



Bandai Namco Group

# FACT BOOK 2025

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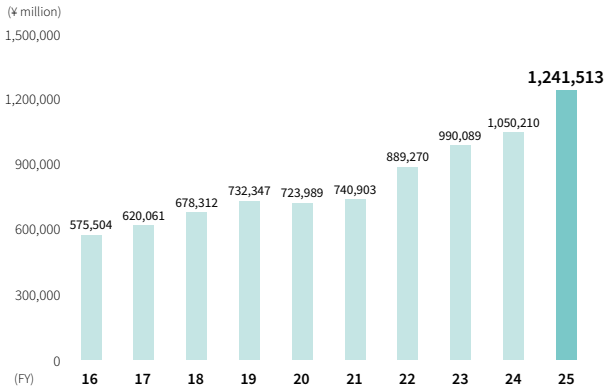
Note: This English-language fact book is based on a translation of the Japanese language fact book. In the event of any discrepancies, the Japanese original fact book shall have precedence.

## Results of Operations

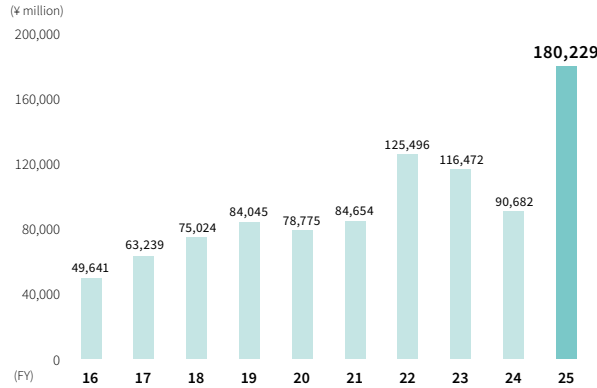
Fiscal year ended March 31. Latest data: 2025.3 (April 2024–March 2025)  
Note: Figures in this fact book have been rounded down

