Bandai Namco Group INTEGRATED REPORT 2026

www.bandainamco.co.jp/en/

Printed in Japan

BANDAI NAMCO

Fun for All into the Future

Bandai Namco Group

INTEGRATED REPORT 2026

Bandai Namco's Purpose

Fun for All into the Future

Bandai Namco exists to share dreams, fun, and inspiration with people around the world. Connecting people and societies in the enjoyment of uniquely entertaining products and services, we're working to create a brighter future for everyone.

Q.

What does Bandai Namco's Purpose mean to you?

Note: This page highlights the thoughts of participants on our Purpose from the special feature of this integrated report (P.48-73).

It means passing the baton from the past to the future.

Our Purpose is like the **"Newtype" in *Gundam*:** it helps people understand one another and connect.

It means that this *Gundam* model kit factory continues to be a place people admire.

We all share the same understanding of our Purpose, as these are words that truly resonate with us.

Our Purpose is a guiding principle that helps us make decisions based on whether what we do will benefit our fans and contribute to their future.

Connecting the World with Smiles

Our Purpose embodies the reason for the Group's existence, and we want to share it with people around the world.

Even before it was established as our Purpose, it is a belief I have maintained in my work since joining the Company.

Video games taught me valuable life lessons.
For me, our Purpose reflects my desire to bring joy to many people through games.

Our Purpose is not a one-sided effort, but rather something **we create together with our fans.**

It means that, first and foremost, I create things with a smile. When I do that, I can deliver smiles to our fans as well.

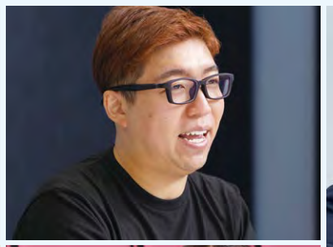
It means we create a **"Gold Experience"** that leaves a lasting impression with the fans and **deliver these kinds of experiences around the world.**

It means connecting people around the world through the things that they "LOVEZ."
I want to value the influence and power of love and deepen its potential.

It means that we plant seeds for the future. In time, these seeds grow and help people realize their dreams.

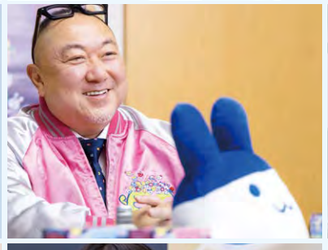


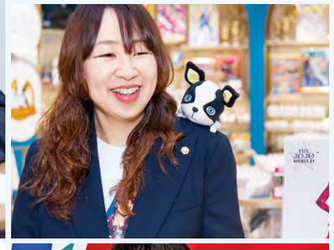

















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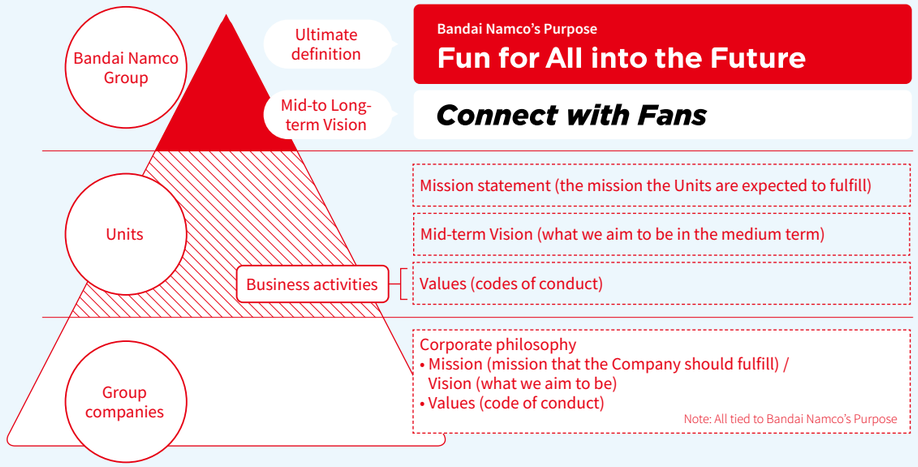
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Bandai Namco Group Philosophy

Bandai Namco Group Philosophy



About *Integrated Report 2026*

In editing this report, we made reference to the IFRS Foundation's Integrated Reporting Framework, SASB Standards on Toys & Sporting Goods, and Software & IT Services, and the TCFD recommendations.

Forward-Looking Statements

The forward-looking statements in this report are based on the information available to management as of August 2026 and include various risks and uncertainties. Accordingly, actual results may differ materially from these projections for a variety of reasons. Major factors that could influence actual results include changes in the Bandai Namco Group's operating environment, market trends, and exchange rate fluctuations.

Notes: 1. Figures in this report have been rounded down.
2. Unless otherwise noted, figures in this report are as of August 2026.
3. This is an English translation of the Japanese version of the Bandai Namco Group Integrated Report 2026. The Company provides this translation for your reference and convenience only and does not guarantee its accuracy or otherwise. In the event of any discrepancies, the Japanese integrated report shall have precedence.



Yuji Asako

President and Representative Director, CEO

To Our Stakeholders

In Integrated Report 2026, in addition to messages from our internal directors, employees leading key initiatives under the Mid-term Plan share their insight into a range of ongoing projects and explain their efforts from the front lines. Regarding ESG, our lead independent outside director provides perspectives on the Board's oversight role through a dedicated message and other contents. We hope this Integrated Report will give you a deeper understanding of the Bandai Namco Group's strategic direction and its latest initiatives.



Our website provides a variety of information about the Bandai Namco Group, such as investor relations information and sustainability initiatives. Please utilize the website in conjunction with this report.

Bandai Namco Holdings Inc.
www.bandainamco.co.jp/en/

MAJOR IPS IN GROUP PRODUCTS AND SERVICES



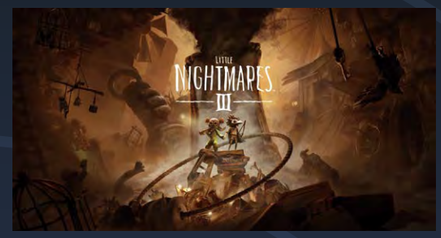
ACE COMBAT series



DIGIMON series



ELDEN RING



LITTLE NIGHTMARES series



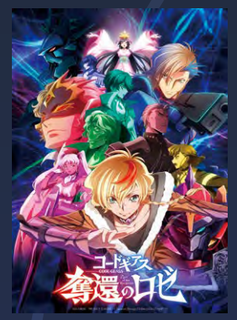
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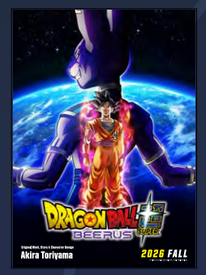
ONE PIECE



NARUTO series



CODE GEASS series



DRAGON BALL series



Gintama series



Love Live! series



NAMJATOWN



MEWLIVE PROJECT



PAC-MAN



BLUELOCK series

IP LINEUP

The Bandai Namco Group utilizes more than 600 IPs per year to roll out products and services.
This section introduces examples of established IPs.

Annual Number of IPs Utilized More than 600 !!



Taiko no Tatsujin series



Gundam series



IDOLiSH7



THE IDOLM@STER series



KAMEN RIDER series



GHOST IN THE SHELL series



THE★JOJO WORLD



Aikatsu! series



PRETTY CURE! series



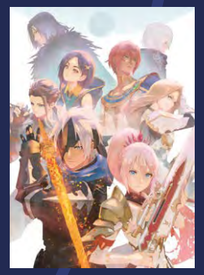
PROJECT R.E.D. series



Anpanman



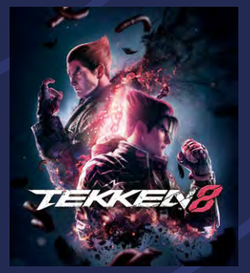
Tamagotchi series



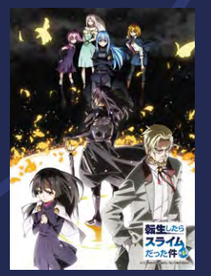
"Tales of" series



SUNRISE 50th Anniversary Project



TEKKEN series



That Time I Got Reincarnated as a Slime series



Ultraman series



Fishing Spirits series

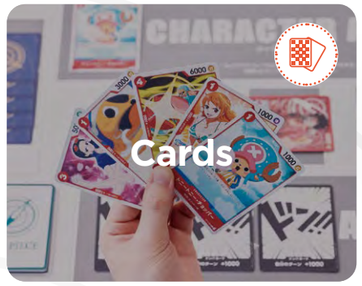
*IP: Characters and other intellectual property

DIVERSE RANGE OF BUSINESSFIELDS















Toys and Hobby Unit

Planning, development, production, and sale of toys, capsule toys, cards, confectionery and foods, apparel, lifestyle sundries, model kits, prizes, stationery, and other products

Digital Unit

Planning, development, and distribution of home console games and network content; production and sales of entertainment content, etc.



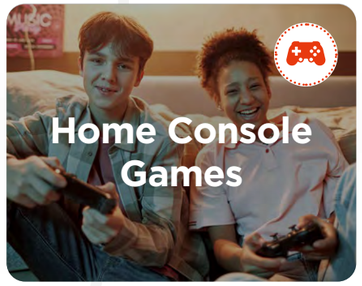


Visual and Music Unit

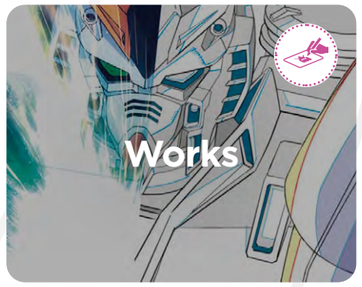
Planning, production, and use of visual and music content, such as animations; management and use of copyrights; discovery and development of artists; and operation of live entertainment business

Amusement Unit

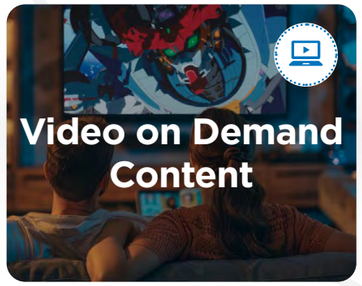
Planning, development, production, sale, and after-service for amusement machines; planning and operation of amusement facilities, including theme parks and indoor playgrounds, etc.



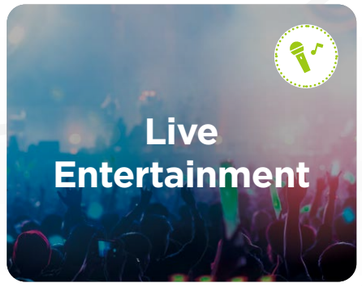
















Bandai Namco Group

1 YEAR OF RESULTS

FINANCIALS

		YoY	
Net Sales	¥1,348.2 billion	+8.6%	↑
Operating Profit	¥189.5 billion	+5.2%	↑
Return on Equity (ROE)	17.0%	−0.3pt	↓
Return on Assets (ROA)	17.6%	−0.4pt	↓
Shareholders' Equity Ratio	72.3%	+0.4pt	↑
Debt / Equity Ratio*	0.02 times	+0.0pt	→
Basic Earnings per Share	¥217.49	+9.9%	↑

* Debt / equity ratio = Interest-bearing debt ÷ Equity

ESG DATA (FOR MORE ESG DATA, PLEASE REFER TO FACT BOOK 2026, A SEPARATE PUBLICATION)

Industrial Waste
7,507 tons

Recycling Volume
2,439 tons

Number of Independent Directors
5 / 14

Number of Employees (Consolidated Basis)
11,457 employees

SALES OF IP PRODUCTS AND SERVICES (GROUP TOTAL)

DRAGON BALL series
¥138.0 billion
previous period ¥190.6 billion

KAMEN RIDER series
¥29.7 billion
previous period ¥30.7 billion

Gundam series
¥254.3 billion
previous period ¥153.5 billion

Ultraman series
¥9.6 billion
previous period ¥14.0 billion

ONE PIECE
¥139.3 billion
previous period ¥139.5 billion

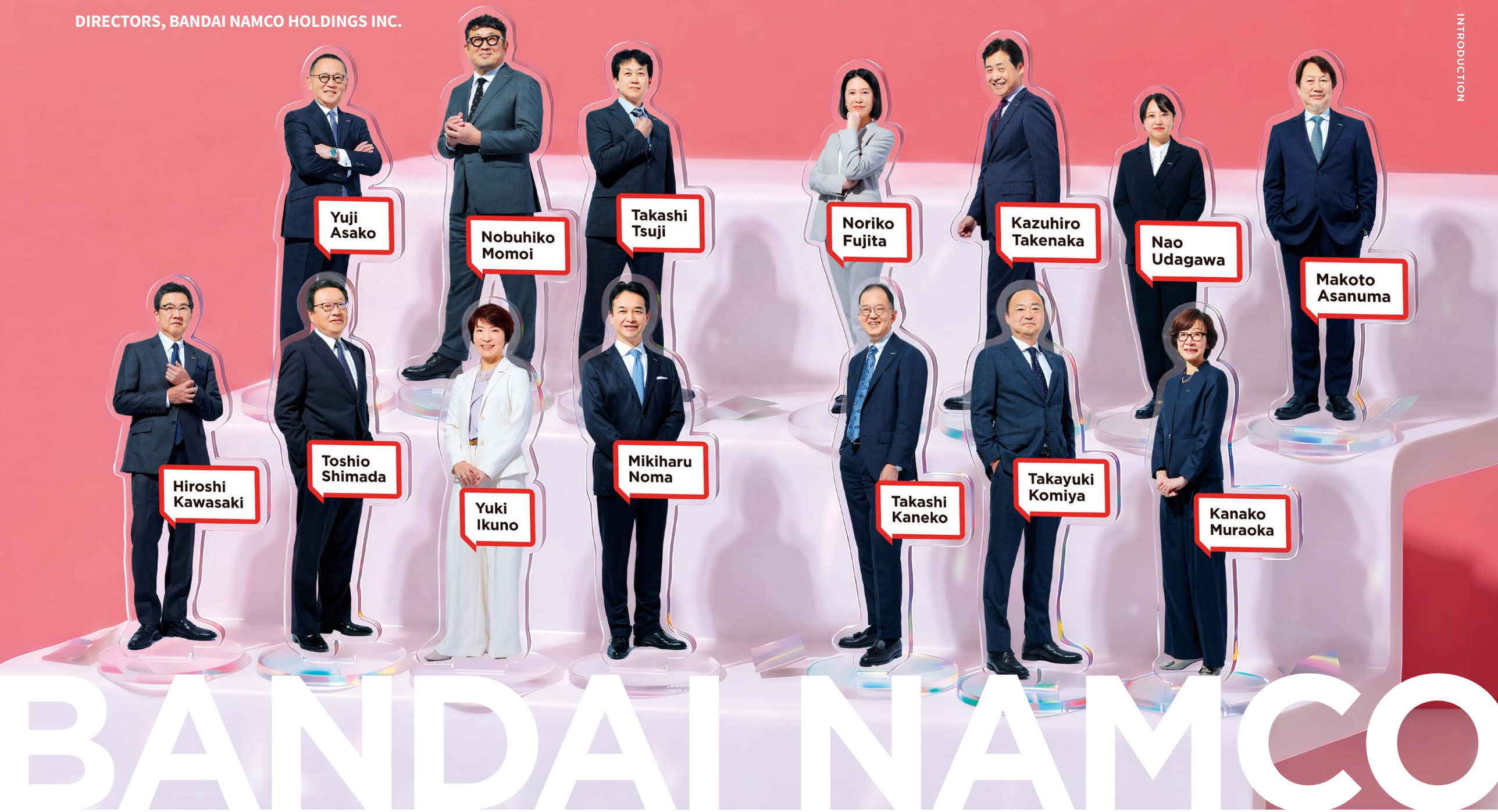
* Calculated based on net sales before elimination of inter-segment transactions
* Total sales by IP of major Group companies

Tamagotchi Celebrates Its 30th Anniversary in 2026!



Note: This section has been designed with inspiration from *Tamagotchi*, the virtual pet series that debuted in 1996.

DIRECTORS, BANDAI NAMCO HOLDINGS INC.



BANDAI NAMCO

DIRECTORS

Yuji Asako
President and Representative Director, CEO

Nobuhiko Momoi
Executive Vice President and Director

Takashi Tsuji
Director

Noriko Fujita
Director

Kazuhiro Takenaka
Director (Part-Time)
President and CEO of BANDAI CO., LTD.

Nao Udagawa
Director (Part-Time)
President and CEO of Bandai Namco Entertainment Inc.

Makoto Asanuma
Director (Part-Time)
Chairman and CEO of Bandai Namco Filmworks Inc.

Left to Right →

Hiroshi Kawasaki
Director (Part-Time)
President and CEO of Bandai Namco Experience Inc.

Toshio Shimada
Director (Part-Time, Outside)

Yuki Ikuno
Director (Part-Time, Outside)

Mikiharu Noma
Director (Part-Time, Outside)

Takashi Kaneko
Director
Audit & Supervisory Committee Member

Takayuki Komiya
Director
Audit & Supervisory Committee Member
(Part-Time, Outside)

Kanako Muraoka
Director
Audit & Supervisory Committee Member
(Part-Time, Outside)



PRESIDENT'S MESSAGE

Yuji Asako

President and Representative Director, CEO
Bandai Namco Holdings Inc.

Connecting the World with Smiles as We Enter the Next Stage for Growth

Achieving Record Highs for Net Sales and All Profit Metrics

In FY2026.3, the first year of the current Mid-term Plan, we pushed forward with a broad range of initiatives aimed at connecting with fans around the world, guided by our IP axis strategy. As a result, we achieved record highs across all profit categories, including net sales of ¥1,348.2 billion and operating profit of ¥189.5 billion. In addition, net sales from the *Gundam* series increased roughly ¥100.0 billion year on year, exceeding ¥250.0 billion for the first time ever.

By segment, all of our businesses performed beyond our initial expectations. The Toys and Hobby Business continued to perform strongly in each category around the world, achieving a record-high performance for the eighth consecutive year. Turning to the Digital Business, we took steps to revise our development processes and achieved strong results with our network content, thereby further reinforcing its stable earnings base. In the Visual and Music Business meanwhile, new titles in the *Gundam* series helped us expand the fan base while contributing to the strong performance of Group products and services. In the Amusement Business, we achieved record-high results for the fourth consecutive year on the back of the strong performance of our proprietary facilities that combine the worldviews of various IPs with our unique planning and operational capabilities.

Through these efforts, we strengthened our financial performance while making steady progress on initiatives that support future growth. I therefore believe that we got off to an extremely solid start in the first year of the current Mid-term Plan.

Implementing Initiatives for the Second Year of the Current Mid-term Plan (April 2025 to March 2028)

We operate a broad range of businesses with varying business cycles. Under the current Mid-term Plan, we have positioned the Toys and Hobby Business, with its short lead times and agility, as a key driver of performance. At the same time, in the Digital Business, we continue to implement initiatives aimed at building a stable earnings base. Furthermore, in the Visual and Music Business, we will strengthen IP creation and music-related initiatives centered on our IP axis strategy. In the Amusement Business, we will expand facilities that leverage Bandai Namco's unique strengths. Through these efforts, we will continue to enhance corporate value.

Next, I will explain the status of our current initiatives and the issues we face going forward.

IP Axis: Realizing Sustainable Growth of the *Gundam* Series

Net sales from the *Gundam* series soared in the first year of the current Mid-term Plan. In the IP Business, while sustained year-on-year growth cannot be assumed, we will continue to create high-quality visual content for the *Gundam* series and expand its fan community. By linking this content with a broad range of products and services, beginning with *Gundam* model kits, we aim to further enhance the value of the *Gundam* IP and drive long-term growth. In recent years, we have been expanding the overseas rollout of *Gundam* visual works, products, and services. By doing so, we believe we have started to establish a foundation on which we can consistently achieve a high performance. Moving forward, we will further enhance the potential of the *Gundam* series with a view toward maximizing the value of the IP in global markets. (P.48)

Business Axis: Strengthening Initiatives in FY2027.3

Toys and Hobby Business:
In the first year of the current Mid-term Plan, the Toys and Hobby Business recorded sales of over ¥100.0 billion from the *Gundam* series. We expect to achieve sales at a level similar to that of FY2026.3 in FY2027.3 of the plan. To meet growing demand, we are strengthening production capacity through new production facilities (P.58) and the consolidation of trading card game production facilities. In addition, we will expand our product categories, global presence, and opportunities to engage with fans through a range of initiatives. These include broadening the overseas rollout of events and directly operated stores, further promoting the *Tamagotchi* series as it celebrates its 30th anniversary and continues to grow in popularity as an IP (P.62), and launching new tabletop games (P.60). While we have incorporated the impact of rising crude oil prices into our performance forecasts to a certain extent, we will seek to achieve record-high performance for the business as a whole by taking agile measures such as making improvements to product specifications and enhancing production efficiency.

Digital Business:
We will continue to advance efforts aimed at establishing an optimized title portfolio. From a business standpoint, while working to ensure the stable rollout of our mainstay network content titles, we will introduce a diverse range of new titles for home console games, including large-scale titles for global markets and IP-based titles aligned with market trends. We will also offer downloadable content and hold events. We aim to strengthen our earnings base through these initiatives while encouraging fans to engage with our titles over the long term.

Visual and Music Business:
We are proceeding with the production of multiple visual works for the *Gundam* series (P.51), including the live-action film *GUNDAM* (working title). Furthermore, we restructured the Visual and Music Unit to further expand the *Gundam* series globally, create and cultivate a diverse portfolio of IPs, and strengthen a music business unique to Bandai Namco in April 2026. In May 2026, we established a strategic partnership with UDO ARTISTS Inc. (P.28).

Amusement Business:
We have received positive feedback from a broad range of fans regarding facilities drawing on the unique nature of Bandai Namco, such as THE★JOJO WORLD, an official store offering an immersive experience of the world of the *JOJO* IP (P.70), and Bandai Namco Cross Stores, which bring together the IPs and products in one location (P.71). These facilities have continued to achieve strong results and have contributed to the robust performance of the Toys and Hobby Business. With regard to human resources, we have been seeing the positive effects of the organizational restructuring we implemented in FY2025.3. Looking ahead, we will continue to promote initiatives aimed at strengthening recruitment and talent development.

Area Axis: Increasing Our Overseas Sales Ratio

Increasing our overseas sales ratio is extremely important from the perspective of medium- to long-term growth. In addition to the IP x Business approach that we have adopted to date, we believe that by developing our portfolio along the three axes of IP × Business × Area, we will be able to further strengthen our earnings base. As we already have a high overseas sales ratio in the Digital Business, we will need to promote efforts in the Toys and Hobby Business in order to boost it further. In line with our Group-wide strategy, North America and China are designated as key markets for the Toys and Hobby Business (P.72–73).

In North America, we have been enjoying success with new product categories such as trading card games. In China, the Group's products have been met with a high level of fan engagement. Under the current Mid-term Plan, we will pursue growth in both regions while also exploring opportunities in new markets from a long-term perspective.

In FY2027.3, the second year of the Mid-term Plan, we will continue to promptly address issues that became apparent in FY2026.3, further reinforce areas that are performing steadily, and respond swiftly to changes in the operating environment. Although performance may fluctuate in the short-term due to changes in our product and service mix, we will steadily increase average operating profit with each Mid-term Plan and further reinforce the foundation for the next stage of growth.

Achieving a Strong Start with Our New Management Structure

One year has passed since we transitioned to the Group's new management structure. Under this new structure, the internal directors of Bandai Namco Holdings Inc. (excluding Audit & Supervisory Committee members) consist of eight members, comprising four full-time directors, including myself, and four directors overseeing the business Units. I believe that authority should be delegated to personnel responsible for business execution so that they can address business issues in a timely and effective manner. I also believe that the role of the holding company is to allocate management resources, such as personnel, capital, and information, appropriately so that these business personnel can focus fully on their operations. The four directors responsible for the business Units address issues within their respective areas and, when necessary, discuss shared challenges from a Group-wide optimization perspective. This framework represents the Bandai Namco Group's distinct approach to corporate governance.

Meanwhile, Executive Vice President Nobuhiko Momoi, who heads the CW360 Division, is tasked with preparing the Group for future growth by pursuing new opportunities from a Group-wide optimization perspective. These efforts focus on (1) areas that cut across existing business domains, (2) areas where conventional approaches have proven inadequate, and (3) challenges that require a long-term perspective. In addition, CFO Takashi Tsuji and CIO/CISO/CSO Noriko Fujita are playing a greater role in overseeing matters that formerly fell under my responsibility. In these ways, I believe the new management structure has gotten off to a strong start.

Promoting a Board Culture Focused on Open Communication

The Board of Directors comprises 14 members, including five outside directors (P.91). Of these five outside directors, three were newly elected at the 21st Ordinary General Meeting of Shareholders.

Of the two outside directors who are also Audit & Supervisory Committee members, Takayuki Komiya is a certified public accountant and tax accountant with extensive expertise in accounting and tax affairs. Newly elected Kanako Muraoka is an attorney with expertise in corporate legal affairs. Among the three outside directors who are not Audit & Supervisory Committee members, newly appointed Yuki Ikuno has an abundance of experience working at a foreign-affiliated securities firm and overseas. In a similar manner, newly appointed outside director Mikiharu Noma is an academic expert with extensive knowledge on finance, accounting, and human capital management, while lead independent outside director Toshio Shimada has extensive knowledge of corporate management gained through his many years as senior management of listed companies.

A defining feature of the Company's Board of Directors is its culture of open communication. In addition to the candid opinions offered by the outside directors, there are many occasions in which internal directors openly question one another. In this way, I believe the Board has a good balance between internal and outside directors and is able to soundly exercise its oversight function.

Creating an Environment That Encourages Employees to Pursue New Challenges

In FY2026.3, we focused on standardizing systems across Group companies in Japan, including revising retirement benefit systems and creating a shared platform for employee benefits. Also, with regard to human resource development, we launched a new Groupwide training program in spring geared toward mid-level employees, an area on which we have needed to focus more. Nevertheless, we still have many issues that we must address. For example, strengthening the development of corporate and global talent remains an important issue.

In addition, with respect to training programs, we need to clearly distinguish between core elements that should be standardized across the Group and elements that should be tailored to the specific needs of individual companies. Employees represent our greatest asset and the driver of our growth. Looking ahead, we will continue to firmly establish environments in which employees can pursue new challenges with confidence.





Driving sustainable growth through our portfolio centered on the three axes of IP × Business × Area.

Deepening Connections with All of Our Stakeholders

Our Purpose is "Fun for All into the Future," and our Mid- to Long-term Vision, which sets out the Group's aspirations under this Purpose, is "Connect with Fans." The term "Fans" encompasses a variety of stakeholders, including IP fans, business partners, shareholders, employees, and society at large. Looking back on the Group's progress over the past year, our efforts to deepen the connections with IP fans and business partners have had a positive impact on our performance for FY2026.3. Going forward, we will continue to engage sincerely with IPs, products, and services as we work to expand and deepen our connections with fans across the globe and connect the world with smiles. We also made solid progress in promoting human capital management that strengthens our connection with employees. In addition, examples of our connections with society at large include our exhibition at Expo 2025 Osaka, Kansai, Japan, the sustainability activities we promote through our business, and the opening of a multipurpose live event hall in Shibuya, Tokyo (P.68) .
We have also revised our shareholder return policy with the aim of forming longer-lasting connections. Moving forward, we will continue to manage our business with a strong awareness of capital costs while steadily improving earnings per share. To strengthen our connection with shareholders, we revised our basic shareholder return policy with the aim of fostering longer-term relationships with our shareholders. Going forward, we will maintain a strong focus on capital costs and steadily improve earnings per share (EPS). By enhancing corporate value in a sustainable manner through these initiatives, we will build win-win relationships with our shareholders and other investors. I would like to ask for your continued support as we take the leap toward the next stage through our portfolio centered on the three axes of IP × Business × Area.

September 2026



THE BANDAI NAMCO GROUP:

OUR VALUE CREATION PROCESS

Working Together with Fans Around the World to Create the Future

In accordance with its Purpose, “Fun for All into the Future,” the Bandai Namco Group is combining its distinctive management resources to implement the global rollout of the IP axis strategy, which is the Group’s greatest strength and business model, and to provide products and services that leverage the appeal of IPs. At the same time, we are fulfilling our responsibility to contribute to the realization of a sustainable society while helping build a future that connects people and the world.

Strengths

Diverse human resources
Number of consolidated employees
11,457 people
(As of March 31, 2026)

Open partnerships with external parties

Planning and development capabilities
Annual number of IPs utilized
More than **600**

Growth investment
¥**600.0** billion
over three years
(April 2025 to March 2028)

Technical capabilities
Investment in game content development, etc.
¥**68.1** billion
(FY2026.3)

Sales and marketing capabilities
Advertising expenses
¥**82.6** billion
(FY2026.3)

Stable financial position
Shareholders’ equity ratio
72.3%
(FY2026.3)

Intellectual property
Number of patents held
2,686
(As of the end of March 2026, Japan only)

Strategic approaches to diverse business areas
Products and services that make the most of the appeal of IPs
More than **18** business areas

Number of products
Annual number of products handled
Over **40,000**

＋

Material Issues P.79

- Harmony with Nature
- Safe & Responsible Products
- Intellectual Property for Social Good
- Fostering a Culture of Respect
- Building Stronger Communities

Sources of Value Creation and Strategies

KEY **MANAGEMENT RESOURCES**

IP AXIS STRATEGY

Bandai Namco’s Purpose

Fun for All into the Future

Mid- to Long-term Vision

Connect with Fans

We Grow by Connecting with More Fans

- **MID-TERM PLAN** P.22
- **PERSONNEL STRATEGY** P.76
- **SUSTAINABILITY** P.78
- **CORPORATE GOVERNANCE** P.100

Outcomes of Value Creation

Economic Value

- Net sales
- Operating profit
- Overseas sales ratio (on a destination basis)
- Operating profit margin
- Equity spread
- Total return ratio
- Basic earnings per share

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Social Value

- Greenhouse gas emissions
- Waste (recycling volume)
- Number of environmentally friendly products produced
- Customer satisfaction
- Status of human rights due diligence implementation
- Childcare leave utilization rate for male and female employees
- Engagement
- Employment rate for people with disabilities

Shareholders

Society

Customers (IP Fans)

Group employees

Business Partners

Continuing to connect with more fans by providing products and services that leverage the appeal of IPs and by fulfilling our responsibility to help realize a sustainable society

The Future of Value Creation

BANDAI NAMCO
Fun for All into the Future

The Bandai Namco Group exists to enrich hearts through the joy of entertainment. By connecting people, societies, and the world through uniquely engaging experiences, we work together with all stakeholders to create a brighter future for everyone.

ORGANIZATIONAL STRUCTURE AND IP AXIS STRATEGY

With a system of four Units, the Bandai Namco Group is creating a diverse range of entertainment. In addition, the Group's strength lies in its IP axis strategy, under which it leverages the worldviews and characteristics of IPs (characters and other intellectual property) to maximize their value by providing optimal products and services in the optimal regions at the optimal times.

BANDAI NAMCO
Bandai Namco Holdings Inc.

Toys and Hobby Unit

Business Management Company: BANDAI CO., LTD.
Planning, development, production, and sales of toys, capsule toys, cards, confectionery and foods, apparel, lifestyle sundries, model kits, prizes, stationery, and other products

Digital Unit

Business Management Company: Bandai Namco Entertainment Inc.
Planning, development, and distribution of home console games and net work content; production and sales of entertainment content, etc.

Visual and Music Unit

Business Management Company: Bandai Namco Filmworks Inc.
Planning, production, and use of visual and music content, such as animations; management and use of copyrights; discovery and development of artists; live entertainment business

Amusement Unit

Business Management Company: Bandai Namco Experience Inc.
Planning, development, production, sales, and after-service for amusement machines; planning and operation of amusement facilities, including theme parks and indoor playgrounds, etc.

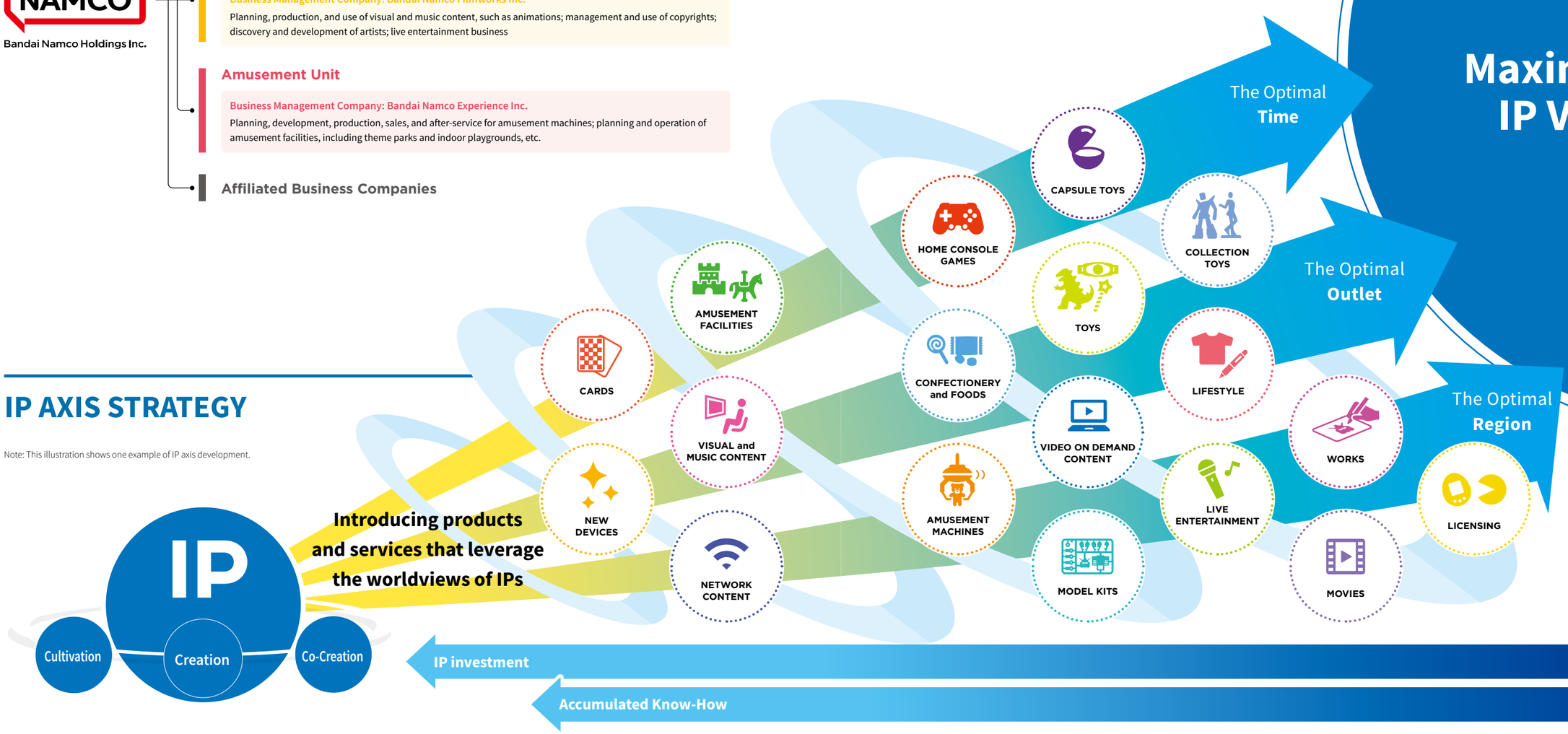
Affiliated Business Companies

Regional Management Companies

- Bandai Namco Holdings USA Inc.
- Bandai Namco Holdings Europe S.A.S.
- Bandai Namco Holdings Asia Co., Ltd.
- Bandai Namco Holdings China Co., Ltd.

IP AXIS STRATEGY

Note: This illustration shows one example of IP axis development.



Track Record of the IP Axis Strategy for the *Gundam* Series

THE HISTORY OF *GUNDAM*

The *Gundam* series has over 45 years of history. The various *Gundam* titles that have been created throughout that time have been enjoyed by a diverse group of fans of all ages, around the world. We are working to maximize the IP value of the *Gundam* series through a variety of initiatives, including the global rollout of products and services that span various business domains of the Group and collaborations with external partners.

DIVERSE BUSINESS DEVELOPMENT »



Gundam model kits, affectionately known as "Gunpla," have continually introduced new innovations, living up to fans' expectations as evolving model kits. They also play an important role in broadening entry points to the IP for fans.

Maximizing IP Value

Anime Titles: **Over 50 titles**

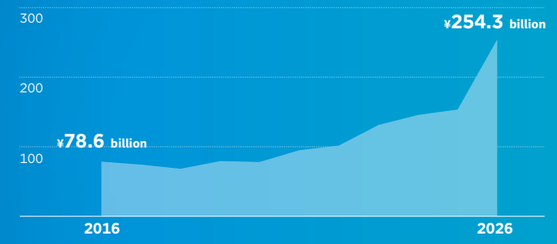
Publications and Side Stories: **Over 130 titles**

Total Worldwide Shipments of ***Gundam*** Model Kits: **Over 800 million units**

Video Game Titles: **Over 200 titles**

Home Video Packages: **Over 19 million units**

Sales Trend of the *Gundam* Series (Past 11 Fiscal Years), Bandai Namco Group
(¥billion)



The "Gundam 50th Anniversary Project" is underway!

Ahead of *Gundam*'s 50th anniversary in 2029, we will further accelerate our efforts to expand the possibilities of the franchise, including new titles, products and services, events, and more.

GUNDAM 50th ANNIVERSARY
Your FIRST Starts Here

Major Works »

1979
- MOBILE SUIT GUNDAM



1985
- MOBILE SUIT Z GUNDAM

1986
- MOBILE SUIT GUNDAM ZZ

1988
- MOBILE SUIT GUNDAM CHAR'S COUNTERATTACK

1989
- MOBILE SUIT GUNDAM 0080 War in the Pocket

1991
- MOBILE SUIT GUNDAM F91
- MOBILE SUIT GUNDAM 0083 Stardust Memory

1993
- MOBILE SUIT V GUNDAM

1994
- MOBILE FIGHTER G GUNDAM

1995
- MOBILE SUIT GUNDAM WING

1996
- MOBILE SUIT GUNDAM THE 08th MS TEAM
- AFTER WAR GUNDAM X



1999
- TURN A GUNDAM

2002
- MOBILE SUIT GUNDAM SEED



2004
- SD GUNDAM FORCE
- MOBILE SUIT GUNDAM SEED DESTINY

2007
- MOBILE SUIT GUNDAM 00

2010
- MOBILE SUIT GUNDAM UC (UNICORN)
- SD GUNDAM SANGOKUDEN Brave Battle Warriors

2011
- MOBILE SUIT GUNDAM AGE

2013
- GUNDAM BUILD FIGHTERS

2014
- GUNDAM RECONGUISTA IN G
- GUNDAM BUILD FIGHTERS TRY

2015
- MOBILE SUIT GUNDAM THE ORIGIN
- MOBILE SUIT GUNDAM IRON-BLOODED ORPHANS
- MOBILE SUIT GUNDAM THUNDERBOLT

2018
- GUNDAM BUILD DIVERS

2019
- MOBILE SUIT GUNDAM THE ORIGIN Advent of the Red Comet

2021
- SD GUNDAM WORLD HEROES
- MOBILE SUIT GUNDAM HATHAWAY

2022
- MOBILE SUIT GUNDAM CUCURUZ DOAN'S ISLAND
- MOBILE SUIT GUNDAM THE WITCH FROM MERCURY



2024
- GUNDAM: REQUIEM FOR VENGEANCE
- MOBILE SUIT GUNDAM: SILVER PHANTOM

2024
- MOBILE SUIT GUNDAM SEED FREEDOM



2025
- MOBILE SUIT Gundam GQuuuuuuX

2026
- MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe



Topics »

2000
Broadcasting of Mobile Suit Gundam Wing began in America

2009
Life-sized Gundam statue unveiled (Tokyo, Japan)*
* This statue is no longer on display.



2010
RG 1/1 GUNDAM PROJECT Life-sized Gundam statue moved to (Shizuoka Prefecture, Japan)*
* This statue is no longer on display.

2017
Life-sized Unicorn Gundam statue unveiled (Tokyo, Japan)
* This statue is no longer on display.



2020
"Moving Gundam" unveiled at GUNDAM FACTORY YOKOHAMA (Kanagawa Prefecture, Japan)*
* This statue is no longer on display.



