div>—Switched to renewable energy at domestic and overseas Group company locations and amusement facilities in Japan</div><div>—Installed solar power generation systems at major domestic locations</div><div>—Purchased carbon credits and non-fossil fuel certificates, etc.</div></div> <div>■ Scope 3</div> <div>FY2026.3 results: 1,907,270 t-CO₂</div>
	Sustainable use of resources and raw materials	Promotion of the circular economy	
		<div>■ Reduction in petroleum-based plastic use</div> <div>■ Promotion of product recycling</div>	<div><div>■ Reduction in petroleum-based plastic use</div><div>• Continued to investigate plastic usage at major Group companies in Japan</div><div>• Actively utilized recycled plastics and alternative materials</div><div>• Reduced prize bags used at domestic amusement facilities</div></div> <div><div>■ Promotion of product recycling</div><div>• Gunpla Recycling Project results: 57 tons (FY2025.3 results: 37 tons)</div><div>• Capsule Recycling Project results: 57 tons (FY2025.3 results: 48 tons)</div><div>• Recycling opened card packs</div><div>—Fabrication into shopping bags</div></div>
		Promotion of environmentally friendly products	
	Sustainable use of resources and raw materials	<div>■ Promotion of environmentally friendly design in our own products and services</div> <div>■ Promotion of green procurement for office supplies</div> <div>• Domestic Group companies (average): 50%</div>	<div><div>■ Promotion of environmentally friendly design in our own products and services</div><div>• Development and sales of certified sustainable products</div><div>—Alternative plastics, biomass inks, FSC-certified paper, stuffed toys using recycled cotton, etc.</div><div>• Developed and sold Eco Amusement Machines</div></div> <div><div>■ Promotion of green procurement for office supplies</div><div>• Domestic Group companies (average): 49% (FY2025.3 results: 13% / FY2024.3 results: 6%)</div></div>
		Waste reduction	
Safe & Responsible Products	Provision of products and services based on appropriate ethical representation	<div>■ Promotion of waste recycling at each business site</div>	<div><div>■ Promotion of waste recycling at each business site</div><div>• Reduced paper usage</div><div>• Closed-loop recycling of stretch wrap at logistics centers: Used film is recycled into stretch wrap, with 2,400 rolls introduced</div><div>• Closed-loop recycling of cardboard at logistics centers: 531 tons recycled</div><div>• RPF conversion of waste generated at domestic factories: 128 tons</div></div>
		Information sharing on ethical representations of products and services	
Safe & Responsible Products	Provision of products and services based on appropriate ethical representation	<div>■ Establishment and operation of system for Groupwide sharing of information</div> <div>■ Implementation of employee training</div>	<div><div>■ Establishment and operation of system for Groupwide sharing of information</div><div>• Held the Group Ethics Subcommittee and Ethics Roundtable Discussions</div><div>• Operated word checker system at domestic Group companies</div><div>• Operated AI-powered ethics diagnostic system</div><div>• Updated company guidelines</div></div> <div><div>■ Implementation of employee training</div><div>• Held activities raising awareness among employees</div></div>