### Consolidated Business Performance

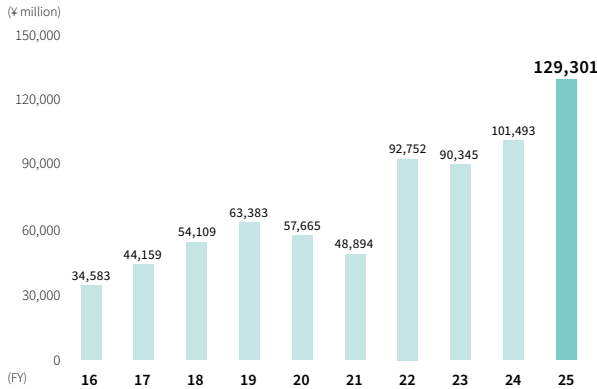
#### Net Sales



#### Operating Profit

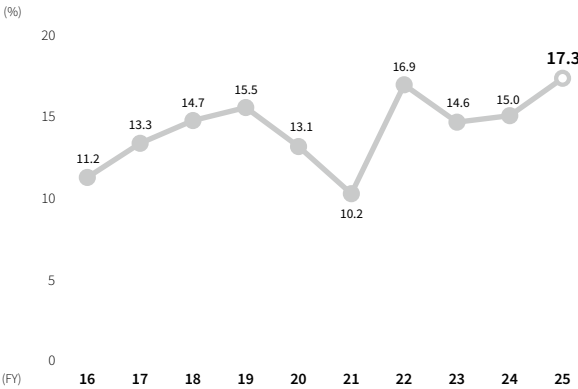


#### Profit Attributable to Owners of Parent

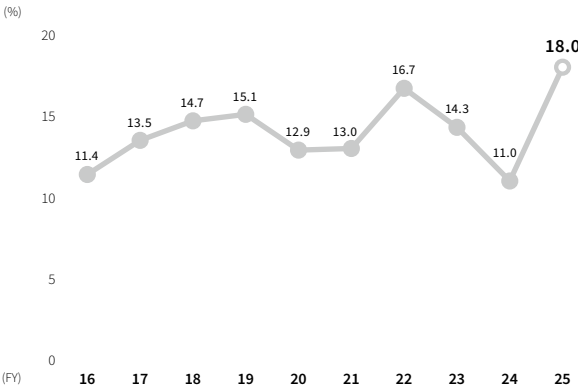


### Management Indicators

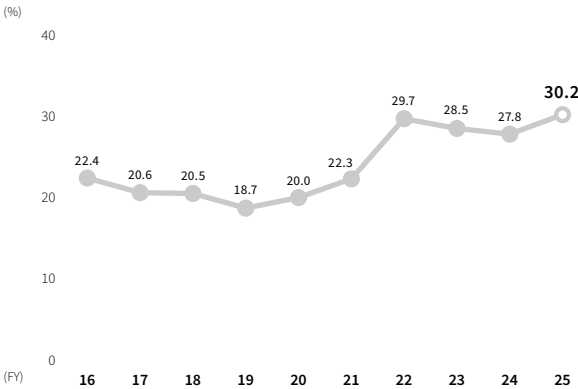
#### ROE (Profit Attributable To Owners Of Parent / Average Total Shareholder's Equity)



#### ROA (Recurring Profit / Average Total Assets)



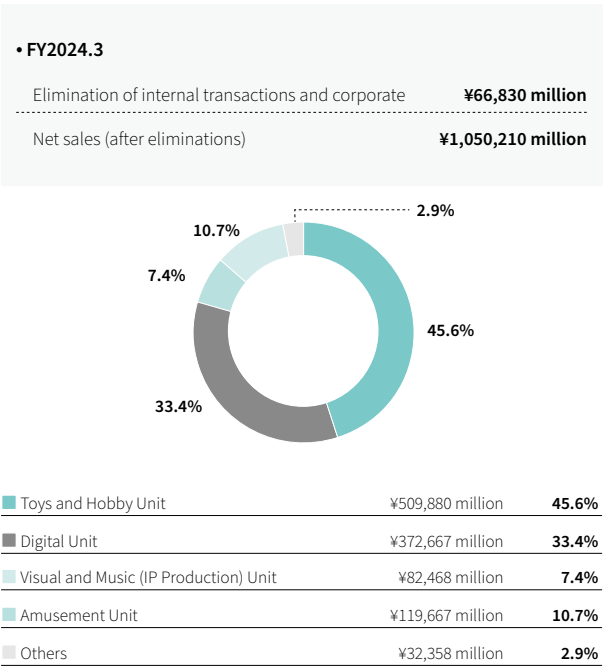
### Overseas Sales Proportion



Note: Sales revenue by location of Group companies. Exports from Japan are included in Japan's sales revenue.