2021
Life-sized Freedom Gundam statue unveiled (Shanghai, China)



2022
Life-sized v Gundam statue unveiled (Fukuoka Prefecture, Japan)



2025
Exhibited the GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan



MID-TERM PLAN OF THE BANDAI NAMCO GROUP (APRIL 2025 TO MARCH 2028)

Mid-to Long-term Vision

Connect with Fans

Under the new Mid-term Plan, we position "Connect with Fans," which is a goal we continued to aim for during the previous Mid-term Plan based on our Purpose, as our Mid- to Long-term Vision. As the second chapter and action phase of our pursuit of this vision, we will make greater efforts than ever before to establish 360° connections with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society), that are broad, deep, and multifaceted, by boldly taking on new challenges.

We Grow by Connecting with More Fans

Shareholders
Initiatives to encourage longer-term support

Society
Initiatives to fulfill our social responsibilities

Business Partners
Initiatives to expand the potential of the Group

Group Employees
Initiatives to promote the further growth of diverse human resources

IP Fans
Initiatives to maximize IP potential for the future

Numerical Targets for the Final Year of the Mid-term Plan (Fiscal Year Ending March 31, 2028) (Announced in February 2025)

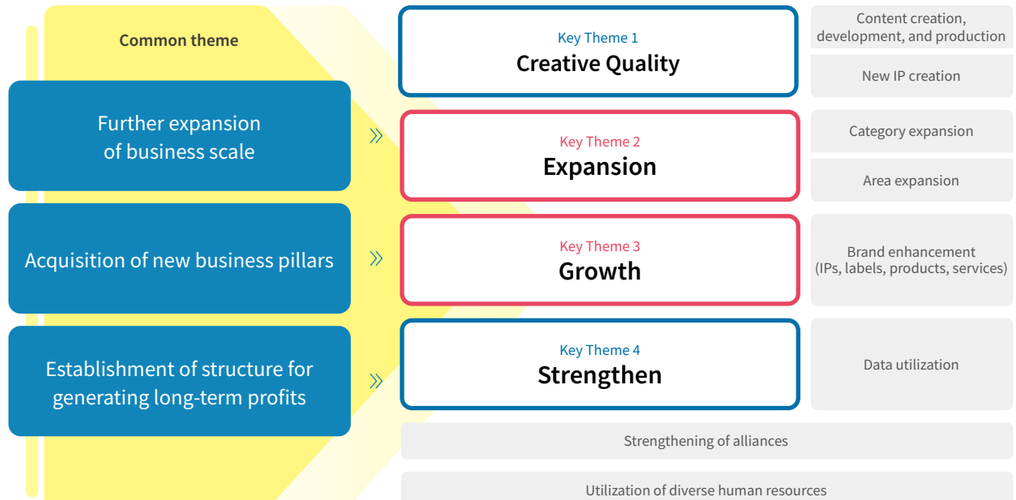
Net Sales	Operating Profit	Overseas Sales Ratio on a Destination Basis
¥1,450.0 billion	¥200.0 billion	50% or more

Sustained Targets

Operating Profit Margin	Equity Spread
12% or more	5% or more

Mid-term Plan

We have established three common themes for the next Mid-term Plan with the aim of achieving the sustainable growth of the Bandai Namco Group: "Further expansion of business scale," "Acquisition of new business pillars," and "Establishment of structure for generating long-term profits." Based on the common themes, we formulated the four key themes of "Creative Quality," "Expansion," "Growth," and "Strengthen," as well as eight key initiatives that build on these themes.



Overview of Mid-term Plan

The two central circles in the Mid-term Plan diagram below comprise the four key themes of "Creative Quality," "Expansion," "Growth," and "Strengthen" as well as eight key initiatives that build on these themes. These two central circles embody various complementary dynamics including, "digital and physical," "offense and defense," and "centrifugal and centripetal forces."

Guided by our Purpose, "Fun for All into the Future," and our Mid-to Long-term Vision, "Connect with Fans," we will expand the potential of IPs and strengthen the various multifaceted connections we have with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society). By doing so, we will achieve further growth of the Bandai Namco Group.



Key Theme 1

Creative Quality

Content creation, development, and production | New IP creation

Positioning *Monozukuri* as the Starting Point of the Group and Creating Products and Services Unique to Bandai Namco

Points
- Create new experience-based value unique to Bandai Namco
- Continue to take on the challenge of new IP creation
- Pursue greater efficiency

The starting point of the Bandai Namco Group is *Monozukuri* (craftsmanship). To deliver experience-based value unique to Bandai Namco to our fans across the globe, we develop games, produce animated series, plan and produce products, and create new services. At the same time, we take a multifaceted approach to new IP creation, including initiatives driven by visual content, products, services, and Groupwide projects. As part of these initiatives, we will strengthen IP co-creation by working more closely with external creators, studios, and IP holders from new perspectives. We will also pursue greater efficiency in terms of content creation, development, and production as we work to realize higher-quality *Monozukuri*.

Key Theme 2

Expansion

Category expansion | Area expansion

Aiming to Increase Fans Around the World by Expanding Our Area of Rollouts as Well as Product Categories

Points
- Expand areas in which we roll out existing businesses
- Establish robust local sales networks
- Expand scope of products and services and offer them to fans

In the Toys and Hobby Business, we are expanding rollouts of products for the mature fanbase, trading card games, capsule toys, and other products. The business is also collaborating with the Amusement Business to open official stores and hold workshops and other hands-on events. Through these initiatives, we will further deepen connections with fans and encourage continued engagement with our products and services. In addition, we will proactively collaborate with locally developed IP and local companies. Also, we are stepping up the rollout of e-commerce services in each country and region.

Furthermore, we are actively pursuing collaborations with local IPs and corporations. With regard to expanding our areas of operations, we are stepping up the rollout of e-commerce services in each country and region.

In the Digital Business, we have further refined the structure to oversee worldwide marketing activities in Japan and the United States, thereby working to accelerate decision-making and information sharing.

In the Visual and Music Business, we established a visual and music works operating company in North America. This new company will serve as an investment hub for the worldwide release of the live-action Hollywood film *GUNDAM* (working title) while also working to strengthen the overseas licensing, promotions, and events for the *Mobile Suit Gundam* series. By doing so, we will maximize the value of the *Gundam* IP.

Key Theme 3

Growth

Brand enhancement (IPs, labels, products, and services)

Fostering Brands That Are Deeply Loved by Many Fans Over Time by Recognizing the Importance of Continuously Nurturing What We Create

Points
- Strengthen licensing business
- Create worldviews together with IP fans, thereby enhancing brand power

IPs serve as the key element of the IP axis strategy, which is our greatest strength as a corporate group, and we understand the importance of not only creating IPs but also growing them. Under the current Mid-term Plan, we will strengthen the licensing business for Group IPs. At the same time, we will expand the worldview of our IPs in a manner that transcends our business domains. For game titles, we will focus on expanding the popularity of our series titles and continuing series development, while making effective use of them. By doing so, we will establish a strong presence for such titles and strengthen our brand power.

Also, products in the Toys and Hobby Business, such as *Gundam* model kits, which are the flagship product of the *Gundam* IP, use various raw materials, including plastics. Amid growing concerns regarding the environmental impact of plastics, we have established the Bandai Namco Group Plastic Environmental Consideration Policy. We have been pursuing such efforts as recycling programs involving fans and the utilization of alternative materials. Moving forward, under the Plastic Environmental Consideration Policy, we will continue to reduce plastic usage to the greatest extent possible while utilizing renewable plastics and alternative materials and promoting recycling. As a member of society, promoting Groupwide environmentally friendly initiatives will help us enhance the brand value of IPs and products.

Key Theme 4

Strengthen

Data utilization

"Strengthening" and Evolving Our Business by Utilizing Accumulated Data to the Greatest Extent Possible

Points
- Utilize the Data Universe concept
- New technology utilization

Under the previous Mid-term Plan, we promoted the Data Universe, which connects, integrates, and utilizes Groupwide data, and began to utilize it across numerous businesses. Under the current Mid-term Plan, we will begin the genuine utilization of accumulated data and further deepen our application of it. By doing so, we will formulate optimized marketing plans and enhance the accuracy of our product planning and demand forecasting, thus refining our operations in each business. In addition, primarily in the fields of game development and visual content production, we will actively promote the research and application of new technologies through discussions and collaborations between external partners and our internal studios and research and development departments. Through such efforts, we will realize our goals for the theme "Strengthen."

Strengthening of Alliances

As a new initiative, we have established the CW360 (Connect with 360) Division at the Company, embodying our desire to establish 360° connections with fans, based on our Mid-to Long-term Vision of "Connect with Fans." To date, there have been areas we wished to pursue but could not due to time, budget, and other restrictions. Through CW360, we aim to approach these areas from a Groupwide perspective, embracing challenges without fear of failure and fostering connections with external partners through projects, collaborations, and alliances. These types of efforts to support business growth will lead to the further growth of the Group over the long term.

We established CW360 within Bandai Namco Holdings with the aim of strengthening alliances with partner companies.



Provide support for business growth, thereby realizing Groupwide growth

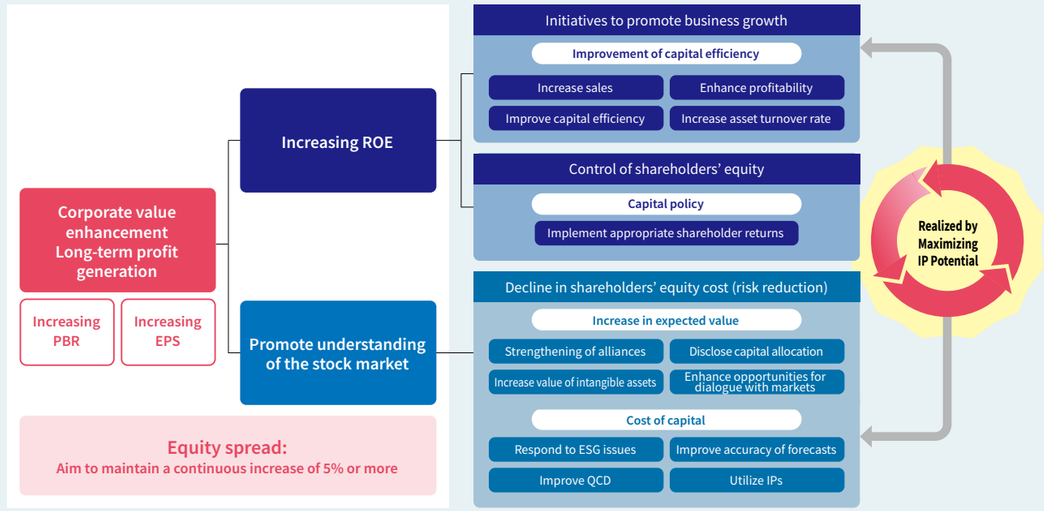
Utilization of Diverse Human Resources

We will promote a broad range of initiatives to ensure that our diverse group of employees can work in a lively manner and with peace of mind. These include developing global talent to support the Group's business growth, reinforcing our corporate personnel and divisions, and establishing employee-friendly environments and systems. By doing so, we will lay a solid foundation for our business.

Initiatives led by CW360 to strengthen alliances with external partners will also provide an excellent opportunity for human resource development. Opportunities created by CW360, such as the promotion of projects and alliances with external partners and the establishment of joint-venture companies, will help us cultivate the talent of the next generation.

Capital Policy

In the current Mid-term Plan, we aim for sustainable growth by maximizing the value of IPs to enhance corporate value. Simultaneously, we focus on long-term profit generation by emphasizing EPS and equity spread, striving to improve ROE while actively engaging in dialogues with capital markets.

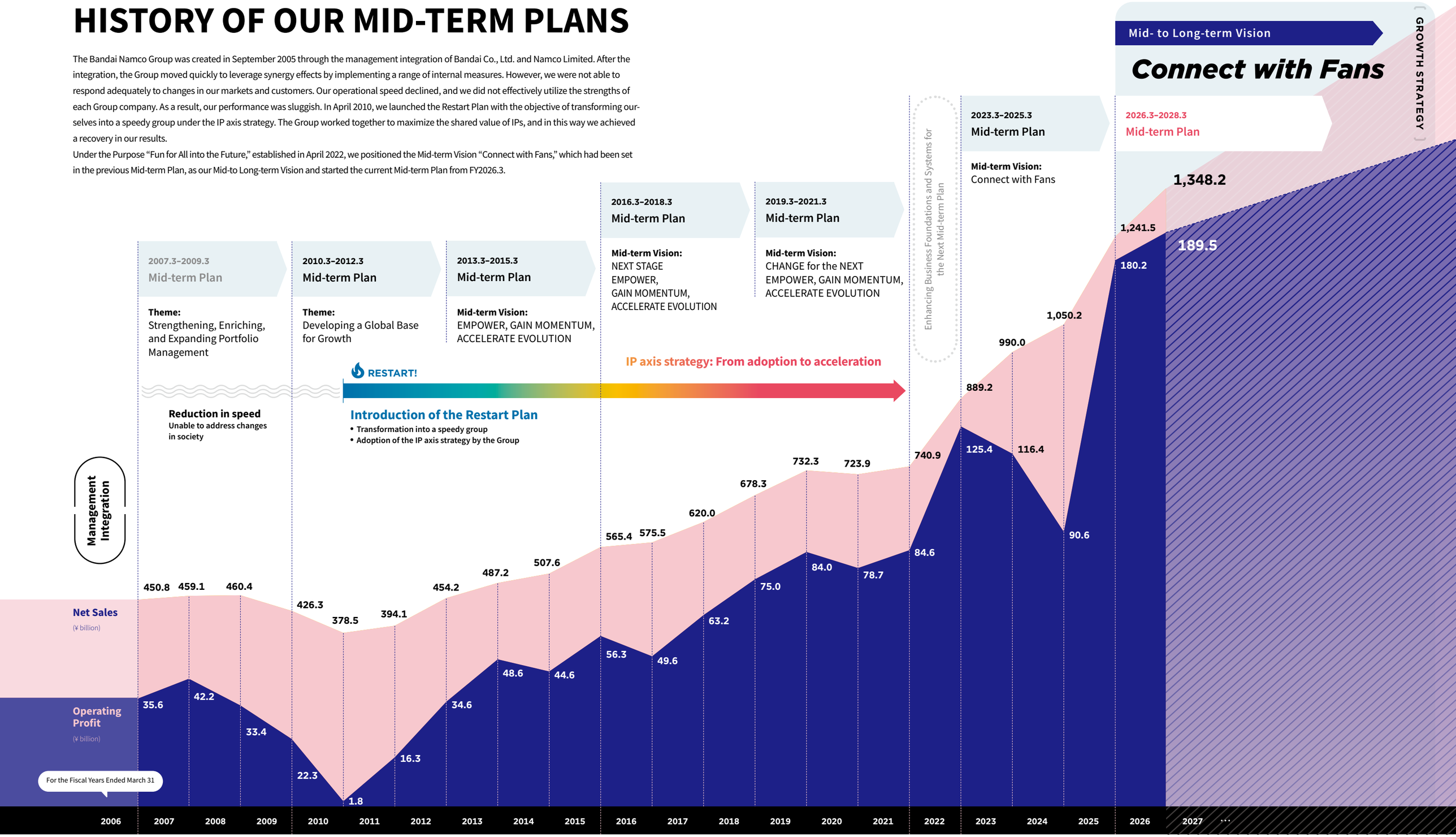


Capital cost (recognized at roughly 8%)

HISTORY OF OUR MID-TERM PLANS

The Bandai Namco Group was created in September 2005 through the management integration of Bandai Co., Ltd. and Namco Limited. After the integration, the Group moved quickly to leverage synergy effects by implementing a range of internal measures. However, we were not able to respond adequately to changes in our markets and customers. Our operational speed declined, and we did not effectively utilize the strengths of each Group company. As a result, our performance was sluggish. In April 2010, we launched the Restart Plan with the objective of transforming ourselves into a speedy group under the IP axis strategy. The Group worked together to maximize the shared value of IPs, and in this way we achieved a recovery in our results.

Under the Purpose "Fun for All into the Future," established in April 2022, we positioned the Mid-term Vision "Connect with Fans," which had been set in the previous Mid-term Plan, as our Mid-to Long-term Vision and started the current Mid-term Plan from FY2026.3.





Nobuhiko Momoi

Executive Vice President and Director
In Charge of Group Strategy (CW360)
Bandai Namco Holdings Inc.

VICE PRESIDENT'S MESSAGE

"We will deliver excitement and inspiration to fans around the world by promoting co-creation with our partners around the world inside and outside Japan."

Creating Groupwide Synergies Based on Diverse Strengths

The CW360 (Connect with 360) Division, which was newly established under the current Mid-term Plan, is dedicated to making strategic Groupwide investments in a 360° manner based on long-term perspectives. The division seeks to expand into new areas that are otherwise inaccessible to individual business Units restricted by time and annual budget constraints. As its first concrete initiative, the CW360 Division established a strategic partnership with Sony Group Corporation (herein-after "Sony") and Gaudiy Group Inc. (herein-after "Gaudiy") in May 2025. Under the partnership, both Bandai Namco and Sony have invested in Gaudiy, and a wide variety of initiatives are being promoted between the three companies. In addition, a strategic business alliance agreement was concluded with Sony in July 2025, under which Sony acquired shares in the Company.

Through the partnership, we are collecting and analyzing data from MyAnimeList, a community site operated by Gaudiy Group, enabling us to ascertain the needs of overseas fans of Japanese IPs with an unprecedented level of precision. Going forward, our focus will be on finding ways to integrate such insight with our own Data Universe, which is already being utilized to forecast demand for products and services.

As part of our business alliance with Sony, we are also exploring the potential applications of AI in video content production, working together with our business companies and sharing insights across the Group in the process. In addition, at the solo live concert for Chihaya Kisaragi, an idol from *THE IDOLM@STER*, held at Nippon Budokan in January 2026, the combination of Sony's cutting-edge technological capabilities and Bandai Namco's unique expertise in stage production created remarkable synergies in the staging of an outstanding performance. We aim to further strengthen this win-win relationship going forward, creating new surprises and excitement and translating them into more substantial business opportunities.

Looking ahead, we will seek to further strengthen this mutually beneficial partnership, delivering new excitement and inspiration to fans while generating even greater business opportunities.

Revitalizing the Music Business Through Collaborations and Restructuring

In April 2026, the Bandai Namco Group undertook a reorganization of its Visual and Music Business. The music business faces three key challenges. The first is expanding musical offerings beyond Japan into overseas markets. The second is building a broader business foundation for offering more than just anime theme songs and similar music. The third is further expanding the live event business, which serves as physical touchpoint with fans. To address these challenges, the CW360 launched a Group-wide project to build a Music Business that is uniquely Bandai Namco. The project is already exploring a wide range of business opportunities across the Group. A breakthrough made under the project was the establishment of a strategic partnership with the music agency UDO ARTISTS Inc.(hereinafter "UDO"). In line with the partnership, Bandai Namco Music Live Inc. invested in UDO and is promoting various collaborations aimed at revitalizing the music business. As one of Japan's leading music promoters, UDO brings extensive experience in live entertainment and has built strong relationships with artists both in Japan and internationally. We expect them to be a strong partner for the Group.

Helping Build a Better Environment for the Japanese Entertainment Industry

I also believe that CW360 has an important role to play in engaging with society while taking a long-term view of the future of Japan's entertainment industry. As a member of the Ministry of Economy, Trade and Industry's (METI) Entertainment and Creative Industries Policy Study Group Steering Committee, I have been actively making proposals to raise awareness of the key issues facing the entertainment industry among policymakers. The discussions held at committee meetings have been reflected in the Content Industry Support Initiative (IP360) established by METI.

The Bandai Namco Group emphasizes the spirit of autonomy and self-sufficiency among private-sector enterprises. With this premise in mind, we will continue to actively participate in discussions aimed at creating an environment that supports the growth of the entertainment industry as a whole, while demonstrating leadership in relevant efforts. What matters most in our industry, in particular, is that a genuine passion for the works themselves underpins everything we do. To ensure that discussions do not become driven by logic alone, I continuously remind those around me to consider, "Is there a real passion behind what we are doing?"

Gaining Insight from Interacting with Fans

The CW360 served as a secretariat for the exhibition the Group held at Expo 2025 Osaka, Kansai. This experience was extremely valuable as it not only maximized the value of the *Gundam* IP but also helped us make connections with fans and boosted employee motivation. Through the exhibition, I had the opportunity to interact with many fans firsthand. In particular, the sight of children gazing in amazement at the orbital elevator imagery and visitors from around the world speaking passionately about their love of *Gundam*, remains vividly etched in my memory.

These interactions reinforced my belief that the Bandai Namco Group ultimately creates value through experiences that resonate deeply with people, whether through the tangible appeal of its products or the human connections they inspire. Through the various touchpoints we have via our products and services, we will strive to inspire people from all directions and deliver entertainment that forges connections with fans.

The efforts of the CW360 have only just begun. Our mission going forward is to bring entertainment from Japan to a global audience. Accordingly, we will steadily strengthen the Group's core capabilities and further pursue co-creation with our partners so that we can deliver excitement and inspiration to fans around the world.





Takashi Tsuji

Director
CFO (Chief Financial Officer)
Division General Manager of Corporate Planning Division
Bandai Namco Holdings Inc.

CFO'S MESSAGE

"We will maximize business value through long-term growth and global expansion, while maintaining a strong awareness of capital costs."

Strong Performance Driven by the Success of the *Gundam* Series

In FY2026.3, the first year of the current Mid-term Plan, the Bandai Namco Group achieved its initial-year targets in all business segments and reached record highs for net sales and across all profit metrics. Supported by the release of multiple visual works from the Visual and Music Business and growing interest in the *Gundam* IP generated by Expo 2025 Osaka, Kansai, sales of the *Gundam* series increased to ¥254.3 billion, up 65.7% year-on-year, helping drive overall Group performance. The growth of the *Gundam* series had a positive impact across a wide range of businesses, products, and services. In particular, *Gundam* titles delivered strong momentum in the gaming domain, achieving significant commercial success.

Using this growth as a springboard, we are working to fundamentally reinforce our production structure in the Toys and Hobby Business, which continues to perform strongly across each category around the world. For example, we have already expanded our in-house manufacturing facilities for model kits and trading card games and will continue to augment production capacity to meet growing demand moving forward. Furthermore, in the Digital Business, we are pursuing a balanced title portfolio while exercising careful oversight of titles in development, helping to mitigate the volatility inherent in the business. In this way, we are reducing the likelihood of impairment losses and other risks.

Importance of Global Business Expansion

Under the current Mid-term Plan, we have set a target of achieving an overseas sales ratio, based on destination, of 50% or more by the plan's final year. In FY2026.3, the ratio reached approximately 42%. Although our overseas businesses continue to grow steadily, growth in the Japanese market has been even stronger. Looking ahead, we believe that the IP and business strengths cultivated in Japan will increasingly serve as a catalyst for global expansion, and we will continue to pursue growth opportunities in international markets.

Achieving this goal will require talent across the organization, including local personnel in each region who can embrace and execute our IP-axis strategy, employees in Japan with deep knowledge of our overseas operations, and corporate teams that support the business as a whole. While global expansion is a long-term endeavor, we remain firmly committed to this objective and will continue to invest in the capabilities needed to achieve it.

Steady Progress of Growth Investments in Line with Plans

Under the current Mid-term Plan, we have approximately ¥600.0 billion for Groupwide growth investments, consisting of investments in game and visual production, regular capital expenditures, and "360 investments" designed to strengthen connections with all stakeholders. Although the investment plan is unprecedented in scale, execution remained firmly on track in the first year of the current Mid-term Plan, including the allocation of ¥150.0 billion to our "360 investment" strategy. Examples of such investments include the forming of strategic partnerships with Sony Group Corporation and Gaudiy Group, Inc., participation in Expo 2025 Osaka, Kansai, investments to strengthen our supply chain, and the acquisition of treasury shares, which I will touch upon later in this message. We also have several additional initiatives currently under consideration.

Cash pooling, which centralizes funds within each region, is essential for the swift and efficient execution of growth investments while strengthening financial discipline. We have adopted this strategy and established a cash pooling framework in Japan, the United States, and China, and we plan to introduce said framework throughout Europe during FY2027.3. At the same time, we are enhancing our Group cash management system to further improve the accuracy of our financial monitoring activities.

Awareness of Capital Costs and Approach Toward Shareholder Returns

With respect to cross-shareholdings, the Board of Directors conducts an annual review of all listed and unlisted shares held by the Bandai Namco Group from multiple perspectives to assess the strategic rationale for each holding from multiple perspectives. Shareholdings that are no longer considered strategically meaningful are divested, while those that continue to support value creation are retained.

Our basic shareholder return policy is to maintain a total return ratio of 50% or more. While striving to provide stable, long-term dividends with a minimum dividend on equity (DOE) of 3.60%, we will also acquire treasury shares as appropriate with an awareness of capital cost. In FY2026.3, the annual dividend was ¥73 per share, comprising a base dividend of ¥46 and a performance-based dividend of ¥27, making for a DOE of 5.7%. In addition, our total return ratio came to 51.0% following our acquisition of treasury shares totaling ¥24.7 billion. Moreover, we canceled five million shares of treasury shares held by the Company on April 30, 2026.

Guided by our basic shareholder return policy, we will continue to carry out an appropriate level of shareholder returns moving forward.

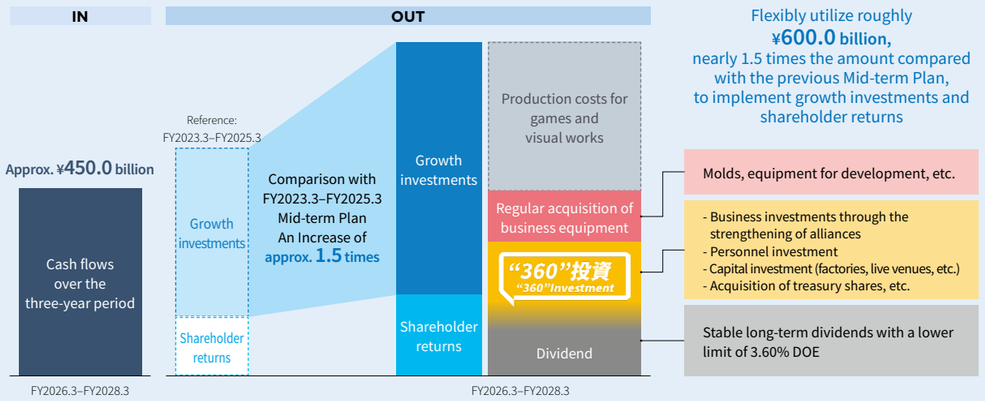
Reflection on My First Year as CFO

One of my greatest responsibilities as CFO is to promote financial management with an awareness of capital costs. The current Mid-term Plan incorporates the specific framework required to achieve this objective, and ensuring its steady execution represents my most important mission.

Under the current Mid-term Plan, we established a new financial target of maintaining an equity spread (defined as ROE minus the cost of equity) of 5% or more on a continuous basis. Gaining the trust of the capital markets is the most crucial undertaking to help reduce cost of shareholders' equity. To further strengthen such trust, we are committed to timely and appropriate information disclosure, proactive investor relations activities, consistent achievement of performance targets, and ongoing enhancement of our governance framework.

In the formulation of the current Mid-term Plan, senior management engaged in discussions with personnel throughout the Bandai Namco Group. Through this process, I feel that a shared commitment to maximizing the value of IPs over the medium to long term, strengthening our focus on global markets, and reinforcing a stable foundation to achieve sustainable profit growth has become entrenched on a Groupwide basis. As a member of senior management, I am committed to advancing such positive developments while communicating our progress to investors in a transparent and straightforward manner. Through these efforts, I hope to deepen the capital markets' understanding of our business and financial strategies and strengthen the trust and support we receive from investors.

Capital Allocation







Noriko Fujita

Director
CIO (Chief Information Officer)
CISO (Chief Information Security Officer)
CSO (Chief Sustainability Officer)
Division General Manager of Group Administrative Headquarters
Bandai Namco Holdings Inc.

President and CEO
Bandai Namco Business Arc Inc.

CIO / CISO'S MESSAGE

"Supporting Data Utilization Across Our Business Domains Through a Defensive Digital Strategy to Drive Group Growth"

Strengthening IT Infrastructure and Information Security in an Integrated Manner

As the CIO and CISO of the Company (holding company), my responsibilities can be broadly divided into two areas. First, as CIO, I am responsible for establishing the IT infrastructure that underpins the Group's growth, including management systems and data governance. Second, as CISO, I strive to strengthen information security so that we can continue to connect with fans and business partners in a secure and trustworthy manner. Looking back on my first year in these dual roles, I have reaffirmed the importance of pursuing these objectives while also gaining valuable insights into how best to advance the initiatives needed to achieve them.

The diversity of our Group's business portfolio and business models is one of our greatest strengths. At the same time, however, it presents unique challenges from the perspectives of IT and information security. Going forward, we will carefully determine which functions should be standardized across the Group and which should remain under the management of individual business Units or companies. Through this approach, we will establish an effective IT governance framework that balances Groupwide consistency with business-specific flexibility.

In April 2026, we also renamed the department responsible for promoting these initiatives from the Information Systems Department to the Digital Management Department. By adopting the broader and more accessible concept of "digital," we aim to promote Groupwide initiatives that are directly linked to management priorities and business needs.

Building an IT Foundation That Supports the Growth of Our Diverse Businesses

The Group's businesses continue to grow by strengthening collaboration across business domains and expanding into new markets. Establishing a robust IT foundation is essential not only to support these ongoing operations but also to accelerate future growth. To this end, we are clearly defining which IT capabilities should remain tailored to the specific needs of individual companies and which should be standardized across the Group.

Through the implementation of a Groupwide ERP system and the integration of master data, we aim to improve data consistency, increase the speed of information sharing, enhance the efficiency of reporting and aggregation processes, promote more effective data utilization, and further strengthen information security.

Until now, many of our individual companies have relied on dedicated personnel with extensive experience to support their proprietary systems. Going forward, however, we will also foster IT talent through the deployment of the Group ERP system, enabling us to respond more flexibly to organizational restructuring and closer collaboration with our overseas operations.

Promoting AI Utilization and Strengthening Data Governance

Across our Group, the use of AI is expanding in both its business operations and corporate functions. We believe that the implementation of a Groupwide ERP system and the integration of master data will establish a more consistent data foundation, enabling greater Groupwide advantages in areas such as management control and back-office operations.

Until now, AI initiatives have primarily been developed to address the specific needs of individual businesses. As these initiatives have delivered results, however, opportunities to share successful practices and expertise across the Group have continued to increase, further expanding the potential applications of AI.

In response to these developments, we are strengthening our data governance framework to ensure that AI can be utilized securely and responsibly. By establishing clear governance structures, guidelines, and rules—including clarifying data ownership, accountability, and appropriate access rights—we aim to create an environment that encourages the effective use of data while maximizing its value. Through these efforts, we hope to empower both our businesses and our employees to further enhance their respective strengths.

Strengthening Groupwide Information Security

In the FY2026.3, we introduced a new framework for information security management. Under the previous framework, the holding company directly monitored each Group company. We have now transitioned to a structure in which monitoring is conducted in collaboration with our business management companies and regional management companies. Improving the effectiveness and speed of our security initiatives requires an approach tailored to the unique risk profiles of each business and region.

Enhancing the IT literacy of every employee is also essential to strengthening the Group's overall security. While we continue to reinforce communication from the holding company through training programs and awareness initiatives, we also work closely with the CISO of each Group company to ensure that our messages are translated into each employee's day-to-day work and effectively embedded in day-to-day operations.

As CISO, I also take very seriously the incident involving the Bandai Channel video streaming service that occurred in November 2025. At the time of the initial report, we took the precautionary measure of temporarily suspending the service, as the possibility of unauthorized access resulting in the leakage of personal information could not be ruled out. We subsequently conducted a thorough investigation with the support of external specialists to identify the root cause and assess the extent of the impact. Based on the findings, we implemented the necessary countermeasures.

Although our initial response proceeded smoothly overall, we recognize that the investigation took longer than anticipated. We take these lessons seriously and are sharing them across the Group to further strengthen our information security measures going forward.

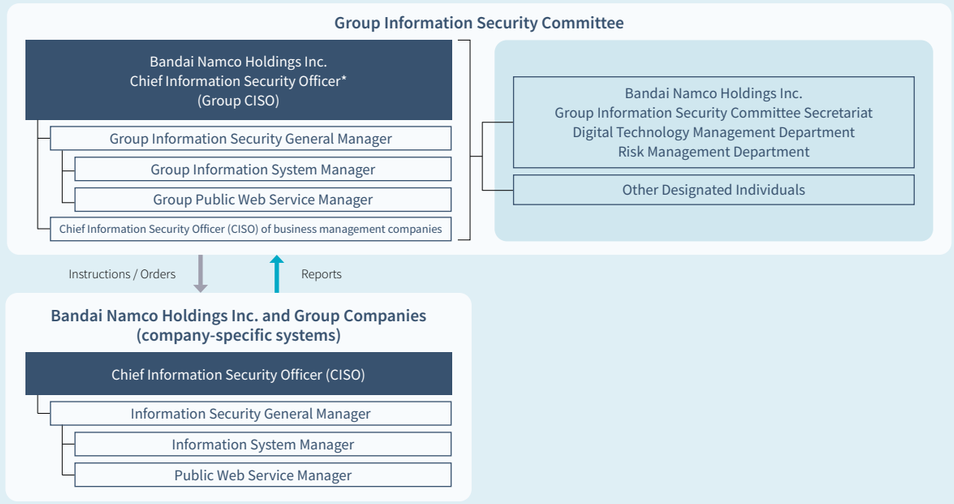
Balancing Offensive and Defensive Digital Strategies

As cyberattacks continue to grow in both complexity and frequency, preventing every security incident has become increasingly difficult. Rather than assuming that incidents can be eliminated entirely, we are strengthening our business continuity planning (BCP) based on the premise that incidents may occur and that rapid recovery is essential. Working closely with each business, we will continue to review and validate the effectiveness of our response capabilities.

From this perspective, it is equally important to reassess, during normal operations, how our systems are managed and how our data is stored across the Group. I believe that strengthening information security as CISO and building a robust IT foundation as CIO are inseparable responsibilities that together provide the foundation for resilient digital operations.

To deliver products and services that exceed the expectations of our fans, proactive data utilization across our business divisions is indispensable. We will contribute to the sustainable growth of the Group by supporting this "offensive" digital strategy with a "defensive" digital strategy centered on a strong IT foundation and robust information security.

Overview of the Group's Information Security Framework



* Director responsible for the Digital Management Department

TOYS AND HOBBY UNIT

Kazuhiro Takenaka

Director (Part-Time)
In Charge of Toys and Hobby Unit
Bandai Namco Holdings Inc.
President and CEO
BANDAI CO., LTD.



“Bringing experiences that resonate across generations into the daily lives of fans around the world”

Record-High Performance Marks a Strong Start to the New Mid-term Plan

In FY2026.3, the Toys and Hobby Unit achieved a record-high performance for the eighth consecutive year. I view this as a very solid start in the first year under the new Mid-term Plan. We performed well in all categories, including *Gundam* model kits, *Ichibankuji*, GASHAPON capsule toys, confectioneries, and stationery. With regard to IPs, the *Gundam* series saw tremendous growth across a wide range of businesses, driven by efforts coordinated with the release of visual works. For toys, we saw encouraging signs that our established IPs are reaching new fan demographics, such as the growing global popularity of *Tamagotchi Paradise*.

The cornerstone of this strong performance has been the growing global appeal of Japanese IPs. Equally important has been our ability to capitalize on that demand through a business model that leverages our longstanding expertise in planning and development to rapidly bring IP-driven products and services to market. Going forward, to avoid excessive dependence on any single product category, we will continue to build a stronger portfolio by diversifying our products, areas of operation, and fan touchpoints. Also, to respond to rising raw material and logistics costs, we will closely monitor trends while continuing efforts to maintain and heighten profitability through improvements in terms of product specifications and production efficiency.

Further Strengthening Global Rollouts, Supply Structure, and Business Portfolio

Concerning global rollouts, products such as *Gundam* model kits, the *ONE PIECE* and *Gundam* trading card games, and *Tamagotchi Paradise* have been performing strongly in North America. Such products have also met with success in inland China, where we are steadily rolling out products tailored to fans in the region, including the commercialization of local IPs. Looking ahead, we will continue to introduce the business models we have refined in Japan on a global scale. At the same time, we will advance localization efforts tailored to the preferences and logistics situations in each region, hold events centered on IPs, and expand our sales networks. In these ways, we will further increase the number of touchpoints we have with fans around the world.

In addition, we will continue to strengthen our supply structure to respond to growing global demand. For *Gundam* model kits, we expect total production capacity to increase by approximately 35% compared with FY2024.3 following the commencement of full-scale operations at our new factory. (P58) At the same time, we are expanding production capacity for trading card games while accelerating the rollout of multilingual titles and strengthening our overseas marketing efforts. Ensuring that the right products reach the right customers at the right time is essential to protecting and enhancing the value of IPs.

Equally essential is the fundamental evolution of the touchpoints between our products and fans. One such touchpoint is Premium Bandai—which boasts a global membership base of over eight million—in addition to other e-commerce platforms and physical stores, such as brand shops, through which we are able to directly serve customers. These channels provide us with the ability to assess customer preferences and purchasing behavior through direct marketing. Connecting our online and physical channels will enable us to provide more personalized product recommendations, encourage repeat purchases, and build stronger relationships with fans.

Connecting Children's Dreams to Future Generations and the World



At the heart of the Toys and Hobby Unit is a commitment to bringing dreams to children. Precisely because our products for the mature fan base are performing so well, we remain fully committed to IPs, products, and services for children. One of our greatest strengths is our ability to develop a wide range of products, including *Ultraman*, *KAMEN RIDER*, and *PRETTY CURE*, which are well known among parents as well as children. The characters and toys people encounter in childhood often leave lasting impressions that stay with them into adulthood and are passed on to the next generation. Creating products and services that foster these enduring connections across generations is one of Bandai Namco's most important responsibilities. *Tamagotchi*, which is now celebrating its 30th anniversary, perfectly embodies this concept. We have grown the *Tamagotchi* IP over many years, and it is once again seeing a surge in global popularity through toys, digital products, retail experiences, and licensing activities. We remain committed to further developing *Tamagotchi* into an IP that will be cherished for generations to come while serving as a key earnings pillar for the Group.

The Toys and Hobby Unit is not merely a business that creates and sells products. Rather, we aspire to create meaningful experiences by deepening connections between IPs and fans and creating memories that last a lifetime. We believe those experiences can resonate across generations, and our mission as the Toys and Hobby Unit is to ensure that fans around the world can experience that value in their daily lives and pass that joy on to the next generation.

DIGITAL UNIT

Nao Udagawa

Director (Part-Time)
In Charge of Digital Unit
Bandai Namco Holdings Inc.
President and CEO
Bandai Namco Entertainment Inc.



Building a Robust Business Foundation and Creating Titles That Exceed Fan Expectations

Achievements in the First Year of the Mid-term Plan

In FY2026.3, the Digital Unit's performance was impacted by differences in the title lineup compared with the previous fiscal year, in which we enjoyed major success with numerous titles. However, we began to see tangible results from our efforts to bolster our development structure, with many new titles performing above our expectations. Most notably, the new network content title *SD Gundam G Generation ETERNAL* made a significant contribution to performance, supported by timely cross-promotional initiatives across visual works, products, and services in the *Gundam* series. We therefore believe that the Digital Unit made a meaningful contribution to enhancing the value of the *Gundam* IP.

In addition, the Licensing Business Division has been achieving steady performance since its establishment in April 2025 to expand the Digital Unit's IP assets across a broad range of entertainment domains. By establishing a single point of contact, the Licensing Business Division has facilitated smoother collaboration with partner companies and local governments while also accelerating decision-making. In terms of specific results, we have built a foundation for turning game IPs into additional revenue streams, as demonstrated by the excitement generated for the 45th anniversary of *PAC-MAN*. We also made progress on the live-action film adaptation of the home console title *ELDEN RING*, which is targeted for a global theatrical release in 2028. Looking ahead, we view the integration of games and visual content as an increasingly important strategic area.

