

PERSONNEL STRATEGY

MESSAGE



“Supporting the Growth of Our Diverse Businesses and Shaping the Future of the Bandai Namco Group Through Our Human Resource Foundation”

Establishing a Cycle in Which the Growth of Our People Leads to the Growth of Our Business

To realize sustainable growth, the Bandai Namco Group must ensure the growth of its businesses as well as the people and organizations that underpin them. The role of the Human Resources Department of Bandai Namco Holdings Inc.'s Group Administrative Headquarters is to not simply establish systems but rather form connections between the Group's overall growth strategies and business strategies and foster an environment where each employee can continue to achieve growth. Also, to ensure that we can continue to deliver value to our fans, it is imperative that we establish an organizational foundation that nurtures our talent and enables them to play active roles while demonstrating their respective strengths.

In FY2026.3, the first year of the current Mid-term Plan, we pursued the three key strategies of enhancing our Japanese human resource foundation, building a global

human resource foundation, and developing corporate talent. All three of these strategies share the same goal of creating a Groupwide human resource foundation that underpins the growth of our diverse businesses.

Enhancing the Human Resource Foundation at Japanese Group Companies

Creating an Environment Where Each Group Company Can Focus on the Growth of Its People and Organization

Rather than having the human resource departments in each Group company be consumed by day-to-day system administration and regulatory compliance, we aim to achieve an environment where these departments can instead concentrate on the challenges their respective company should address, such as human resource development and organizational building based on business strategies. This is part of the reason why we reviewed our work-life balance support systems and employee benefits on a Groupwide basis.

Furthermore, we believe that respecting the value systems and lifestyles of our diverse employees and creating environments where they can demonstrate their abilities with peace of mind leads to better engagement and a more invigorated organization.

One crucial role of the Human Resources Department of the Group Administrative Headquarters is to form cross-organizational connections between Group talent. Collaboration between businesses has become even more important in recent years. Against this backdrop, we have seen a greater need for cross-organizational connections among not only new-graduate hires but also mid-level employees. Since FY2027.3, we have been implementing the Management Skill-Up Program Groupwide for leadership-level employees, including those from companies that may find it difficult to provide sufficient training opportunities on an independent basis. In the first half alone, a cumulative total of 250 participants from 21 Group companies took part in the program. Making conscious efforts to form

these kinds of connections between employees is an essential role for the Human Resources Department of the Group Administrative Headquarters. By offering Groupwide training programs and networking opportunities, we believe that we can enable employees to learn from one another across company boundaries and build collaborative relationships, which in turn serves as a major asset supporting future business growth. Accordingly, we will actively work to create such opportunities moving forward.

Strengthening Human Resource Functions Underpinning the Global Management

From Assessing the Current Situation to Developing Initiatives for the Next Mid-term Plan

As the Group accelerates its global business expansion, the Human Resource Department must also move beyond a Japan-centric perspective. The first step in this transition has been our efforts to establish a global personnel database. By centralizing personnel information that had been dispersed across countries and regions, we have become more capable of identifying where our talent is located and what capabilities are available. However, the establishment of a database itself is not our objective. Rather, we aim to realize a globally connected talent information platform that can help us further accelerate the Group's growth.

In Japan, we have spent over a decade building trust-based relationships with the human resource departments of each Group company, thus establishing a close, ongoing support structure. Overseas, we are still at the starting point of such an effort. Looking ahead, we will engage in repeated dialogue with regional management companies and the human resource departments in each country as we work to build a personnel network that supports global management.

Developing and Producing Corporate Talent That Supports Business Growth

Nurturing Talent with Both Professional Expertise and a Business Perspective

The Group engages in a broad range of fast-paced businesses that are expanding on a global basis. At our operating companies, we are continuing to step up our efforts to nurture talent that can promote our IP axis strategy. At the same time, it is imperative that we develop corporate talent that can accelerate

the speed of management decision-making and support business growth, and we position this effort as a key initiative of the Group's personnel strategy.

As our businesses become more global and complex, our corporate talent must possess more sophisticated expertise and broader perspectives grounded in a thorough understanding of our businesses. Currently, we are working to create opportunities for our employees to gain actual experience in business management and global environments through personnel transfers between operating companies and regional management companies. By offering such experiences, we will foster corporate talent that can form connections between management and the front lines and among the Group's businesses.

Building an Organization That Embraces the Motivation of Global Employees and Encourages the Pursuit of Challenges

The results of our latest Group Engagement Survey, which we have been implementing for employees worldwide since FY2023.3, revealed a strong commitment among employees toward doing their best to contribute to the organization.* By analyzing the underlying factors of this result, we found that employees believe that their work is meaningful and closely connected to people and society at large and that they have a strong affinity for the Group's IPs, products, and services. Meanwhile, as the scale of our business continues to expand, we believe a key issue for us to address moving forward is how to create more opportunities for each employee to pursue new challenges without fear of failure.

Passing on the Bandai Namco Spirit

The Bandai Namco Group is characterized by the diversity of its people and businesses, the ability to pursue strong cross-organizational collaboration, an environment that enables employees to pursue new challenges, and the distinctive strengths and agility of its businesses and personnel. These characteristics represent our strengths and the source of what makes us so unique.

To maintain these strengths, it is important that we foster an environment where employees can take on challenges based on the shared values and decision-making principles that define Bandai Namco while respecting the individuality of each business



Noriko Fujita

Director
Division General Manager of
Group Administrative Headquarters
Bandai Namco Holdings Inc.
President and CEO
Bandai Namco Business Arc Inc.

Comment

While giving consideration to the Group and individual companies, my role is to support business growth from the perspective of human resources. I will therefore work to establish a human resource foundation and work environments from a global perspective while forging connections between the Group's strengths and aspirations to develop the next generation of talent.



Asuka Shimizu

General Manager
Human Resources Department
Group Administrative Headquarters
Bandai Namco Holdings Inc.

Comment

I will help support the growth of our people and organization so that we can continue to deliver value to our fans. Guided by this aspiration, I will work to set in motion a cycle in which the growth of our people leads to new value creation.

Drawing on the expertise I have cultivated through establishing human resource foundations in Japan, I will continue to engage in dialogue with regional management companies and human resources departments in each country in an effort to build a Groupwide human resource foundation that supports global management.

and Group company. In this sense, we view messages from senior management, Groupwide training programs, and personnel exchanges not simply as educational initiatives but as important efforts in ensuring that the Bandai Namco spirit is passed on to the next generation.

While passing on this spirit, we will support future value creation by facilitating the growth of our people and organization.

* Score from the FY2026 Group Engagement Survey: 86% positive responses to "I want to do my best to contribute to the organization"