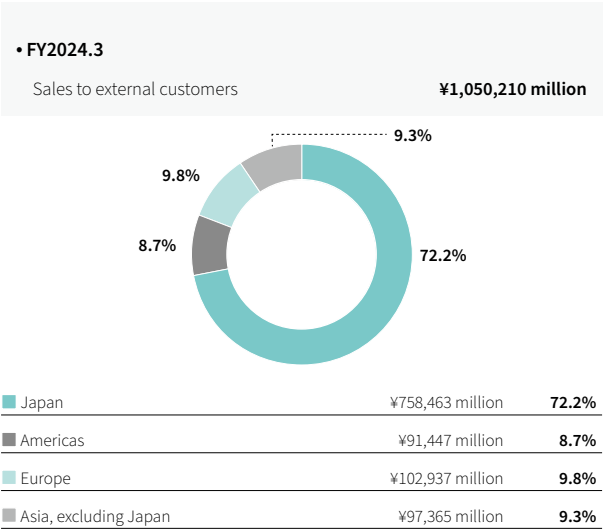
### Sales by Category

#### Sales by Category

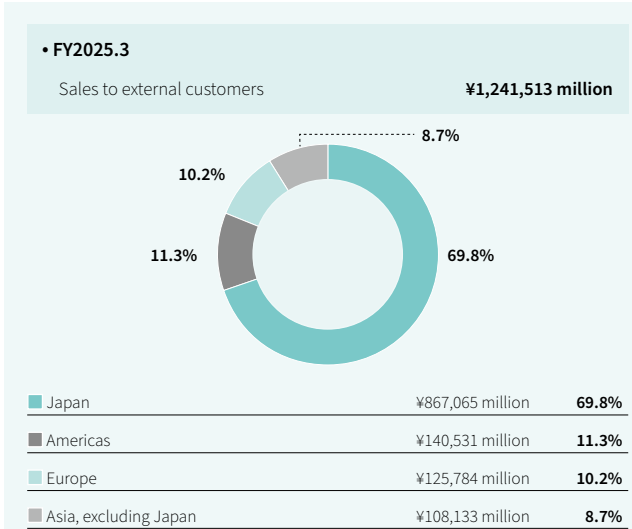
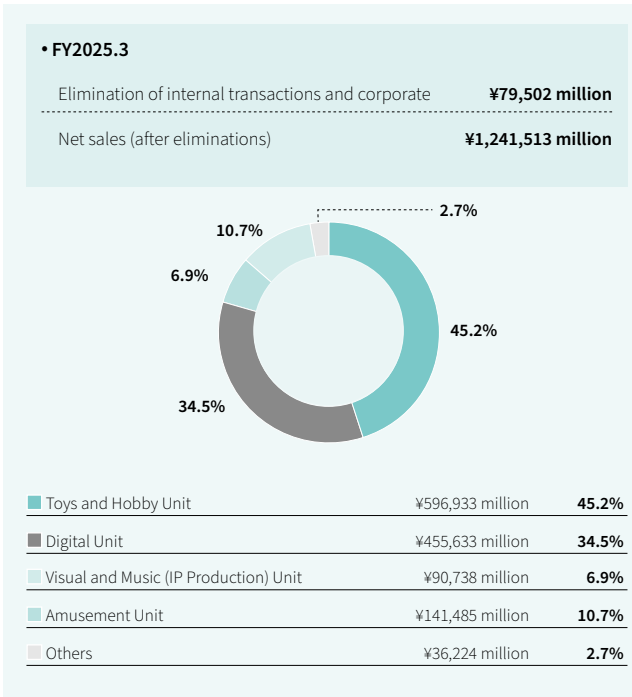


Note: Percentages are calculated based on sales before elimination of intersegment transactions

### Sales By Geographic Region



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



Products / Service Data

Sales by IPs

Groupwide Sales by IPs (Worldwide)

|                     | FY2024.3 | (¥ billion)<br>FY2025.3 |
|---------------------|----------|-------------------------|
| Ultraman series     | 19.1     | 14.0                    |
| KAMEN RIDER series  | 31.5     | 30.7                    |
| Gundam series       | 145.7    | 153.5                   |
| Super Sentai series | 6.5      | 6.4                     |
| Anpanman            | 10.1     | 11.4                    |
| DRAGON BALL series  | 140.6    | 190.6                   |
| NARUTO              | 25.3     | 26.9                    |
| PRETTY CURE! series | 6.4      | 7.9                     |
| ONE PIECE           | 112.1    | 139.5                   |

Note: Sales before elimination of intersegment transactions

Sales by IP for Toys and Hobby Business (Japan)

|                     | FY2024.3 | (¥ billion)<br>FY2025.3 |
|---------------------|----------|-------------------------|
| Ultraman series     | 8.3      | 6.7                     |
| KAMEN RIDER series  | 23.4     | 22.5                    |
| Gundam series       | 68.7     | 75.7                    |
| Super Sentai series | 5.4      | 5.4                     |
| Anpanman            | 9.4      | 10.2                    |
| DRAGON BALL series  | 23.0     | 29.9                    |
| PRETTY CURE! series | 6.4      | 7.8                     |
| Pokémon             | 11.9     | 12.2                    |
| ONE PIECE           | 60.3     | 94.2                    |

Note: Sales before elimination of intersegment transactions

Toys and Hobby Unit

BANDAI CO., LTD.

|                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------|
| Toys                                                                                                                                           |
| · Ultraman soft figures (heroes and monsters)<br>Cumulative shipment volume,<br>1983 to March 2025 ..... 112.66 million units                  |
| · Super Sentai series (shape-changing model robots)<br>Cumulative shipment volume,<br>1979 to March 2025 ..... 31.83 million units             |
| · Digital Monsters (Digimon portable LCD games)<br>Cumulative shipment volume,<br>June 1997 to March 2025 ..... 14.67 million units            |
| · KAMEN RIDER transformation belt (HEISEI/REIWA RIDER)<br>Cumulative shipment volume,<br>February 2000 to March 2025 ..... 17.41 million units |
| · First-generation Tamagotchi<br>Cumulative shipment volume,<br>November 1996 to March 1999 ..... 40.00 million units                          |
| · Tamagotchi<br>Cumulative shipment volume,<br>March 2004 to March 2025 ..... 58.10 million units                                              |
| · Donjara series<br>Cumulative shipment volume,<br>1984 to March 2025 ..... 4.16 million units                                                 |
| · Anpanman PC series (including tablet devices)<br>Cumulative shipment volume,<br>1999 to March 2025 ..... 2.56 million units                  |