Optimizing Our Game Portfolio and Development Capabilities to Deliver Consistent Hits

Gaming is an inherently creative domain. Yet consistently delivering high-quality titles requires more than the passion and creativity of developers. It also depends on a strong business foundation, including a balanced portfolio and robust development capabilities. For this reason, it is essential that we clearly define our areas of focus, identify the game genres best suited to each IP, allocate investment strategically, and create a structure that enables us to maximize creativity. Also, it is important to mention that we are not focused only on single-year successes. Instead, we strive to build an optimized game portfolio balancing titles that have long development periods with titles that can be rolled out in a short time frame to capture timely trends and peak IP relevance, enabling both stability and growth. Through this approach, we will continue to deliver titles that fans are eager to play and glad to have purchased.

To strengthen our development capabilities, we reorganized our structure to enable division heads to take a Groupwide view when making decisions on title prioritization and resource allocation. As a result, collaboration across IPs and business divisions has progressed steadily, enabling us to build a development structure that maximizes value not only for individual titles but for the organization as a whole. To further advance development from a cross-organizational perspective, we are working to achieve the optimal balance between in-house development, which leverages the Digital Unit's expertise, and collaboration with external partners, taking into account the characteristics of each IP. By promoting the exchange of knowledge between internal teams and external partners, we continue to strengthen our overall development capabilities.

Furthermore, the introduction of our in-house game engine SOL-AVES is improving development efficiency while enabling us to create games that more fully reflect the unique worldviews and gameplay styles of each IP and accumulate valuable development expertise. Building on these capabilities, we believe that expanding collaboration with a diverse range of partners will bring fresh ideas and lead to the creation of innovative new titles.

Moreover, we must not only improve development efficiency but also expand IP globally through our game titles and deliver a wide range of entertainment experiences by leveraging the Group's resources to the greatest extent possible. To that end, deepening our connections with fans is our utmost priority. In addition to promoting engagement through social media and other platforms, we place great importance on strengthening and expanding fan touchpoints through live events. By bringing people together and creating shared experiences, live events foster deeper connections with IPs. They also enable video game IPs to extend beyond the boundaries of gaming, opening up new opportunities for fan engagement, broadening the worlds of our titles, and creating additional value.



Extending Our Goal Beyond Our Own Growth to Raising the Global Profile of the Industry as a Whole

Game development requires massive investment, and to be able to invest in development on a continuous basis requires a strong financial foundation. For this reason, we are focused on building a solid foundation primarily by growing sales of our network content, which operates in a very stable manner, and our existing home console titles. Built on this foundation, we aim to create hit titles that exceed fan expectations and generate further growth across the Group. Furthermore, our ambitions extend beyond the Group itself. Through partnerships with external companies, we are committed to expanding the global presence of the entertainment industry as a whole. Taking the lead in this endeavor is both the challenge we embrace and the mission of the Digital Unit.

VISUAL AND MUSIC UNIT

Makoto Asanuma

Director (Part-Time)
In Charge of Visual and Music Unit
Bandai Namco Holdings Inc.
Chairman and CEO
Bandai Namco Filmworks Inc.

Creating Timeless Value and Contributing to the Global Expansion of the Group

Year Two of the Mid-term Plan and the Unit Reorganization

For the Visual and Music Unit in FY2026.3, the popularity of *Mobile Suit Gundam GQuuuuuuX* helped expand the *Gundam* series' fan base and drive the success of the Group's products and services, contributing significantly to our performance.

In FY2027.3, the second year of the Mid-term Plan, we will leverage both newly created IPs from our visual business and our extensive portfolio of mainstay IPs to expand our licensing business globally. At the same time, in our music and live event businesses, we will advance initiatives that are truly unique to Bandai Namco.

We restructured the Unit in April 2026 to advance these strategic initiatives. This restructuring aims to accelerate and improve decision-making by bringing *Gundam*-related and IP production functions together under Bandai Namco Filmworks Inc. and centralizing music asset functions within Bandai Namco Music Frontier Inc.

Meanwhile, to support the expansion of our overseas business, our North American subsidiary, Bandai Namco Filmworks America, Inc. (BNFA), has launched full-scale branding activities for the *Gundam* series. Going forward, BNFA will also take the lead in locally driven initiatives to expand other IPs.

Strengthening Our Film and Licensing Businesses in the Visual Business

As part of our efforts to strengthen the film business, we released 25 theatrical titles in FY2026.3. The release of this many titles in one year was made possible by our unique production framework, which leverages both the capabilities of our own studios and partnerships with external studios. This framework not only enables us to maintain a strong number of releases but also facilitates a broad range of creative initiatives, including both film adaptations of existing source material and original in-house productions. It is imperative that the visual business creates both successful TV animations and theatrical films. We therefore will seek to maximize the value of IPs by generating synergies between these two types of media.

To strengthen the licensing business, we are undertaking efforts to fundamentally reinforce our operating structure. In addition to this structure, the library of IPs we have built over the years is the true source of our value, and the key to the success of the licensing business lies in how effectively we expand and leverage this library. With 2027 marking the 50th anniversary of SUNRISE Studio's first visual work, we will promote efforts under the SUNRISE 50th Anniversary Project to express our gratitude to the fans who have supported our works throughout the years. At the same time, we will roll out a range of commemorative initiatives that will span through 2028. We will also pursue more ambitious initiatives aimed at enhancing the experience of existing fans while attracting new audiences.

Overseas, we will step up our initiatives in North America, which we view as the market with the greatest potential. Production of the live-action Hollywood film *GUNDAM* (working title) is progressing steadily. We are executing ongoing investment in the film, with BNFA serving as our operational base. We are also preparing strategies for the optimal release of the film, including the rollout of Group products and services in conjunction with its release.

Creating Value That Is Uniquely Bandai Namco in the Music and Live Event Businesses

In the music business, tie-ins with visual works such as TV animations with strong promotional reach are essential for producing hit songs. Creating such visual works internally is a tremendous competitive advantage for the Group.

As demonstrated by the *Love Live!* series, which attracts large audiences to live events, fans are increasingly seeking opportunities to connect in the real world. In response to this trend, Bandai Namco Music Live Inc., which organizes more than 800 live events annually, will make effective use of its newly opened venue, Shibuya LOVEZ. In addition, through our strategic partnership with UDO ARTISTS, Inc. we will combine the strengths of both companies to create new value and deliver more attractive live experiences to fans.

Fulfilling Our Role in Creating Timeless Value

The Visual and Music Unit occupies a distinct position within the Group's businesses. This is because it supports the Group's IP axis strategy at a fundamental level and plays a key role in creating timeless, universal value that will remain relevant 50 or even 100 years in the future.



As part of the globally acclaimed Japanese anime industry, our focus is simple: to create compelling works. Compelling works can take many different forms, from works that simply entertain and make people laugh to works that encourage deeper thought. Such works are what ultimately lead to universal value. We aim to build a brighter future together with people who believe in the Group's Purpose and are motivated to take on the challenge of creating universal value.

AMUSEMENT UNIT

Hiroshi Kawasaki

Director (Part-Time)
In Charge of Amusement Unit
Bandai Namco Holdings Inc.
President and CEO
Bandai Namco Experience Inc.

“Serving as one of the Bandai Namco Group’s Physical Touchpoints with Fans, We will Continue to Expand Our One-of-a-Kind Experiential Value”

Strengthening Our Position as a Leading Real-World Platform

In FY2026.3, the Amusement Unit continued to perform solidly, with sales from existing amusement facilities in Japan increasing 7% year on year. Said rise in sales offset the impact from differences in the title lineup of amusement machines compared with the previous fiscal year. Accordingly, the Unit was able to achieve a record-high performance for the fourth consecutive year. Particularly significant was the progress we made in transforming our businesses into physical touchpoints for IP, products, and service brands, as this progress helped reinforce the Amusement Unit’s presence as a real-world platform for the Group.

Pursuing Organizational Reforms to Evolve Our Structure for Creating and Developing Physical Spaces

The organizational restructuring implemented in April 2025 was not aimed at generating short-term gains. Rather, its objective was to advance customer-focused initiatives that support long-term growth. Under the new structure, Bandai Namco Experience Inc. is responsible for creating new businesses, Bandai Namco Amusement Inc. specializes in facility operations, and Bandai Namco Amusement Lab Inc. is charged with overseeing amusement machine development. In this way, the new structure clearly defines the role of each company. This structure is enabling us to adopt a more customer-centric approach across amusement facilities, IP-based experiential retail facilities, original activity venues, and facility and equipment development. By leveraging the combined strengths of the three companies, we aim to create new experiences as a unified organization.

Our organizational reforms also carry great significance in terms of our personnel strategy. It is now much clearer for frontline employees what their responsibilities are and how they can advance their careers. We have also established distinct recruitment tracks from the hiring stage. At Bandai Namco Amusement, for example, we have strengthened both mid-career and local hiring, while promoting a policy of no employee relocations for locally hired personnel. By strengthening frontline operational capabilities while creating an environment that supports long-term employee growth, we believe we can build sustainable competitiveness for the future. Through these efforts, we have established a structure that promotes more customer-focused decision-making while maintaining strong coordination and information sharing across the organization.

Meanwhile, a key priority for us is ensuring that the expertise accumulated by experienced engineers and technicians involved in amusement machine development is passed on to the next generation. We therefore recognize the importance of continuously strengthening our talent pipeline for both facility operations and amusement machine development.



From Providing Physical Venues to Creating New Forms of Value

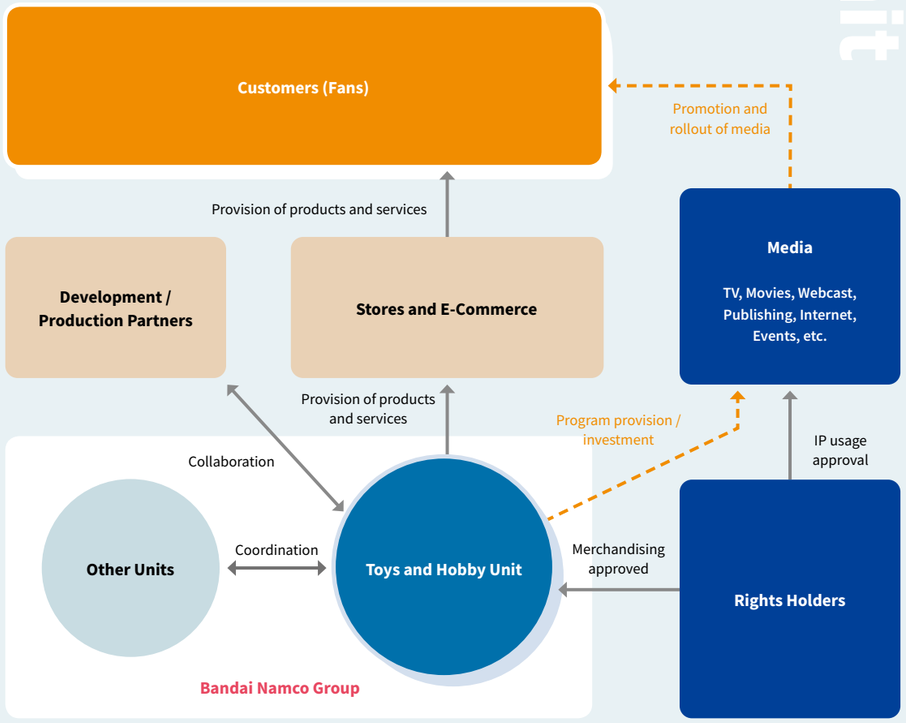
Looking ahead, we will accelerate our overseas expansion. As Japanese IPs continue to expand their presence globally, the value of physical touchpoints extends well beyond Japan. In the United Kingdom, we have already made significant progress in developing physical venues that serve as touchpoints between customers and the IPs, Bandai Namco products, and services. In North America, the success we have achieved to date has paved the way for the next phase of expansion. Meanwhile, market characteristics vary significantly by region, making it essential to pursue business expansion prudently and flexibly, including through partnerships with local companies and franchise models. For this reason, rather than simply increasing our number of facilities, we must thoroughly consider how best to deliver new value that is uniquely Bandai Namco.

We do not view the Amusement Unit as simply a facility operator. Instead, our goal is to create and nurture physical venues that bring together the IPs, Bandai Namco Group’s products, and services so that fans can experience them firsthand. Initiatives such as Bandai Namco Cross Stores demonstrate the growing impact of the IP axis strategy we have been advancing in collaboration with other Group companies. Also, IP-based experiential retail stores such as THE★JOJO WORLD are creating value not simply as places that sell products but as venues where visitors can immerse themselves in the world of IPs. Together, these initiatives are helping us evolve beyond providing physical venues to creating new forms of value for fans. Building on this momentum, we will further evolve into a trusted provider of venues and experiences that serves as a vital anchor for the entire Group.

Guided by our vision of “Boost Unique Fun,” we strive to deepen connections with fans while enhancing the unique value of physical touchpoints and reinforcing our distinctive role within the Group.

Toys and Hobby Unit

Business Model of the Toys and Hobby Unit (When Another Company's IP Is Used)



MAIN STRATEGIES

- Maximize MD of IP worldwide
- Strengthen operations in North America and China
- Bolster direct marketing activities
- Promote Mirai and creation

FY2027.3 NUMERICAL TARGETS

Segment sales	¥690.0 billion
Segment profit	¥127.0 billion

Note: Results forecasts are as of May 2026.

FY2026.3 RESULTS AND RELATED DATA

Sales of IP Products and Services (Toys and Hobby Business in Japan)

Anpanman
¥10.5 billion

Gundam series
¥106.3 billion

PRETTY CURE! series
¥9.2 billion

Ultraman series
¥5.5 billion

Super Sentai series
PROJECT R.E.D.
¥6.0 billion

Pokémon
¥13.3 billion

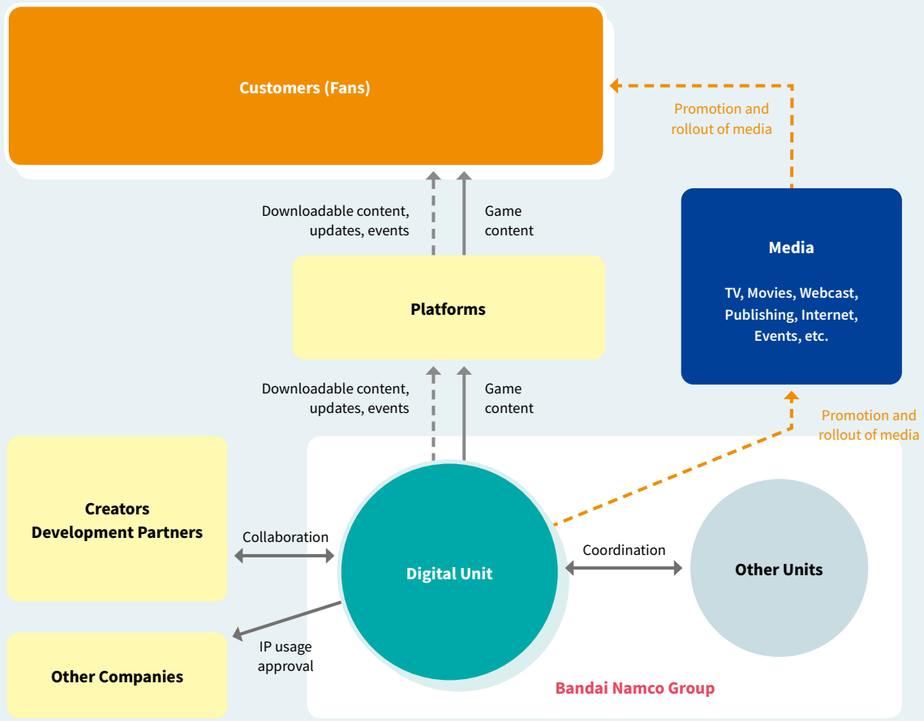
KAMEN RIDER series
¥22.1 billion

DRAGON BALL series
¥29.4 billion

ONE PIECE
¥95.1 billion

Digital Unit

Business Model of the Digital Unit (When In-House IP Is Used)



MAIN STRATEGIES

- Promote game portfolio
- Strengthen development capabilities
- Challenge and expand IP axis businesses

FY2027.3 NUMERICAL TARGETS

Segment sales	¥460.0 billion
Segment profit	¥51.0 billion

Note: Results forecasts are as of May 2026.

FY2026.3 RESULTS AND RELATED DATA

Sales by Major Category

NETWORK CONTENT
¥228.5 billion

HOME CONSOLE GAMES
¥199.1 billion

Network Content

OVERSEAS SALES RATIO*
42%

* Ratio of network content sales generated overseas

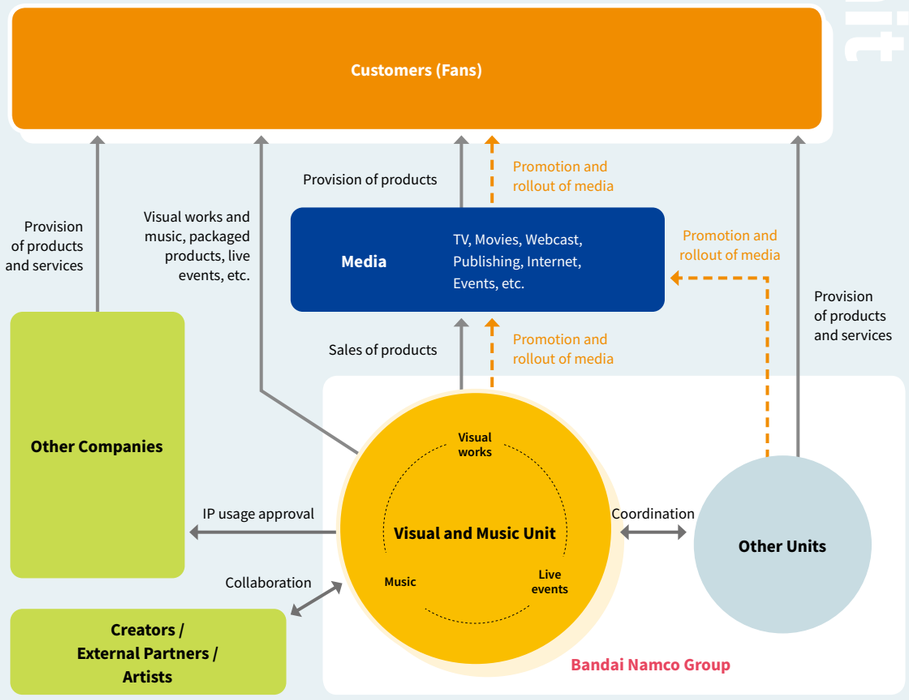
Home Console Games

TOTAL UNIT SALES
45.87 million units

FULL PACKAGE DOWNLOAD SALES RATIO
57%

Business Model of the Visual and Music Unit

Visual and Music Unit



MAIN STRATEGIES

- Strengthen IP creation
  - Expand licensing business
  - Strengthen and expand film business
  - Expand business on a global basis
- Strengthen and expand music and live event businesses
- Promote personnel strategy

FY2027.3 NUMERICAL TARGETS

Segment sales	¥95.0 billion
Segment profit	¥12.0 billion

Note: Results forecasts are as of May 2026.

FY2026.3 RESULTS AND RELATED DATA

Visual and Music Business Number of Copyrighted Products (As of March 2026)

NUMBER OF COPYRIGHTED PRODUCTS / TOTAL NUMBER OF HOURS

1,213 products / **6,146** hours

NUMBER OF MUSICAL WORKS
Bandai Namco Music Live Inc.

Number of works with master license recordings
Approx. **80,100**

Number of works published
Approx. **46,100**

Note: From FY2017.3, number of works managed in-house

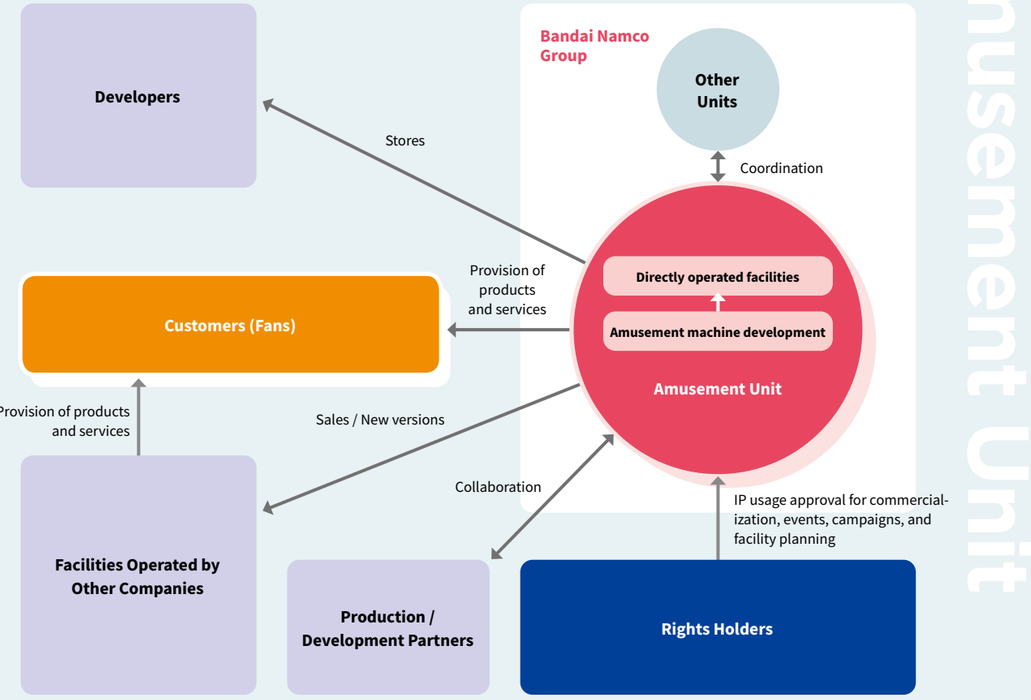
Number of Live Events Held

NUMBER OF PERFORMANCES*
854

* Number of performances held by Bandai Namco Music Live Inc.

Business Model of the Amusement Unit

Amusement Unit



MAIN STRATEGIES

- TRANSFORM 2.0 - Promote business innovation
- CONTROL 2.0 - Enhance internal controls
- UNITE 2.0 - Promote collaborations
- SUSTAINABILITY - Build a sustainable business foundation

FY2027.3 NUMERICAL TARGETS

Segment sales	¥155.0 billion
Segment profit	¥10.0 billion

Note: Results forecasts are as of May 2026.

FY2026.3 RESULTS AND RELATED DATA

Sales by Major Category

AMUSEMENT MACHINES
¥**27.9** billion

AMUSEMENT FACILITIES
¥**121.9** billion

Number of Amusement Facilities (Global Total)

DIRECTLY MANAGED FACILITIES
234 facilities

REVENUE-SHARING FACILITIES*
907 facilities

OTHER DIRECTLY MANAGED FACILITIES
109 facilities

TOTAL
1,250 facilities

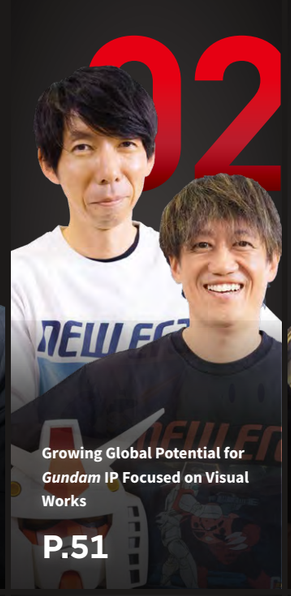
* Contracted facilities for amusement game operations under a revenue-sharing agreement



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the Chief Gundam Officer

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Expanding Global *Gundam* Touchpoints Through the GUNDAM Official Website and GUNDAM Channel

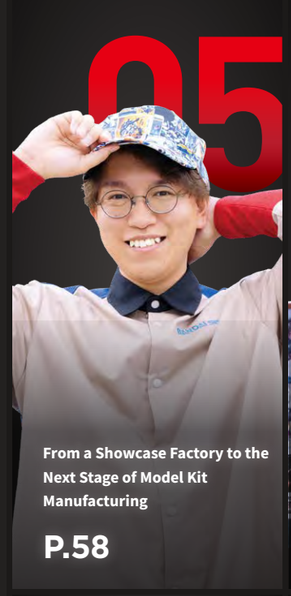
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Expanding Touchpoints with New Fans of the *Tamagotchi* Series Through Games

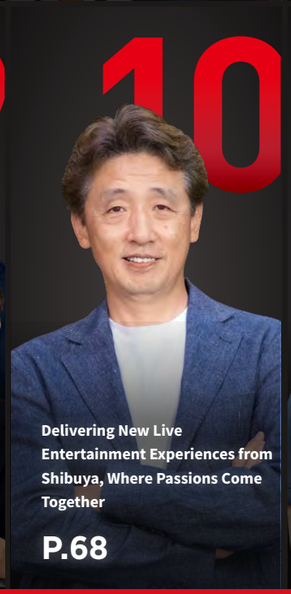
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Fan Touchpoints Through IPs Originating in Japan and China

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Special Feature:

Connect with Fans

360° Connections with Fans

The Bandai Namco Group brings the unique appeal and worlds of IPs to fans through a diverse range of touchpoints. This feature highlights the individuals leading the way in exploring new possibilities for IPs, connecting smiles across generations and borders, and creating new value through unforgettable experiences.



#01

Moving Toward the 50th Anniversary of the Gundam series

Message from *the Chief Gundam Officer*

Profile

Hiroshi Sakakibara

President and CEO
Chief Gundam Officer (CGO)
BANDAI SPIRITS CO., LTD.

Entering a New Stage of Growth for the *Gundam* Series

In FY2026.3, Groupwide sales attributable to the *Gundam* series reached ¥254.3 billion, representing a substantial increase of approximately ¥100.0 billion from ¥153.5 billion in the previous fiscal year. We view this growth as a reflection of the significant impact of Groupwide collaborations between high-grade visual works and an extensive range of product and service categories, and we believe this is the result of our road map toward the 50th anniversary in 2029 delivering results sooner than anticipated.

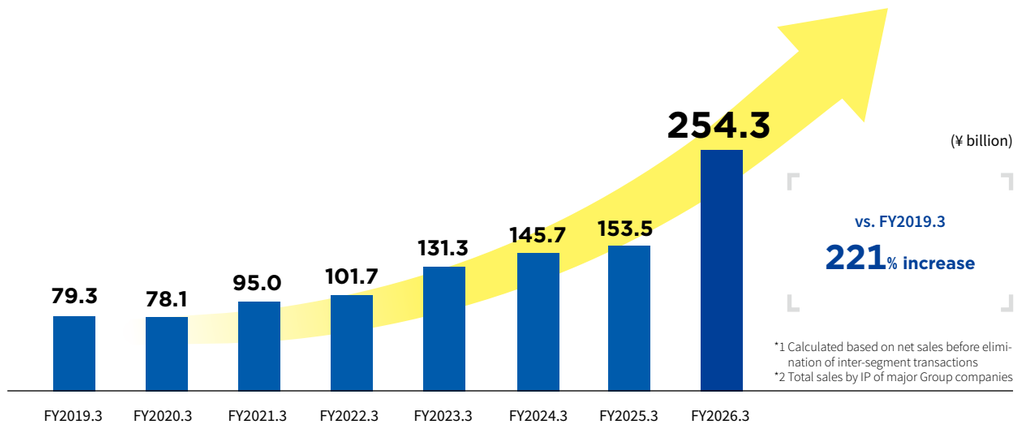
Mobile Suit Gundam GQuuuuuuX, released through both animated theatrical and television formats at the beginning of 2025, combined narrative depth that resonated with existing fans with accessibility for newcomers, thereby making a major contribution to collaborative initiatives spanning visual content, online distribution, merchandise, and games. In particular, by promoting our network content title *SD Gundam G Generation ETERNAL* in coordination *GQuuuuuuX* visual works, we not only attracted longtime *Gundam* fans but also gained new audiences and encouraged those who had previously drifted away from the *Gundam* series to re-engage with the franchise. As a result, the title proved more popular than we had anticipated.



The GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan

Furthermore, the GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan, was an extremely effective initiative for expanding awareness of *Gundam* globally. In addition to those who entered the pavilion itself, many people attending Expo 2025 experienced *Gundam* for the first time through the life-sized *Gundam* statue outside the venue, and we believe this generated new interest in the franchise. When I saw a father at the venue saying to his children, “Let’s watch *Gundam* again,” and “Let’s try building a *Gundam* model kit,” I was reminded that *Gundam* has grown into an IP that people can enjoy across generations.

Gundam Series Net Sales (Groupwide)



*1 Calculated based on net sales before elimination of inter-segment transactions
*2 Total sales by IP of major Group companies

Launching the 50th Anniversary Project as a Strategic Foundation for Rebuilding IP Value

At *Gundam* Conference SPRING 2026 held in May, we announced the launch of our project leading up to the 50th anniversary of the series. This project does not simply involve a collection of anniversary initiatives and new title announcements. Rather, through this project, we will bring together the Group’s collective strengths by advancing visual works, products, real-world experiences, cultural initiatives, and global expansion of *Gundam* in an integrated manner, thus creating a long-term strategic foundation for significantly expanding the potential of the *Gundam* IP. The key is not to pursue these initiatives independently, but to link them together so we can broaden entry points for new fans while further deepening the level of engagement among existing fans.

On the visual content front, we announced multiple projects, including *Mobile Suit Gundam SEED FREEDOM ZERO*, the Hollywood live-action film *GUNDAM* (working title), a remastered version of the original *Mobile Suit Gundam*, and a new release from the *Mobile Suit Gundam Wing* series. In addition, we are preparing several new *Gundam* productions that have yet to be announced for release by 2029. These projects represent important measures that will deliver new value to longtime fans while creating entry points tailored to new fans in different regions and of different generations.

Across countries, regions, and generations, every fan has their own “first *Gundam* experience” that served as their introduction to the franchise. In Japan, the original *Mobile Suit Gundam* is the iconic starting point for many fans, while *Mobile Suit Gundam SEED* is especially popular across the rest of Asia. *Mobile Suit Gundam Wing* remains a favorite among North American audiences, in part because it was the first *Gundam* series to be broadcast in the region. Even within the same country or region, a fan’s favorite installment of the *Gundam* series varies depending on when they first encountered the franchise. For this reason, we believe it is important not to limit ourselves to a single title or category, but instead to expand a diverse range of entry points tailored to the interests and preferences of fans in each region.





Gundam Day is established as part of the *Gundam* 50th Anniversary Project

Enhancing Fan Touchpoints and Supply Capabilities to Reach More Fans Around the World

As part of our in-person initiatives, we plan to hold the inaugural large-scale fan event, GUNDAM-Con, in Japan in January 2027, followed by a phased rollout of the event overseas. By bringing together *Gundam* model kits, gaming tournaments and events, product exhibitions, music, live entertainment, and other elements that have traditionally been offered separately by category, we aim to create a venue where fans who discovered *Gundam* through different touchpoints can come together and connect with one another while experiencing the *Gundam* universe more deeply.

In addition, although further details will be announced at a later date, we are launching the *Gundam* Landmark Project. This project aims to develop iconic destinations in Japan and overseas that *Gundam* fans from around the world can visit and enjoy. In addition to delivering visual works and products, we view the creation of places that fans can visit, experience firsthand, and remember for years to come as an important initiative for further enhancing the value of the *Gundam* IP.

In terms of global rollouts, Asia—in particular China—and North America will remain important markets. Meanwhile, the level of recognition of *Gundam* is rising in places such as Southeast Asia, Europe, South America, and Australia. We will therefore continue to expand the multilingual distribution of past *Gundam* visual works. At the same time, we will expand the official *Gundam* model kit complex THE GUNDAM BASE stores and other initiatives in each region to strengthen communications efforts and fan engagement.

To continue expanding these fan touchpoints, it is also critical that we strengthen our product and supply structure. For *Gundam* model kits, we commenced full-scale operations of the BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII)(P.58), the new factory of Bandai Hobby Center, a *Gundam* model kit production facility, thereby bolstering our production capacity. Going forward, we will more closely monitor popular titles and demand by region and integrate production planning with our marketing initiatives. As simultaneous worldwide releases of visual content become increasingly common, we must do the same with the launch of our products and services. We will address various challenges, including those related to logistics, and turn them into even greater opportunities.

Leveraging the 50th Anniversary to Transform *Gundam* into a Global IP That Endures for Generations

Due to the unwavering support of fans around the world, the *Gundam* series has been able to continue for half a century. For this reason, we believe it is our mission to continue delivering products, services, and events that have a lasting impact on our fans and make them feel glad to have supported the series for all these years.

When we unveiled the first life-sized *Gundam* statue during the series' 30th anniversary, one fan told us, "It makes me happy to see the profits created through our *Gundam* model kits purchases being returned to fans in a form like this." Our responsibility as a company entrusted with the *Gundam* IP is to return the passion we receive from fans back to them in new and meaningful ways.

The 50th anniversary is by no means our destination. Rather, it is an important milestone as we continue to grow the *Gundam* IP together with our fans toward its 100th anniversary. We will continue to pursue new challenges and further evolve the *Gundam* IP with the goal of creating a future in which fans around the world can truly feel that they are glad to have supported *Gundam*. We will continue to make concerted efforts toward achieving this goal.





Life-sized *Gundam* statue erected at Shiokaze Park in Tokyo, Japan under the *Mobile Suit Gundam* 30th Anniversary Project



Growing Global Potential for Gundam IP Focused on Visual Works

Sparking Enduring Passion Through Visual Works

FY2026.3 was a year in which visual works sparked intense passion for the *Gundam* series, driving increases in the Group's overall IP value. With the television broadcast of *Mobile Suit Gundam GQuuuuuuX* and the theatrical release of *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe*, the *Gundam* series remained topical and the object of fan passion throughout the year, representing a major marketing success. *Mobile Suit Gundam GQuuuuuuX*, in particular, served as a gateway to the *Gundam* IP for new generations while also shocking and enthralling long-time fans. An important part of *Gundam* visual works strategies going forward will be to live up to the expectations of existing fans while drawing in new and younger fans.

Creating IP Value Synergies Between Visual Works and Other Products and Services

Overall sales of the *Gundam* series amounted to ¥254.3 billion in FY2026.3, a year-on-year increase of around ¥100.0 billion from FY2025.3. This impressive increase cannot be attributed purely to visual works; we also have to thank the large contributions from the various *Gundam* products and services promoted through Groupwide coordination.

Today, one of the major strengths of the *Gundam* IP is the cycle born of its various touchpoints through which fans can be inspired to engage with products and services after watching visual works or can take an interest in visual works because of products and services. Visual works are an effective tool for delivering the *Gundam* world to a wider audience and spreading interest in the diverse range of *Gundam* products and services. It is because these visual works continue to live up to the expectations of fans



that they continue to trust the *Gundam* IP and look toward the related products and services with a sense of anticipation. Accordingly, improvements to the value of our visual works will drive up the value of the

#02 Moving Toward the 50th Anniversary of the Gundam Series
Growing Global Potential for *Gundam* IP Focused on Visual Works

entire *Gundam* series while facilitating the development of future visual works and new products and services. The future growth of the IP therefore hinges on the extent to which we can generate synergies between visual works and other businesses.

Over its long history, the *Gundam* series has given rise to numerous works, characters, and mobile suits. In the past, the sheer breadth of the series made it difficult for prospective new fans to tell where to begin. Today, however, this breadth has become a major strength of the series. In mediums where the volume of works and mobile suits lends itself to more varied approaches toward play, such as in *SD Gundam G Generation ETERNAL* and the *GUNDAM CARD GAME*, the assets amassed over the nearly 50-year history of the *Gundam* series are major source of appeal. The works, characters, and mobile suits that are the most popular among fans can vary by age and region, and everyone's point of entry into the *Gundam* world is different. This diversity is a powerful driver spreading the *Gundam* fandom across the globe.

Supporting Global Deployment Through Information and Localization Platforms

The growth of video streaming platforms is supporting the global deployment of *Gundam* series visual works by developing the infrastructure needed to allow fans around the world to view new works at the same time. *Mobile Suit Gundam GQuuuuuuX*, for example, was released with multilingual support to allow overseas fans to enjoy this work at essentially the same time as fans in Japan. However, we realize that simply supplying the visual works is not enough to effectively spread the *Gundam* fandom across the globe. It is important for us to develop platforms to ensure consistency across the various languages in which the *Gundam* series is enjoyed by accurately managing the names of works and mobile suits, plot elements, colors, terms, and other such information.

We are currently in the process of developing a global database for managing such information, which will be used to heighten the speed and accuracy of information provision and of product development by licensees and the oversight of these processes. We have also redesigned the GUNDAM Official Website (P.54). This website is another important part of the foundations supporting the global *Gundam* deployment. In the past, we have received comments from overseas fans indicating that they were unsure of where to go for *Gundam*-related information.

Answering this need, the GUNDAM Official Website acts as a portal that allows fans around the world to access accurate information related to the breadth of the *Gundam* series, ranging from older works all the way to the most recent releases. This website will thus be a valuable tool for driving the global deployment of the *Gundam* series.

Creating Various Entry Points and New Undertakings Toward the 50th Anniversary

We are approaching an important milestone in the form of the 50th anniversary of the *Gundam* series in 2029. We do not want this occasion to just be a simple commemorative affair; we aim to make it a massive festival in which fans join in the fun and help pave the path toward the future of the series. On the road to the 50th anniversary, we are preparing various new entry points for the series, including *Mobile Suit Gundam SEED FREEDOM ZERO*, the live-action Hollywood film *GUNDAM* (working title), a remastered version of the original *Mobile Suit Gundam*, and new *Mobile Suit Gundam Wing* visual works and *Mobile Suit Gundam RG XARX-ZERO*, scheduled for rollout in 2027.

The live-action film, in particular, is an ambitious undertaking with significant potential to become the first time many people will encounter the *Gundam* series. This new *Gundam* visual work will differ from previous ones, using an expressive medium that is very different from animation shaped by overseas directors, screenwriters, and cast members. By delivering this movie to viewers around the world, we hope to introduce the *Gundam* series to people who were previously unfamiliar with it. Forming solid connections with new fans for whom this movie served as their entry point and inspiring them to explore other *Gundam* visual works, products, and services will be an important task going forward.







* *A boy with GUNDAM | Mobile Suit Gundam* 50th Anniversary - Road to 50 - Prologue Movie, directed by Tsukuro Hayakawa
https://www.youtube.com/watch?v=Zt62nsFLqA0

[YouTube]



Partnering with New Creators to Grow an IP That Can Endure for the Next Century

If we want the *Gundam* IP to continue enduring past its 50th anniversary, we will need to recruit and develop new talent. The *Gundam* series has continued to evolve with the times by incorporating new expressions and undertaking new initiatives. Recent initiatives have included mobilizing directors still in their 20s* and other efforts to incorporate the sensibilities and ideas of younger generations into the series.

The ability of the *Gundam* series to maintain its passionate fan base has been a result of our consistent efforts in approaching new generations and regions and exploring new forms of media while adhering to the expressive traditions it was built on. We therefore believe that providing an environment in which new creators can exercise their skills using the *Gundam* world to create new works and experiences will help the *Gundam* IP endure over the next century. With a focus on visual products, we will continue to expand the potential of the *Gundam* IP while connecting with fans around the world.



New *Gundam* series title *Mobile Suit Gundam RG XARX-ZERO* scheduled to launch in 2027

PROFILE & MESSAGE



Naohiro Ogata
Director
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

There is still so much potential for the *Gundam* series. By delivering new surprises through visual works and tying them to a diverse range of products and services, I want to shape a future in which *Gundam* fans around the world feel joy in the fandom.



Koji Tezuka
Executive Officer
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

Our IP axis strategy has continued to evolve. Today, I think we are presented with an unprecedented opportunity to unite the entire Group. By linking various products and services through visual works, we will provide fans around the world with opportunities to discuss their passions with other fans. Everyone is pooling their strengths to make this vision a reality.



#03

Moving Toward the 50th Anniversary of the Gundam Series

Expanding Global Gundam Touchpoints Through the GUNDAM Official Website and GUNDAM Channel

Profile

Kenichiro Ikeuchi

General Manager
Promotion Department
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

GUNDAM
gundam-official.com

Communicating Timely Information to Fans Worldwide

The Promotion Department is working to grow the *Gundam* fan base via new promotional and other activities. An important part of these efforts will be the communication of information through the GUNDAM Official Website and GUNDAM Channel.

In October 2025, the prior official GUNDAM.INFO site was reworked to create the GUNDAM Official Website. The redesigned website was created based on our strong desire to provide *Gundam* fans around the world with accurate and timely information.