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Safe & Responsible Products	Safety and security of products and services	Initiatives for Safe and Secure Manufacturing	
		■ Improvement in product and service quality in Japan and overseas <ul style="list-style-type: none">Thoroughly ensured the safety and reliability of toys based on our own quality standardsExpanded the development of universal design productsExpanded barrier-free video contentPromoted AOU Youth Advisor certification, —achieving a 99.6% certification rate among applicable store managersContinued promoting web accessibility ■ Implementation of employee training <ul style="list-style-type: none">Promoted activities raising awareness among employeesHeld events for employees, including quality assurance exhibitions, etc.	
	Enhanced customer satisfaction	Improvement in customer satisfaction level	
			<ul style="list-style-type: none">Improved customer satisfaction level of home console games and smartphone game appsImproved customer satisfaction level (promoter rate) at amusement facilities
Intellectual Property for Social Good	Appropriate use of IPs and mutual use of patents	Social contributions using IP and technology (excluding educational assistance)	
			<ul style="list-style-type: none">Promoted <i>Gundam</i> Open InnovationHeld seminars for employees on intellectual property rights and patent utilization
	Protection of IPs	Enhanced IP protection	
			<ul style="list-style-type: none">Supported efforts toward the global registration of IP rightsStrengthened efforts to eliminate infringement of counterfeit goods and illegal videos—Built schemes with stakeholders to combat infringement and protect rights—Expanded the number of countries where we can combat infringement globallyHeld activities raising awareness among employees (seminars, etc.) on intellectual property
Fostering a Culture of Respect	Establishment of employee-friendly workplace environments	Development of employee-friendly workplace environments	
		■ Encouraging employees to take childcare leave <ul style="list-style-type: none">Acquisition rate of childcare leave by male employees of domestic Group companies (consolidated): 81.6% (FY2025.3 results: 78.1% / FY2024.3 results: 64.0% / FY2023.3 results: 37.0%)Promoted activities to raise awareness among Group employees —Disseminated information using e-learning and in-house newsletters, etc. ■ Implementation of stress checks <ul style="list-style-type: none">Stress check overall health risk: less than 100 for all companies (FY2025.3 results: less than 100 for all companies / FY2024.3 results: less than 100 for all companies)	
	Human resource development	Development of human resources who can share dreams, fun, and inspiration with the world	
		<ul style="list-style-type: none">Participation rate in Group joint programs: 90% or higher	<ul style="list-style-type: none">Participation rate in Group joint programs (total): 92% Participation rates by program:<ul style="list-style-type: none">—Participation rate in first-year training (BNAP*) 94.2% (October)—Participation rate in fifth-year training 86.8% (July)—Participation rate in training for newly appointed managers: 96.6% (May)—Participation rate in training for newly appointed managers: 95.7% (October)*Bandai Namco Adventure ProgramIn-house human resource development for animators, etc.—Drawing Academy and Art AcademyContinued to offer GYAAR Studio for developing game creators

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Fostering a Culture of Respect	Promotion of diversity and inclusion	Promotion of employment for people with disabilities	
		<ul style="list-style-type: none">Employment rate of people with disabilities: 2.7% (statutory employment rate)	<ul style="list-style-type: none">Result of employment rate of people with disabilities: 2.4% (FY2026.3 targets: 2.5%)Promoted direct employment at domestic and overseas Group companiesHeld activities to raise awareness among employees —Held in-house seminars, workplace training, etc.
		The cultivation of a culture where employees from diverse backgrounds can play an active role	
		■ Maintain and improve the Japan average scores for relevant items in the engagement survey <ul style="list-style-type: none">Diverse values and ways of thinking are respected: 75%The company provides opportunities to succeed regardless of gender: maintained at 80% or higher	■ Increased positive response rate in the engagement survey <ul style="list-style-type: none">Diverse values and ways of thinking are respected: 72% (FY2026.3 targets: 72% / FY2025.3 results: 70%)The company provides opportunities for success regardless of gender: 81% (FY2026.3 targets: 80% / FY2025.3 results: 78.7%)
Building Stronger Communities	Supply chain management (labor)	Human rights initiatives	
		■ Establishment of a supply chain that respects human rights <ul style="list-style-type: none">Promoted awareness and understanding of the Bandai Namco Group Code of Conduct and the Supplier Guidelines, and made them available in multiple languagesOperated the Compliance HotlineConducted audits on human rights and labor environment covering all final packaging factories that produce Bandai productsConducted labor environment audits at arcade game production factoriesIntroduced and operated the Greenlight System to improve working conditions for creators ■ Implementation of employee training <ul style="list-style-type: none">Implemented internal activities to raise awareness using e-learning, seminars, and online company newsletters	
	Collaboration with local communities	Implementation of social contribution activities deeply rooted in local communities	
			<ul style="list-style-type: none">Held volunteer activities such as clean ups around the Company business sitesImplemented regional revitalization activities using our IP<i>THE IDOLM@STER</i> Series Manhole Project “<i>FUTAM@SI!!!!</i>”<i>Gundam</i> Manhole ProjectConducted community contribution activities led by professional basketball team, the Shimane Susanoo Magic<ul style="list-style-type: none">—Supported agriculture through rice planting—Held beach cleanups, etc.Food Bank Support Activities
Others	Fostering a sustainability culture across the Group	Educational support for children	
			<ul style="list-style-type: none">Held hands-on classes and company visits for elementary and junior high school students<ul style="list-style-type: none">—Held the Special Thomas Edison Exhibition and lecture—Elementary school students who participated in Gunpla Academia: More than one million in total (as of August 2026)—Events featuring Jackie from the picture book series <i>The Bears’ School</i>: 43—Provided educational programs for elementary school students to learn about universal design through <i>Othello</i>: 64 schools—Dream Class held by the professional basketball team Shimane Susanoo Magic: 14 schools—Work experience programs utilizing amusement facilities: 49Basketball donations by the professional basketball team Shimane Susanoo Magic: 9 schools
Others	Fostering a sustainability culture across the Group	Promoting understanding of sustainability at all Group companies	
		■ Understanding of the Group Sustainability Policy at domestic and overseas Group companies: 80% or higher	<ul style="list-style-type: none">Understanding of the Group Sustainability Policy at domestic and overseas Group companies: 95.9% (FY2025.3 results: 83.5%)Held Sustainability WeekImplemented internal activities to raise awareness using e-learning and in-house newsletters