Capsule Toys: Gashapon\*

|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| · Gashapon (¥100–¥2,000)<br>Cumulative shipment volume,<br>1977 to March 2025 ..... 4,370.00 million units           |
| · Capsule-less product series<br>Cumulative shipment volume,<br>October 2015 to March 2025 ..... 85.26 million units |

Cards, Trading Cards

|                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------|
| · BANDAI CARD GAMES, CARDDASS series<br>Cumulative shipment volume,<br>1988 to March 2025 ..... 14,393.00 million units |
| · DATA CARDDASS series<br>Cumulative total card shipments,<br>March 2005 to March 2025 ..... 3,277.26 million units     |

Candy Toys

|                                                                                                            |
|------------------------------------------------------------------------------------------------------------|
| · Candy Toys (all lines)<br>Cumulative shipment volume,<br>1995 to March 2025 ..... 2,828.07 million units |
|------------------------------------------------------------------------------------------------------------|

Confectionery / Foods

|                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------|
| · Crayon Shin-chan Chocobi series<br>Cumulative shipment volume,<br>March 2005 to March 2025 ..... 288.45 million units            |
| · Charapaki series<br>Cumulative shipment volume,<br>October 2017 to March 2025 ..... 192.32 million units                         |
| · Tabemasu (Japanese-style confection) series<br>Cumulative shipment volume,<br>April 2015 to March 2025 ..... 16.94 million units |

Apparel

|                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|
| · Transformation suits<br>Cumulative shipment volume,<br>1991 to March 2025 ..... 11.92 million units                  |
| · Glow-in-the-dark pajama series<br>Cumulative shipment volume,<br>October 2007 to March 2025 ..... 8.38 million units |

Lifestyle (Sundries)

|                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------|
| · Bikkura Tamago bathing salts<br>Cumulative shipment volume,<br>March 2002 to March 2025 ..... 226.15 million units                    |
| · The Rose of Versailles Liquid Eyeliner series<br>Cumulative shipment volume,<br>September 2007 to March 2025 ..... 7.10 million units |

BANDAI SPIRITS CO., LTD.

Collectible Figures

|                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|
| · SOUL OF CHOGOKIN*<br>Cumulative shipment volume,<br>December 1997 to March 2025 ..... 4.07 million units                     |
| · SAINT CLOTH MYTH<br>Cumulative shipment volume,<br>November 2003 to March 2025 ..... 15.40 million units                     |
| · SOUL OF ROBOT*<br>Cumulative shipment volume,<br>October 2008 to March 2025 ..... 7.46 million units                         |
| · S.H. Figuarts*<br>Cumulative shipment volume,<br>February 2008 to March 2025 ..... 21.57 million units                       |
| · Gundam action figures (Overseas only)<br>Cumulative shipment volume,<br>January 2000 to March 2025 ..... 18.28 million units |

Model Kits

|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| • Gundam series model kits<br>Cumulative shipment volume,<br>As of the end of March 2025 ..... 810.72 million units  |
| Gundam (Real) series model kits<br>Cumulative shipment volume,<br>July 1980 to March 2025 ..... 619.92 million units |
| Gundam (SD) series model kits<br>Cumulative shipment volume,<br>July 1987 to March 2025 ..... 190.80 million units   |
| · Figure-rise series<br>Cumulative shipment volume,<br>December 2009 to March 2025 ..... 11.57 million units         |

Prizes

|                                                                                                |
|------------------------------------------------------------------------------------------------|
| · Number of items developed into prizes in FY2025.3<br>Total number of items ..... 1,872 items |
| Formed products (figures, etc.) ..... 791 items                                                |
| Sewn products (stuffed toys, etc.) ..... 564 items                                             |
| Sundries ..... 517 items                                                                       |

\* Figures represent data for Japan only

Products / Service Data

MegaHouse Corporation

- *Othello* series\*  
Cumulative shipment volume,  
1973 to March 2025 ..... 26.33 million units
- *Rubik's Cube* series\*  
Cumulative shipment volume,  
1980 to March 2025 ..... 17.24 million units

SUN-STAR STATIONERY CO., LTD.