Previously, the Group framework for supplying *Gundam*-related information was divided into Japanese and overseas communication branches. However, we are currently in an era when works, products, services, and events become topics of interest at the same time even in differing countries and regions. For this reason, we recognize the importance of eliminating, to the greatest degree possible, disparities between the content and timing of information provision between Japan and regions such as North America, Europe, and the rest of Asia to deliver information with the same degree of passion to fans around the world.

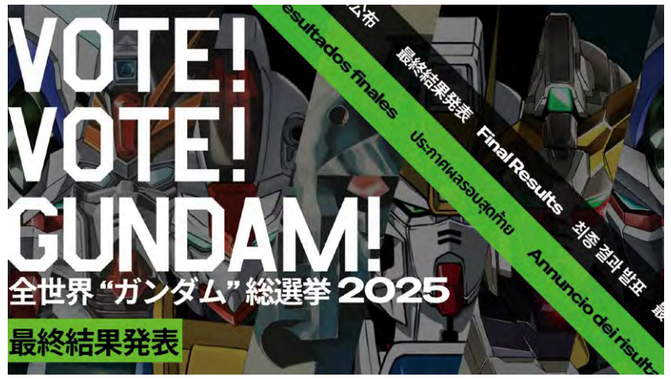
In conjunction with the launch of the redesigned GUNDAM Official Website, Bandai Namco Filmworks Inc. transitioned to an integrated framework for managing information distribution both in Japan and overseas. Moreover, coordination is being practiced with Group companies in the pertinent regions to support the swift and accurate supply of information.

Recognition of the *Gundam* series is constantly rising overseas, and the series has thus come to be enjoyed by a wide range of fans. We therefore recognize that we have an important mission to provide official information in a timely manner through an online platform that can be accessed with peace of mind by fans around the world.

Evolving a News Site to a *Gundam* Series Portal

The most noteworthy characteristic of the new GUNDAM Official Website is how it has evolved from the prior GUNDAM.INFO, which was primarily a news site, to become a portal site for the *Gundam* series. The GUNDAM Official Website now functions as a hub offering easy access to a wealth of information pertaining to topics such as visual and other works, products, services, and events. The official sites for specific *Gundam* works are also integrated into the GUNDAM Official Website to provide fans with easy access to the information they seek. In designing the website, we sought to maintain the access to news and information on works that fans of GUNDAM.INFO had become familiar with while improving its searchability and visibility.

GUNDAM Channel



Building a Community Together with Fans

In addition to providing information, we seek to build a community in which fans could participate. One example of these efforts can be seen in the Worldwide *Gundam* General Election that was organized in conjunction with the site's opening. By allowing fans to vote once per day and including the option to post one's vote on social media, this event sparked exchanges and interactions between existing fans and forged touchpoints with new fans.

The results of the election revealed incredibly strong support for *Gundam* works ranging from the newest releases to the older classics, reminding us of the appeal this IP has fostered throughout its long history. At the same time, the large portion of votes that came from within Japan cast light on how, while *Gundam* is gaining attention around the world, the levels of recognition still vary by region. There is thus a need for us to further increase the global recognition of this IP. Going forward, we will continue to plan such events encouraging active participation by fans to grow the GUNDAM Official Website into a focal point for the fan community.

Communicating the *Gundam* Series to Future Fans Worldwide Through Videos and Information

The GUNDAM Channel is a source of *Gundam* videos, making it an important pillar of information distribution alongside the GUNDAM Official Website. In Japan, the GUNDAM Channel supplies promotional videos, product introductions, special programs, anniversary events, and other original content. Overseas, it is a source for the streaming of *Gundam* works designed to provide opportunities for overseas fans to become more familiar with the series. While the GUNDAM Official Website is a hub for official information, the GUNDAM Channel is a venue for communicating the appeal of *Gundam* works, products, and events through videos.

The GUNDAM Official Website is currently available in 10 languages. We plan to increase the accuracy of the translations for the supported languages while improving how the website is operated in order to provide the information released in Japan to fans worldwide swifter and more accurately. We are also developing multilingual support for video content produced in Japan to better communicate the appeal of the *Gundam* series to fans across the globe.

We want the GUNDAM Official Website and the GUNDAM Channel to be the first thing one finds when they look up the word "*Gundam*." Accomplishing this goal will require us to do more than just compile the necessary information; we must provide new discoveries, ways to connect with other fans, and experiences that help fans better enjoy the *Gundam* world. Looking ahead, we will continue our efforts to form connections with fans around the world while communicating the latest appeal of *Gundam* through the GUNDAM Official Website and the GUNDAM Channel.





#04

Moving Toward the 50th Anniversary of the Gundam Series

Unveiling New Possibilities for SD Gundam G Generation ETERNAL

Contributing to the *Gundam* IP

SD Gundam G Generation ETERNAL, released in April 2026, is a mobile app game loved by fans worldwide that has been playing an important role as a new gateway through which people can become fans of the *Gundam* IP. Download numbers have steadily grown since the start of service, and this game posted first-month sales that were among the highest seen for any *Gundam* IP mobile app game released thus far. In July, 2026, the number of downloads had exceeded nine million, greatly surpassing our prior expectations.

More than the success of this game, the development team was impressed by the strong contributions that *SD Gundam G Generation ETERNAL* has made to the *Gundam* IP.

Evolving the Appeal of the *SD Gundam G Generation* Series for Smartphones

The *SD Gundam G Generation* series traces its roots back to a home console game released in 1998, and there have been more than 20 entries into this popular series to date. Allowing users to experience the stories of the respective *Gundam* works while also enjoying original plot beats introduced for each game, the *SD Gundam G Generation* series assembles characters and units from various works from throughout the history of the *Gundam* series. One of the unique appeals of the *SD Gundam G Generation* series is how it allows players the option to form their own personal squad using their favorite characters and units.

SD Gundam G Generation ETERNAL takes this appeal and evolves how it is expressed to offer a more easily accessible experience via smartphone. Now, fans are able to connect with the world of *Gundam* anywhere and at any time so long as they have their smartphone. Game progression has adopted a simple-to-understand, phased approach, and other techniques have been used to ensure that this title can be enjoyed by long-time series fans as well as by *Gundam* lovers for whom this is the first time experiencing the *SD Gundam G Generation* series.

Furthermore, we sought to make *SD Gundam G Generation ETERNAL* feel like an interactive *Gundam* encyclopedia. Given its long history and countless entries, every fan has a different entry point into the *Gundam* series. *SD Gundam G Generation ETERNAL* gives fans the opportunity to encounter various *Gundam* works, characters, and units. This title therefore has the potential to spark users' interest in *Gundam* works they might not have been aware of previously, which can then inspire them to seek out and enjoy new visual works and other *Gundam* products.

Increasing Value Through Connection with the *Gundam* Series

Another major characteristic of *SD Gundam G Generation ETERNAL* is how it is connected to the entirety of the *Gundam* series. For example, this service was launched in conjunction with the start of the television broadcast and online streaming of *Mobile Suit Gundam GQuuuuuuX*, a move that generated substantial synergies driving up interest in the entire *Gundam* series. The process through which we arrived at this idea that ignited passion for the *Gundam* series on a Groupwide basis was a natural product of the Groupwide information sharing and coordination that is practiced on a daily basis.

We also connected *SD Gundam G Generation ETERNAL* to the theatrical film *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe* with a special in-game scenario with a story tied to the story of the film. This connection helped heighten interest in and understanding for our *Gundam* visual works. We will continue to practice Groupwide coordination with regard to video games, visual works, and other products to enhance the value of the *Gundam* IP. *SD Gundam G Generation ETERNAL* will have an important role to play in these efforts.

Developing the Future of *SD Gundam G Generation ETERNAL* Together with Fans Worldwide

SD Gundam G Generation ETERNAL also made a massive impact overseas, topping sales ranking charts. We have been expanding the range of ways through which we can connect with fans worldwide through this title via multilingual live broadcasts and exhibitions at overseas events. The *Gundam* works that are popular, and the way these works are enjoyed, can vary by region. Nevertheless, we aspire to build trust with each market we serve through open communication to demonstrate that we are engaging with users in an earnest manner.

Even prior to the release of *SD Gundam G Generation ETERNAL*, we earnestly communicated through live broadcasts and other information provision methods what elements were inherited from prior series entries, what was changed, and why these decisions were made. This continued after the game's release through regular live broadcasts to announce the addition of new titles into the lineup and the introduction of other features as part of providing a live service. We have also been collecting input from users worldwide through in-game surveys. Recognizing that ongoing feedback collection is important, we use the input gained in this manner to facilitate continuous improvements and new measures. In this manner, we continue to emphasize our stance toward developing the future of *SD Gundam G Generation ETERNAL* together with fans.

We want to ensure that current fans of *SD Gundam G Generation ETERNAL* can continue to enjoy this game long into the future while also making new users aware of the game and inspiring them to pick it up. Visual works, other products, and events will be used as a gateway to introduce people to this game in order to deepen their love for the *Gundam* series and communicate the appeal of the series to fans worldwide.

Examples of works featured on the main stage





GGENERATION SERIES HISTORY

[WEB]

History of the Series (Selected Highlights)

1998
The first installment in the series: *SD Gundam G Generation* (PlayStation®)



2000
SD Gundam G Generation-F (PlayStation®)



2002
The first PC title in the series: *SD Gundam G Generation DA* (Windows 98SE / Me / 2000 / XP)



2003
SD Gundam G Generation ADVANCE (Game Boy Advance): The Series' First Title for a Handheld Console



2019
SD Gundam G Generation CROSSRAYS (PlayStation®4 / Nintendo Switch™ / STEAM®)



PROFILE & MESSAGE



Shogo Kojima
Assistant Manager
Team 2, Production Department 2
NE Business Division
Bandai Namco Entertainment Inc.

I am so grateful for the passion of our fan base. I want to devote the same level of passion to my work while sharing the perspectives of fans so that I can help create something that will continue to live up to their expectations.



Ryoichi Shijo
Assistant Manager
Team 2, Production Department 2
NE Business Division
Bandai Namco Entertainment Inc.

I am committed to constantly engaging with fans and to developing offerings that surpass their expectations. With this commitment, I hope to make *SD Gundam G Generation ETERNAL* a title that will continue to be loved by fans around the world long into the future.



#05

From a Showcase Factory to the Next Stage of Model Kit Manufacturing

Profile

Shoki Sano

Assistant Manager
Production Strategy Team
Hobby Creation Department
Hobby Products Division
BANDAI SPIRITS CO., LTD.

Expanding Production Capacity and Striving to Become a Beloved Factory

The Bandai Hobby Center's new factory in Shizuoka Prefecture, the BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII), was established to meet growing demand for model kit. Since commencing full-scale operations in August 2026, the production facility has not only expanded model kit production capacity but also serves as a showcase factory that communicates the appeal of *Monozukuri* (craftsmanship).

The construction of BHCPDII was driven by growing demand for plastic model kits, centered on "Gunpla". In particular, the Group's proprietary multicolor molding machines required significant new investment to further expand production capacity. Meanwhile, labor shortages have become a major issue across the entire manufacturing industry. For this reason, BHCPDII was designed to not only increase production volumes but also deepen public understanding of the manufacturing industry by helping more people experience the appeal of *Monozukuri*. BHCPDII was also created with the goal of providing an environment where employees (Plamo Designers) can work with a sense of pride and belonging while becoming a beloved factory that is cherished by local residents and model kit fans alike.

Promoting All-in-One Production and Evolving Automation

What sets this facility apart is its all-in-one production system, in which molding, bagging, packaging, and shipping are all carried out within a single building. Previously, molded parts were transported to another site for packaging and then moved again to a distribution warehouse after packaging was completed. At BHCPDII, we have reduced these intermediate transportation and storage steps, thereby helping to shorten production lead times. By managing the entire process, from raw material procurement through to the completion of finished products, within a unified system, we can handle production adjustments and process changes more efficiently on-site, which in turn allows for products to reach fans more quickly. In addition, by reducing the movement of materials and products, we have significantly lowered the environmental impact associated with transportation.

We have also made major progress with automation and labor-saving initiatives. In addition to automated warehouses, BHCPDII utilizes automated guided vehicles (AGVs), automated transport systems, and overhead conveyor carriers to reduce the need for workers to handle heavy loads or perform repetitive transport tasks. However, this does not mean that every process is automated. Human experience and finely tuned judgment remain indispensable in ways that cannot be quantified, including making the final decisions on design and form, performing mold finishing, understanding the subtle characteristics of individual molding machines, and recognizing variations caused by daily changes in temperature and humidity. In particular, mold making and molding processes aimed at achieving beautifully defined forms require a high level of expertise. This uncompromising commitment to detail is how we maintain our high "hobby center quality" to meet fan expectations. By expanding the range of tasks that can be handled by robots and automated systems at BHCPDII, we aim to create a factory where people can focus on highly specialized work.

Optimizing Our Production Structure in Japan and Overseas

As we expand production capacity going forward, we will further refine the division of roles across our production sites by leveraging the strengths of each location, with Shizuoka serving as the central hub alongside facilities in the Kanto and Kansai regions and overseas. Shizuoka serves as the center of our *Monozukuri* activities for producing core products, communicating knowledge on manufacturing technologies, and cultivating talent. At our Kanto facility, we are establishing a production framework capable of manufacturing large-sized products by leveraging the facility's ample space. In Kansai, we plan on commencing operations at a new production site in November 2026, which will help improve the efficiency of international logistics through access to the ports of Osaka and Kobe. By optimizing which products are manufactured at each production site, we aim to reduce intermediate transportation and production bottlenecks, thereby strengthening our overall supply capacity.

For overseas production, we are focusing on striking a balance between our Japanese and overseas production activities. At the same time, Bandai Spirits Co., Ltd., remains committed to the concept of "Made in Japan" for its hobby products. By preserving and continually refining our advanced mold-making and molding technologies while selecting the most appropriate production locations based on product characteristics and regional demand, we aim to deliver "hobby center quality" and enhance our supply capacity.

Striving to be a Showcase Factory That Connects Fans with the Future

As a company engaged in *Monozukuri*, we will continue our efforts to deliver products well into the future in order to meet the expectations of our fans. Production capacity is not something that can be established the moment it is needed. That is why it is essential to invest years in advance in facilities, production sites, and talent development so that we can create touchpoints with future users.

BHCPDII also features an attached museum. Visitors to the museum can not only observe the model kit production process but also enjoy an up-close experience with *Monozukuri* through design workshops and other interactive activities. With the addition of this museum, our goal is to create a factory that inspires fans and young people to take an interest in *Monozukuri* and instills in them a desire to work there someday. Going forward, we will further strengthen our ability to ensure a stable supply of products while enhancing the value provided by the museum experience. Through these efforts, we aspire to remain a factory that can deliver high-quality model kits to our eager fans more quickly as well as one that can communicate the fun and profound appeal of *Monozukuri* to people around the world.

BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE



The exterior of BHCPDII



Molding experience at the BHCPDII MUSEUM



Ceiling-mounted conveyor carts



We place great importance on the health, well-being, and comfort of our employees. That is why we pay close attention not only to the air conditioning and lighting in our factories, but also to details such as the colors of our equipment and machinery and the design of our uniforms.



BANDAI TABLETOP GAMES

Connecting the Joy of Building with the Joy of Playing to Create New Tabletop Fan Experiences

Profile

Fumihiro Muto

Manager
Table Top Game Team
Hobby Marketing Department
Hobby Products Division
BANDAI SPIRITS CO., LTD.

BANDAI TABLETOP GAMES

Leveraging Technology Cultivated in the model kit Business to Provide New Hobbies

Bandai Spirits Co., Ltd., is launching BANDAI TABLETOP GAMES as a new endeavor that combines the joy of building that it has cultivated through its model kit business with the joy of playing.

Our entry into the tabletop game market stems from ongoing efforts to further enhance the value of model kits. Up to this point, we have provided enjoyment in the form of building, painting, collecting, and sharing model kits. By adding the experience of battling with assembled models with friends at the same table, we aim to foster deeper and longer lasting engagement with fans. In an era of growing digitalization, the value of analog games that are played in-person is increasing. We believe BANDAI TABLETOP GAMES holds great potential to serve as a touchpoint connecting new fans and existing fans, thus contributing to the maximization of IP value.

Serving Distinct Roles: *GUNDAM ASSEMBLE* and *PLAKORO*

GUNDAM ASSEMBLE, scheduled for release in October 2026, is a product designed with an awareness of the miniature board game market, which has deep roots in Europe and North America. In these regions, there is a culture of enjoying competitive games with miniature figures both in stores and at home, with players of all ages gathering with friends to play. In its entry into this market, Bandai Spirits, is combining the powerful *Gundam* IP with the modeling techniques, quality, and collectability know-how it has cultivated through its *Gundam* model kits.

The key features of *GUNDAM ASSEMBLE* are its meticulous approach to miniature modeling, its story elements linked to works from the *Gundam* series, and its accessible game design that makes it easy to enjoy. Another distinguishing feature is that development is being carried out for a simultaneous Japanese- and English-language release in Asia (including Japan), Europe, and North America, with the support of North American game designers. We will target miniature game fans in Europe and North America and *Gundam* and *Gundam* model kit fans in Japan and other Asian countries, expanding our fan base through region-specific entry points.

Meanwhile, *PLAKORO*, which launched in July 2026, is designed to be even more accessible for beginners. It is a reimagining of a product launched approximately 30 years ago, redesigned for today's elementary school-aged children as well as parents who played the original game. In the past, players faced difficulties in finding opponents and



convenient places to play, and battles could be slow to reach a conclusion. For this new version, however, the game has been refined to allow for fast-paced, engaging battles. Since launch, *PLAKORO* has garnered a strong positive response as a game that can be enjoyed across generations by both children and parents, and sales have gotten off to a strong start. While we are currently focusing on rolling out the product in Japan and other Asian countries, we are also considering the possibility of expansion into other regions in the future.

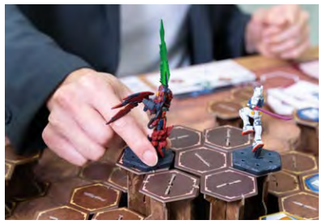
Cultivating Communities and Creating New Touchpoints with Fans

The top priority of BANDAI TABLETOP GAMES is to establish environments conducive to play and create player communities. While we had long considered the idea of entering the tabletop game market, building play spaces and communities on a global scale posed a significant challenge. In preparation for entry into the market, we spent considerable time building a sustainable play environment, including establishing an authorized retailer system, holding in-store hands-on demonstrations, meetups, and tournaments, and developing digital infrastructure such as event registration and matching systems. Through regular events at authorized retailers, beginner workshops, and settings where players can teach one another, we will support the growth of communities where fans naturally connect.

We also place emphasis on ensuring a continuous rollout of products. For *GUNDAM ASSEMBLE*, we plan to release new products every month, expanding the range of unit formations and strategies. Furthermore, we will actively target not only people who play games but also those who enjoy painting and collecting. By offering multiple ways to enjoy the product—playing, building, painting, and collecting—we aim to create an entry point into the *Gundam* series and continue to maximize the value of *Gundam*.

As for *PLAKORO*, we plan to continually add new Pokémon to the lineup while emphasizing expandability and diverse combinations of game elements so players can pursue the creation of their own powerful combinations and strategies. We will also introduce new mechanics that alter battle strategies, establishing a cycle that allows players to always enjoy the game in a fresh environment.

As part of BANDAI TABLETOP GAMES, Bandai Spirits will combine the joy of building and playing that it has offered up to this point with the joy of playing with friends in-person, thereby creating a new culture of gaming. Through BANDAI TABLETOP GAMES, we seek to create spaces that connect us with fans, and fans with one another.



GUNDAM ASSEMBLE



PLAKORO





#07

Enhancing the Value of the Tamagotchi Series as It Celebrates Its 30th Anniversary

Tamagotchi Around the World: The 30th Anniversary Paving the Way for a New Future for the IP

Continuing to Be Loved by Fans of All Generations

The *Tamagotchi* series, which celebrates its 30th anniversary in 2026, was launched on November 23, 1996, in the form of an egg-shaped device with an LCD screen and three buttons through which users could nurture a digital pet. It has since transcended toys and grown into an IP that spans a wide range of products and services with business domains that have expanded through out-licensing to external partners. In recent years, the generation that played with the *Tamagotchi* as children has become parents who now enjoy it together with their own children. This cross-generational sharing of memories and experiences stands as one of the IP's unique strengths. Furthermore, the generation that grew up watching the *Tamagotchi* animated television series, which began airing in 2009, is now in their 20s, and a trend of enjoying the IP as collection and fashion items is growing among them, driven by nostalgia for the culture of that era.

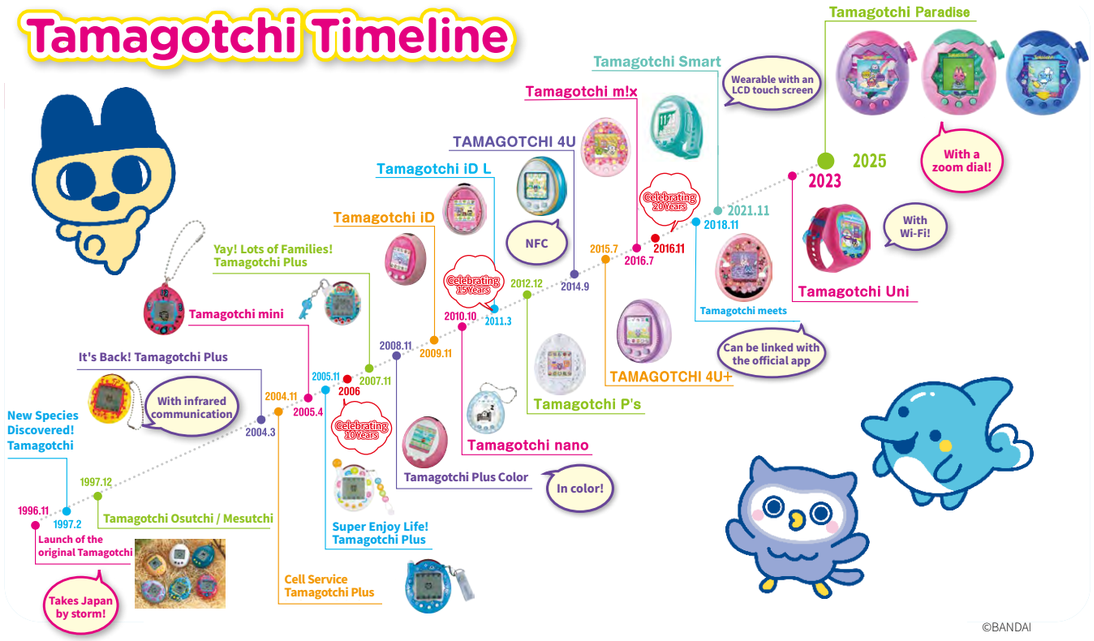


Combining Timeless Appeal with Ongoing Evolution

The reason the *Tamagotchi* has been loved for so long lies in its balance between an unchanging core and evolution in step with the times. The egg-shaped form, three control buttons, and joy of nurturing represent the essence of the toy and have remained unchanged since the original model. We believe the desire to touch, nurture, and cherish a "living" creature is universal, and the appeal of such actions transcends national borders and generations. At the same time, the *Tamagotchi* has continued to evolve by incorporating the technologies of each era, including infrared communication, color LCD screens, and Wi-Fi connectivity. The *Tamagotchi* series is not defined by cuteness alone; characters can fall ill or even die if not properly cared for, and some are rather quirky. This "charmingly rough around the edges" aspect of the series subverts expectations in a positive way and is what makes it distinctive.

At the same time, the *Tamagotchi* series' history has not been solely one of success. We have experienced inventory issues resulting from oversupply. Drawing on lessons learned from that experience, we established the Chief Tamagotchi Officer (CTO) System when relaunching the series, creating a structure in which sales, planning and development, licensing, and overseas teams share information and apply market feedback to product planning, production, and promotion. To this day, we continue to coordinate our efforts for devices, games and other related products, amusement facilities, events, and in-store initiatives through Groupwide information-sharing meetings.

This structure has enabled us to implement initiatives while maintaining a consistent direction for the IP as a whole, rather than having each business operate independently. The ability to flexibly respond to changes in the market environment serves as our foundation for supporting long-term IP management.



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Rolling Out Multifaceted Initiatives for the 30th Anniversary

Various initiatives are currently underway for the *Tamagotchi* series' 30th anniversary, including events and exhibitions in Harajuku and Shibuya—locations regarded as epicenters of the *Tamagotchi* series boom—in Tokyo, new product announcements, Bandai Namco Cross Store initiatives, and NAMJATOWN attractions. For home console games, the *Tamagotchi Connection: Corner Shop* series (P.65) has become a new entry point, generating opportunities to reach fan bases distinct from those of the toy line. In terms of product development, we are expanding entry points into the IP while clarifying the role of each product. For instance, *Tamagotchi Paradise* is a flagship product for children, *Original Tamagotchi* provides additional appeal as a fashion item, and *Tamagotchi nano* creates new fan touchpoints through collaboration with other IPs.

As such, the *Tamagotchi* IP is not confined solely to toys. Rather, it has expanded the areas in which it can play a role as an IP that individuals can enjoy in their daily lives at their preferred level of engagement, whether worn as a fashion statement, played with as a device, or experienced through events.

Accelerating Global Expansion and Expanding IP Value Through Out-Licensing

The global expansion of the *Tamagotchi* series is also accelerating significantly. Enthusiasm is currently rising in Asia, particularly in South Korea, while large-scale





#07

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projects are increasing in North America. In North America, nostalgia for the original *Tamagotchi* of the 1990s serves as an entry point, while in Asia, Japanese culture, K-pop, and social media trends are driving expansion. Since the popularity of characters and preferred styles of expression vary by region, we work with local business partners to flexibly localize offerings while preserving the core essence of the *Tamagotchi* series. In addition to our key markets of North America and inland China, opportunities are expanding outside of Japan across the rest of Asia, Europe, and Central and South America.

Furthermore, out-licensing is an important means of enhancing IP value. Beyond revenue, we emphasize compatibility with the *Tamagotchi* series' world and its concept of taking care of something and the potential for global expansion. With the support of external partners, we apply the IP across categories such as fashion, cosmetics, luxury brands, and other merchandise, as well as artist collaborations. Collaboration with external partners is not merely about expanding product categories, but also about creating touchpoints with and broadening perceptions of those unfamiliar with the IP.

Looking Toward the Next 30 Years

What we want to prioritize going forward is, above all, engagement with children. While the growing fan bases of parents, those in their 20s and 30s, and overseas audiences represent a major driving force, it is today's children who will shape the next 30 years. Rather than relying solely on nostalgia, we will continue pursuing new technologies, new forms of presentation, and new experiences.

Furthermore, the *Tamagotchi* series being an in-house IP of the Bandai Namco Group is a major strength that allows us to pursue new challenges with a high degree of freedom. We can cultivate the series' potential by connecting various categories inside and outside the Group, including toys, games, theme parks, official shops, and licensing.

The 30th anniversary is not a finish line, but a milestone on the path toward the next 30 years. We will continue expanding the *Tamagotchi* series' potential and nurturing it diligently to become an IP beloved by fans around the world.



Profile & Message



Taro Tsuji
Chief Tamagotchi Officer (CTO)
Managing Director
BANDAI CO., LTD.

With gratitude toward our predecessors who created the *Tamagotchi* series 30 years ago and nurtured it into what it has become today, we must keep exploring what we ourselves can do over the next 30 years. We will continue taking on new challenges and adjusting course if we encounter setbacks as we cultivate the *Tamagotchi* series into a flagship IP of the Group.



Mikiko Hashimoto
Chief
Licensing Team
Media Department
BANDAI CO., LTD.

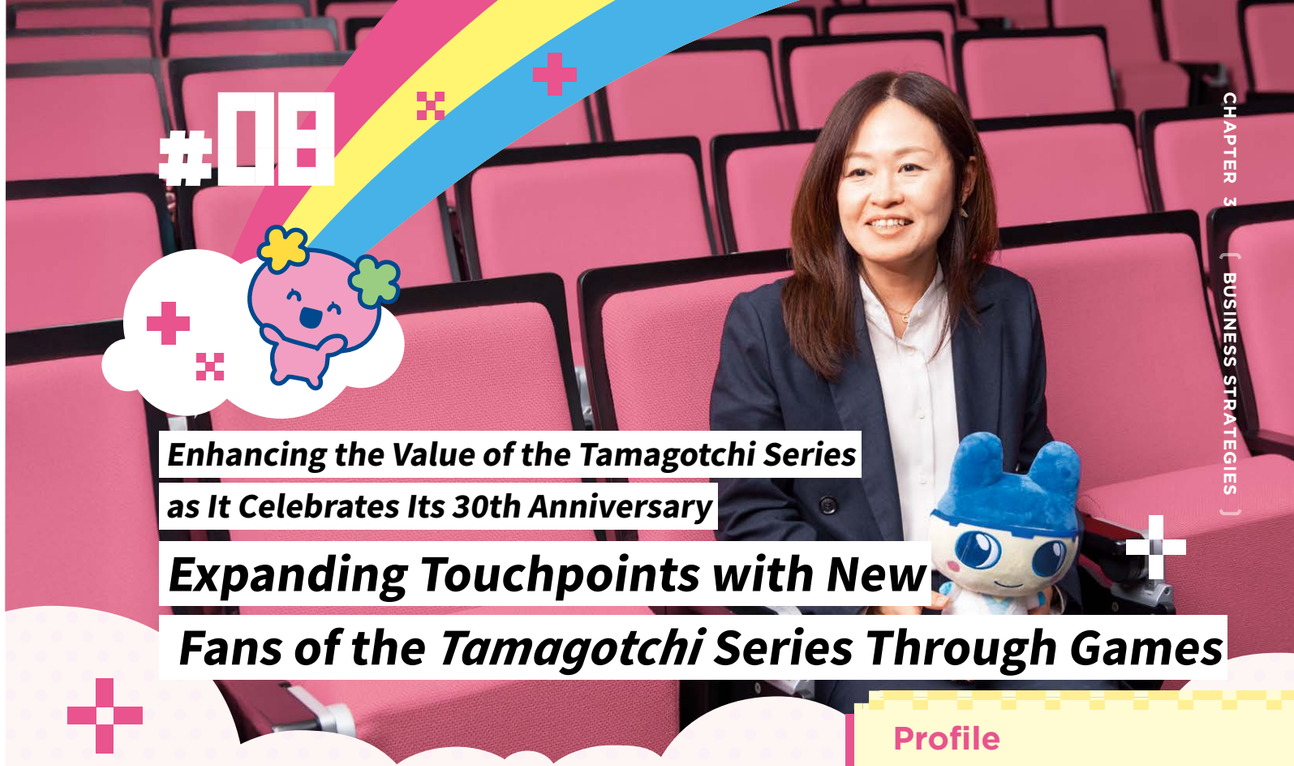
The excitement building around the *Tamagotchi* series' 30th anniversary has been generated through close collaboration within the Group as well as cooperation with partners around the world. To continue generating momentum beyond the 30th anniversary, now is truly the time to give it our all. We will continue to take on various challenges without fear of failure as we strive to open up new possibilities for the *Tamagotchi* series.



Yoko Shichiri
Chief
Licensing Team
Media Department
BANDAI CO., LTD.

While we have already seen significant momentum, particularly in Asia and North America, the *Tamagotchi* series' potential remains vast. While valuing the perspectives and cultures of local fans, we hope to continue and expand our efforts to make the series better known and more beloved around the world.

#08



Enhancing the Value of the Tamagotchi Series as It Celebrates Its 30th Anniversary

Expanding Touchpoints with New Fans of the Tamagotchi Series Through Games

Profile

Sanae Honma
Producer of the Tamagotchi Connection: Corner Shop Series
Assistant Manager
Production Team 2
IP & Content Production
AE Business Division
Bandai Namco Entertainment Inc.

Looking Back on *Tamagotchi Plaza*, the Latest Title of the *Tamagotchi Connection: Corner Shop* Series, Returning After Eight Years

The home console game *Tamagotchi Plaza* surpassed cumulative worldwide sales of 700,000 units in its first year, generating a response that exceeded our initial expectations. Since its first title launched in 2005, the *Tamagotchi Connection: Corner Shop* series has leveraged the medium of video games to develop a unique appeal, including the fun of pretending to run a shop, voices characteristic of *Tamagotchi* characters, and slightly surreal dialogue. In this latest title as well, we have preserved that distinctive *Tamagotchi Connection: Corner Shop* feel while evolving certain elements to fit the current gaming environment, including the implementation of 3D visuals and compatibility with *Nintendo Switch 2* controls.

As the main customer base consists of fans in their 20s who played the series in the past, in addition to nostalgic elements, we incorporated types of shops that would resonate with these fans now that they are adults to provide them with a fresh sense of fun. To encourage long-term engagement following the game's launch, we have been focusing on ongoing information-sharing efforts on our official social media channels and engaging in active communication informed by fan feedback. We have also been continuously providing free updates, such as new shops and new forms of gameplay, which have been well received by players. We are continuing our efforts to devise new features that enable players to enjoy the game longer and more deeply.

Expanding the Value of the *Tamagotchi* IP Through Entry Points Beyond Toys

A major source of value for *Tamagotchi Plaza* is that it serves as a new entry point to the *Tamagotchi* IP. It has served to spark interest in the *Tamagotchi* series, and through its linkage with the *Tamagotchi Uni* toy, it has encouraged engagement across multiple touchpoints, including games, toys, merchandise, and events. We consider it ideal for the expansion of the *Tamagotchi* IP that the existing toy fan base and game fan base do not overlap excessively, and that toys and games expand the value of the IP as a whole through their own distinct entry points.

The *Tamagotchi* IP still holds a wide range of possibilities. We will continue to nurture the *Tamagotchi Connection: Corner Shop* series as an important entry point that expands the *Tamagotchi* IP's future, refining the enjoyment that only games can deliver and creating opportunities for new fans to encounter the IP.







#09

Bringing Japan's lottery culture to the world:

Ichibankuji Pioneers a New Entertainment Experience with Fans

The Origins of *Ichibankuji* and the Factors Behind Its Strong Performance

Ichibankuji was launched in 1996 as part of efforts to further expand the prize business. It began as a lottery-ticket-based sales model in which customers drew triangular tickets fluttering inside a wind-powered machine. Later, motivated by a desire to create a lottery format people could enjoy more easily in their daily lives, the system of drawing tickets from a box was established in 2003, when *Ichibankuji* was introduced at convenience stores—familiar touchpoints along customers' daily routes. This format subsequently spread throughout Japan. Another distinctive feature of *Ichibankuji* is that customers who draw the last ticket in a store receive a special Last One Prize.



Ichibankuji has continued to grow in performance through introduction at convenience stores, bookstores, and other outlets, and in recent years, a major turning point occurred during the COVID-19 pandemic. Amid restrictions on going outside, *Ichibankuji*, which allowed people to purchase character merchandise at nearby convenience stores, gained recognition among many as a form of entertainment, driving further growth. Furthermore, the growing mainstream popularity of *oshikatsu** brought in new fan bases.

* The practice of actively supporting one's favorite fictional character or individual in the entertainment industry

Planning Capabilities and IP Selection

One of the pillars supporting the strong performance of *Ichibankuji* is our data-driven planning capabilities. Through surveys conducted among customers when they use their ticket stub to apply to the Double Chance Campaign, we are able to collect data on fans in a near-real-time manner and reflect it in our planning, thus allowing us to more closely align IP merchandising with their needs.

In selecting IPs for *Ichibankuji*, it is important to identify not only the IPs trending at the moment but also those that will be at their peak a year later. Also, a unique strength of *Ichibankuji* is its ability to portray an IP's world through a lineup composed of multiple prizes spanning various categories, such as figures and stationery. When planning, we place great importance on a composition that feels true to the IP, designing the lineup so that a cohesive narrative flows from Prize A (the highest tier) all the way through to the Last One Prize.

Diversification of Sales Channels

Ichibankuji's sales channels have expanded from various retailers centered on convenience stores to include an online platform and official shops. Our *Ichibankuji Online* service recreates the in-store purchasing experience with near-total fidelity, from searching for a lottery box (to emulate searching for a store) to the sensation of peeling open a ticket and the Last One Prize system. In addition, our Ichibankuji Official Shops, launched in 2020, serve as hubs for information sharing and experiences. As of May 2026, the number of official shops in Japan has grown to 61. A positive cycle is emerging in which the official shops act as an entry point for new fans to discover the appeal of *Ichibankuji*, and those fans go on to make further purchases at existing outlets such as convenience stores.



Growth of the Female Fan Base and Pricing

While *Ichibankuji* once featured many IPs aimed at the male demographic, the gender ratio of customers has now shifted to nearly an even split between men and women. Amid the spread of *oshikatsu* culture and the proliferation of social media, we have continuously explored and pursued new endeavors in the areas of interest for women, such as artist-related IPs, IPs originating from social media, and corporate collaborations.

Pricing is another area of focus for expanding entry points for new customers, and we have priced our *Ichibankuji Chokotto* label lower than the standard *Ichibankuji* lineups. Furthermore, we plan to roll out approximately 100 *ICHIBAN CUBE* vending units across Japan starting in July 2026. These machines lower the psychological barrier of drawing tickets face-to-face and expand the options for how customers can purchase tickets by offering an easy-to-use LCD touch panel format. On the LCD screen, an animation recreates the experience of peeling open a ticket, preserving the essence of the "peeling" experience.

Fan Experiences Crafted Through the Ichibankuji Club

Ichibankuji's appeal goes beyond merely obtaining merchandise. Through features such as the store locator, which helps customers find retailers carrying their desired merchandise, and connections among fans, *Ichibankuji* delivers an end-to-end experience encompassing the joy of searching, drawing, and connecting with others. This combination of experiences creates value unique to *Ichibankuji*.



Overseas Expansion and Future Outlook

Ichibankuji has expanded beyond the Japanese market and is expanding its sales internationally, with a focus on Asia. Currently, Asia accounts for the largest share of overseas sales, and we are working to extend our reach into other regions. The core of our overseas expansion strategy is to establish official shops as flagship stores and, as in Japan, provide venues where customers can experience *Ichibankuji* firsthand, thereby increasing both brand awareness and sales. Going forward, we hope to bring Japan's lottery culture to the world through the unique experience that is *Ichibankuji*.

Profile & Message



Satoshi Sakasai
Manager
WEB-Promotion Team
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

I consider *Ichibankuji* to be a form of entertainment culture that is unique to Japan. I hope that, while raising brand awareness in Japan, we can create a flow in which international visitors to Japan enjoy *Ichibankuji* and then spread it overseas.



Noriko Hayashi
Manager
Product Planning Team 5
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

I am driven by a desire to better meet the needs of our customers. I hope to expand *Ichibankuji* into spaces that go beyond its current framework.



Takahiro Kawakami
Manager
Global Marketing Team
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

Driven by the simple desire to spread Japan's lottery culture throughout the world, we will continue our efforts to expand *Ichibankuji* globally.



#10

Shibuya LOVEZ, the Group's First Multipurpose Hall

Delivering New Live Entertainment Experiences from Shibuya, Where Passions Come Together

Profile

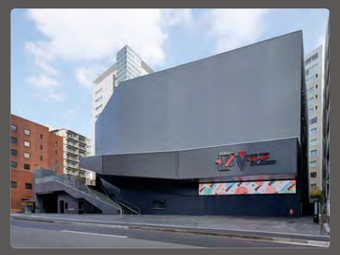
Kazunori Goka

President and CEO
Bandai Namco Base Inc.

Building New Fan Touchpoints Through a Prime Location and a Venue Design That Immerses and Connects Fans

Opened in June 2026, Shibuya LOVEZ is the first multipurpose hall owned by the Bandai Namco Group, with a capacity of approximately 2,000 people. The key features of Shibuya LOVEZ are its location in Shibuya, Tokyo, a hub where diverse people gather and new cultures and trends continue to emerge, as well as its roughly 2,000-person capacity, which can accommodate both standing and seated events. At a time when venues of this size are becoming increasingly scarce in central Tokyo, we received steady reservations, including bookings from external users, even before the facility opened. We have also seen encouraging utilization levels, including on weekdays.

The hall's most distinctive feature is how close the audience is to the stage. The venue is designed to enhance the immersion and spectacle of live music performances and create a sense of intimacy at theatrical productions, allowing audiences to see even the performers' facial expressions. When designing the venue, we emphasized ease of use for both organizers and performers, from the route between the loading area and the stage to the dressing rooms and parking facilities. The venue's design also draws on the expertise of Bandai Namco Music Live Inc., and it is expected to serve as an important foundation for the Group's live event business.