Environmental Data

Calculation Method: The Bandai Namco Group's GHG emissions are calculated in accordance with the Group's policies established with reference to the GHG Protocol.
Scope: All Bandai Namco Group companies in Japan and overseas, on a consolidated basis
Management standard: Total emissions

				FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
CO ₂ Emissions	Scope1 (t-CO ₂)			5,540	6,131	7,882	7,794	7,454★
	Scope2 (t-CO ₂)(Market-Based)			50,978	49,272	44,580	45,760	39,642★
	Scope1+Scope2 (t-CO ₂)(Market-Based)			56,517	55,403	52,462	53,554	47,095★
	Carbon offsetting (t-CO ₂)			—	—	—	990	2,000★
	Net emissions Scope1+Scope2 (t-CO ₂) (Market-Based)			—	—	—	52,564	45,095★
	(FY)Scope2 (t-CO ₂) (Location-Based)			—	—	—	—	54,953★
	Scope3 (t-CO ₂)			—	1,091,255	1,202,209	1,325,924	1,907,270
		Category 1	Purchased goods and services	—	576,512	636,698	677,843	1,044,129
		Category 2	Capital goods	—	95,884	110,312	159,552	201,732
		Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	—	5,758	5,490	6,113	8,477
		Category 4	Upstream transportation and distribution	—	10,399	9,174	12,629	23,586
		Category 5	Waste generated in business operations	—	2,669	2,931	4,184	6,101
		Category 6	Business travel	—	5,158	8,817	9,102	14,591
		Category 7	Employee commuting	—	710	837	902	1,567
		Category 8	Upstream leased assets	—	N/A	N/A	N/A	N/A
		Category 9	Downstream transportation and distribution	—	3	2	4	4
		Category 10	Processing of sold products	—	N/A	N/A	N/A	N/A
		Category 11	Use of sold products	—	21,792	12,284	5,979	8,377
		Category 12	End-of-life treatment of sold products	—	372,368	415,664	449,616	598,706
		Category 13	Downstream leased assets	—	N/A	N/A	N/A	N/A
		Category 14	Franchises	—	N/A	N/A	N/A	N/A
		Category 15	Investments	—	N/A	N/A	N/A	N/A
Electricity	Non-renewable energy (kWh)			109,787,373	107,326,192	100,912,994	102,590,328	105,353,999
	Renewable energy (kWh)			0	9,347,411	19,428,329	21,297,280	23,492,804
	Total			109,787,373	116,673,602	120,341,323	123,887,608	128,846,803★
Fuel for Company Vehicles	Company vehicles (gasoline; l)			175,052.4	262,769.8	308,898.7	294,625.2	281,455.8
	Company vehicles (diesel; l)			1,469,708.8	1,552,020.4	1,986,522.1	1,956,941.7	1,852,117.1
	Company vehicles (LPG; t)			2.4	0.6	2.5	2.3	3.1
	Company vehicles (natural gas; m³)			0	0	0	0	0
Fuel	Gasoline (l)			883.09	1,748.16	1,434.36	827.81	605.71
	Kerosene (l)			5,403.0	6,564.1	9,234.3	8,451.3	10,851.0
	Diesel fuel (l)			0	0	15	1,200.00	61.80
	Bunker A (kl)			2.26	2.13	2.98	1.67	8.60
	Petroleum gas (t)			12.66	15.32	18.59	14.50	14.86
	Combustible natural gas (m³)			0	0	0	0	0
Other Fuel	City gas (m³)			564,521.29	639,309.42	834,729.58	932,885.66	903,067.10
	Steam (GJ)			0	16	55	2,273	2,153.73
	Hot water (GJ)			176.92	3,642.55	1,605.90	3,408.05	4,681.65
	Cold water (GJ)			1,039.87	910.57	2,421.86	4,722.58	3,643.11
Water	Water consumption (m³)			149,175.92	167,513.97	172,747.55	187,553.47	173,906.00★
	Wastewater (m³)			147,071.17	165,036.79	170,917.90	185,157.29	170,790.00★
Waste	Non-industrial waste (kg)			1,658,318.2	2,077,990.8	2,177,082.5	See below	See below
	Industrial waste (kg)			3,484,766.7	3,177,176.5	4,321,810.2		
	Recycling volume (kg)			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 FY2022.3 has been included in the non-renewable energy usage figures.
*2 For FY2026.3, figures marked with a ★ have undergone limited assurance by a third party.
*3 Historical data may be reviewed and corrected retroactively as part of the aggregation process.
*4 Scope 3 reporting has been expanded to cover all companies within the Bandai Namco Group, both in Japan and overseas, on a consolidated basis from FY2026.3. Up until FY2025.3, Scope 3 reporting covered BANDAI CO., LTD., BANDAI SPIRITS CO., LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., Bandai Namco Experience Inc., and Bandai Namco Amusement Inc.
*5 Scope 2 emissions for FY2026.3 are calculated after deducting the amount equivalent to non-fossil fuel certificates.
*6 Calculation of Scope 2 (location-based) emissions began from FY2026.3.
*7 Waste has been aggregated by disposal method beginning in FY2025.3.