- *Nurie* (coloring book) series  
Cumulative shipment volume,  
July 2009 to May 2025 ..... 174.37 million units
- *Metacil* series  
Cumulative shipment volume,  
June 2022 to March 2025 ..... 2.57 million units

HEART CORPORATION

- Results in shipments of products for seasonal events  
Confectionery for  
2024 Christmas ..... 87 items, 2.39 million units  
Confectionery for  
2025 Valentine's Day ..... 144 items, 4.03 million units  
Confectionery for  
2025 White Day ..... 83 items, 1.34 million units

\* Figures represent data for Japan only

Digital Unit

• Sales by major category

|                    | FY2024.3 | (¥ billion)<br>FY2025.3 |
|--------------------|----------|-------------------------|
| Network content    | 187.9    | 195.1                   |
| Home console games | 151.5    | 216.1                   |

- Number of network content titles in Japan  
(As of the end of March 2025)  
Social media ..... 2 titles  
Game apps (Google Play) ..... 20 titles  
Game apps (App Store) ..... 20 titles

Bandai Namco Entertainment Inc.

- Major home console game titles: Cumulative total number of shipments by series (including PC versions)
  - *Super Robot Wars* series  
Cumulative total number of shipments,  
April 1991 to March 2025 ..... 20.80 million units
  - *TEKKEN* series  
Cumulative total number of shipments,  
March 1995 to March 2025 ..... 61.00 million units
  - *Tales of...* series  
Cumulative total number of shipments,  
December 1995 to March 2025 ..... 31.21 million units
  - *NARUTO*-related series  
Cumulative total number of shipments,  
January 2009 to March 2025 ..... 37.86 million units
  - *DARK SOULS* series  
Cumulative total number of shipments,  
September 2011 to March 2025 ..... 39.71 million units

Note: Total for overseas sales for which Bandai Namco Entertainment Inc. was the original seller (excluding domestic sales by FromSoftware, Inc.)
- Major network content titles: Cumulative total number of downloads
  - *ONE PIECE Treasure Cruise*  
Cumulative total number of downloads,  
May 2014 to March 2025 ..... 100.00 million downloads
  - *DRAGON BALL Z DOKKAN BATTLE*  
Cumulative total number of downloads,  
January 2015 to March 2025 ..... 350.00 million downloads
  - *THE IDOLM@STER CINDERELLA GIRLS: STARLIGHT STAGE*  
Cumulative total number of downloads,  
September 2015 to March 2025 ..... 25.00 million downloads
  - *DRAGON BALL LEGENDS*  
Cumulative total number of downloads,  
May 2018 to March 2025 ..... 100.00 million downloads
  - *ONE PIECE Bounty Rush*  
Cumulative total number of downloads,  
January 2019 to March 2025 ..... 180.00 million downloads

Visual and Music (IP Production) Unit

• Sales by category

|                                                  | FY2024.3 | (¥ billion)<br>FY2025.3 |
|--------------------------------------------------|----------|-------------------------|
| Packaged products                                | 9.5      | 11.8                    |
| Productions, license, distribution, events, etc. | 72.9     | 78.9                    |
| Total                                            | 82.4     | 90.7                    |

Bandai Namco Filmworks Inc.

- Cumulative total sales of visual packaged products
  - *Gundam* series  
Cumulative shipment volume,  
December 1987 to March 2025 ..... 21.69 million units
  - *Ultraman* series  
Cumulative shipment volume,  
January 1988 to March 2025 ..... 8.60 million units
  - FY2025.3 visual packaged products overall  
Cumulative total number of shipments,  
April 2024 to March 2025 ..... 1.04 million units
- Cumulative number of fee-based viewings for on-demand delivery of animations (Total for TVOD and SVOD, excluding free distribution)  
Cumulative total,  
October 2002 to March 2025 ..... 645,413,141 viewings
- Number of animation productions available for on-demand delivery  
Number of productions delivered as of  
March 31, 2025 ..... 5,881 productions

Bandai Namco Filmworks Inc. / Bandai Namco Pictures Inc.