Expanding Group Collaborations and Enhancing Brand Value to Become One of Japan's Premier Live Entertainment Venues

Going forward, in addition to hosting live music and theatrical performances at Shibuya LOVEZ, we hope to use the venue to increase collaborations with other Group businesses, including esports, trading card game tournaments, and the Amusement Business. At the same time, we want Shibuya LOVEZ to serve as a venue for external artists and corporate events, with the goal of making it a location that comes to mind when people think of Shibuya. We also hope to contribute to the careers of emerging artists who begin their journeys at Shibuya LOVEZ and go on to perform on the world stage.

The name "Shibuya LOVEZ" reflects our desire to support people's passions and to help create a future in which those passions are celebrated and valued. From Shibuya, we will deliver a diverse range of entertainment experiences and create a place where not only fans can connect but also "like" becomes "love." In this way, we aim to make Shibuya LOVEZ one of Japan's leading live entertainment venues, chosen by artists and performers as the place where they want to perform.



#11

Bandai Namco Music Frontier

Redefining Music Assets to Expand IP Value Through Music Initiatives

Profile

Koji Fujiwara

President and CEO
Bandai Namco Music Frontier Inc.

Building a Groupwide Framework to Advance the Music Business

Bandai Namco Music Frontier Inc. was established in April 2026 with the aim of leveraging the Group's music assets not only through rights management but also as a source of new business value. The Bandai Namco Group currently possesses an extensive catalog of registered music assets. Until now, rights management has primarily focused on responding to requests for use. Going forward, however, we aim to proactively promote our music catalog worldwide, cultivating the music itself as a new touchpoint with fans. At the same time, rather than taking a one-size-fits-all approach, we also place importance on establishing an optimal management structure in consultation with each Unit, taking into account the business pace of each IP and the characteristics of its music.

A driving force of this effort is the cross-organizational initiative Project Resonance. As part of this project, representatives from each business Unit participate, sharing information on their respective business activities and IP development initiatives while examining methods for integrating music into said efforts. The music business does not create value in isolation. Rather, its value is enhanced through collaborations with other Group businesses. Through Project Resonance, we will strengthen collaborations among the Group's business Units and accelerate the Groupwide use of music assets in an agile fashion.

Expanding Touchpoints with Fans Around the World Through Music

At Bandai Namco Music Frontier, we are focusing on maximizing the value of IPs through music by promoting a three-pronged approach involving music production, live events, and music publishing across a wide range of fan touchpoints. This includes the utilization of music in conjunction with anniversary projects and overseas rollouts of IPs as well as the reimagining of past songs. The value of music increases over the medium to long term not through one-off revenue, but by expanding opportunities for people around the world to listen to it. To this end, we are also working to establish rights management and royalty collection frameworks overseas.

One of Bandai Namco's major strengths is its diverse range of channels through which music can reach fans. Music plays a role in every touchpoint that connects us with fans, including visual works, games, toys, live events, and product promotions. Furthermore, the growth potential of the live event business has increased further through our strategic partnership with UDO ARTISTS Inc. and thanks to the opening of the multipurpose hall Shibuya LOVEZ (P.68). Looking ahead, we will work with artists and partners in Japan and around the world to create new forms of experiential value through music.

Music has the power to evoke memories of when you first encountered a work or an IP. By harnessing that power, Bandai Namco Music Frontier will not only reconnect with existing fans but also create opportunities to make new fans. By redefining the value of the music assets that reflect the Group's history, we will use music to expand an environment where fans around the world can remain fans for years to come.



#12

Official Experiential Value-Based Store THE★JOJO WORLD

Enhancing IP Value Through Experiences That Exceed Fan Expectations

PROFILE

Maiko Kuge

General Producer & Specialist
Customer Experience Retail Business Division
Bandai Namco Experience Inc.

THE★JOJO WORLD: A Dedicated Store Gaining Growing Support by Offering Experiential Value

Since 2021, JOJO WORLD has been held as a limited-time experiential value-based event, with a venue design, attractions, and minigames that immerse visitors in the world of *JoJo's Bizarre Adventure*. The event has earned enthusiastic support from fans, attracting a cumulative total of 500,000 visitors as of March 2026. Building on this support and the growing fan base, we opened THE★JOJO WORLD, the world's first dedicated experiential value-based official store, in Shibuya, Tokyo, in July 2025.

What sets the store apart is its aim of turning the experience of shopping itself into a "bizarre adventure." Visitors are able to explore the store and enjoy immersive experiences inspired by the world of the series. The dedicated store also offers exclusive products developed through collaborations among Group companies, including merchandise based on both the original manga and anime, *Ichibankuji* products, and capsule toys. By regularly refreshing our merchandise lineup and minigames, we create experiences that allow visitors to discover something new upon every visit. Combined with growth in new customer segments and expanding demand from inbound tourism, this effort has driven sales beyond expectations. THE★JOJO WORLD also serves as an entry point for new fans, thereby enhancing the value of the *JoJo* IP.

When selecting locations to open new stores, we prioritize areas popular for entertainment IP, giving consideration to both fans and the featured work in mind. In Japan, we plan to open a second store in Osaka in winter 2026. While the Tokyo location is themed around the heroes of *JoJo*, the Osaka location will be themed around its villains, encouraging fans to visit both locations.

Overseas, we have received accolades through limited-time stores and event exhibitions in North America. In addition, the global recognition of *JoJo's Bizarre Adventure* has continued to grow through anime streaming services. At Anime Expo 2026, we announced a North American cross-country pop-up tour inspired by the series. As a first step, we will focus on North America—a priority market where the Group already has an established presence. Beginning with experiential value-based events, we will assess demand and explore the potential for establishing stores in the region.

Enhancing the Value of IPs Through Experiential Value

Through THE★JOJO WORLD, we will continue delivering experiences that exceed fan expectations while expanding the official experiential value-based store model to a wider range of IPs and works. By deepening fans' attachment to a work through immersive experiences and encouraging them to revisit the original work, Bandai Namco Experience delivers unique value made possible through collaborations with rights holders. By continuing to deliver such experiential value, we aim to further enhance the value of IPs and works.



#13

Bandai Namco Cross Store

Expanding New Fan Experiences from a Place Where Fans and Passions Come Together

Profile

Suguru Ueda

General Manager
IP Retail Business Department
Customer Experience Retail Business Division
Bandai Namco Experience Inc.

Serving as a Place to Connect with Fans Through Experiences

Bandai Namco Cross Stores are more than just retail facilities. As the word "Cross" indicates, they are places where customers connect with products, with staff members, and with one another, placing emphasis on the value of observing, engaging, and experiencing. By bringing together in one location the strong customer-drawing power and stable earnings capacity of our amusement facilities with the brand appeal of Group company products, services, and IPs, we are creating opportunities to connect with new fans.

As of June 2026, we operate 13 Bandai Namco Cross Stores in Japan, two in the United Kingdom, and one in the United States. Backed by growth at existing stores and the addition of new ones, we are steadily expanding store operations around the world. Overseas, we have seen the intense passion for Japanese IPs displayed in such ways as the long lines that form when new stores open.

Expanding the Fan Base Through an Integrated Store Model

Rather than simply arranging products on shelves, we carefully design the customer journey around the route visitors take when moving through the facility and how each experience they have deepens their interest.

For example, we place crane games, GASHAPON, and other products featuring popular IPs near the entrance to capture customers' attention. We then guide them through the store, where they discover related products and events tied to the same IPs, ultimately leading them to immersive experiences that allow them to engage more deeply with the world of the IPs. Through this carefully designed customer journey, we offer experiences tailored to every level of fan engagement, from casual visitors to core fans.

We also regularly reorganize the Group's diverse products and services from the customer's perspective, presenting them in ways that create new value. By combining products in a manner that transcends departmental and category boundaries based on IP and usage scenarios, we create new discoveries and purchasing experiences.

Going forward, in addition to opening new stores in Japan, we will further accelerate overseas store expansions, particularly in the United States. Bandai Namco Cross Stores serve not only as an outlet through which the Group's products and services reach customers but also as an entry point for customers to become Bandai Namco fans. We aim to expand these locations and the store concept upon which they are founded around the world as we continue to promote the appeal of Bandai Namco through physical touchpoints.





#14



U.S. Card Business

Rapid Growth of BANDAI CARD GAMES in North America

Profile

Hikaru Minamikawa

Senior Vice President
Organized Play, BANDAI CARD Games
Bandai Namco Toys & Collectibles America Inc.

Expanding Our Presence in the Highly Competitive North American Trading Card Game Market

The North American trading card game market is highly competitive, with established card game series backed by storied histories continuing to command a strong presence. Against this backdrop, we entered this market with the launch of a *DRAGON BALL* card game in 2017. Since then, we have gradually expanded our lineup and, despite being a relatively late entrant, have steadily gained recognition and trust among players and retailers alike. In 2023, we launched BANDAI CARD GAMES as a unified brand and have since commenced global rollouts thereunder.

Our strengths lie in our appealing IPs, high-quality gameplay, and a portfolio that enables us to roll out multiple titles simultaneously. Among them, the *ONE PIECE CARD GAME* has become the flagship title within BANDAI CARD GAMES in North America, expanding the market while attracting younger generations of players. Since its launch in 2025, the *GUNDAM CARD GAME* has been growing steadily. Through synergies generated with the *GUNDAM ASSEMBLE* miniatures game and the tremendous participation of *Gundam* model-kit fans, it is serving as a new gateway to the *Gundam* IP.

Another key strength of our portfolio is the breadth of experiences it offers. *UNION ARENA* is designed to be easily accessible for casual IP fans, while titles such as *DRAGON BALL* and the *DIGIMON* CARD GAME continue to enjoy strong support among highly engaged fans. By offering titles with distinct appeal, we are able to create touchpoints with a broad range of users.

Focusing on Building Fan Communities to Drive Further Growth

In North America, we place particular emphasis on strengthening relationships with retailers and building player communities centered on local stores. Through regular in-store events, large-scale tournaments, and participation at major conventions, we continue to expand our fan base while creating opportunities for fans to connect and share their passion with one another. Among these initiatives, the annual BANDAI CARD GAMES Fest is especially important. By bringing together and hosting card game tournaments based on a variety of IPs at a single venue, the event gives fans opportunities to discover and experience titles beyond those that they typically play. One of the unique strengths of the U.S. Card Business is the ability to generate these kinds of synergies.

Our market presence in this region also allows us to gather insight that would be otherwise unattainable, and feedback from local retailers and fans often provides valuable ideas that can lead to our next stage of growth. By listening carefully to such feedback, we will continue to strengthen initiatives originating in North America. Looking ahead, we will continue taking on new challenges as we strive to earn the trust of fans, retailers, and business partners alike, with the goal of making BANDAI CARD GAMES the brand that comes to mind when fans think of card games.



ONE PIECE CARD GAME



GUNDAM CARD GAME

#15



China Toys and Hobby Business

Creating New Fan Touchpoints Through IPs Originating in Japan and China

Profile

Ryo Konishi

Manager
Original MD 2
Lotto & Original MD Department
Local Development Division
Bandai Namco Entertainment (Shanghai) Co., Ltd.

Promoting a "Local Production for Local Consumption" Strategy in China's Expanding Market

Inland China's entertainment market has experienced rapid growth in recent years, with the merchandise segment of said market alone estimated to exceed ¥5 trillion, centered on toys and hobby-related goods. Under these market conditions, the Bandai Namco Group has long enjoyed strong brand recognition in China. However, sustaining growth in this fast-evolving market requires the ability to develop and execute strategies that respond quickly to local market dynamics. To that end, we have placed a strong emphasis on our "local production for local consumption" business model, under which products are planned and developed locally for the Chinese market. As a result, the scale of our business has continued to expand year after year.

In particular, the Local Development Division, which I belong to, was established to plan, develop, and market products specifically for Inland China that are distinct from the brands developed by the Group's Toys and Hobby Business in Japan. In just a few years since this division was established, we have achieved significant business growth. While many of the IPs we roll out in the Chinese market originate in Japan and have garnered robust support from fans, we have also been expanding initiatives involving IPs created in China, which have become increasingly influential in recent years. Going forward, we will continue to engage in product development tailored to local market needs while leveraging the appeal of both Japan- and China-originated IPs.

Expanding the Scope of the "Local Production for Local Consumption" Business Model

In recent years, China's merchandise market has been driven by the popularity of closed box products, with products assorted items priced between 49 and 89 yuan becoming a mainstream category. At the same time, China's diverse regional markets require a broader range of product offerings and price points. Regarding such market conditions as a business opportunity, in the summer of 2026, we launched a new line of *Gundam* products at the much more accessible price point of 9.9 yuan, with the goal of significantly expanding the *Gundam* fan base across inland China. We believe that such initiatives are possible precisely because we maintain planning and product development capabilities on the ground in China.

I have found that fans in China are particularly enthusiastic about expressing their passions and sharing the things they love. By listening closely to their feedback through social media, events, and retail channels, we hope to create opportunities for even more people to discover and engage with IPs. Moving forward, we will continue to pursue efforts to expand the potential of both Japan- and China-originated IPs while delivering the appeal of Bandai Namco to fans throughout China.



Affordable *Gundam* products launched in summer 2026

DIALOGUE

Sustainability Initiatives



Expanding the Reach of Our Sustainability Both Inside and Outside the Group by Integrating Sustainability Initiatives into Our Value Creation Process

To realize sustainable value creation, the Bandai Namco Group must promote its business activities and sustainability activities as the two pillars. In this section, the Group's Chief Sustainability Officer (CSO) Noriko Fujita, who oversees Groupwide sustainability initiatives, joins the General Manager Matsuhashi of the Toys and Hobby Business and the Manager Matsumoto, who is responsible for promoting sustainability across the Group, to discuss current initiatives, the progress made to date, and key challenges for the future.

Driving Sustainability Activities and Business Activities as the Two Pillars of Our Value Creation Process

Fujita Awareness of sustainability has steadily grown within the Group thanks to the broad range of initiatives we have been promoting. These include not only employee training and awareness-raising events but also the Group's internal recognition program and the incorporation of sustainability perspectives into the officer remuneration system of the holding company. In particular, there has been an increase in initiatives that draw on the strengths and characteristics of our businesses. Sustainability initiatives are an integral part of the Group's value creation process. By advancing them in tandem with our businesses as they continue to grow, the initiatives themselves can remain sustainable. As CSO, I intend to draw on my business experience to not only formulate sustainability strategies and disclose performance data but also increase and expand sustainability activities that are uniquely Bandai Namco and lead to enhanced value.

Matsuhashi At Bandai Spirits Co., Ltd., I am in charge of operating the model kit business. The Gunpla Recycling Project, which started in 2021, has garnered a great deal of social attention as a pioneering initiative and has contributed to the enhancement of the *Gundam* brand. Going forward, as further differentiation becomes a key challenge for us, we will use the acquisition of SGS green mark certification as an opportunity to further develop the project, integrate it more closely with our business operations, and advance it to the next stage.

Matsumoto In Spring 2026, I transferred from a business company to the Sustainability Management Department of the Company. In my new position, I provide support to each Group company regarding legal compliance and information disclosure. While I grapple with new knowledge every day, I hope to engage with as many people as possible and gather information and opinions from the front lines. My personal impression is that, while awareness of sustainability issues has improved across the Group, there are still differences in terms of how employees personally relate to these issues based on the businesses in which they work.

Fujita It is true that the social issues each business deals with differ depending on the nature of that business, and it can thus be difficult for employees to relate to those issues personally. As sustainability becomes more widely recognized as an important issue for our businesses, I will draw on my experience to further strengthen its connection to business and corporate value. I will also expand sustainability efforts across the Group by promoting the sharing of best practices across business Units and supporting a deeper understanding of relevant issues. As I work to do so, I am personally paying close attention to the efforts of Mr. Matsuhashi and other members of the hobby products business, who are continuing to pursue new challenges.

Transitioning from Reducing Costs to Enhancing Added Value

Matsuhashi As we enter the next stage, we need to go beyond viewing sustainability as a cost and instead see it as a catalyst for generating business value and added value. At our production sites, we have been promoting a transition to in-house material recycling, starting with the elimination of processes such as resin sorting and re-pelletizing. One of the key challenges in this endeavor was achieving consistent quality. However, through trial and error, we were able to put in-house material recycling into practice by leveraging the technological expertise cultivated through *Gundam* model kit production and rethinking conventional assumptions about the risk of damage to molds and molding machines. Furthermore, the materials produced through our in-house recycling process are our lowest-cost materials, helping us reduce overall manufacturing costs. These efforts not only enhance our frontline technological capabilities but also demonstrate how sustainability can help evolve *Monozukuri* (craftsmanship).

Fujita When I visited the Bandai Hobby Center, I could feel how extremely positive the frontline personnel were toward their work and how they enjoyed taking on new challenges. Thanks to their efforts, I was able to gain various insights and ideas that can be applied to other business domains.

Matsuhashi In the future, going beyond simply reducing costs, we aim to explore the potential for enhancing added value in such ways as turning used plastics into higher-value products. If we can leverage plastic and resins not simply as materials but as products with their own background and story, we have the opportunity to create entirely new types of businesses. Sustainability should not be viewed as a sacrifice or burden. Instead, it should serve as the source of new ideas for delivering new entertainment to fans.

Matsumoto Rather than doing so as an obligation, we promote sustainability in a manner that aligns with our business strengths in order to create new value. I feel that this kind of approach draws on the unique nature of Bandai Namco.

Promoting Sustainable Activities Together with Fans

Fujita The diverse IPs and forms of entertainment the Group develops have the potential to serve as a major catalyst for changing the awareness and behavior of fans. Creating experiences that make fans think, "Before I knew it, I was involved," or "I gave it a try and really enjoyed it," is something uniquely Bandai Namco. Looking ahead, we will expand our unique sustainability activities around the world to connect the world with smiles.

Matsuhashi You are right. In addition to delivering a message to the world, IPs have tremendous potential. In addition, we have the *Monozukuri* expertise to bring virtually any idea to life. By drawing on these two strengths and engaging with stakeholders inside and outside the Group, we will turn our awareness of sustainability into highly innovative products. We will also work to strengthen connections between our manufacturing personnel and fans in unconventional ways, thereby expanding the scope of our sustainability activities.

Matsumoto I will continue to engage in close dialogues with Group employees in an effort to foster a shared understanding of the principles and values that underpin each initiative. When employees feel inspired by and relate closely to our corporate philosophy, this creates new momentum and helps us engage in more meaningful communication with our fans. In turn, this contributes to value creation that is uniquely Bandai Namco.



Noriko Fujita
Director
Chief Information Officer (CIO)
Chief Information Security Officer (CISO)
Chief Sustainability Officer (CSO)
Division General Manager of
Group Administrative Headquarters
Bandai Namco Holdings Inc.
President and CEO
Bandai Namco Business Arc Inc.



Yukio Matsuhashi
General Manager
Hobby Products Division Hobby Creation Department
BANDAI SPIRITS CO., LTD.



Yoshiko Matsumoto
Manager
Sustainability Management Team
Sustainability Management Department
Group Administrative Headquarters
Bandai Namco Holdings Inc.

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 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"



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.

SUSTAINABILITY

Sustainability Management

Our Purpose, “Fun for All into the Future,” has been positioned as the ultimate definition of the Group. Guided by this Purpose and in recognition of sustainability initiatives as a key element of our management strategies, we are promoting such activities on a Groupwide basis under the slogan of “Bringing Smiles into the Future.” In addition, we have formulated the Bandai Namco Group Sustainability Policy to create a future brimming with smiles together with our fans around the world.



Bandai Namco Group Sustainability Policy

At the Bandai Namco Group, we share dreams, fun, and inspiration through entertainment. We’re always innovating for a better world, where business, society, and sustainability thrive together. Our goal is clear: to bring joy to fans everywhere, while building a harmonious future for all.

For the promotion of sustainability initiatives, we have established the Group Sustainability Committee. Members include full-time directors of the Company and Presidents and Representative Directors of the Group's business management companies who are also serving concurrently as directors of the Company (Bandai Co., Ltd., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., and Bandai Namco Experience Inc.), and the committee is led by the President and Representative Director of the Company in implementing initiatives in cooperation with businesses. Specifically, we recognize that the promotion of sustainability activities is an important initiative from the perspective of management strategy. Accordingly, the Group Sustainability Committee, which is directly under the Company’s Board of Directors, holds discussions related to sustainability strategies, considers various initiatives, and periodically reports to the Board of Directors, which discusses and supervises those matters. In addition, we have established the Group Sustainability Subcommittee, which is a subordinate organization under the Group Sustainability Committee. The subcommittee works to promote activities aligned with the Bandai Namco Group Sustainability Policy and our material issues.

Bandai Namco Holdings Inc.’s Board of Directors

Group Sustainability Committee

Chair	President and Representative Director	Agenda / Objective	Discussions and sharing of information related to the Group’s important sustainability strategies; consideration of matters to be resolved and matters to be reported at meetings of the Board of Directors as well as other deliberations; overall supervision of the Group Sustainability Subcommittee; overall supervision of progress with material issues for each Unit and affiliated business company
Participants	Full-time directors of Bandai Namco Holdings Inc.; Presidents and Representative Directors of each business management company who also serve as directors of Bandai Namco Holdings Inc.; other designated individuals		
Schedule	Semiannually and otherwise as needed		

Group Sustainability Subcommittee

Sustainability Projects by Each Business

Identification of Material Issues

In regard to risks and opportunities related to sustainability, following discussions by the Group Sustainability Committee, we identified the material issues that the Bandai Namco Group needs to address, and we are now advancing Groupwide sustainability activities.

Also, Group companies are implementing initiatives aligned with the material issues and the characteristics of their businesses.

Each fiscal year, the results are analyzed for the Group as a whole and by business Unit. This is linked to improvements in initiatives for the next fiscal year and thereafter. The details of this analysis are reported to the Board of Directors following discussions by the Group Sustainability Committee. The Board conducts discussion and supervision.

Three Steps for Identification of Material Issues

STEP 1 **Listing**
From the perspectives outlined below, we created a list of social issues to be analyzed, and narrowed the list to 20 items.

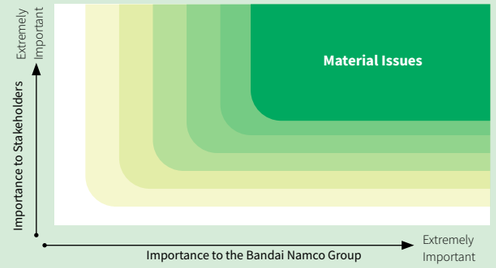
STEP 2 **Mapping**
Two axes: importance to stakeholders and importance to the Bandai Namco Group.

STEP 3 **Identifying**
We incorporated the content of management deliberations and identified the material issues. We obtained comments from outside experts.

Perspectives That are Emphasized During Identification and Verification

The Bandai Namco Group’s Approach and Policies

- The Bandai Namco Group’s Purpose
- The Bandai Namco Group Sustainability Policy
- The Bandai Namco Group Compliance Charter (currently as Bandai Namco Group Code of Conduct)
- The Bandai Namco Group Mid-term Plan
- Related Group Policies and Guidelines

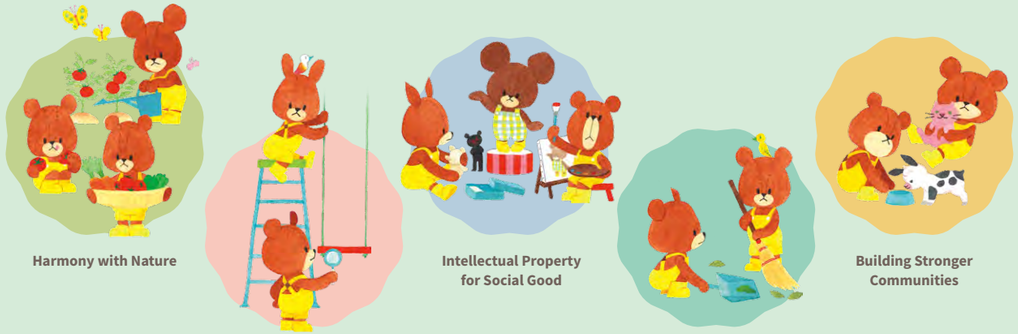


Trends and Demands of Society in Japan and Around the World

- Various policies and guidelines from international organizations, research institutions, and governments
  Example: Sustainable Development Goals (SDGs), Ministry of the Environment’s Environmental Reporting Guidelines, GRI Guidelines, TCFD recommendations, SASB Standards, ESG evaluation institution guidelines and reports (CDP, MSCI, Sustainalytics, FTSE), etc.
- Interviews with outside experts
- Consumer surveys (implemented at irregular intervals)
- Initiatives of companies that are advanced in regard to sustainability

Five Material Issues

the bears’school



Harmony with Nature

Safe & Responsible Products

Intellectual Property for Social Good

Fostering a Culture of Respect

Building Stronger Communities

INITIATIVES FOR PLASTIC ENVIRONMENTAL CONSIDERATION

Plastics have been used in many fields and applications as useful materials that support modern society. In recent years, however, there have been cases when the excessive use and inappropriate disposal of plastics have led to environmental problems such as marine plastic pollution. Another issue is that plastics result in large emissions of CO_2 during their life cycle, from production to disposal.

The Bandai Namco Group has positioned “sustainable use of resources and raw materials” as one of the key items within its material issue of “Harmony with Nature.” To date, each Group company has been working to reduce use and promote efficient use of raw materials, including natural resources, and to curtail and reduce waste generation.

To further promote and actualize these efforts, the Bandai Namco Group formulated the Bandai Namco Group Plastic Environmental Consideration Policy in April 2025. Under this policy, we will focus even more on reducing and recycling plastic than before.

Bandai Namco Group Plastic Environmental Consideration Policy

The Bandai Namco Group is dedicated to responsible plastic use, aligning our passion for entertainment with our environmental responsibilities.

We acknowledge the environmental toll of single-use plastics and are actively addressing this challenge. By integrating recycled plastics and alternative materials into our products and packaging, we are striving for a sustainable future where waste is reduced and resources are used more efficiently.

Established: April 1, 2025

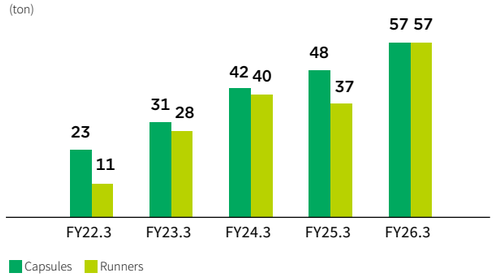
Main Activities: Results and Future Plans (as of September 2026)

	Bandai Namco Holdings	Group companies in Japan and overseas
FY2025.3	• Conducted survey on plastic usage at main Group companies	• Advance initiatives for reducing the use of petroleum-derived plastics —Utilize alternative materials —Actively use recycled plastics —Reduce the usage of prize bags • Promote product recycling
FY2026.3	• Formulated and released the Bandai Namco Group Plastic Environmental Consideration Policy • Conducted survey on plastic usage at business management companies and in the Toys and Hobby Unit	
FY2027.3	• Work with external partners to explore measures for expanding plastics recycling	

Promotion of Recycling of Used Plastics

The Bandai Namco Group is promoting the sustainable use of plastics in order to make effective use of the useful properties of plastics and continue to create more entertainment. We are promoting the collection and recycling of used plastics, including Gunpla runners, Gashapon® capsules, card pillow packaging, and other plastic materials at the Group's amusement facilities and other locations across Japan, as well as stretch film at logistics facilities. We are also working to make effective use of limited resources, including by using waste plastic discarded at factories as RPF.

Amount of Gashapon Capsule Recycling and Gunpla Recycling Project



MESSAGE

INITIATIVES FOR PLASTIC ENVIRONMENTAL CONSIDERATION



Bunbu Suzuki
Deputy General Manager
Prize Business Division
BANDAI SPIRITS CO., LTD.

Ippei Tamatani
Manager, Production Strategy Team
Prize Business Division
BANDAI SPIRITS CO., LTD.

Expanding the Recycled Cotton Project

Achieving Both Business and Sustainability Through Stuffing Material That Consumers Rarely See

In the Prize Business Division of Bandai Spirits Co., Ltd., we are moving forward with the Recycled Cotton Project, an initiative to replace the stuffing material used in plush prize products with recycled cotton alternatives derived from PET bottles. The initiative began when members of the division started to explore ways we could contribute to the environment through our business operations, given that sewn products account for a significant portion of our product lineup. As a result, we concluded that by focusing on the stuffing material, which customers rarely see, rather than the outer fabric, we could switch a material used in large quantities to a more environmentally responsible one while minimizing any impact on product appeal and quality.

The introduction of recycled cotton was not straightforward, as it is slightly darker than conventional cotton and differs in elasticity. Depending on the color and shape of the plush toy, these differences can affect its appearance and ability to retain its shape during transport. We therefore sourced multiple types of cotton stuffing alternatives and carefully evaluated each one for compatibility with individual products. In addition, it was necessary for partner factories to establish management systems, such as separating storage locations, mixing equipment, and workflows, to prevent conventional cotton from mixing with the recycled alternative.

Since its trial introduction in 2020, the Recycled Cotton Project has steadily expanded. In FY2026.3, recycled cotton alternatives equivalent to 45.5 million PET bottles were used in 378 products, totaling more than 10 million units. We are increasing the number and volume of products incorporating recycled cotton alter- natives and aim to expand the initiative even further in the future. Furthermore, through information sharing at sustainability promotion meetings held within the Toys and Hobby Unit, the initiative is also being expanded to other Group departments that handle sewn products.

At the moment, we have still not introduced recycled cotton alternatives at all our partner factories. However, we are expanding its adoption to additional factories based on the results achieved at those where it has already been introduced. We aim to increase the proportion of sewn products using recycled cotton to as close to 100% as possible. Because the stuffing is not visible to consumers, we can naturally incorporate environmental considerations while maintaining product quality. As an initiative that balances business and sustainability, we will continue to expand the use of recycled cotton.

HUMAN RIGHTS

Human Rights Policy Initiatives

Together with all people throughout the world, the Bandai Namco Group aims to create a future where people and other people, people and society, and people and the world are connected through the rich emotions created by entertainment, as represented by Bandai Namco's Purpose of "Fun for All into the Future." To fulfill our responsibility to respect the human rights of all stakeholders involved in the Bandai Namco Group's business activities, we established the Bandai Namco Group Human Rights Policy. Recognizing the impact that business activities can have on human rights, we consider it our corporate responsibility to respect the human rights of all stakeholders involved in the Group's business activities. To that end, we are promoting initiatives in accordance with international frameworks such as the UN Guiding Principles on Business and Human Rights.

Dissemination of the Bandai Namco Group Code of Conduct and Guidelines for Business Partners

The Code of Conduct and the Guidelines for Business Partners are available in eight languages for directors, employees, and business partners of Group companies operating around the world. We are promoting their dissemination not only among our direct business partners but also among suppliers involved in Bandai Namco Group-related operations, with the aim of building fair and transparent relationships. In recent years, we have also been working to gain a comprehensive understanding of the value chains of our major businesses.



Governance

Recognizing the importance of social sustainability for its business activities, the Bandai Namco Group has established the Group Sustainability Committee, chaired by the President and Representative Director, to determine and implement sustainability-related initiatives more quickly.

The committee meets twice a year to discuss measures to address human rights issues as one of the important agenda items. After considering each measure, each Group company implements measures. In turn, the results are regularly reported to the Board of Directors, which deliberates and supervises them. In addition, the Group Sustainability Subcommittee, which is a subordinate organization under the Group Sustainability Committee, is working to promote initiatives in line with the Bandai Namco Group Sustainability Policy and the Group's material issues.

Furthermore, the Group has established the Group Compliance Committee, also chaired by the President and Representative Director, to strengthen the Group's compliance framework and monitor its status. The Group Compliance Subcommittee—composed of compliance officers from the business management companies—meets regularly to share information and conduct oversight. The information discussed is reported monthly to the regular meetings of the Board of Directors of Bandai Namco Holdings.

Strategy

To further clarify the Bandai Namco Group's stance and initiatives regarding human rights, we formulated the Bandai Namco Group Human Rights Policy in November 2023. We understand that corporate business activities have an impact on human rights, and thus we consider it our responsibility as a company to respect the human rights of all stakeholders involved in the Group's business activities.

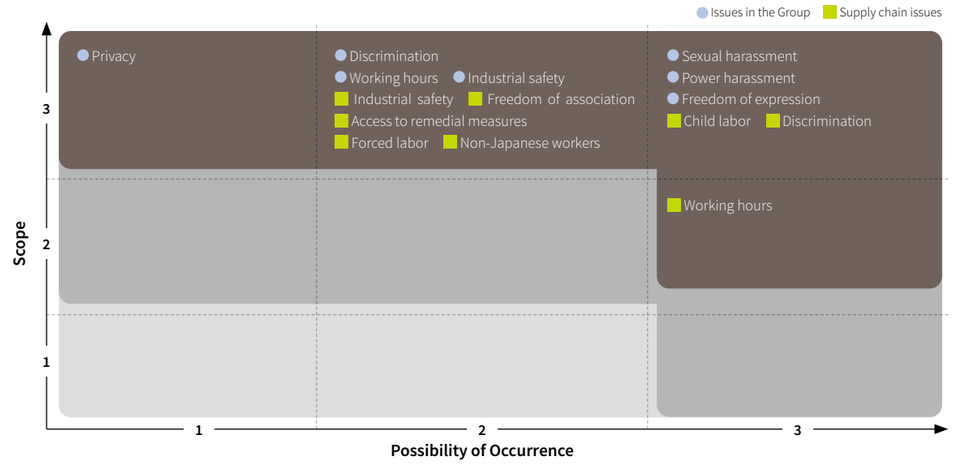
Risks and Opportunities in the Group's Response to Human Rights-Related Issues

Risks	Opportunities
• Increased business risks due to a delayed response to ever-tightening laws and regulations across the globe • Declining productivity following the occurrence of human rights infringements in the supply chain	• Building of good relationships with business partners and increased productivity • Enhanced engagement among Group employees

Risk Management

Mapping of Human Rights Risks

The Bandai Namco Group analyzes the negative impact that its business activities have on human rights. With regard to anticipated human rights- related risks, the Group identifies risks that are particularly important based on their severity and likelihood of occurrence. In FY2024.3, we conducted a mapping of human rights issues that may be negatively impacted by our business activities. We believe that the following items are human rights-related risks that require prioritized action by the Group. We have therefore identified and evaluated these risks in terms of both actual and potential impacts on human rights, in accordance with our human rights due diligence process. We will carry out appropriate measures to reduce potential risks, and for actual adverse impacts on human rights, we will strive to resolve issues so that we can eliminate these impacts. At the same time, we will implement appropriate remedial measures for all parties impacted, as necessary. Moving forward, we intend to revise this map on a continuous basis.



Implementation of Human Rights Due Diligence

The Bandai Namco Group recognizes that its business activities could potentially affect human rights. We recognize our responsibility to respect the human rights of all our stakeholders, including employees, their families, and business partners. Toward this end, we raise awareness of human rights throughout the supply chain.

Previously, we implemented risk management for each business Unit. However, in order to identify, prevent, and mitigate negative impacts on human rights related to the Group's business activities, we will establish a human rights due diligence framework and continuously manage risks using a risk-based approach. In October 2022, we engaged a third party to conduct human rights due diligence covering our main businesses. This third party identified significant human rights risks in the manufacturing sector in East Asia and Southeast Asia among the Group's businesses. In FY2024.3, we implemented a risk analysis of all our businesses both in Japan and overseas. Moving forward, we will strive to prevent the occurrence of potential human rights issues and address any issues we have already identified.



Activities to Raise Awareness of Human Rights

To raise awareness and promote understanding of the Bandai Namco Group's philosophy and approach to human rights among employees, we conduct awareness-raising activities for Group officers and employees as appropriate. In fiscal 2025, we held briefing sessions on the Bandai Namco Group Code of Conduct and Guidelines for Business Partners for our overseas Group companies. In addition to explaining the Code and Guidelines, we introduced multilingual posters and explanatory materials to further promote understanding and awareness.

Human Rights Consultation Channels

The Bandai Namco Group accepts whistleblowing and consultations on human rights issues through channels and accepts complaints and reports related to human rights issues from a wide range of stakeholders through external platforms.

Employee Reporting and Consultation Desk

We have established a whistleblowing system at Group companies in Japan and overseas that allows employees to consult at any time about human rights issues that arise within the Group by e-mail, telephone, in person, or via other means. Consultations are also accepted anonymously, and we respond promptly while ensuring that those seeking consultation are fully protected from any unfair treatment resulting from their consultation.

External Stakeholder Reporting Desk

Inquiries from external stakeholders regarding human rights issues can be made via the Bandai Namco Holdings compliance hotline.

Status of Main Initiatives at Group Companies

Bandai Co., Ltd. and Bandai Spirits Co., Ltd. conduct Bandai Factory Audits (BFA), which integrate quality audits and Code of Conduct (CoC) audits, at nearly all overseas final packaging factories that manufacture products for the Japanese market (approximately 300 factories in FY2026.3). Alternatively, they verify compliance with CoC requirements by reviewing reports based on third-party CoC standards, such as the Sedex Members Ethical Trade Audit (SMETA) and the International Council of Toy Industries (ICTI).

BFA are conducted in accordance with the Company's proprietary BFA Manual, based on the Bandai CoC Declaration, which sets out our commitment to compliance with standards relating to forced labor, child labor, working hours, wages and allowances, disciplinary practices, and discrimination.

In addition, supplier conferences are held to share information with business partners, and together we strive to enhance legal compliance and improve working conditions, including the prevention of forced labor and modern slavery.

At Bandai Spirits, factories that have not undergone a BFA or obtained certification under a recognized third-party standard are audited based on the Company's proprietary Bandai Spirits Partnership System (BSPPS), through which compliance with human rights requirements is confirmed.

In addition, Bandai Co., Ltd. and Bandai Spirits Co., Ltd. and Bandai Logipal Inc., hold briefing sessions on the Bandai Namco Group Code of Conduct and the Guidelines for Business Partners at conferences for suppliers and business partners. At Bandai Namco Entertainment Inc., these materials are distributed directly to selected suppliers in an effort to promote understanding of and adherence to the code and the guidelines.

MESSAGE

Initiatives to Respect Human Rights



Sword Wang (right)
Corporate Planning Officer
Corporate Planning Office
BANDAI (SHENZHEN) CO., LTD.

Sally Xu (left)
Manager
Quality System Affair Section
Quality Control Department
BANDAI (SHENZHEN) CO., LTD.

Enhancing Respect for Human Rights Throughout the Supply Chain

Bandai (Shenzhen) Co., Ltd. (hereinafter BSZ) is moving forward with initiatives to mitigate human rights risks throughout the supply chain underpinning the production of toys and hobby products. A key feature of these initiatives is that, in addition to maintaining ongoing oversight of direct suppliers, we promote respect for human rights throughout the entire supply chain based on the recognition that human rights risks may also exist among upstream suppliers.

Specifically, we conduct human rights seminars for both direct and upstream suppliers to directly communicate the Bandai Namco Group's principles regarding the prohibition of child labor and forced labor, working conditions, occupational health and safety, non-discrimination, and environmental responsibility, providing an opportunity for suppliers to better understand these principles. In FY2026.3, starting with direct suppliers with whom we have large transaction volumes, we held six human rights seminars for 74 companies, including upstream suppliers. We plan to expand the scope of these seminars further in FY2027.3. Furthermore, going beyond simply providing explanations, we establish a framework that encourages suppliers to understand and commit to the Group's principles regarding respect for human rights by collecting signed agreements to the Bandai Namco Group Human Rights Policy. In addition, we share best practices through joint factory meetings and other forums, helping suppliers implement concrete improvements within their own operations.

Looking ahead, we are also considering incorporating the management of upstream suppliers into the audit criteria currently applied to direct suppliers. By establishing a human rights management model that extends beyond direct suppliers to encompass upstream tiers of the supply chain, BSZ aims to contribute to building the foundation for sound and sustainable manufacturing across the Bandai Namco Group.

DECARBONIZATION INITIATIVES

The Bandai Namco Group believes that measures to address climate change are necessary for the realization of a sustainable society and for business continuity. Accordingly, in April 2021 we formulated the Bandai Namco Group Sustainability Policy and established medium- to long-term targets for the transition to a decarbonized society. In addition, we have commenced the disclosure of information in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and announced our endorsement of these recommendations in September 2023. We also participate in the TCFD Consortium as part of our efforts to collect the latest information on climate change.