Calculation method for Scope 3 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 as transport distance × transport weight × truck transport emission factor. (Bandai Namco Experience 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 Experience Inc., and 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 Experience Inc., only game machines are considered.
Note: Categories 8, 10, 13, 14, and 15 are not applicable.
Note: In calculating Scope 3 emissions, emission factors from the "Database of Emission Factors for Calculating Greenhouse Gas Emissions, etc. of Organizations Throughout the Supply Chain (Ver. 3.6)" are used. For Scope 3 Category 1, starting from FY2026.3, the monetary value-based emission factor (producer price basis) has been changed to the emission factor listed in "5 (Reference) Input-Output Table DB (New)."

					FY2025.3	FY2026.3
Waste (Since FY2025.3)	Non-industrial waste	Waste diverted from disposal	Preparation for reuse	Consolidated (domestic)	0	0
			Recycle	Consolidated (domestic and overseas)	680	696
			Other collection activities	Consolidated (domestic)	0	0
			Subtotal (t)	Consolidated (domestic and overseas)	680	696
		Waste directed to disposal	Incineration (with energy recovery)	Consolidated (domestic)	355	393
			Incineration (without energy recovery)	Consolidated (domestic)	1,204	1,316
			Landfill	Consolidated (domestic)	35	31
			Other disposal methods	Consolidated (domestic)	3	0
			Disposal at overseas locations	Consolidated (overseas)	669	569
			Subtotal (t)	Consolidated (domestic and overseas)	2,266	2,309
		Total (t)		Consolidated (domestic and overseas)	2,947	3,005★
	Industrial waste	Waste diverted from disposal	Preparation for reuse	Consolidated (domestic)	1	5
			Recycle	Consolidated (domestic and overseas)	1,973	1,743
			Other collection activities	Consolidated (domestic)	0	0
			Subtotal (t)	Consolidated (domestic and overseas)	1,973	1,748
		Waste directed to disposal	Incineration (with energy recovery)	Consolidated (domestic)	1,670	1,946
			Incineration (without energy recovery)	Consolidated (domestic)	162	150
			Landfill	Consolidated (domestic)	430	373
			Other disposal methods	Consolidated (domestic)	2	0
			Disposal at overseas locations	Consolidated (overseas)	353	285
			Subtotal (t)	Consolidated (domestic and overseas)	2,617	2,754
		Total (t)		Consolidated (domestic and overseas)	4,592	4,502★

Personnel Data

Scope (FY2026.3): 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 Experience Inc., Bandai Namco Amusement Inc., and Bandai Namco Business Arc Inc.

Number of Employees by Type of Employment

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Full-time employees	Male	2,516	2,633	2,749	2,841	2,957
	Female	1,287	1,396	1,550	1,647	1,754
	Total	3,803	4,029	4,299	4,488	4,711
Junior employees	Male	927	983	1,019	1,079	1,177
	Female	1,002	1,028	1,054	1,153	1,367
	Total	1,929	2,011	2,073	2,232	2,544
Contract employees	Male	156	133	130	122	105
	Female	93	97	82	74	78
	Total	249	230	212	196	183
Temporary employees	Male	1,225	1,381	1,617	1,814	2,072
	Female	1,668	1,844	2,004	2,301	2,837
	Total	2,893	3,225	3,621	4,115	4,909
Total	Male	4,824	5,130	5,515	5,856	6,311
	Female	4,050	4,365	4,690	5,175	6,036
	Total	8,874	9,495	10,205	11,031	12,347

