

THE BANDAI NAMCO GROUP— OUR VALUE CREATION PROCESS

Working Together with Fans around the World to Create the Future

In accordance with the Purpose, “Fun for All into the Future,” the Bandai Namco Group is taking steps to address the issues that we face. We are combining 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 IP. Moreover, through those products and services, we are striving to fulfill our responsibility to contribute to a sustainable society and aiming to realize sustained growth over the medium to long term. In these ways, the Bandai Namco Group is working to meet the expectations of its stakeholders. By enriching hearts through the joy of entertainment, the Bandai Namco Group is dedicated to connecting people, societies, and the world, working together with all stakeholders to build a brighter future for everyone.

The Bandai Namco Group’s Operating Environment and Issues Facing the Group

Growing popularity of Japanese IP in global markets

Changes in customer lifestyles and preferences

Intensifying competition in global markets

Shrinking market in Japan due to declining birthrate

Changes in distribution and media environment, diversification of platforms, and technological advancements

Lengthening development periods and rising investment costs for digital content

Dependence on specific IP, businesses, or regions

Securing and defining specialized talent both in Japan and globally

Addressing climate change and environmental change

Threats, such as disasters, epidemics, and terrorism