Moving forward, we will continue to conduct analyses of the impact of climate change on our business operations as well as of relevant risks and opportunities based on various scenarios. We will also advance measures to strengthen our response to such risks and opportunities and achieve decarbonization.

Governance

Recognizing the importance of social sustainability for its business activities, the Bandai Namco Group has established the Group Sustainability Committee, chaired by the President and Representative Director, to determine and implement sustainability-related activities more quickly. The committee meets semi-annually (twice a year) to discuss measures to respond to climate change as one of the Group's most important agenda items. After considering each measure, it is implemented at Group companies. The results of the committee's activities are regularly reported to the Board of Directors, which deliberates the results and provides supervision accordingly. In addition, the Group Sustainability Subcommittee, which is a subordinate organization under the Group Sustainability Committee, is working to promote activities in line with the Bandai Namco Group Sustainability Policy and the Group's material issues.

Strategy

The Bandai Namco Group conducted a scenario analysis to assess the impact of climate change-related risks and opportunities.

● Scenario Analysis Method

To clarify the impact of climate change on the Group's business operations, we conducted a scenario analysis for 2030 based on the scenarios on the right:

	1.5°C scenario	4°C scenario
Transition risks	IEA Net Zero Emission by 2050 (NZE), IEA Announced Pledges Scenario (APS), IEA Sustainable Development Scenario (SDS)	IEA Stated Policies Scenario (STEPS)
Physical risks	IPCC RCP 2.6	IPCC RCP 8.5

Note: In the absence of information on the 1.5°C scenario, a reference scenario classified under the 2°C scenario is used.

Transition Plan

Transition Risks and Opportunities

Items			Anticipated scenario	Time frame*1	Level of importance*2
Risks and opportunities	Category	Subcategory			
Transition Risks	Government / regulations	Introduction of carbon pricing	• Increase in operating costs resulting from the introduction of carbon pricing (carbon taxes and emissions trading schemes), including taxes based on GHG emissions and obligations to purchase credits	Mid to Long Term	Medium
		Regulations on the use of fossil fuels	• Increased costs for reducing fossil fuel use in company vehicles and logistics providers' transportation operations in line with stricter regulations on fossil fuel use	Mid to Long Term	Low
		Regulations on plastics and resource recycling	• Increased toy manufacturing costs due to stricter plastic regulations requiring the use of lower-impact materials such as bioplastics and recycled plastics • Incurrence of compliance costs in manufacturing and disposal as stricter recycling regulations make plastics and metals in toys and game consoles subject to restrictions	Mid to Long Term	High
		Renewable energy and energy conservation policies	• Increase in demand for renewable energy and soaring electricity costs due to the expansion of renewable energy policies • Growing necessity for technological investment to adhere to energy conservation regulations	Short to Long Term	Medium
		Obligation of information disclosure	• Incurrence of costs associated with disclosing information such as carbon footprints due to mandatory disclosure requirements	Mid to Long Term	Low
	Markets	Fluctuations in raw material costs	• Increase in manufacturing costs due to the soaring prices of plastics and metals used in toys, arcade machines, etc.	Mid to Long Term	High
Opportunities	Markets	Changes in customer behavior	• Acquisition of new customers through digital content and toys (environmental education) created based on the theme of the environment, resulting from the growing importance of environmental awareness among customers	Short to Long Term	Low
	Reputation	Changes in investor evaluations	• Improvement in the Company's evaluation as a result of being perceived by investors to be sufficiently aware of the environment, leading to increased share prices and new opportunities for fundraising	Mid to Long Term	High

Physical Risks and Opportunities

Items			Anticipated scenario	Time frame*1	Level of importance*2
Risks and opportunities	Category	Subcategory			
Physical Risks	Acute	Intensification of abnormal weather (typhoons, heavy rains, landslides, storm surges, etc.)	We anticipate the following issues to occur due to an increase in wind and flood damage resulting from the intensification of abnormal weather: • Increase in disaster prevention/repair costs at Group business sites • Difficulties in procuring raw materials and selling products, resulting in business interruptions • Sales decline in the live events and store operations businesses due to a lower desire to go outside among people • Occurrence of physical injuries to employees • Increase in insurance costs	Short to Long Term	Medium
		Droughts	• Delays in the manufacture of toys and arcade game machines due to a decline in semiconductor manufacturing volumes • Delays in the delivery of company vehicles	Short to Long Term	Low
	Chronic	Rise in the average temperature	We anticipate the following issues to occur due to summer heatwaves caused by a rise in the average temperature: • Sales decline in the live events and store operations businesses due to a lower desire to go outside among people • Increase in air-conditioning costs and other operational costs • Occurrence of health issues among employees	Short to Long Term	Medium
		Changes in rainfall and weather patterns	• Decline in sales of outdoor services in the event of an increase in rainy days brought about by changing weather patterns, such as the timing of rainy seasons	Short to Long Term	Low
		Impact on raw material cultivation due to a rise in the average temperature	• Higher procurement costs due to an anticipated surge in prices in the event that there are shortages in wheat flour and other raw materials used in candy toys	Mid to Long Term	Medium
		Rising sea levels	• Incurrence of restoration costs due to flooding at business sites, such as amusement facilities and logistics bases, located in coastal areas, caused by rising sea levels	Mid to Long Term	Low
		Increase in infectious diseases	• Decrease in visitors to live events and amusement facilities as an increase in infectious diseases reduces opportunities for people to go out	Mid to Long Term	Medium
Opportunities	Chronic	Rise in the average temperature	• Increased demand for digital content at home due to reduced opportunities to go outside as average temperatures rise	Short to Long Term	Medium
		Changes in rainfall and weather patterns	• Increased sales of indoor services when rainy days increase due to changes in weather patterns such as the rainy season	Short to Long Term	Medium
		Increase in infectious diseases	• Increased sales of entertainment content at home as an increase in infectious diseases reduces opportunities to go out	Mid to Long Term	High

*1: Short term: 0–1 year; Medium term: Up to 5 years (around 2030); Long term: Beyond medium term

*2: High: Financial impact of ¥5 billion or more, Medium: Financial impact of ¥100 million or more but less than ¥5 billion, Low: Financial impact of ¥100 million or less

Note: On Bandai Namco Holdings' official Sustainability website, we also disclose the relevance of risks and opportunities for each business, as well as details of our transition plans.

[Sustainability website]

Risk Management

The Bandai Namco Group discusses risks and opportunities related to sustainability at meetings of the Group Sustainability Committee, through which it identifies the material issues that the Group should address and promotes sustainability activities on a Groupwide basis. In identifying and assessing climate-related issues within its businesses, the Group conducts scenario analyses to evaluate potential future financial impacts. For this evaluation, the Group estimates the impact of each risk and opportunity at both the Groupwide and business Unit levels, using future projections published by external organizations such as the IEA and IPCC together with the Group's business activity data. The estimated impact amounts are then compared with operating profit at the business Unit level to assess the degree of relevance for each business. At the same time, the total impact on the Group as a whole is taken into account to determine overall material issues from a companywide perspective.

In promoting sustainability activities, the Group Risk Management Committee, which oversees the Group's crisis management framework, collaborates with Group companies. (P.108). Each Group company implements initiatives aligned with material issues in accordance with the characteristics of its businesses. The results of these initiatives are analyzed annually on both a Groupwide basis and by business Unit, and the findings are used to improve initiatives in subsequent fiscal years. These analyses are discussed at meetings of the Group Sustainability Committee and reported to the Board of Directors, which, when necessary, holds deliberations on the results and provides supervision accordingly.

Indicators and Targets

The Bandai Namco Group has established greenhouse gas (GHG) emissions as an indicator to evaluate and manage the progress of its ESG management and the impact of policy risks and other risks pertaining to climate change. As medium-term targets, the Group aims to reduce GHG emissions at its business sites (offices, Company-owned factories, directly operated amusement facilities, etc.) by 50% by 2030 and by 65% by 2035, when compared with FY2020.3. Furthermore, we have set forth the target of achieving net-zero GHG emissions at our business sites by 2050. Going forward, we will strive to further promote energy conservation initiatives, introduce renewable energy and carbon credits, and pursue other initiatives with a view toward achieving these targets.

Medium- to Long-Term Targets for Decarbonization

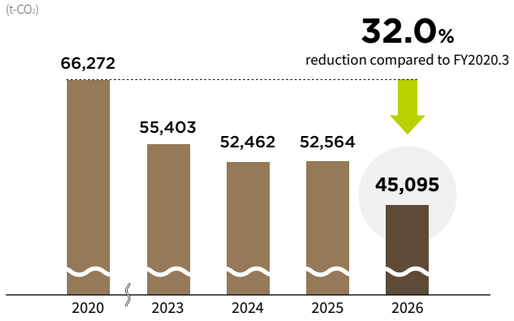
Greenhouse Gas (GHG) Emissions at Group Business Sites*

Medium-term target for 2030	Medium-term target for 2035	Target for 2050
50% reduction compared to FY2020.3	**65%** reduction compared to FY2020.3	Net zero

* Offices, company-owned factories, directly operated amusement facilities, etc.

Bandai Namco Group CO_2 Emissions (Scope1+Scope2)

(t-CO_2)



Fiscal years ended March 31
* Net emissions

Supply Chain CO_2 Emissions (Scope3)

(t-CO_2)		FY2026.3
Scope3		1,907,270
Category 1	Purchased goods and services	1,044,129
Category 2	Capital goods	201,732
Category 3	Fuel- and energy-related activities not included in Scope1 and 2	8,477
Category 4	Upstream transportation and distribution	23,586
Category 5	Waste generated in business operations	6,101
Category 6	Business travel	14,591
Category 7	Employee commuting	1,567
Category 8	Upstream leased assets	Not applicable
Category 9	Downstream transportation and distribution	4
Category 10	Processing of sold products	Not applicable
Category 11	Use of sold products	8,377
Category 12	End-of-life treatment of sold products	598,706
Category 13	Downstream leased assets	Not applicable
Category 14	Franchises	Not applicable
Category 15	Investment	Not applicable

Notes:
1. The amount of renewable energy used (purchased) for FY2022.3 and prior fiscal years is included in the total for non-renewable energy.
2. For Scope 1 and Scope 2 emissions data, limited assurance or review by a third party has been conducted.
3. Scope 1, Scope 2, and Scope 3 emissions data include all consolidated companies of the Bandai Namco Group in Japan and overseas.
4. Past figures may be retroactively revised following a review of collected data.
5. Scope 3 emissions by category and their calculation methods can be found on the Bandai Namco Holdings sustainability website.

MESSAGE

DECARBONIZATION INITIATIVES



Miyuki Nakagiri

Assistant Manager Business Strategy Team
Hobby Products Division Hobby Creation Department
BANDAI SPIRITS CO., LTD.

BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII)

A Sustainable Factory That Inspires Visitors Through Solar Power and Energy-Efficient Design

The BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII) (P.58) is a new Bandai Hobby Center factory located in Shizuoka City, Shizuoka Prefecture. This factory was designed as a production base for the reliable supply of model kits as well as a sustainable factory that inspires visitors through its *Monozukuri* (craftsmanship)practices.

A major characteristic of this factory is the solar power generation system installed on its roof. This system comprises 1,080 solar panels and began generating power in August 2025. Even before the BHCPDII commenced full-scale production, it was already sourcing a portion of its power from this system, which has been confirmed to have contributed to reductions in CO_2 emissions of 179 tons over the eight-month period from August 2025 to March 2026. Shizuoka City has favorable sunlight conditions, and the solar power generation system installed at the existing Bandai Hobby Center has also generated more electricity than expected.

However, this solar power generation system is not the only environmental feature at the BHCPDII. Energy-efficient design was employed throughout the facility to reduce energy consumption from production floor air-conditioning and lighting as well as other equipment. In addition to high-efficiency air-conditioning, LED lighting, and high-insulation materials, the factory utilizes a monitoring system for tracking electricity use that is contributing to everyday improvement activities.

Another major characteristic is its all-in-one production system, in which all processes from molding to bagging, packaging, and shipping are carried out within a single factory. This approach eliminates the need for transportation of items between bases. Moreover, the factory employs automated guided vehicles (AGVs), automatic conveyance systems, and ceiling-mounted conveyance trollies to reduce labor requirements and improve efficiency. In addition, rainwater is used for certain equipment. The factory is also being

MESSAGE

DECARBONIZATION INITIATIVES

operated in a manner that emphasizes connections with the community and with fans. For example, events are held to foster communication with local residents and the factory's museum showcases and communicates our *Monozukuri* expertise.

The BHCPDII commenced full-scale production in August 2026. Going forward, we will closely monitor electricity consumption and power generation data throughout the year in order to further optimize air-conditioning management and equipment operations. The BHCPDII will also act as a model factory showcasing the insight gained through years of operating the Bandai Hobby Center. It is our hope that the BHCPDII will become more than an eco-friendly and reliable source of high-quality model kits; we want it to be a place that children and fans admire, somewhere they dream of working someday.



Solar panels installed at the BHCPDII



Exterior of BHCPDII MUSEUM

TOPIC Examples of Initiatives Toward Decarbonization

Initiatives at Each Business Site

The Bandai Namco Group is promoting carbon offset initiatives at its major business sites, factories, logistics centers, and amusement facilities across Japan. Since FY2023.3, the Group has started switching to renewable energy at its various business sites. Since then, the Group has implemented initiatives such as introducing solar power generation at domestic factories, including the Bandai Hobby Center, improving the energy efficiency of arcade game machines, and introducing FIT non-fossil fuel certificates and carbon credits. As a result, the Group's reduction in GHG emissions in FY2026.3 was approximately 21,000 t-CO_2 compared with FY2020.3.

BANDAI NAMCO HOLDINGS'
INDEPENDENT OUTSIDE DIRECTORS

Strengthening Governance Through Diverse Perspectives and Experience

INDEPENDENT
OUTSIDE 5
DIRECTORS:



Toshio Shimada

Outside Director
Bandai Namco Holdings Inc.

INDEPENDENT OUTSIDE DIRECTOR'S MESSAGE

"I am committed to providing effective oversight and pertinent advice to help evolve Bandai Namco into a company that can create the future."

Revision of the Board of Directors' Effectiveness Evaluation Process

The Board of Directors' evaluations over the past several fiscal years have consistently yielded high scores, which I believe accurately reflect the strong business performance achieved during that period. Corporate performance and Board effectiveness scores are generally perceived to be correlated. Such a correlation makes sense as the effectiveness scores are an assessment of the Board of Directors, which steers management in its pursuit of performance. However, we must not limit ourselves to viewing Board effectiveness from the perspective of performance. Identifying the root causes of management risks, promoting, and sounding the alert at the first sign of initiatives or actions that do not align with the Company's Purpose are, after all, also important functions of the Board of Directors.

With this in mind, we have continued to revise the criteria examined in evaluations of Board effectiveness in step with changes in corporate governance-related trends since these evaluations commenced. In FY2027.3, we will enhance our Board effectiveness evaluation process by introducing one-on-one meetings with each director in addition to the existing questionnaire-based assessment. This initiative is intended to generate more practical and actionable proposals for improvement.

The effectiveness evaluations are a self-evaluation process each Board member undertakes, and we all understand how difficult it can be to evaluate yourself. This is why we intend to continue evolving the evaluation process to prevent it from becoming stale, avoid undue influence from performance trends, and constantly inject new perspectives to make the evaluations themselves more effective.

Appointment of New Outside Directors

The Ordinary General Meeting of Shareholders held in June 2026 saw three of the Company's five outside directors pass the baton to new members. This change resulted in a particularly large shift in the membership of the Independent Directors Committee and the Personnel Committee.

Personally, I began my sixth year as an outside director at Bandai Namco in June 2026. Over the years, I have endeavored to maintain an independent perspective as I take part in various meetings. Nevertheless, I cannot deny that I have become more attuned to the internal logic of the Company. I am encouraged by the fact that a majority of our outside directors are newly appointed. Going forward, I hope to serve as a bridge between the executive team and these directors, ensuring that their fresh and independent perspectives are effectively leveraged to enhance management and governance. I anticipate that the appointment of new outside directors will help drive further improvements in the Company's corporate value. Recognizing the importance of my role as a bridge, I will work tirelessly to support Bandai Namco's evolution into a company that creates the future and look forward to being part of that journey.

Long-Term Directives and the IP Axis Strategy

An ongoing series of discussions led by the Independent Directors Committee has been taking place with regard to the Group's short-term measures and long-term outlook. Nowadays, many Japanese companies have been taking an approach of starting from their long-term outlook and using backcasting to decide their short-term measures. At Bandai Namco, we are taking the approach of setting our Mid-term strategies based on our long-term vision. However, as an entertainment company, our role is not only to respond to the future but also to help create it. To do so, we must remain proactive and take action based on a deep understanding of current challenges, market changes, and the evolving desires of our fans.

To make our discussions in this area more concrete, we identified our approach to implementing the IP axis strategy as a key discussion topic for FY2027.3. We plan to explore this topic in greater depth at forums such as off-site Vision Meetings. Through these discussions, we aim to build a shared understanding of the IP axis strategy among all directors while considering how the strategy should evolve in response to changes in the business environment and society. We believe these discussions will help shape our long-term strategic direction and outlook.

Role and Key Issues of the Personnel Committee

The Personnel Committee meets as needed to discuss executive appointments and compensation and other matters. Executive compensation systems continue to be refined with each coming year, and I believe they are coming in line with our ideals. In FY2026.3, for example, we introduced earnings per share among the evaluation indicators used for determining compensation to better encourage executives to share the interests of shareholders. In this manner, we have continued to diligently evolve our executive compensation systems. Looking ahead, I believe that the refinement of sustainability evaluations might be among the topics brought up in discussions of how to further improve these systems. We have continued to review and fine-tune sustainability evaluation criteria since they were first introduced. However, given the importance of sustainability to management, I believe there is room for us to further strengthen our approach in this area from the perspective of creating business opportunities while managing risks. I therefore hope the newly appointed outside directors will evaluate the appropriateness of our criteria and provide frank, independent perspectives.

The Personnel Committee is not directly involved in the selection of executive candidates. While some governance discussions have advocated giving outside directors a more direct role in executive appointments, our approach is different. At Bandai Namco, discussions on executive candidate development programs are conducted by the Personnel Committee independently of individual personnel decisions. The Committee is therefore not currently involved in discussions regarding the executive candidate selection process itself. While the Personnel Committee has opportunities to engage with selected candidates, its limited role in the final selection process may leave some room for concern about increasing homogeneity among management leaders. Taking these points into account, I would also like to deepen discussions, from a future-oriented perspective, on the role of the Personnel Committee.

Management Engagement with Fans and Investors

In an era of ingrowing uncertainty, businesses face an ever-expanding array of risks. Excluding geopolitical risks, the greatest risk to the Group is the disparity between the direction chosen by management and the expectations of fans. Bandai Namco aspires to create the trends of tomorrow. To do so, we must avoid becoming constrained by internal logic or overly focused on short-term business performance. It is therefore essential that the Company remain humble in its engagement with fans. I intend to provide oversight and guidance to support this objective.

In terms of our relationship with the capital markets, I take seriously the fact that strong business performance does not always translate into a corresponding increase in our share price. It is my belief that, in corporate management, outside directors and investors are like different wheels on the same car. I am committed to engaging in constructive dialogue with investors to foster mutual understanding, ensuring that the Group's strengths and potential are properly recognized while also incorporating investor perspectives into management. Ultimately, I believe the ideal outcome is a relationship in which both parties remain humble and receptive to reconsidering their own viewpoints.

INDEPENDENT OUTSIDE DIRECTORS' MESSAGES



Yuki Ikuno

Outside Director
Bandai Namco Holdings Inc.

Even prior to my becoming an outside director at the Company, I had the strong impression that the Bandai Namco Group was an organization that developed a diverse range of products and businesses based on various popular characters (IP), thereby forging relationships with fans around the world. Another key strength of the Group, alongside its ability to drive business development, is its strong and stable financial foundation.

We will promote sustainable growth by reflecting the views of a diverse range of stakeholders in management and maintaining constructive dialogue.

I have more than three decades of experience working at European and U.S. investment banks. During this time, I have been involved in financing and other financial matters relating to Japanese companies from a global perspective. This experience has taught me that assessing corporate value requires both a financial perspective, focused on capital efficiency, and a non-financial perspective, focused on a company's ability to sustain and build on its strengths. For an entertainment company whose business is centered on IP, it is essential to evaluate not only quantifiable metrics but also the intangible value created by nurturing IPs over the long term and deepening engagement with fans.

As an outside director, I focus on whether potential investments will enhance long-term IP value while maintaining capital efficiency and investment discipline, with a view to supporting sustainable growth over the medium to long term. Through these efforts, I aim to help strengthen the Group by supporting the effective allocation of stable cash flows to growth investments and shareholder returns, while maximizing the value of its IP across toys, games, anime, and events.

I also recognize the important role the Group's global operations play in bringing Japanese IP to audiences around the world and creating new opportunities for growth. Amid an increasingly uncertain global environment, it is essential for the Company to accurately assess geopolitical and regulatory developments in each market and respond appropriately in order to achieve sustainable growth while maintaining effective risk management.

I am fully committed to fulfilling my role as an outside director to help the Bandai Namco Group continue providing joy and inspiration to fans around the world in keeping with its Purpose of "Fun for All into the Future."
I will strive to ensure that management decisions reflect the perspectives of diverse stakeholders while fostering constructive dialogue to support sustainable growth.



Mikiharu Noma

Outside Director
Bandai Namco Holdings Inc.

Guided by our Purpose of "Fun for All into the Future," the Bandai Namco Group has continued to provide entertainment to fans around the world by developing a unique global business model centered on powerful IPs. Taking this model to the next stage will require solid growth strategies supported by robust corporate governance systems.

My role is to support Bandai Namco's ambitions through a disciplined governance framework and help translate them into sustainable growth.

As an academic, I have continued to take part in research on corporate value assessment, corporate accounting, and corporate finance. I hope to use these insights to promote discussions at Board of Directors' meetings regarding the balance between shareholder returns and growth investments for driving ongoing growth and concerning other topics related to improving corporate value.

Corporate value is increasingly being assessed not only on financial performance but also on how companies contribute to a sustainable society through the disclosure of non-financial information and the effective management of human capital and other intangible assets. From a professional standpoint, I am committed to clearly and transparently communicating to shareholders how creativity and human capital, the intangible assets at the heart of the Company's strengths, create future corporate value.

Furthermore, efforts to deliver smiles and dreams to fans around the world must be driven by the passion and ambition of Group employees. Unexpected developments and trying circumstances are part of doing business. Fortunately, Bandai Namco has a deeply rooted culture of perseverance and ambition even in the face of such hardship. This enduring spirit of ambition is the foundation of the Company's ability to deliver new inspiration and a key driver of long-term corporate value.

My role is to support Bandai Namco's ambitions through a disciplined governance framework and help translate them into sustainable growth. My commitment is to provide strong oversight of management and help ensure that Bandai Namco continues to be a company trusted by its stakeholders. I sincerely appreciate your continued support.



Takayuki Komiya

Outside Director
Audit & Supervisory Committee Member
Bandai Namco Holdings Inc.

Recently, I have seen the Board of Directors evolve beyond discussing individual businesses to addressing challenges facing the Group as a whole. The transition toward a monitoring board with a stronger focus on medium- to long-term management issues is steadily progressing. I have also seen increased transparency in how the Group and its businesses identify key issues, analyze their underlying causes, and develop appropriate responses.

To continue meeting stakeholders' expectations, I will draw on my own experience to help ensure that the Company's governance framework functions effectively.

The Bandai Namco Group has fostered a distinctive corporate culture and traditions over its long history. The Company also possesses the flexibility to respond effectively to a rapidly changing business environment. I believe the board culture we should carry forward is one that is not bound by tradition, looks squarely at the current business environment, and is willing to replace established practices with better ones. At the same time, the Board has welcomed new outside directors. I hope to help foster open and objective discussion, ensuring that all viewpoints receive fair consideration.

Looking ahead, a key area of focus will be extending effective governance practices throughout the Group. As the Group continues to grow, so too does the number and diversity of its affiliates and associates. It is therefore increasingly important to establish common governance standards and ensure their consistent application across the Group. In addition, as the business cycle is fundamentally one of investment and return, close monitoring after investment is critical. Timely visibility into work in progress is especially important and will remain a key focus of my oversight from a financial standpoint.

The Bandai Namco Group's continued growth will depend on the successful execution of its IP axis strategy, including further development of existing IPs, revitalization of underutilized IPs, strategic use of external IPs, and the creation of new IPs. The Board of Directors must therefore maintain oversight of these efforts from short-, medium-, and long-term perspectives.
I hope that shareholders will continue to support the Group as fans as well as investors. Leveraging my experience as a certified public accountant, tax accountant, and outside director, I will continue to focus on effective corporate governance so that Bandai Namco remains well positioned to meet the expectations of all its stakeholders.



Kanako Muraoka

Outside Director
Audit & Supervisory Committee Member
Bandai Namco Holdings Inc.

In June 2026, before assuming the role of outside director at Bandai Namco, I had the opportunity to watch *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe*. The experience left a strong impression on me and reinforced just how far Japanese animation has evolved. The visuals, storytelling, characters, and music were all of an extraordinarily high standard. This made me realize that the true strength of the Bandai Namco Group lies in its ability to create value across a broad range of entertainment businesses.

I will do everything I can to ensure that the Bandai Namco Group can continue to provide joy and diverse value to as many people as possible.

The Group's presence across a diverse range of products and services enables each business to reinforce the others, creating synergies that support sustainable growth. This collective strength is a defining characteristic of the Group. Its current foundation has been built through the successful integration of its four business Units, the cultivation of a global fan base through overseas expansion, and the steady development of creative capabilities over the long term.

In my view, the Group's corporate value ultimately depends on its people, then on IP, and finally on the corporate functions that enable both to thrive. As an Audit & Supervisory Committee member, I want to pay particular attention to the steps the Company takes to enhance human capital and strengthen global IP management. I will also focus on legal, compliance, and sustainability matters, such as regulations pertaining to generative AI, management of overseas subsidiaries, post-merger integration after overseas M&A activities, and effective management of workplace environments and sales methods in other countries of operation.

If a company whose mission is to provide joy fails to take compliance and sustainability seriously, it cannot hope to build a lasting fan base. Delivering inspiring experiences to fans requires a well-functioning organization. I therefore intend to help Bandai Namco strengthen its human capital, IP management, and internal controls to ensure the continued delivery of high-quality content and services to fans around the world. I will do my utmost to help the Bandai Namco Group bring joy and diverse forms of value to an ever-growing number of people by bringing entertainment created in Japan to audiences around the globe.

DIRECTOR SYSTEM

As of June 22, 2026

Executive Directors

	Position, name, and areas of responsibility	Number of Company shares owned (As of the end of March 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Attendance at meetings of the Board of Directors (FY2026.3)
					Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development	Number of meetings attended / Number of meetings held
	Member of the Personnel Committee President and Representative Director, CEO Yuji Asako	175,200	Yuji Asako possesses extensive experience, achievements, and knowledge relating to management and administration, including business planning and accounting, and also has experience in roles where he was responsible for internal and external communications, such as investor relations, public relations, and shareholder relations, as well as financial strategy, information security, and sustainability initiatives. He has been appointed as president and representative director of the Company as the Company considers him capable of guiding the Group toward sustainable growth, as seen in his leadership skills in implementing the Group's management strategies and seeking a sustained increase in corporate value as well as his appropriate supervision of Company management since his appointment in 2025.		●	●	●	●	●				18 / 18
	Executive Vice President and Director Nobuhiko Momoi Director in Charge of Group Strategy (CW360)	45,900	Nobuhiko Momoi possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business in Japan and overseas and has also been engaged in building ties among the various businesses of the Group as the director in charge of Group business strategy since 2022. He has been appointed as the Company considers him capable of enhancing collaboration in Group management and guiding the Group toward sustainable growth.		●				●	●	●	●	18 / 18
	Director Takashi Tsuji CFO, Division General Manager of Corporate Planning Division	11,700	Takashi Tsuji possesses extensive experience, achievements, and knowledge relating to management and administration, including business planning and accounting, and has led the business planning, management, and administration of the Group as division general manager of the Company's Corporate Planning Division since 2022. He has been appointed as the Company considers him capable of implementing the Group's management strategies, strengthening the Group's global governance structure, and seeking a sustained increase in corporate value.		●	●		●				●	14 / 14
	Director Noriko Fujita CIO, CISO, CSO (Chief Sustainability Officer) Division General Manager of Group Administrative Headquarters	7,700	Noriko Fujita possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since 2025, has enhanced the Group's management functions and driven sustainability initiatives forward as division general manager of the Group Administrative Headquarters and president and CEO of Bandai Namco Business Arc Inc. In addition to these factors, she has been appointed as the Company considers her capable of strengthening Group management structures and ensuring highly transparent management.		●		●	●	●				14 / 14
	Director (Part-Time) Kazuhiro Takenaka Director in Charge of Toys and Hobby Unit	107,000	Kazuhiro Takenaka possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since 2021, has driven the business forward as president and CEO of Bandai Co., Ltd., which is the current business management company of the Group's Toys and Hobby Unit. In addition to these factors, he has been appointed as the Company considers him capable of building closer ties between the Toys and Hobby Business and Group management.		●				●	●	●	●	18 / 18
	Director (Part-Time) Nao Udagawa Director in Charge of Digital Unit	95,100	Nao Udagawa possesses extensive experience, achievements, and knowledge from her wide-ranging involvement in multiple Group businesses. Since 2023, she has driven the business forward as the president and CEO of Bandai Namco Entertainment Inc., which is the current business management company of the Group's Digital Unit. She has been appointed as the Company considers her capable of building closer ties between the Digital Business and Group management.		●			●	●	●	●	●	18 / 18
	Director (Part-Time) Makoto Asanuma Director in Charge of Visual and Music Unit	94,100	Makoto Asanuma possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. Since 2019, he has driven the business forward as the president and CEO of Sunrise Inc. (currently Bandai Namco Filmworks Inc.), which is the current business management company of the Group's Visual and Music Unit. He has been appointed as the Company considers him capable of building closer ties between the Visual and Music Business and Group management.		●				●	●	●	●	18 / 18
	Director (Part-Time) Hiroshi Kawasaki Director in Charge of Amusement Unit	105,750	Hiroshi Kawasaki possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. He has driven the business forward since 2021 as the president and CEO of Bandai Namco Amusement Inc., which was the business management company of the Group's Amusement Unit until March 2025, and since FY2026.3 as the president and CEO of Bandai Namco Experience Inc., which is the current business management company of said Unit as of April 2025. He has been appointed as the Company considers him capable of building closer ties between the Amusement Business and Group management.		●				●	●	●	●	18 / 18

Note: Takashi Tsuji and Noriko Fujita were elected at the 20th Ordinary General Meeting of Shareholders held on June 23, 2025. Accordingly, the number of Board of Directors' meetings used as the basis for calculating their attendance rates differs from that of the other Directors. The reasons for selecting the areas in which each Director is particularly expected to demonstrate his or her skills are provided in the Notice of the 21st Ordinary General Meeting of Shareholders.

DIRECTOR SYSTEM

As of June 22, 2026

Outside Directors (Excluding Audit & Supervisory Committee Members)

	Position, name, and areas of responsibility	Major concurrent positions	Number of Company shares owned (As of the end of March 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Independence	Attendance at meetings of the Board of Directors (FY2026.3)
						Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development		Number of meetings attended / Number of meetings held
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Toshio Shimada		–	Given his extensive and multifaceted management experience gained through many years of serving as the head of a listed company, the Company anticipates that he will contribute to strengthening its management oversight and monitoring functions, while bringing his extensive expertise in the fields of IT and digital technology into the Company's management, and thus he has been appointed.		○			○					○	18 / 18
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Yuki Ikuno	Outside Director of Mizuho Financial Group, Inc.	–	Given her extensive experience and expertise gained at global financial institutions, the Company anticipates that she will contribute to strengthening its management oversight and monitoring functions while bringing her expertise in the financial and capital markets, as well as a global management perspective, to the Company's management, and has therefore appointed her.			○						○	○	–
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Mikiharu Noma	Professor of the Graduate School of Business Administration of Hitotsubashi University Outside Auditor of Nice Corporation Outside Director of Good Com Asset Co., Ltd. Independent Outside Director of Miraial Co., Ltd.	–	Given his extensive academic expertise in corporate strategy, particularly in the fields of finance and accounting, as well as his research and teaching on engagement and corporate value, the Company anticipates that he will strengthen its management oversight and monitoring functions and contribute his expertise in finance, accounting, and human capital management to the Company's management, and has therefore appointed him.			○			○				○	–

Note: Yuki Ikuno and Mikiharu Noma were elected at the 21st Ordinary General Meeting of Shareholders held on June 22, 2026, and accordingly, they did not attend any Board of Directors' meetings for the fiscal year ended March 31, 2026.

Directors (Audit & Supervisory Committee Members)

	Position, name, and areas of responsibility	Major concurrent positions	Number of Company shares owned (As of the end of March 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Independence	Attendance at meetings of the Board of Directors (FY2026.3)
						Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development		Number of meetings attended / Number of meetings held
	Director Takashi Kaneko		13,600	Given his many years of experience in corporate administrative functions and his extensive expertise in finance, accounting, and tax practices, the Company expects him to utilize his knowledge and experience to strengthen the Company's audit and supervisory system, and has therefore appointed him.		○	○	○							18 / 18
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Takayuki Komiya	Certified Public Accountant Certified Public Tax Accountant	500	Given his many years mastering accounting and tax practices, and given he is a certified public accountant and a certified public tax accountant, the Company expects Takayuki Komiya to utilize his advanced knowledge and experience in accounting, tax affairs, and auditing in order to strengthen the audit and supervisory system of the Company, and thus he has been appointed.			○							○	18 / 18
	Member of the Independent Directors Committee Director (Part-Time, Outside) Kanako Muraoka	Attorney-at-Law of Gofukubashi Law Office Outside Director of FUJIYA CO., LTD. Independent Director (Director Serving as Board-Audit Committee Member) of JAFCO Group Co., Ltd.	–	Given her many years of experience as an attorney-at-law, the Company expects her to utilize her advanced knowledge and experience from the perspective of legal risk in order to strengthen the Company's audit and supervisory system, and thus she has been appointed.				○						○	–

Note: Kanako Muraoka was elected at the 21st Ordinary General Meeting of Shareholders held on June 22, 2026, and accordingly, she did not attend any Board of Directors' meetings for the fiscal year ended March 31, 2026.

CORPORATE GOVERNANCE

In order to realize Bandai Namco's Purpose of "Fun for All into the Future," the Company and the Group sufficiently understand the importance of various stakeholders related to the Company and have a basic management policy of maximizing the Company's corporate value and its shareholders' common interests over the medium to long term.
In addition, the Company believes that construction of a solid management foundation (corporate governance) is imperative to succeed in the fast-changing world of entertainment. Based on this belief, the Company has established the Basic Philosophy on Corporate Governance. Furthermore, we truly embrace the intent and spirit of the Corporate Governance Code, and our initiatives regarding each principle of the code are disclosed in the Basic Philosophy on Corporate Governance and Initiatives Related to the Corporate Governance Code.*

* For more information, please visit the Company's website.
https://www.bandainamco.co.jp/en/sustainability/governance/corporate_governance/index.html

Corporate Governance System

Strengthening of management oversight functions

Number of Audit & Supervisory Committee members
3/14

Number of independent outside Directors
5/14

All the outside directors meet the Company's Standards for the Independence of Outside Directors and have been registered to the Tokyo Stock Exchange as independent officers pursuant to the regulations established by the Tokyo Stock Exchange.

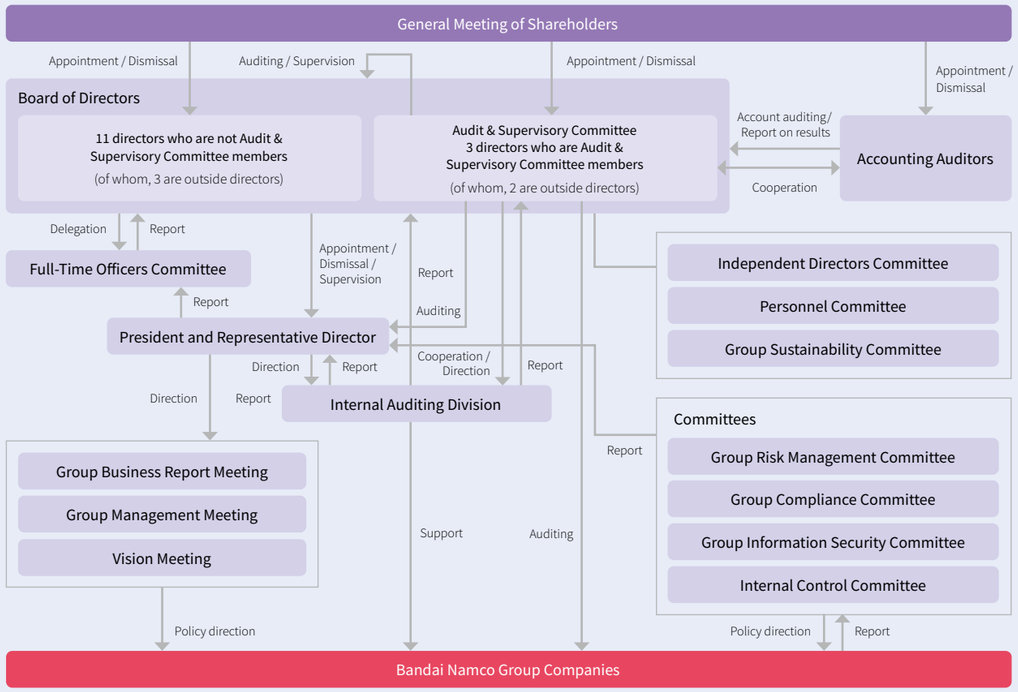
Terms of Office of Directors

Directors who are not Audit & Supervisory Committee members
1 Year or Less

Directors who are Audit & Supervisory Committee members
2 Years or Less

Organizational Structure Company with audit and supervisory committee

Reason for adoption: Directors who are Audit & Supervisory Committee members will have the right to vote at meetings of the Board of Directors. Accordingly, the Company concluded that it would be possible to strengthen the Board auditing and supervisory functions.



As of June 22, 2026

Corporate Governance Structure and Reasons for Adopting Said Structure

The Company adopted a company with audit and supervisory committee structure. As a result, while working to strengthen the corporate governance system, the Company is working to further enhance its corporate value by carrying out swifter decision-making and business execution through the delegation of partial authority related to business execution to the Full-Time Officers Committee. In addition, to complement the management oversight function, the Company has a basic policy that one-third or more of its directors shall be outside directors and that all outside directors shall be independent outside directors.

Directors who are Audit & Supervisory Committee members audit and supervise the Board of Directors. In addition, independent outside directors, based on their high levels of independence and specialized knowledge, fulfill their own roles from an objective, neutral position. In this way, the Company has established a system that enables them to contribute to the bolstering of its corporate governance system.

Board of Directors

The representative directors of the business management companies primarily serve concurrently as directors of the Company. This contributes to strengthening collaboration between the holding company and the operating companies, as well as among the operating companies, and facilitates swift decision-making as a Group. Of the 14 directors on the Board of Directors, five meet the conditions for independent, outside directors. They are working to strengthen the management supervisory function. Specifically, they provide insight based on their extensive experience and broad knowledge, from a perspective independent of business execution through means such as attending Board of Directors meetings. In these ways, they play an important role in the decision-making process.

Of the three directors who are Audit & Supervisory Committee members (including one who is full time), two meet the conditions for independent outside directors. They work together and monitor the Company's internal control situation on a daily basis. Specifically, they provide insight based on their extensive experience and broad knowledge from a perspective independent of business execution through means such as attending meetings of the Audit & Supervisory Committee and the Board of Directors. In these ways, they play an important role in the decision-making process. Their activities as outside directors play an important role in the Company's management decision-making, and the Company believes that their appointment is appropriate.

Main Senior Management Meetings

As shown in the table below, the Company holds a variety of senior management meetings and has established a system that facilitates rapidly tracking and responding to Group management information.