Employee Data

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of newly hired graduates	Male	88	80	103	98	90
	Female	58	60	81	90	60
	Total	146	140	184	188	150
Retention rate of newly hired graduates (%) ^{*1}	Male	96.1	88.7	95.2	88.0	95.1
	Female	95.3	92.5	96.3	91.7	88.2
	Total	95.8	90.2	95.6	89.6	92.1
Number of mid-career hires	Male	45	87	107	95	53
	Female	43	63	99	43	53
	Total	88	150	206	138	106
Turnover ^{*2}	Male	81	90	86	106	83
	Female	57	46	47	68	69
	Total	138	136	133	174	152
Average years of continuous service	Male	14.8	14.6	14.3	14.3	14.5
	Female	10.4	10.4	9.9	10.3	10.6
	Total	13.3	13.1	12.7	12.8	13.1
Average age ^{*3}	Male	40.7	40.6	40.4	40.3	40.5
	Female	36.0	36.0	35.8	35.9	36.0
	Total	39.1	39.0	38.7	38.7	38.8

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

Data on Female Managers

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of female managers		195	216	231	246	289
	Percentage of total (%)	21.1	22.1	22.8	23.7	25.0
Female executives		4	4	5	5	5
	Percentage of total (%)	5.1	5.1	6.6	7.1	6.4

Annual Paid Leave Utilization Rate

	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Annual paid leave utilization rate (%)	70.6	70.2	74.1	75.2	77.4
Number of paid leave days taken	12.2	12.2	12.9	12.9	13.4

Other Personnel Information

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of employees that took leave for childcare ^{*4}	Male	21	25	73	81	90
	Female	63	55	62	67	76
	Total	84	80	135	148	166
Childcare leave utilization rate (%) ^{*4}	Male	—	30.5	78.5	84.4	89.1
	Female	—	100.0	100.0	100.0	100.0
	Total	—	58.4	87.1	90.8	93.8
Rate of employ-ees returning to work after child care leave (%)	Male	100.0	100.0	100.0	100.0	100.0
	Female	100.0	98.5	93.8	98.0	97.4
	Total	100.0	98.9	96.7	99.1	98.7
Number of employees using family nursing leave	Male	0	0	0	0	0
	Female	0	1	0	3	3
	Total	0	1	0	3	3
Employment of people with disabilities ^{*5}	People	182.0	189.0	193.0	219.5	224.0
	Percentage of total (%)	2.30	2.26	2.21	2.44	2.40
Number of employees covered by occupa-tional health and safety policy	Male	4,824	5,130	5,515	5,856	6,311
	Female	4,050	4,365	4,690	5,175	6,036
	Total	8,874	9,495	10,205	11,031	12,347
Average monthly over time work per employee (hours) ^{*6}		17.0	18.3	17.0	20.4	20.4
Industrial accidents (incidents)		92	79	82	105	123
Health check-up participa-tion rate (%)		99.6	99.9	99.9	99.9	99.8
Stress check participation rate (%)		—	98.0	98.9	99.3	99.8

^{*4} For FY2024.3, FY2025.3, and FY2026.3, the figures for male employees and leave utilization rate include both paternity leave and childcare leave. The childcare leave utilization rate excluding paternity leave was 62.4% for male employees and 77.4% for male employees and female employees combined in FY2024.3, 77.1% for male employees and 86.5% for male employees and female employees combined in FY2025.3, and 80.2% for male employees and 88.7% for male employees and female employees combined in FY2026.3.
^{*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

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
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

Scope: Bandai Namco Holdings Inc.

		Total	Male	Female
Number of directors ^{*1}		14	10	4
	Number of internal directors	9	7	2
	Of whom, directors who are Audit & Supervisory Committee members	1	1	0
	Number of outside directors	5	3	2
	Of whom, number designated as independent directors	5	3	2
	Of whom, directors who are Audit & Supervisory Committee members	2	1	1

^{*1} Figures as of June 2026

Organization	Company with an Audit & 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	99.2
	Independent Directors Committee	100.0
	Personnel Committee	100.0
Implementation status of incentive measures	Directors (excluding Audit & Super-visory Committee members and outside directors)	Implementation of performance-based bonuses and performance-based share compensation

^{*2} Fiscal year ended March 31, 2026

Compliance Data

Scope: All Bandai Namco Group companies in Japan and overseas, on a consolidated basis

	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of incidents related to bribery and corruption (cases)	0	0	0	0	0
Number of incidents related to anti-competitive behavior (cases)	0	0	0	0	0