Meeting Name	Chair	Schedule	Agenda/Objective	Participants
Board of Directors	President and Representative Director Yuji Asako	Monthly and otherwise as needed	Decisions/reports on matters stipulated by law, matters to be resolved in accordance with Chart of Authority, reports on the status of business execution, discussions from a medium- to long-term perspective on the Group's overall strategy, and reports regarding sustainability, crisis management, and compliance	Directors, other designated individuals
Full-Time Officers Committee	President and Representative Director Yuji Asako	Twice per month	Decisions/reports on matters for which authority has been delegated from the Board of Directors; decisions/reports in accordance with Chart of Authority; reports on the status of business execution	Full-time directors; representative directors of business management companies, etc.; other designated individuals
Group Business Report Meeting	Director Takashi Tsuji	4 times per year	Group numerical reports, Unit reports and regional management company reports, risk information, other matters to be reported	Directors, representatives of regional management companies, other designated individuals
Independent Directors Committee	Director (Outside) Toshio Shimada	Annually	From a position independent of the Board of Directors, provision of evaluations, opinions, proposals, etc., regarding the effectiveness of the supervisory function over the Board of Directors, reflecting the perspectives of enhancing corporate governance and corporate value	Outside directors, secretariat (external, third-party specialist organization)
Personnel Committee	Director (Outside) Toshio Shimada	As appropriate	Personnel matters for Group officers, officer compensation, reporting of evaluations and opinions regarding human resource synergies	Outside directors (excluding Audit & Supervisory Committee members), representatives from the Audit & Supervisory Committee, representative director
Group Sustainability Committee	President and Representative Director Yuji Asako	Twice per year	Discussions and sharing of information related to the Group's important sustainability strategies; consideration of matters to be resolved and matters to be reported at meetings of the Board of Directors as well as other deliberations; overall supervision of the Group Sustainability Subcommittee; overall supervision of progress with material issues for each Unit and affiliated business company	Full-time directors; representative directors of business management companies, etc.; other designated individuals
Group Management Meeting	President and Representative Director Yuji Asako	8 times per year	Discussions about Group management issues and Mid-term Plans; deliberations regarding issues extending across Units; deliberations regarding other Group management issues and strategies; deliberations regarding Groupwide policies, medium- to long-term prospects, etc.	Full-time directors (excluding Audit & Supervisory Committee members), and representative directors of business management companies, etc.; other designated individuals
Vision Meeting	President and Representative Director Yuji Asako	Twice per year	Deliberations about what the Group aims to be and medium- to long-term targets; deliberations about addressing ongoing issues	Directors, other designated individuals
Group Risk Management Committee	President and Representative Director Yuji Asako	As appropriate	Discussions aimed at strengthening the Group's risk management and crisis management frameworks and evaluating and addressing Group risks; determining response policies to be adopted by the Group in the event of a crisis; and decision-making related to resolving such situations	Full-time directors; representative directors of business management companies.; other designated individuals
Group Compliance Committee	President and Representative Director Yuji Asako	As appropriate	Discussions to strengthen the Group's compliance framework; collection of information and sharing of analyses related to legal or regulatory violations within the Group; determination of response policies to be adopted by the Group; and decision-making related to resolving such situations	Full-time directors, other designated individuals
Group Information Security Committee	Director Noriko Fujita	As appropriate	Decision-making, reporting on implementation, and sharing of information regarding the Group's overall information security activities	CISO (chief information security officer), other designated individuals
Internal Control Committee	President and Representative Director Yuji Asako	As appropriate	Formulation policies for establishing and assessing internal controls within the Group, sharing of information, monitoring of activities, and submission of internal control reports.	Full-time directors

Note: Planned to be held in FY2027.3

Policies and Processes for Appointing Candidates for Directors

Basic Policies for Appointing Candidates for Directors

The appointment of directors is based on candidates possessing broad knowledge and experience required for decision-making on Company management, as well as possessing the track record and insight in the fields and businesses they have experience in that are required to provide management oversight. In addition, one-third or more of directors will be outside directors, and all of the outside directors will be independent outside directors.

Appointment of Independent Outside Director Candidates

Decisions are made with consideration for a composition that has an appropriate balance of, for example, corporate managers with extensive management experience, professionals with extensive experience in the financial and capital markets, experts with deep knowledge of corporate strategy, attorneys-at-law who have thorough knowledge regarding compliance and other aspects of internal control, and certified public accountants and certified public tax accountants who are well-versed in accounting and tax practices.

Process for Appointing Candidates for Directors (Excluding Audit & Supervisory Committee Members)

The Personnel Committee, of which the chair and a majority of the members are independent outside directors, is convened on a discretionary basis to act as a forum for debate and receive recommendations based on the respective candidates' achievements and knowledge, and the independent outside directors conduct interviews with new director candidates (excluding Audit & Supervisory Committee members) before a decision is made at a Board of Directors' meeting.

Policies and Process for the Appointment of Directors who are Audit & Supervisory Committee Members

The necessary abilities, experience, and personality, etc., are considered, and decisions are made by the Board of Directors after reaching an agreement with the Audit & Supervisory Committee.

Independent Directors Committee

To evaluate from an objective standpoint whether the Board of Directors is functioning appropriately, the Company has formed the Independent Directors Committee. This committee comprises just five independent outside directors, and its secretariat function is provided by an independent third-party professional organization. This arrangement facilitates the maintenance of a more effective oversight function in the Board of Directors.

Outside Directors

Of the Company's 14 directors, five are outside directors, and all of the outside directors are independent outside directors. In this way, the Company is working to strengthen the management oversight function.

The Company has established Standards for the Independence of Outside Directors, and outside directors are appointed in accordance with those standards. In the Company's judgment, the outside directors meet those standards, there is no concern that they will have a conflict of interest with general shareholders, and they possess high levels of independence. Accordingly, the Company has notified the Tokyo Stock Exchange (TSE) that they are all independent directors in accordance with TSE regulations.

The status of audits by internal auditors, audits by the Audit & Supervisory Committee, and account audits are reported to the Board of Directors. By attending meetings of the Board of Directors, the outside directors (excluding Audit & Supervisory Committee members) track the status of these audits and work to maintain close ties. In addition to tracking the status of internal audits reported at meetings of the Board of Directors, outside directors (Audit & Supervisory Committee members) track the status of audits by the Audit & Supervisory Committee at meetings of the Audit & Supervisory Committee and work to maintain cooperative relationships with those conducting internal audits and Audit & Supervisory Committee audits.

In addition, all directors who are Audit & Supervisory Committee members receive explanations from the independent auditors of the status of account audits on a quarterly basis. In this way, they track the status of these audits and maintain cooperative relationships with those conducting account audits.

Furthermore, through matters brought to the Board of Directors, outside directors track the status of internal control departments and provide advice. In addition, they attend the Group Business Report Meeting, where reports on the status of the Group's operations are made; work to strengthen the supervisory function; and provide advice as needed.

Moreover, as an outside director support system, the Corporate Planning Division provides support. In regard to the communication of information from the Corporate Planning Division, in principle, materials are sent prior to meetings of the Board of Directors and explanations are provided as needed.

Evaluations of the Effectiveness of the Board of Directors

With the objectives of enhancing the effectiveness of the Board of Directors and increasing corporate value, evaluations of the effectiveness of the Board of Directors are conducted periodically. Specifically, questionnaires regarding evaluation items that have been determined in advance are implemented, and responses are obtained from all directors.

Then, the Independent Directors Committee conducts analysis and verification based on the results and provides their opinions to the Board of Directors. Based on these opinions, the Board confirms the direction of future discussions and initiatives.

Overview of Evaluation Results of the Effectiveness of the Board of Directors in FY2026.3

Based on the Board effectiveness evaluation conducted, the foundation supporting the functions of the Board of Directors and the effectiveness of directors were recognized as generally sufficient, with high evaluations of the Board's culture and role of the chair. Meanwhile, it was agreed, particularly among the independent outside directors, that the Board of Directors needs to tackle issues in terms of long-term management policies, such as ensuring agile reviews of business strategies and strengthening risk management.

Suggestions

During the current Mid-term Plan period, the following discussions will be conducted to ensure the sustainable enhancement of corporate value.

- The current status and future direction of the IP axis strategy will be reviewed, and discussions will be held from a medium- to long-term perspective on its evolution to meet changing times.
- The medium- to long-term issues identified through these discussions will be examined from both offensive perspectives (new opportunities) and defensive perspectives (areas that may become vulnerable in the future).

Responses to Suggestions

Apart from meetings of the Board of Directors, Vision Meetings, which provide opportunities for discussions from the diverse perspectives of individual directors, will be utilized to conduct discussions among all directors through the following process. Opinions and issues identified through these discussions will be reflected in various future initiatives and measures. Issues requiring prompt action will be addressed expeditiously based on their level of priority.

- All directors will organize the Group's IP axis strategy and the elements that comprise it in order to deepen their shared understanding.
- All directors will share initiatives related to the IP axis strategy undertaken by each Business Unit, together with the issues identified from a long-term perspective.
- Based on the above, all directors will discuss opportunities for further evolution of the IP axis strategy and potential future vulnerabilities.

Plans for Developing Next-Generation Managers

The Bandai Namco Group is advancing initiatives for the development of next-generation managers, which it views as crucial to achieving sustainable medium- to long-term growth. From a Groupwide, medium- to long-term perspective, we are examining the ideal composition of executives for the Group and how to strategically deploy and develop next-generation managers.

Specifically, we have established selection criteria for next-generation managers, such as their experience, their ability to execute management strategies, and whether they embody the Group's Purpose. Based on these criteria, we update and monitor the development pipeline for next-generation manager candidates at the annual talent review meeting with internal directors and update and share information with the Personnel Committee.

Personnel who are to be developed as next-generation manager candidates are divided into three groups and are then assigned and appointed appropriately, based on which they undergo relevant development programs.

	Assignment and appointment	Development programs
Group 1	**Tailored to the individual**	**Management leadership philosophy program and enhanced individual self-improvement program**
Group 2	**Experience as a director in charge of multiple businesses**	**Programs to broaden candidates' perspectives as managers** • Management leader training through interactions with executives from other companies • Special lectures on a wide range of topics by external managers and experts • Training for newly appointed directors
Group 3	**Strategic deployment incorporating development** • Have experience in different businesses • Have experience in establishing a new business • Have international business experience • Have experience in management or supervisory division	**Transition from a business-focused perspective to a Companywide perspective** • Special lectures on a wide range of topics by external managers and experts

Roles and Duties of the Personnel Committee Related to Officer Remuneration, etc.

Independent outside directors make up a majority of the Personnel Committee, which is an optional committee that is chaired by an independent outside director. The Personnel Committee holds appropriate deliberations about the validity of systems for officer remuneration, including the basic policy for the Group's officer remuneration system, the remuneration framework, the variable remuneration framework, etc. These deliberations are based on objective information related to officer remuneration (most recent system status, trends at other companies, etc.). The committee then submits a report to the Board of Directors. The Company's Board of Directors accepts the report and makes the final decision on the details of the officer remuneration system. In addition, in the same way, the board of directors for each of the business management companies, etc., accepts the decision of the Company's Board of Directors and makes the final decision on the details of the officer remuneration system for the business management company, etc.

In some cases, as necessary in the conduct of deliberations, external remuneration consultants, etc., attend meetings of the Personnel Committee or provide information to the committee. This is intended to provide support for effective deliberations and consensus formation and does not involve any recommendations or other statements concerning the appropriateness of the content of the report to the Board of Directors.

Activities of the Personnel Committee

Composition of the Personnel Committee / Committee Chair

The Company's Personnel Committee has a maximum of seven members, with independent outside directors making up a majority of the members. The chair of the committee is an outside director elected by the outside directors.

Status of Activities of the Personnel Committee

Since the Ordinary General Meeting of Shareholders held in June 2026, the composition of the Personnel Committee is as follows.

People	5 people (4 outside directors and 1 executive director)
Committee chair	Director (Outside) Toshio Shimada
Members	Director (Outside) Yuki Ikuno, Director (Outside) Mikiharu Noma, Director (Audit & Supervisory Committee Member, Outside) Takayuki Komiya, President and Representative Director Yuji Asako

In the decision-making process for the amounts of compensation for FY2026.3, deliberations by the Personnel Committee were held a total of four times. The chair and members all attended on each of these occasions, and the attendance rate was 100%. The major agenda items were as follows.

Meeting dates	Major agenda items
May 14, 2025	• Sustainability evaluations of the Company's FY2025.3 performance-based bonuses • Payment amounts for FY2025.3 performance-based bonuses and performance-based share compensation for the Company, business management companies, etc. • Calculation method for FY2026.3 performance-based share compensation • Composition of the Personnel Committee for FY2026.3
July 16, 2025	• Outside director candidates for FY2027.3 • Limited liability agreements • Measures concerning directors residing overseas in connection with the payment of performance-linked bonuses for FY2025.3
November 25, 2025	• Terms of office and related matters for outside directors, Audit & Supervisory Committee members, and corporate auditors • Executive personnel proposals for FY2027.3 • Remuneration for the Company's outside directors • Sustainability evaluation metrics for performance-linked bonuses for FY2026.3
January 30, 2026	• Executive personnel for FY2027.3 • FY2027.3 officer remuneration for the Company, business management companies, etc. • Board of Directors Skills Matrix for FY2027.3 • Progress on next-generation managers development initiatives

Matters Related to the Policy Regarding Decisions About the Amount and Calculation Method for Remuneration, etc., for Directors

Basic policy

The basic policy of the remuneration system for the Company's directors (excluding Audit & Supervisory Committee members and outside directors) is to create a remuneration framework that promotes the Company's continuous growth and improves the Company's corporate value over the medium to long term by promoting the sharing of value with shareholders, ensuring objectivity and transparency so that the Company can adequately fulfill its accountability obligations, and fostering a healthy sense of entrepreneurship in the directors while taking into account the level of remuneration that will enable the Company to secure and retain top-grade personnel.

Specifically, the remuneration framework comprises base remuneration as fixed remuneration and performance-based bonuses and performance-based share compensation as variable remuneration. In addition, for the directors of the Group's four business management companies (Bandai Co., Ltd., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., and Bandai Namco Experience Inc.) and the directors of Bandai Spirits Co., Ltd., and Bandai Namco Music Live Inc., the basic policy is the same as that of the Company.

Remuneration for the Company's directors who are Audit & Supervisory Committee members and the Company's outside directors comprises base remuneration only in light of their duties. The amount of remuneration for each director who is an Audit & Supervisory Committee member is determined through discussions among directors who are Audit & Supervisory Committee members, and the amount of remuneration for each outside director who is not an Audit & Supervisory Committee member is determined by the Board of Directors.

Fixed Remuneration (Base Remuneration)

The base remuneration for Company directors (excluding Audit & Supervisory Committee members) is monthly fixed remuneration paid in cash within a specific time period every month. The limit is ¥600 million per year (including a maximum of ¥100 million for outside directors), pursuant to the resolution passed at the 20th Ordinary General Meeting of Shareholders held on June 23, 2025. In addition, Company directors (excluding Audit & Supervisory Committee members and outside directors) contribute a fixed proportion of the base remuneration to the shareholding association for directors and officers to purchase the Company's shares. During their term of office, each director continues to hold such shares, as well as shares acquired through performance-based share compensation. The base remuneration for directors who are Audit & Supervisory Committee members is monthly fixed remuneration paid in cash within a specific time period every month with a limit of ¥200 million per year.

Variable Remuneration (Performance-Based Bonuses and Performance-Based Share Compensation)

Both performance-based bonuses and performance-based share compensation for Company directors (excluding Audit & Supervisory Committee members and outside directors) use the Group's consolidated operating profit as an indicator with the aim of directly reflecting the evaluation on management efforts by the Group's management team in the remuneration amount. In addition, performance-based bonuses incorporate earnings per share (EPS) and sustainability evaluations as indicators to further promote the sharing of value with shareholders.

Performance-Based Bonuses

Performance-based bonuses are calculated within a range of 0% to 200% of the predetermined base amount based on the achievement rates of Mid-term Plan targets, fiscal-year targets, and year-on-year results for the Group's consolidated operating profit as well as year-on-year results for EPS for each fiscal year, with the payment ratio changing within that range depending on the results of sustainability evaluations. If any of the achievement rates is 50% or lower, performance-based bonuses will not be paid.

Sustainability evaluations are conducted for the objective of strengthening the motivation of the eligible directors to address sustainability, and the evaluations are determined by the Board of Directors by examining factors such as the indicators and targets for the Group's material issues (including greenhouse gas emissions and employee engagement) after deliberation by the Personnel Committee, which is an optional committee chaired by an independent outside director and of which a majority of the members are independent outside directors.

Performance-based bonuses will be determined within a limit of the smaller of (i) ¥600 million per year as the limit for cash bonuses or (ii) 1.5% of the profit attributable to owners of parent for the period. The remuneration is paid within a specific time period every year after the end of the relevant fiscal year.

Performance-Based Share Compensation

Performance-based share compensation is provided only when the Group's consolidated operating profit is ¥100 billion or higher, and the payment ratio will be 100% if consolidated operating profit reaches ¥200 billion (the target for the last fiscal year under the Mid-term Plan).

Pursuant to a resolution adopted at the Company's 20th Ordinary General Meeting of Shareholders held on June 23, 2025, the maximum payment amount will be the value of 140,000 shares based on the share price at the time of grant.* Whether any payment is made, and the amount of such payment, will be determined on a fiscal year basis. Under this framework, the number of reference share units is predetermined for each officer rank, and shares of the Company's common share and cash corresponding to the number of payment share units, which are finalized based on the degree of attainment of the consolidated operating profit target, will be delivered or paid. Furthermore, performance-based share compensation will be paid within two months from the day following the day on which the figure of the performance-based indicator (consolidated operating profit of the Group) is finalized.

Furthermore, as of April 2025, the Company expanded the scope of performance-based share compensation to include executive directors at Group companies in Japan, who were not previously eligible, and introduced the Group Performance-Based Share Compensation System, under which shares are delivered or cash is paid when the Group's consolidated operating profit meets the designated threshold for each year.

* Delivery share price is the closing price of the Company's common share on the Tokyo Stock Exchange on the business day immediately preceding the date of the resolution at the Board of Directors' meeting to deliver the Company's common share related to the performance-based share compensation system held within two months from the date of the Ordinary General Meeting of Shareholders pertaining to each fiscal year under evaluation (if the Company's shares were not traded on that day, the closing price on the last day the shares were traded prior to that).

Remuneration Structure

The Company determines the remuneration structure for directors of the Company (excluding Audit & Supervisory Committee members and outside directors) by verifying the level of remuneration based on its performance results and objective benchmarks for management's remuneration obtained from external specialist organizations and by comprehensively taking into consideration the ratio of fixed remuneration to variable remuneration in the annual total remuneration and the ratio of medium- to long-term remuneration in variable remuneration. If the target for the final year under the Mid-term Plan has been achieved, the ratio of fixed remuneration to variable remuneration in annual total remuneration will be about 30:70. Also, the proportion in annual total remuneration of share-based remuneration, that is the sum of the contribution of a fixed proportion of the base remuneration to the shareholding association for directors and officers and performance-based share compensation will be approximately 50% of total annual compensation.

Procedure for Determining Compensation

The policy, framework, and performance-based mechanism for directors (excluding Audit & Supervisory Committee members and outside directors) will be determined by the Board of Directors after deliberation by the Personnel Committee in order to seek the appropriate involvement and advice of outside directors. Over the course of deliberations by the Personnel Committee, sufficient information is provided to outside directors so that they can perform their analysis, including, for instance, by asking for advice from external specialist organizations where necessary.

In regard to the method of calculating performance-based share compensation, the matter is submitted to the Personnel Committee. A precondition is that, among committee members, executive directors do not participate in deliberations or the formation of opinions regarding the consultation. Based on the Committee's response, which has received the approval of all independent outside directors, the matter is finalized through a resolution of the Company's Board of Directors. In addition, at business management companies, etc., in accordance with the decisions of the Company's Board of Directors, decisions are made through resolutions of the boards of directors of the respective companies.

Reference **Performance-Based Remuneration Results**

Performance-based bonus KPIs
Mid-term Plan targets
Year-on-year fiscal year target results
Year-on-year results for EPS
Consolidated operating profit achievement rate for each KPI

Performance-based share compensation KPI
Consolidated operating profit: ¥200,000 million

Consolidated operating profit in FY2026.3 **¥189,517 million**
Earnings Per Share in FY2026.3 **¥217.49**

Achievement rate of (Mid-Term Target) KPIs **135.4%**
Payment ratio upon performance achievement **169.6%**
Sustainability evaluation **±0%**
Payment ratio for performance-based bonuses **169.6%**

Achievement rate of KPIs **94.8%**
Payment ratio for performance-based share compensation **94.8%**

FY2026.3

Officer category	Total amount of compensation, etc. (¥ million)	Total amount of compensation, etc., by type (¥ million)		Total amount of compensation, etc., by type (¥ million)		
		Fixed remuneration	Number of eligible executives (people)	Performance-based remuneration	Of the amount on the left, performance-based share compensation, etc.	Number of eligible executives (people)
Directors (excluding Audit & Supervisory Committee members and outside directors)	1,261	425	6	836	391	5
Directors who are Audit & Supervisory Committee members (excluding outside directors)	33	33	1	—	—	—
Outside directors	81	81	5	—	—	—

Note: The number of directors (excluding directors who are Audit & Supervisory Committee members and outside directors) and the total amount of their compensation include one director who retired at the conclusion of the 20th Annual General Meeting of Shareholders held on June 23, 2025.
The amount of performance-based share compensation is calculated based on the closing price of the Company's common share on the Tokyo Stock Exchange Prime Market as of March 31, 2026, and the delivery share price will be applied at the time of actual grant.

Shareholdings

Standards for and Approach to the Classification of Investment Shares

The Company holds cross-shareholdings as investment shares only when they are deemed to contribute to enhancing corporate value. The Company does not hold investment shares for pure investment objective (investment shares held exclusively with the objective of obtaining profits through stock price fluctuations or share-related dividends).

Investment Shares Held for Objective Other Than Pure Investment

Each year, the Company shall implement a sufficient review, including whether or not to continue to hold cross-shareholdings, by the Board of Directors, of all cross-shareholdings from a medium- to long-term perspective, taking into consideration the importance of cross-shareholdings and their economic rationale. The Company shall also reflect the results of these reviews in explanations regarding the objectives of cross-shareholdings, etc.
Specifically, reviews are conducted in light of the following perspectives.

I. The necessity for the enhancement of the Company's corporate value going forward, such as the further strengthening of the IP axis strategy through the creation of IPs or the expansion of business fields.
II. The level of contribution to the enhancement of the Company's corporate value, such as the current status of transactions or business alliances with the company in question.
III. The relationship between the benefit of ownership and the Company's cost of capital with respect to the acquisition price of each cross-shareholding.

The Company does not unconditionally agree with the proposals of the companies whose shares it owns. Rather, voting rights are exercised based on whether or not the proposals will contribute to increasing the Company's corporate value through the maintenance and/or bolstering of the business partnership and business relationship with such companies.

Number of Issues and Carrying Amount on the Balance Sheet

	Number of issues	Total carrying amount on balance sheet (¥ million)
Unlisted shares	7	4,324
Shares other than unlisted shares	31	127,288

Issues for which the number of shares increased in FY2026.3

	Number of issues	Total Amount of Increased Shares (¥ million)
Unlisted shares	1	3,004
Shares other than unlisted shares	1	207

Issues for which the number of shares decreased in FY2026.3

	Number of issues	Total Amount of Decreased Shares (¥ million)
Unlisted shares	—	—
Shares other than unlisted shares	3	1,215

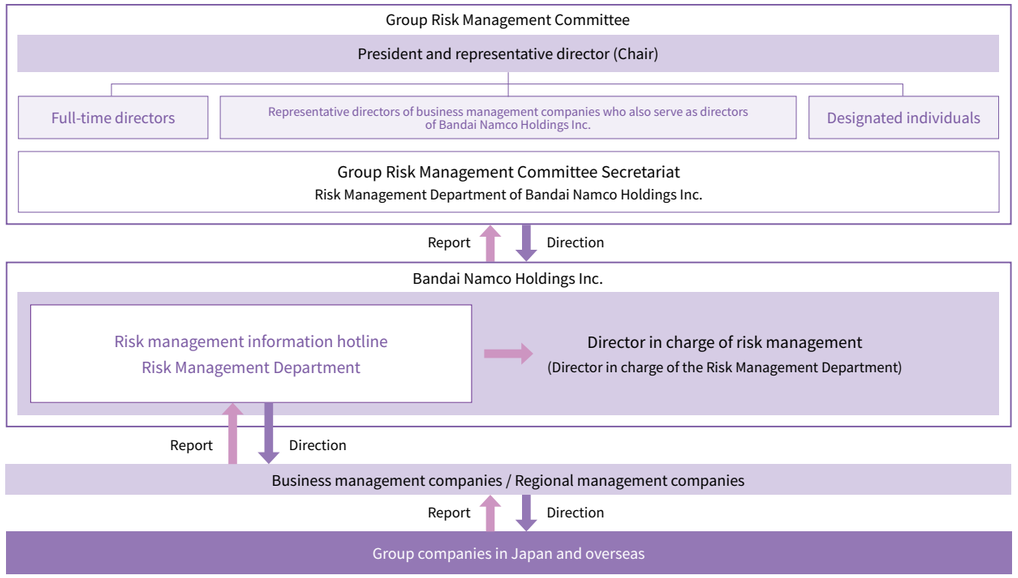
Percentage of Consolidated Net Assets

March 31, 2025 **18.6%** ▶ March 31, 2026 **15.3%**

Risk Management

The Bandai Namco Group has established the Group Risk Management Committee, chaired by the president and representative director of Bandai Namco Holdings Inc. and comprising full-time directors, representative directors of business management companies, who also serve as directors of Bandai Namco Holdings Inc., designated members, and the secretariat. With this organization in charge, we have strengthened Groupwide risk management and put into place a system to respond to crises. Within this framework, we are working to enhance information security and take other related measures. Each Bandai Namco Group company also establishes a risk and crisis management organization. These risk and crisis management organizations, with the assistance of business management companies or overseas regional management companies, strengthen their risk management during normal times and are responsible for addressing a risk or crisis that emerges. Additionally, information on risks and crises, as well as compliance-related matters within the Company and its subsidiaries, is reported monthly to the Board of Directors by the Group Risk Management Committee Secretariat.

Group Risk Management Committee



Formulation of BCP and Implementation

Each Group company prepares a business continuity plan (BCP) according to the prescribed format in the Bandai Namco Group Basic Policy on Business Continuity Planning. If an important resource incurs damages due to a disaster or other contingency, each Group company will respond based on their own BCP. The details of these BCPs are reviewed and updated annually, while each Group company also conducts BCP training for various contingency scenarios.

Furthermore, if an earthquake above a certain level strikes somewhere in Japan, or if a contingency is judged to occur requiring confirmation of employee safety, each Group company checks the safety of its employees and their families residing or working in the affected region using the safety check system.

Approach to Information Security

The Bandai Namco Group recognizes that its initiatives for information security represent an important element of the Group's business execution. We are working to safeguard the Group's information assets while also taking into account changes in the legal and social situations.

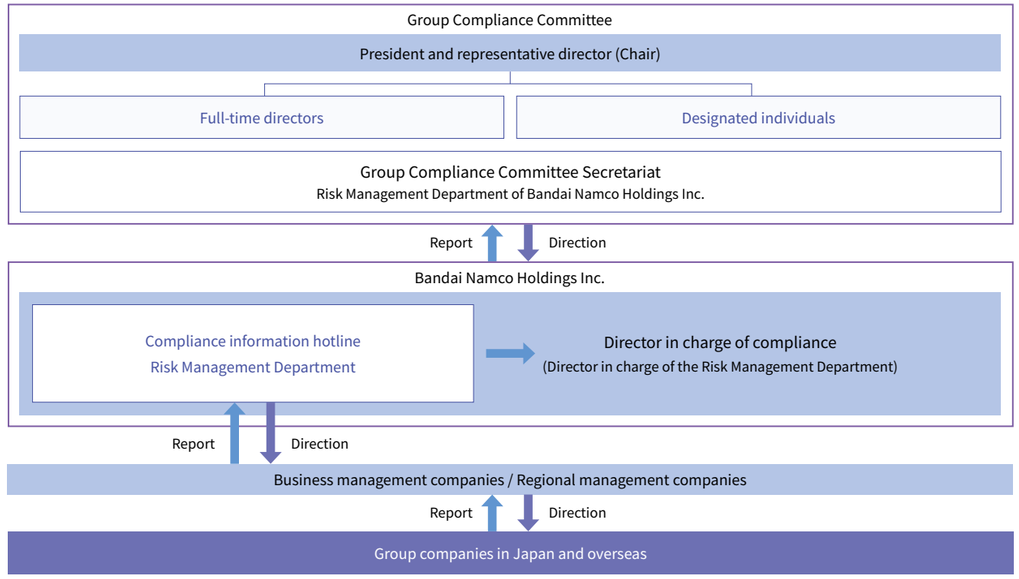
The Group has also established the Group Information Security Committee as an expert body for maintaining and strengthening the Groupwide information security structure. At each Group company, the representative director appoints a chief information security officer (CISO) as the ultimate person responsible for information security.

We are working to prevent incidents by implementing appropriate information security countermeasures based on the value of our information assets pursuant to the Group Information Security Management Rules compliant with laws, regulations, and other rules. Maintaining and strengthening our information security system is considered a Companywide action as part of our daily management and operating activities rather than the responsibility of individual organizations in charge. With this in mind, we strive for continuous improvement.

Compliance

The Company has established the Group Compliance Committee, chaired by the president and representative director of Bandai Namco Holdings Inc., with full-time directors, designated individuals and a secretariat serving as its members. This committee oversees the development of a system to strengthen compliance across the entire Group and to respond appropriately in the event of a compliance violation.

Group Compliance Committee



Anti-Corruption Initiatives

In accordance with the Bandai Namco Group Code of Conduct, we formulated the Group Anti-bribery Regulations to better eliminate and prevent corruption risks, especially in relation to public officials. Through the formulation of regulations preventing insider trading and implementation of employee training on corruption prevention, we have put in place a framework for anti-corruption to ensure sound management.

Internal Whistleblower Systems

Bandai Namco Group companies maintain a whistleblower system under their own internal rules. The rules require employees to consult with their supervisor or report to the external consultation desk, internal consultation desk, Audit & Supervisory Board Members, or other designated parties via the whistleblower system (hotline) when they discover any violation of laws or regulations or other concerns. Additionally, in accordance with the Whistleblower Protection Act and other relevant regulations, the whistleblower system ensures that whistleblowers will not be treated disadvantageously due to reporting misconduct.

Compliance Training

To ensure abidance of laws, respect of ethical behavior, and compliance with internal regulations, the Company has set in place the Bandai Namco Group Code of Conduct to define behavioral guidelines for directors, etc., and employees of the Company and its subsidiaries.

We are working to raise awareness of the code of conduct by displaying posters internally. In addition, the director responsible for compliance oversees Groupwide compliance efforts and regularly conducts training such as e-learning programs. Furthermore, we conduct a compliance awareness survey of all Group employees annually to assess their level of understanding and awareness of compliance. The results of this survey are shared with the directors in charge of compliance at each subsidiary and are reflected in efforts to increase compliance awareness.

Risks and Opportunities

Major Groupwide Risks and Opportunities

		Risks and Opportunities	Measures
Items accompanying the advancement of the IP creation, cultivation, and rollout IP	Risks	• Intensification of competition in the IP business • Rapid changes in markets and customers and technological progress • Dependence on specific IPs • Increased investment in IP creation, acquisition, and protection • Problems with quality, etc., in IP products and services • Damage to IP value due to IP infringements, etc. • Securing and development of the human resources who will advance the IP axis strategy	Implementing the following initiatives alongside enhancing brand value through the permeation of the Purpose "Fun for All into the Future" and advancing the main strategies of the Mid-term Plan: • Strengthening new IP creation and cultivation and the rollout of established IPs • Establishing diverse IPs, businesses, and regional portfolios • Strengthening collaborations with external partners • Demonstrating synergies, such as from collaborations involving initiatives in both the physical and digital business categories • Implementing initiatives for new business models, businesses, and platforms • Executing strategic investments • Restructuring the organization to leverage comprehensive strengths, including through collaborations between Units and regions • Strengthening quality control systems, employee training, and supply chain management • Strengthening development systems with a focus on quality • Improving marketing activities and forecast accuracy through the utilization of customer data • Appropriately utilizing and protecting IPs, including the elimination of counterfeit products and services, and conducting awareness activities both internally and externally • Introducing systems and frameworks to promote the active role of diverse human resources • Bolstering a sound financial position
	Opportunities	• Promotion of collaboration among regions and businesses • Expansion of potential for the creation of new markets, businesses, business models, and IPs as a result of rapid changes in markets and customers and advances in technology • Expansion of market presence through increased global recognition of Japanese IPs • Expansion of potential for new IP creation • Sustainable development of entertainment through appropriate utilization and protection of IPs	
Items accompanying the expansion of categories and areas	Risks	• Intensification of competition and imitation of business model • Compliance with laws, regulations, and industry standards in each region and business domain • Adaptation to cultural factors, customer preferences, media environments, and distribution and business practices in each region • Response to increased demand • Securing and development of the human resources who will advance the IP axis strategy	Implementing the following initiatives alongside enhancing brand value through the permeation of the Purpose "Fun for All into the Future" and advancing the main strategies of the Mid-term Plan: • Integrating and consolidating offices in each region • Strengthening governance structure overseas • Strengthening the system for the collection and sharing of the latest information about each business and region • Strengthening collaborations with external partners • Rolling out local IPs and offering products and services tailored to local preferences and market environments • Increasing recognition of our product and corporate brands by enhancing sales promotions and marketing activities • Bolstering e-commerce capabilities and enhancing logistics network • Enhancing production structure, including in-house factories • Restructuring the organization to leverage comprehensive strengths, including through collaborations between Units and regions • Strengthening quality control systems, employee training, and supply chain management • Introducing systems and frameworks to promote the active role of diverse human resources
	Opportunities	• Promotion of collaboration among regions and businesses • Expansion of market presence through increased global recognition of Japanese IPs • Sustainable development of entertainment through appropriate utilization and protection of IPs	
Items accompanying the active utilization of diverse human resources	Risks	• Increased competition in securing the human resources who will advance the IP axis strategy • Shortage of corporate talent that serves as the business foundation • Intensification of competition in building relationships with external creative talent and external business partners	Implementing the following initiatives alongside the permeation of the Purpose "Fun for All into the Future" and "Bandai Namco Group Code of Conduct" within the Group: • Introducing and integrating systems and frameworks that promote the active role of diverse human resources • Securing and developing global and corporate talent • Assessing the current situation by implementing an employee engagement survey and promoting response measures accordingly • Promoting collaborations with external partners and creating new opportunities for employees to play active roles in doing so • Facilitating the exchange of personnel across regions and businesses
	Opportunities	• Improved engagement of Group employees	
Sustainability Issues		Bandai Namco Group's five material issues, including their associated risks and opportunities, as well as risks and opportunities related to climate change and human rights initiatives, are detailed on our Sustainability website.	
Items accompanying information security	Risks	• Information leaks and effects on business systems resulting from cyberattacks, etc. • Technological progress and changes in laws and regulations • Decline in in-house information literacy	• Strengthening the governance structure for information security • Strengthening monitoring and vulnerability countermeasures • Expanding information security departments • Strengthening information security training • Collecting the latest information and strengthening relationships with external specialists • Establishing a management system for critical information

For the Bandai Namco Group to record sustained growth over the medium to long term, we will need to reduce risks and make the most of opportunities by responding rapidly to changes in the environment, identifying risks and opportunities for the Group, and considering and implementing measures to address them. At senior management meetings and various committees, we are analyzing and sharing information about risks and opportunities and considering measures. In these ways, we will maintain an appropriate risk management system. In addition, we will strive to leverage new opportunities arising from changes in the business environment and to implement a range of initiatives going forward.

Items accompanying other external factors	Risks	• Natural disasters and accidents • Changes in the political situation • Revision of laws and regulations • Exchange rate fluctuations • Stock price fluctuations • Spread of infectious diseases • Compliance violations (violations of laws and regulations) • Litigation	• Promoting activities such as training based on the business continuity plan and business continuity management along with continuous reevaluation • Strengthening the risk management system • Strengthening the system for the collection and sharing of the latest information about each business and region • Implementing initiatives in accordance with the circumstances or requests of national and local governments in each country or region • Ensuring strict hygiene practices and promoting employee health management • Providing social support, such as through the contribution of funds and other business-based measures • Implementing timely and appropriate disclosure of information • Continuing compliance training and awareness-raising activities, monitoring the status through compliance awareness surveys, and establishing an internal reporting system

Major Risks and Opportunities in Each Business

		Risks and Opportunities	Measures
Items Accompanying Groupwide Businesses	Opportunities	• Spread and expansion of network environment • Technological progress • Expansion of customer touchpoints through digitalization	• Addressing new technologies and platforms • Strengthening initiatives to enhance IP recognition as well as global rollouts • Strengthening digital initiatives, such as digital marketing for online events and e-commerce capabilities
Toys and Hobby Unit	Risks	• Declining Birthrate in Japan • Increase in price of raw materials and fuel, and difficulty in procuring raw materials • Legal and environmental changes related to import–export transactions • Strengthened regulations on the use of plastic • Lost opportunities due to excess demand • Concentration of production areas and quality control	• Expanding target demographics, business operations, and regions • Reforming and increasing the efficiency of the value chain in development and production • Promoting efforts to recycle and reduce the use of petroleum-derived plastics through the development of new materials • Strengthening e-commerce capabilities • Improving the accuracy of demand forecasts and responding swiftly • Enhancing and increasing efficiency of production structure • Dispersing manufacturing bases and strengthening quality control systems
	Opportunities	• Expansion of market presence through increased global recognition of Japanese IPs	
Digital Unit	Risks	• Prolonged development periods and increased investment • Platform diversification • Technological progress • Securing and development of talent for title development	• Strengthening development systems with a focus on quality and increasing efficiency • Actively responding to new technologies, platforms, and business models • Strengthening collaborations with external partners, including external studios • Building an optimized title portfolio • Continuing communication with fans after title releases • Strengthening research and information collection, such as for new technologies • Enhancing development environments, acquiring talent, and strengthening talent development
	Opportunities	• Growing potential for new markets, businesses, and business models as a result of technological advancements	
Visual and Music Unit	Risks	• Prolonged production periods and increased investment • Intensification of competition in IP creation • Securing and development of human resources in production • Technological progress	• Enhancing production environments, acquiring talent, strengthening talent development • Strengthening collaborations with external partners, including external studios • Investing to enhance production technologies • Maximizing IP value by expanding opportunities for visual works development and utilization through transmedia development and enhanced licensing • Expanding global rollouts
	Opportunities	• Growing availability of environments where content is accessible to global markets • Increasing demand for real-world entertainment	
Amusement Unit	Risks	• Diversification of entertainment utilizing real venues and intensifying competition • Increase in fuel prices, etc. • Challenges in securing talent and higher personnel expenses	• Strengthening collaboration with Group resources, such as IPs, products, and services • Increasing efficiency and strengthening stable business foundation • Strengthening the acquisition and development of talent specializing in each business through reorganization • Addressing diverse workstyles
	Opportunities	• Increasing demand for real-world entertainment	

Takeover Defenses

At present, the Company has not introduced any specific measures to respond to a takeover (takeover defense measures). The Group regards implementing its management and business strategies in accordance with measures to increase the corporate value of the Group as a whole as a substantial defense against inappropriate takeovers that would not contribute to the Company's corporate value or the common interests of shareholders.

That said, as those entrusted with the management of the Group by our shareholders, we will strive to establish a system that can appropriately respond to takeover proposals, while closely monitoring legal and social trends.

In concrete terms, with regard to proposals for takeovers in the event an inappropriate bidder emerges, the management team will not take steps to guard its own interests against the takeover offer by the bidder, but will sufficiently deliberate the matter at Board of Directors' meetings after referring the matter, as necessary, to the Independent Directors Committee, which is composed only of independent outside directors, for their review from objective viewpoints, to enable the Company to make a judgment from the perspective of improving corporate value first. The Company will also work to collect sufficient information and secure necessary time, so as to be conducive to appropriate judgment by shareholders.

Investor Relations Activities

Aiming to enhance corporate value, Bandai Namco Holdings is implementing a variety of investor relations (IR) activities in accordance with information disclosure standards and the IR policy related to IR opportunity enhancement, etc. In addition, the status of IR activities and the feedback from investors and analysts are shared with directors, regularly reported to the Board of Directors, and continually communicated to business management companies and throughout the Group.

Also, Bandai Namco aims to be a highly transparent company that clearly communicates management strategies and business policies to shareholders and investors. Accordingly, the Company works to enhance opportunities for executives to speak directly to investors and securities analysts, such as results presentations. In addition, we undertake activities to deepen understanding of the Bandai Namco Group, including providing shareholder benefits related to the Group's businesses and issuing newsletters.



The 21st Ordinary General Meeting of Shareholders held on June 22, 2026

Results of Major IR Activities in FY2026.3

Results presentations for investors and analysts (online / in-person)	4 times (1,072 people attending)
Attendees at separate meetings for investors and analysts	289 times (891 companies / 1,077 people)
IR events for investors and analysts	3 times

CONSOLIDATED SIX-YEAR FINANCIAL SUMMARY

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
For the Fiscal Years Ended March 31

Millions of yen, except per-share data and main financial indicators

	2021	2022	2023	2024	2025	2026
For the Year:						
Net sales	¥740,903	¥889,270	¥990,089	¥1,050,210	¥1,241,513	¥ 1,348,246
Gross profit	282,006	356,265	368,656	370,959	495,185	531,172
Selling, general and administrative expenses	197,352	230,769	252,183	280,277	314,956	341,654
Operating profit	84,654	125,496	116,472	90,682	180,229	189,517
Ordinary profit *1	87,612	133,608	128,006	104,164	186,470	201,923
Profit attributable to owners of parent	48,894	92,752	90,345	101,493	129,301	140,651
Comprehensive income	90,527	96,299	116,064	110,456	168,060	146,590
Capital expenditures	31,507	36,554	45,737	49,116	65,257	63,906
Depreciation and amortization	24,684	25,726	28,671	38,364	40,216	47,204
Cash flows from operating activities	60,483	121,212	95,625	88,906	187,337	164,719
At Year-End:						
Total assets	¥732,782	¥862,650	¥926,358	¥971,838	¥1,102,636	¥ 1,190,494
Total current assets	455,210	577,206	592,637	642,622	704,942	780,901
Total current liabilities	175,920	243,362	247,323	244,119	278,611	293,300
Total net assets	511,433	584,233	652,133	699,823	793,216	861,424
Per Share Data (Yen):						
Basic earnings per share*2	¥ 74.19	¥140.70	¥136.88	¥153.85	¥197.88	¥ 217.49
Cash dividends	112.00	212.00	206.00	60.00	71.00	73.00
Main Financial Indicators:						
Return on equity (ROE)*3 (%)	10.2	16.9	14.6	15.0	17.3	17.0
Return on assets (ROA)*4 (%)	13.0	16.7	14.3	11.0	18.0	17.6
Selling, general and administrative expenses to net sales (%)	26.6	26.0	25.5	26.7	25.4	25.3
Operating profit margin (%)	11.4	14.1	11.8	8.6	14.5	14.1
Profit attributable to owners of parent margin (%)	6.6	10.4	9.1	9.7	10.4	10.4
Shareholders' equity ratio (%)	69.7	67.7	70.4	72.0	71.9	72.3
Debt/equity ratio*5 (times)	0.05	0.05	0.03	0.02	0.02	0.02

*1 Ordinary profit is a Japanese accounting term denoting income before extraordinary items.
*2 The Company conducted a share split with a ratio of three shares for every one share of common share on April 1, 2023.
Basic earnings per share was calculated assuming that the share split was conducted at the beginning of the fiscal year ended March 31, 2021.
*3 ROE = Profit attributable to owners of parent / Average total shareholders' equity
(= Total net assets - Share acquisition rights - Non-controlling interests)
*4 ROA = Ordinary profit / Average total assets
*5 Debt/equity ratio = Interest-bearing debt ÷ Equity

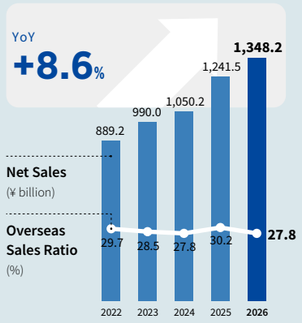
THE BANDAI NAMCO GROUP: 1 YEAR OF RESULTS

FY2026.3

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
For the Fiscal Years Ended March 31

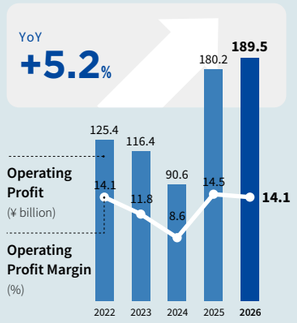
Net Sales

¥1,348.2 billion



Operating Profit

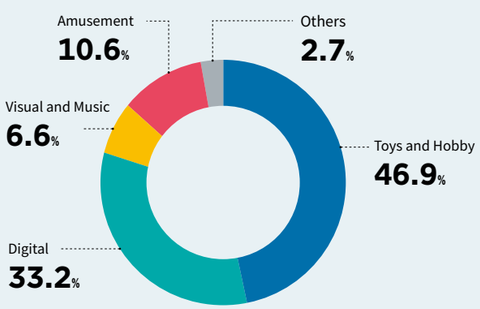
¥189.5 billion



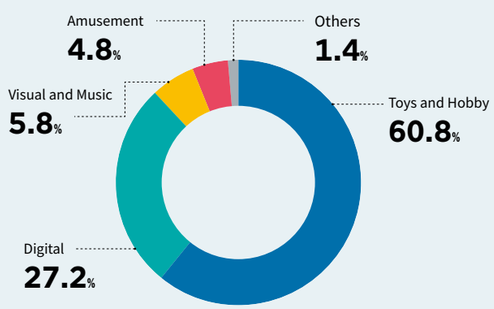
Overview of Results

- We expanded the *Gundam* series through the buzz generated by new visual works and the exhibition at Expo 2025 Osaka, Kansai, Japan, as well as the rollout of products and services in collaboration with such events.
- In the Toys and Hobby Business, we saw a strong performance from products for the mature fan base, such as Gunpla, Collectors' Figures, and *Ichibankuji*, as well as card products, GASHAPON capsule toys, confectionery and food, products related to the *Tamagotchi* series, and sticker products.
- In the Digital Business, *SD Gundam G Generation ETERNAL* performed well, attracting new fans in addition to our existing fan base. While our mainstay app titles remained stable, home console games were affected by differences in the title lineup compared with the same period of the previous year.
- In the Visual and Music Business, new *Gundam* series visual works gained popularity, with box office revenue, video streaming, and the licensing of related products and services also contributing to our performance.
- In the Amusement Business, sales at existing domestic facilities exceeded that of the same period of FY2025.3, with official IP experiential value-based stores such as Bandai Namco Cross Stores and GASHAPON Department Stores performing well.

Segment Sales Ratio

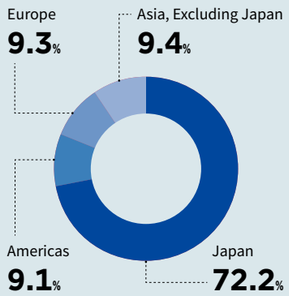


Segment Profit Ratio



Note: Percentages are calculated based on sales before elimination of intersegment transactions.

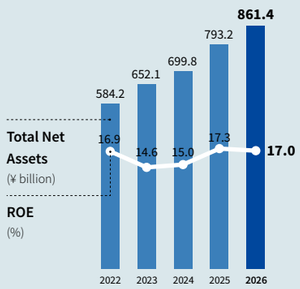
Contributions to Net Sales by Geographic Region



Note: Percentages are calculated based on external sales. Figures are estimates based on management accounting.

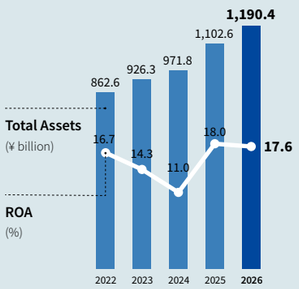
Return on Equity (ROE)

17.0%



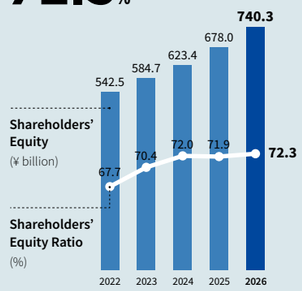
Return on Assets (ROA)

17.6%



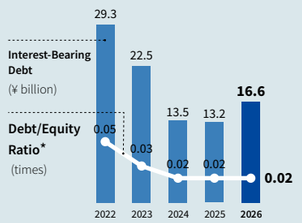
Shareholders' Equity Ratio

72.3%



Debt/Equity Ratio*

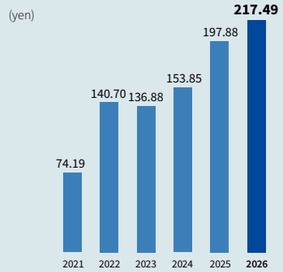
0.02 times



* Debt/equity ratio = Interest-bearing debt ÷ Equity

Basic Earnings per Share*

¥217.49



* On April 1, 2023, we conducted a share split at a ratio of three shares of common stock for every one share. Calculations of "Basic Earnings per Share" are based on the assumption that the share split was conducted at the beginning of FY2021.3.

ESG (For detailed data, please refer to FACT BOOK 2026, a separate publication.)

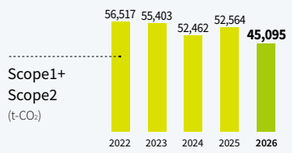
CO_2 Emissions

Scope1+Scope2*

45,095 t-CO_2

Scope3*

1,907,270 t-CO_2



* Scope 1, Scope 2, and Scope 3 reporting covers all consolidated Bandai Namco Group companies in Japan and overseas.

Industrial Waste

7,507 t
(Of which, Recycling Volume is 2,439t)

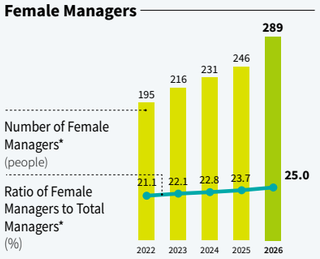
Number of Consolidated Employees

11,457 employees

Number of Independent Directors

5 / 14

Female Managers



* The data covers 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.

Sales of IP Products and Services (Group Total)

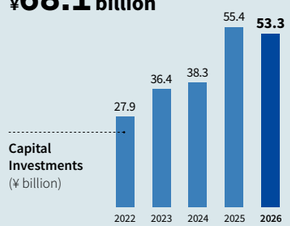
	2025	2026
KAMEN RIDER series	¥30.7 billion	¥29.7 billion
Gundam series	¥153.5 billion	¥254.3 billion
DRAGON BALL series	¥190.6 billion	¥138.0 billion
Ultraman series	¥14.0 billion	¥9.6 billion
ONE PIECE	¥139.5 billion	¥139.3 billion

* Calculated based on net sales before elimination of inter-segment transactions.
* Total sales by IP of major Group companies.

Investment in Game Content Development, Etc., and Capital Investments

Investment in Game Content Development, Etc.

2026
¥68.1 billion



CONSOLIDATED BALANCE SHEETS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
As of March 31, 2025 and 2026

	Millions of yen		Thousands of U.S. dollars (note)
	2025	2026	2026
Assets			
Current assets:			
Cash and deposits	¥ 388,460	¥ 433,262	$ 2,709,922
Trade receivables and contract assets	123,998	146,181	914,321
Allowance for doubtful accounts	(862)	(1,256)	(7,857)
Inventories	128,710	129,442	809,624
Other	64,635	73,270	458,284
Total current assets	704,942	780,901	4,884,295
Property, plant and equipment:			
Buildings and structures	55,287	58,521	366,034
Machinery, equipment and vehicles	18,345	31,058	194,263
Amusement facilities and machines	67,763	72,393	452,799
Land	48,671	48,249	301,784
Right-of-use assets	20,444	27,227	170,301
Construction in progress	8,515	12,689	79,367
Other	170,559	181,946	1,138,016
Total	389,588	432,086	2,702,567
Less accumulated depreciation	(250,461)	(279,152)	(1,746,013)
Net property, plant and equipment	139,127	152,933	956,553
Intangible assets:			
Total intangible assets	31,226	27,426	171,544
Investments and other assets:			
Investment securities	173,350	161,418	1,009,623
Deferred tax assets	19,673	29,867	186,811
Retirement benefit asset	11,710	14,081	88,077
Other	23,578	24,570	153,678
Allowance for doubtful accounts	(972)	(705)	(4,411)
Total investments and other assets	227,340	229,232	1,433,780
Total assets	¥1,102,636	¥1,190,494	$7,446,174

Note: The consolidated financial statements are expressed in yen. However, solely for the convenience of the reader, the consolidated financial statements as of and for the fiscal year ended March 31, 2026 have been translated into U.S. dollars at the rate of ¥ 159.88=U.S.$1, the approximate exchange rate on the Tokyo Foreign Exchange Market on March 31, 2026. This translation should not be construed as an indication that the amounts shown could be converted into U.S. dollars at such a rate.

	Millions of yen		Thousands of U.S. dollars (note)
	2025	2026	2026
Liabilities and net assets			
Current liabilities:			
Trade payables	¥ 98,068	¥ 101,717	$ 636,208
Income taxes payable	40,715	35,024	219,065
Contract liabilities	28,677	31,032	194,097
Provisions	5,098	4,755	29,745
Other	106,051	120,771	755,387
Total current liabilities	278,611	293,300	1,834,504
Non-current liabilities:			
Retirement benefit liability	6,042	6,380	39,906
Deferred tax liabilities	7,697	6,751	42,225
Lease liabilities	7,392	12,125	75,841
Other	9,675	10,512	65,752
Total non-current liabilities	30,808	35,769	223,726
Total liabilities	309,420	329,069	2,058,230
Net assets:			
Shareholders' equity			
Share capital	10,000	10,000	62,546
Authorized: 2,500,000,000 shares			
Issued: 650,000,000 shares			
Capital surplus	43,491	7,987	49,958
Retained earnings	668,802	755,714	4,726,762
Treasury shares, at cost: 12,782,466 shares in 2025 and 8,634,037 shares in 2026	(44,214)	(33,359)	(208,652)
Subtotal	678,079	740,342	4,630,615
Accumulated other comprehensive income			
Valuation difference on available-for-sale securities	85,451	72,768	455,146
Deferred gains or losses on hedges	(8)	1,772	11,085
Revaluation reserve for land	(4,022)	(4,022)	(25,160)
Foreign currency translation adjustment	30,769	46,482	290,733
Remeasurements of defined benefit plans	2,584	3,437	21,502
Subtotal	114,774	120,438	753,306
Non-controlling interests	362	642	4,020
Total net assets	793,216	861,424	5,387,943
Total liabilities and net assets	¥1,102,636	¥1,190,494	$7,446,174

CONSOLIDATED STATEMENTS OF INCOME AND CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2025 and 2026

Consolidated Statements of Income

	Millions of yen		Thousands of U.S. dollars (note)
	2025	2026	2026
Net sales	¥1,241,513	¥1,348,246	$ 8,432,865
Cost of sales	746,327	817,074	5,110,547
Gross profit	495,185	531,172	3,322,317
Selling, general and administrative expenses	314,956	341,654	2,136,944
Operating profit	180,229	189,517	1,185,373
Other income (loss):			
Interest and dividend income	4,732	4,986	31,188
Interest expenses	(391)	(491)	(3,077)
Foreign exchange gains (losses)	(767)	2,259	14,131
Penalty	(884)	(384)	(2,404)
Share of profit (loss) of entities accounted for using equity method	2,699	4,816	30,125
Gain (loss) on sales of investment securities, net	423	1,270	7,946
Loss on valuation of investment securities	(487)	(605)	(3,786)
Gain (loss) on sale of shares of subsidiaries and associates, net	(32)	(2,954)	(18,477)
Impairment losses	(1,526)	(696)	(4,354)
Other	127	(18)	(115)
	3,892	8,181	51,175
Profit before income taxes	184,122	197,699	1,236,548
Income taxes	54,764	56,773	355,099
Profit	129,358	140,926	881,449
Profit attributable to non-controlling interests	56	275	1,720
Profit attributable to owners of parent	¥ 129,301	¥ 140,651	$ 879,728

	Yen		U.S. dollars (note)
	2025	2026	2026
Per share data			
Net assets at March 31	¥ 1,225.02	¥1,342.11	$8.39
Earnings per share:			
Basic	197.88	217.49	1.36
Diluted	—	—	—
Cash dividends applicable to period	71.00	73.00	0.46

Consolidated Statements of Comprehensive Income

	Millions of yen		Thousands of U.S. dollars (note)
	2025	2026	2026
Profit	¥129,358	¥140,926	$881,449
Other comprehensive income:			
Valuation difference on available-for-sale securities	36,096	(12,670)	(79,252)
Deferred gains or losses on hedges	(1,028)	1,776	11,111
Revaluation reserve for land	(5)	—	—
Foreign currency translation adjustment	1,131	15,713	98,280
Remeasurements of defined benefit plans, net of tax	2,418	853	5,338
Share of other comprehensive income of entities accounted for using equity method	89	(7)	(48)
Total other comprehensive income	38,702	5,664	35,428
Comprehensive income	¥168,060	¥146,590	$ 916,877
Comprehensive income attributable to:			
Comprehensive income attributable to owners of parent	¥168,004	¥146,315	$915,157
Comprehensive income attributable to non-controlling interests	56	275	1,720

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2025 and 2026

Year ended March 31, 2025

Millions of yen

	Shareholders' equity					Accumulated other comprehensive income							
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	¥10,000	¥53,321	¥579,417	¥ (19,293)	¥623,445	¥ 49,262	¥ 1,022	¥(4,016)	¥ 29,637	¥ 166	¥76,071	¥306	¥699,823
Dividends of surplus			(39,918)		(39,918)								(39,918)
Profit attributable to owners of parent			129,301		129,301								129,301
Change in scope of equity method			1		1								1
Purchase of treasury shares				(35,000)	(35,000)								(35,000)
Cancellation of treasury shares		(9,942)		9,942	—								—
Disposal of treasury shares		111		134	246								246
Change in treasury shares arising from change in equity in entities accounted for using equity method				3	3								3
Net changes in items other than shareholders' equity						36,189	(1,030)	(5)	1,131	2,418	38,702	56	38,758
Balance at end of period	¥10,000	¥43,491	¥668,802	¥(44,214)	¥678,079	¥ 85,451	¥ (8)	¥(4,022)	¥30,769	¥2,584	¥114,774	¥362	¥793,216

Year ended March 31, 2026

Millions of yen

	Shareholders' equity					Accumulated other comprehensive income							
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	¥10,000	¥43,491	¥668,802	¥(44,214)	¥678,079	¥ 85,451	¥ (8)	¥ (4,022)	¥30,769	¥2,584	¥114,774	¥362	¥793,216
Dividends of surplus			(53,738)		(53,738)								(53,738)
Profit attributable to owners of parent			140,651		140,651								140,651
Change in scope of consolidation					—							5	5
Change in scope of consolidation - foreign currency translation adjustment					—				(290)		(290)		(290)
Purchase of treasury shares				(24,758)	(24,758)								(24,758)
Cancellation of treasury shares		(35,083)		35,083	—								—
Disposal of treasury shares		209		530	739								739
Change in treasury shares arising from change in equity in entities accounted for using equity method				(0)	(0)								(0)
Change in ownership interest of parent due to transactions with non-controlling interests		(629)			(629)								(629)
Net changes in items other than shareholders' equity						(12,683)	1,780	—	16,003	853	5,954	275	6,229
Balance at end of period	¥10,000	¥7,987	¥755,714	¥(33,359)	¥740,342	¥72,768	¥1,772	¥(4,022)	¥46,482	¥3,437	¥120,438	¥642	¥861,424

Year ended March 31, 2026

Thousands of U.S. dollars (note)

	Shareholders' equity					Accumulated other comprehensive income							
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	$62,546	$272,023	$4,183,152	$(276,545)	$4,241,177	$534,475	$(53)	$(25,160)	$192,453	$16,164	$717,877	$2,267	$4,961,323
Dividends of surplus			(336,117)		(336,117)								(336,117)
Profit attributable to owners of parent			879,728		879,728								879,728
Change in scope of consolidation					—							32	32
Change in scope of consolidation - foreign currency translation adjustment					—				(1,817)		(1,817)		(1,817)
Purchase of treasury shares				(154,856)	(154,856)								(154,856)
Cancellation of treasury shares		(219,437)		219,437	—								—
Disposal of treasury shares		1,309		3,315	4,625								4,625
Change in treasury shares arising from change in equity in entities accounted for using equity method				(3)	(3)								(3)
Change in ownership interest of parent due to transactions with non-controlling interests		(3,937)			(3,937)								(3,937)
Net changes in items other than shareholders' equity						(79,328)	11,138	—	100,097	5,338	37,245	1,720	38,966
Balance at end of period	$62,546	$ 49,958	$4,726,762	$(208,652)	$4,630,615	$455,146	$11,085	$(25,160)	$290,733	$21,502	$753,306	$4,020	$5,387,943

CONSOLIDATED STATEMENTS OF CASH FLOWS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2025 and 2026

	Millions of yen		Thousands of U.S. dollars (note)
	2025	2026	2026
Cash flows from operating activities:			
Profit before income taxes	¥ 184,122	¥ 197,699	$ 1,236,548
Depreciation	40,216	47,204	295,249
Impairment losses	1,526	696	4,354
Amortization of goodwill	2,618	2,355	14,730
Increase (decrease) in allowance for doubtful accounts	29	22	141
Increase (decrease) in other provisions	1,998	(361)	(2,259)
Increase (decrease) in retirement benefit liability	(59)	(406)	(2,539)
Interest and dividend income	(4,732)	(4,986)	(31,188)
Interest expenses	391	491	3,077
Foreign exchange losses (gains)	123	(88)	(556)
Share of loss (profit) of entities accounted for using equity method	(2,699)	(4,816)	(30,125)
Loss on retirement of amusement facilities and machines	249	279	1,748
Loss (gain) on sales of shares of subsidiaries and associates	32	2,954	18,477
Loss (gain) on sales of investment securities	(423)	(1,270)	(7,946)
Loss on valuation of investment securities	487	605	3,786
Penalty	884	384	2,404
Decrease (increase) in trade receivables	(6,311)	(19,297)	(120,699)
Decrease (increase) in inventories	11,829	1,433	8,968
Acquisition of amusement facilities and machines	(9,514)	(6,321)	(39,540)
Increase (decrease) in trade payables	(1,440)	2,298	14,376
Increase (decrease) in contract liabilities	(680)	1,930	12,075
Decrease (increase) in other current assets	(2,395)	(6,379)	(39,898)
Increase (decrease) in other current liabilities	14,249	13,088	81,862
Other, net	(8,488)	688	4,305
Subtotal	222,015	228,205	1,427,353
Interest and dividends received	4,632	5,043	31,542
Interest paid	(396)	(475)	(2,974)
Income taxes refund (paid)	(38,030)	(67,668)	(423,248)
Penalty paid	(884)	(384)	(2,404)
Net cash provided by (used in) operating activities	187,337	164,719	1,030,269
Cash flows from investing activities:			
Net decrease (increase) in time deposits	(17,273)	8,137	50,896
Purchases of property, plant and equipment	(33,554)	(35,811)	(223,988)
Proceeds from sale of property, plant and equipment	792	1,491	9,325
Purchases of intangible assets	(8,882)	(10,010)	(62,612)
Purchases of investment securities	(3,188)	(3,654)	(22,857)
Proceeds from sale of investment securities	633	1,961	12,265
Purchase of shares of subsidiaries and associates	(73)	(553)	(3,460)
Proceeds from sale of shares of subsidiaries and associates	408	—	—
Payments for investments in capital of subsidiaries and associates	—	(447)	(2,799)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	100	—	—
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(148)	(1,145)	(7,167)
Other, net	(819)	(1,120)	(7,008)
Net cash provided by (used in) investing activities	(62,004)	(41,154)	(257,406)
Cash flows from financing activities:			
Net increase (decrease) in short-term borrowings	(162)	(174)	(1,090)
Proceeds from long-term borrowings	100	200	1,250
Repayments of long-term borrowings	(124)	(113)	(708)
Repayments of lease liabilities	(2,241)	(2,375)	(14,855)
Purchase of treasury shares	(35,000)	(24,758)	(154,856)
Dividends paid	(39,918)	(53,738)	(336,117)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(706)	(4,419)
Other, net	0	(1,299)	(8,130)
Net cash provided by (used in) financing activities	(77,347)	(82,966)	(518,927)
Effect of exchange rate change on cash and cash equivalents	1,711	10,856	67,906
Net increase (decrease) in cash and cash equivalents	49,696	51,456	321,841
Cash and cash equivalents at beginning of period	311,264	360,960	2,257,698
Cash and cash equivalents at end of period	¥ 360,960	¥ 412,416	$ 2,579,539

CORPORATE DATA

As of March 31, 2026

Corporate Name: Bandai Namco Holdings Inc.

Head Office: Bandai Namco Mirai Kenkyusho, 5-37-8, Shiba, Minato-ku, Tokyo 108-0014, Japan
URL: www.bandainamco.co.jp/en/

Capital ¥10 billion

Stock Exchange Listing: Tokyo Stock Exchange, Prime Market (securities code: 7832)

Main Business: Planning and execution of medium- to long-term management strategies for the Bandai Namco Group; provision of support for business strategy implementation by Group companies; management of business activities

Stock Information:

Number of shares authorized:	2,500,000,000 shares
Number of shares issued:	645,000,000 shares
Number of shareholders:	68,602
Number of shares per trading unit:	100 shares

Note: The above number of issued shares reflects the number of shares after the cancellation of treasury shares on April 30, 2026.

Major Shareholders:

Name	Number of shares (Thousands)	% of total
The Master Trust Bank of Japan, Ltd. (Trust Account)	125,727	19.60
Custody Bank of Japan, Ltd. (Trust Account)	57,361	8.94
JP MORGAN CHASE BANK 380752 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	32,837	5.12
XIL, LTD.	18,000	2.81
Sony Group Corporation	16,000	2.49
Kyoko Nakamura	14,152	2.21
MAL Ltd.	13,200	2.06
Nintendo Co., Ltd.	11,537	1.80
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	10,460	1.63
JP MORGAN CHASE BANK 385781 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	8,492	1.32

Note: The shareholding ratio is calculated after the reduction in the number of treasury shares.

Ownership Breakdown:

	Number of shares (Trading units)	% of total
Public entities	—	—
Financial institutions	2,151,130	33.11
Brokerages	178,633	2.75
Other corporate entities	899,620	13.85
Foreign corporate entities and others	2,503,360	38.54
Individuals, etc.	763,455	11.75

Status of Inclusion in Indexes:

- Nikkei Stock Average (Nikkei 225)
- TOPIX100
- JPX-Nikkei Index 400
- MSCI Japan Empowering Women Index (WIN)
- FTSE Blossom Japan Sector Relative Index
- iSTOXX MUTB Japan Platinum Career 150 Index

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OVERVIEW OF MAIN GROUP COMPANIES

As of October, 2026

Bandai Namco Holdings Inc.	Planning and execution of the Bandai Namco Group's medium- to long-term management strategies; provision of support for business strategy implementation by Group companies; management of business activities (Tokyo Stock Exchange, Prime Market)
Bandai Namco Holdings USA Inc.	Regional management company in the Americas, providing support for the implementation of strategies by operating companies, etc.
Bandai Namco Holdings Europe S.A.S.	Regional management company in Europe, providing support for the implementation of strategies by operating companies, etc.
Bandai Namco Holdings Asia Co., Ltd.	Regional management company in Asia, providing support for the implementation of strategies by operating companies in Asia (excluding China)
Bandai Namco Holdings China Co., Ltd.	Regional management company in China, providing support for the implementation of strategies by operating companies, etc.

Toys and Hobby Unit

BANDAI CO., LTD.	Planning, development, manufacturing, and marketing of toys, capsule toys, cards, candy toys, confectionery and foods, apparel, sundries, and other products
BANDAI SPIRITS CO., LTD.	Planning, development, manufacturing, and sales of model kits, toys for the mature fan base, character lottery products, special amusement prizes, etc.
MegaHouse Corporation	Planning, development, production, and sales of toys, figures, and other products, as well as contract manufacturing
SUN-STAR STATIONERY CO., LTD.	Planning, development, production, processing, and sales of character-themed stationery, idea stationery, and other miscellaneous goods
HEART CORPORATION	Planning, development, production, processing, and wholesale of seasonal special event candy and candy toys
PLEX CO., LTD.	Character design, planning, and design of BANDAI products; planning and sales of in-house products
Bandai Namco Craft Inc.	Planning, development, and manufacture of toys, model kits, electronic-related equipment, etc.; contract operations for various types of inspecting and testing
Bandai Namco Prize Marketing Inc.	Sales of special amusement prizes, etc.
Bandai Namco Nui Inc.	Planning, development, production, and sales of stuffed toys, textile products, fabric toys, sundries, and other products
ARTPRESTO CO., LTD.	Planning, design, and printing (packages, catalogs, posters, cards); website production, event planning, and administration
Bandai Namco Toys & Collectibles America Inc.	Sales, promotions, event sales, e-commerce, etc., in the Americas for toys, collectible figures, and other products for the mature fan base
BANDAI S.A.S.	Sales of toy-related products in France
BANDAI ESPAÑA S.A.	Sales of toy-related products in Spain
Bandai Namco Asia Co., Ltd.	Procurement, sales, importing, and exporting of toys, etc., in Asia (excluding Japan)
BANDAI (SHENZHEN) CO., LTD.	Production guidance and development support for cooperating plants; provision of services related to quality control, etc.; provision of quality testing, plant auditing, and other services
Bandai Namco Korea Co., Ltd.	Planning and sales of toy-related products in South Korea
Bandai Namco (Thailand) Co., Ltd.	Manufacture of toys, molds, etc.
Bandai Namco Philippines Inc.	Manufacture of toys (principally capsule toys, figures, and lower-priced toys); manufacture of capsule toy vending machines
Bandai Namco Trading (HK) Ltd.	Procurement management for special amusement prizes, character lottery products for convenience stores, etc., and products sold overseas
BANDAI CORPORACION MEXICO, S.A. de C.V.	Sales of toy-related products in Mexico

Digital Unit

Bandai Namco Entertainment Inc.	Planning, distribution, and sales of entertainment content, such as network content and home console games
Bandai Namco Studios Inc.	Planning, development, and operation of home console games, network content, PC content, etc.
D3PUBLISHER INC.	Planning, development, and sales of home console games; planning, development, and distribution of network content
Bandai Namco Forge Digitals Inc.	Planning and development of home console games, network content, and amusement machines
Bandai Namco Network Services Inc.	Operation, distribution, digital marketing, and localization of content in network services, as well as technical support and other services
Bandai Namco Sevens Inc.	Development and sales of entertainment equipment; development, manufacture, and sales of visual substrates; planning and operation of other new businesses
Bandai Namco Research Inc.	Development of technologies, demonstration, and verification in new business fields for use in Groupwide services for the Bandai Namco Group
Bandai Namco Nexus Inc.	Development, operation, and analysis of online games, online distribution platforms, and services for IP fans, etc.
Bandai Namco Aces Inc.	Planning, development, and operation of home console games, network content, PC content, etc.
Bandai Namco Shimane Susanoo Magic Inc.	Planning and operation of professional basketball team Shimane Susanoo Magic

Bandai Namco Entertainment America Inc.	Planning, development, and sales of home console games; planning, development, and distribution of network content
Bandai Namco Entertainment Europe S.A.S.	Planning, development, and sales of home console games; planning, development, and distribution of network content
Reflector Entertainment Ltd.	Planning and production of entertainment content, such as network content, home console games, etc.
Bandai Namco Mobile S.L.	Development and marketing of network content
Bandai Namco Entertainment (Shanghai) Co., Ltd.	Planning, operation, and production of network content; planning, development, production, and sales of toys, capsule toys, cards, candy toys, model kits, prizes, etc.; production and sales of toys, etc., for China

Visual and Music Unit

Bandai Namco Filmworks Inc.	Planning, production, and sales of animations and other visual content and of services related to visual products; management and administration of copyrights and other rights
Bandai Namco Music Live Inc.	Planning, production, management, and administration of visual and music content; artist discovery and development; production of live events
Bandai Namco Pictures Inc.	Planning and production of animations and other visual content; management and administration of copyrights and other rights
Actas Inc.	Planning and production of animation products
Eightbit Co., Ltd.	Planning, production, and product development of animation products
Bandai Namco Base Inc.	Management and operation of concert hall facilities
Bandai Namco Music Frontier Inc.	Music copyright management
SOTSU CO., LTD.	Planning and production of TV animation programs; rights business; production and agency operations in sports entertainment
Bandai Namco Filmworks America Inc.	Planning and production of visual content; management and administration of copyrights and other rights, etc.
SUNRISE (SHANGHAI) CO., LTD.	Planning and production of visual content; management and administration of copyrights and other rights, etc.

Amusement Unit

Bandai Namco Experience Inc.	Planning, development, operation, and sales of facilities, machines, and services related to real entertainment
Bandai Namco Amusement Inc.	Operation of entertainment facilities
HANAYASHIKI CO., LTD.	Planning, operation, etc., of ASAKUSA HANAYASHIKI amusement park and ASAKUSA KAGEKIJO multipurpose hall
Bandai Namco Technica Inc.	After-sales service operations related to amusement machines; stocking and sales of pre-owned amusement machines and products from other companies; development of original products
Bandai Namco Amusement Lab Inc.	Operations related to the research, planning, and development of content for real entertainment facilities and areas related to amusement machines
Bandai Namco Amusement America Inc.	Planning and production of amusement machines; planning, production, and sales of indoor-use recreation products; exports to Europe and Japan of amusement machines manufactured by other companies; repair of amusement machines
Bandai Namco Amusement Europe Ltd.	Planning and operation of entertainment facilities; sales of amusement machines; sales of toy-related products
NAMCO ENTERPRISES ASIA LTD.	Planning and operation of entertainment facilities
Bandai Namco Amusement (Shanghai) Co., Ltd.	Planning and operation of entertainment facilities

Affiliated Business Companies

BANDAI LOGIPAL INC.	International distribution, customs brokerage, amusement-related business, product inspection, product manufacturing support, etc.
LOGIPAL EXPRESS INC.	Truck freight, industrial waste collection and transportation, logistics management, warehouse operations, vehicle maintenance, etc.
Bandai Namco Business Arc Inc.	Work related to the Bandai Namco Group's general affairs, personnel, finance and accounting, and information systems
J-Broad Co., LTD.	Employment support services for persons with disabilities; proposal and planning of new-graduate and mid-career hiring plans; planning, production, and publication of employment-related public relations media; collection, analysis, and provision of employment-related information
Bandai Namco Will Inc.	Special subsidiary for the promotion of employment of people with disabilities

Thoughts on Connect with Fans

Executives and employees across the Group share their thoughts on the Group's Mid- to Long-term Vision, "Connect with Fans," and how they each understand and interpret it.



Yuji Asako

We are seeing an increase in connections focused on the future, among not only Group employees but also our business partners. We want to deepen our relationships with all stakeholders and connect the world with smiles.

1



Nobuhiko Momoi

I always keep our fans in mind. It's a mindset I want to continue carrying with me.

2



Takashi Tsuji

The idea of co-creating with our fans is highly aligned with our Purpose. By moving forward with "Connect with Fans," we will realize our Purpose.

3



Noriko Fujita

Connections are both the starting point and the goal. By connecting our businesses, corporate functions, Group companies, and employees, I hope to help create value that keeps us connected with our fans.

4



Kazuhiro Takenaka

There is no limit to fun when we connect with each other. By reaching the hearts of our fans, we hope to create a relationship where we share and pursue dreams together.

5



Nao Udagawa

Behind every piece of content is a fan. That's why I want to engage closely with their passion and aspirations so that we can keep delivering moments filled with excitement.

6



Makoto Asanuma

The value of a company is established only after it is recognized by its fans. No matter how admirable a company's principles may be, they are meaningless if they do not resonate with people. It is therefore important that we engage with fans and deliver our works to them with passion.

7



Hiroshi Kawasaki

In addition to connecting with fans through IPs, we want to establish a unique and bold presence at our physical touchpoints, including through the hospitality of our people.

8



Hiroshi Sakakibara

To prevent one-way communication with fans, we want to create spaces where we can enjoy experiences together and share in the discovery of new forms of entertainment.

9



Naohiro Ogata

Although I have not been fully conscious of it, I have always created things by thinking about what can bring joy and excitement to our fans. I once again realize that this approach is a major strength of the Group.

10



Koji Tezuka

When creating a new work, I want to make it something that will bring people together to discuss and share their thoughts. It is my hope that these discussions between fans build greater enthusiasm.

11



Kenichiro Ikeuchi

I hope the works we create can connect fans with one another and expand the joy they share.

12



Shogo Kojima

There is no point in making a game that no one will play. For this reason, I want to always share the same perspective and passion as our fans and continue enjoying games together with them for years to come.

13



Ryoichi Shijo

Through our various interactions with fans, we get to know how they perceive the works we have made. We will reflect fan opinions in our game development moving forward.

14



Shoki Sano

We cannot continue our work if we lose our connections with fans. The driving force behind our flexible and agile approach to creating products and experiences is our fans.

15



Fumihiro Muto

As digitalization continues to advance, we connect with our fans through analog games and create spaces around the world for this connection to happen.

16



Taro Tsuji

Through our various businesses, we have a wide range of touchpoints with fans. I want to contribute to maximizing the value of IPs by making full use of the Group's business model.

17



Mikiko Hashimoto

"Connect with Fans" means we first get to know fans, connect with them, and then tackle new challenges. These are the words that inspire our creativity.

18



Yoko Shichiri

I want to pursue many different challenges while considering the perspectives of both our fans and the Company.

19



Sanae Honma

Will fans find it exciting? Will they feel it was worth their purchase? We never stop refining our ideas until we can vividly picture fans enjoying what we've created.

20



Satoshi Sakasai

Through Bandai Namco's unique entertainment, we will deliver fun to people around the world.

21



Noriko Hayashi

Listening to fans every day through surveys and social media helps me feel connected to them. I hope to continue creating products that go beyond what fans imagine and inspire them in new ways.

22



Takahiro Kawakami

All of us at Bandai Namco will consider how we can enrich the lives of our fans.

23



Kazunori Goka

A shared passion sparks new connections and expands circles of communication. We create places where people connect through what they love. That is the mission of Shibuya LOVEZ.

24



Koji Fujiwara

The challenge is how to keep fans engaged as fans. While IP lies at the core of our business, it is fans who give IP its value. This belief is embodied in "Connect with Fans," which is what makes the phrase so meaningful.

25



Maiko Kuge

I want to continue creating memorable experiences that fans find enjoyable and that remain in their hearts for years to come.

26



Suguru Ueda

I became an official employee of the Bandai Namco Group after working part-time at a Group facility. During my career, I have operated stores while engaging with fans and valuing our connections with them. In this way, "Connect with Fans" is a vision I am committed to embodying and have a deep attachment to.

27



Hikaru Minamikawa

By working closely with stores and creating engaging fan events, I hope to further strengthen the bond between fans and Bandai.

28



Ryo Konishi

People can connect through the IPs they love, regardless of country or region. These connections have shaped who I am today. To foster even more of them, I will continue advancing locally driven strategies tailored to each market.

29



Yukio Matsuhashi

We connect with fans and listen to their feedback. The question is how we will evolve our relationship with fans and what the next stage will be. We strive to build and sustain fan connections as a medium- to long-term goal.

30



Yoshiko Matsumoto

The passion we share brings smiles to fans, and their smiles become the driving force behind our work. We are committed to continue fostering this connection with fans.

31



Asuka Shimizu

When people and organizations across the Group connect, learn from one another, and grow together, we can deliver even greater value to our fans.

32



Bunbu Suzuki

Entertainment will continue to be an essential part of people's lives, even as its forms and scale evolve. By incorporating environmental sustainability into that journey, I hope to pass the joy of entertainment on to future generations.

33



Ippei Tamatani

It is important to build lasting relationships with fans by maintaining ongoing touchpoints through products and services, fostering affinity and emotional connection, and inspiring them to stay engaged over time.

34



Miyuki Nakagiri

From BHC, our *Monozukuri* hub, I hope to share both our sustainability initiatives and the appeal of *Monozukuri*, further deepening the enjoyment and excitement that fans experience through model kits.

35