- Number of copyrighted products and total number of hours  
(As of the end of March 31, 2025)
- Number of copyrighted products ..... 1,174 products
  - Total number of hours ..... 6,011 hours

Bandai Namco Music Live Inc.

- Total number of musical works (As of the end of March 2025)
    - Number of works  
with master license recordings ..... Approx. 76,400 works
    - Number of works published ..... Approx. 42,300 works
- Note: From FY2017.3, number of works managed in-house

Amusement Unit

• Sales by major category

|                      | FY2024.3 | (¥ billion)<br>FY2025.3 |
|----------------------|----------|-------------------------|
| Amusement machines   | 34.0     | 33.6                    |
| Amusement facilities | 85.4     | 105.0                   |

Amusement Facilities

- Number of facilities at the end of FY2025.3

| Region   | Directly managed facilities | Revenue-sharing facilities* <sup>1</sup> | Others* <sup>2</sup> |
|----------|-----------------------------|------------------------------------------|----------------------|
| Japan    | 215                         | 801                                      | 99                   |
| Overseas | 21                          | 13                                       |                      |
| Total    | 236                         | 814                                      | 99                   |

\*<sup>1</sup> Revenues from the operation of amusement machines are shared among stores.  
\*<sup>2</sup> Includes amusement parks, IP facilities, activity facilities, and GASHAPON stores.

Existing-store sales (YoY)

|       | FY2024.3 | FY2025.3 |
|-------|----------|----------|
| Japan | 103.0%   | 105.3%   |

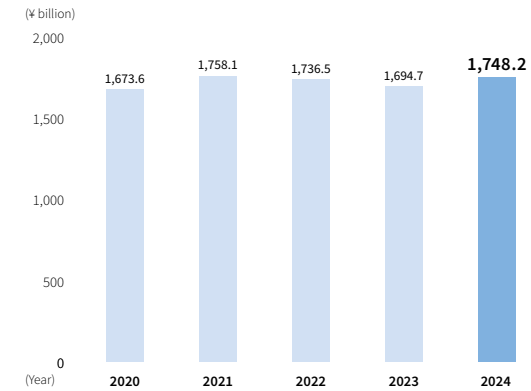
HANAYASHIKI CO., LTD.

- Number of customers entering  
ASAKUSA HANAYASHIKI in FY2025.3 ..... 540,000 customers

Digital Unit

Mobile Game Market (Japan)

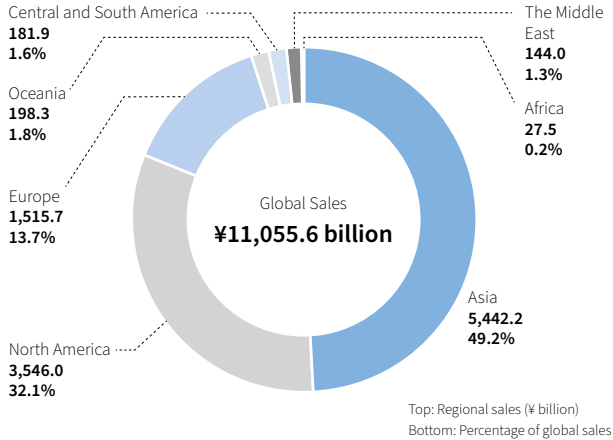
Mobile Game Market Scale Trend



Source: "Famitsu Game White Paper 2025" (KADOKAWA ASCII Research Laboratories, Inc.)  
Note: Prepared based on information as of July 2025

Mobile Game Market (Global)

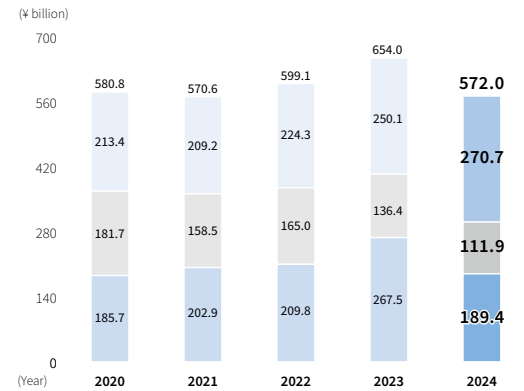
Sales by Region (2023)



Source: "Famitsu Mobile Game White Paper 2025" (KADOKAWA ASCII Research Laboratories, Inc.)  
Airnow Data

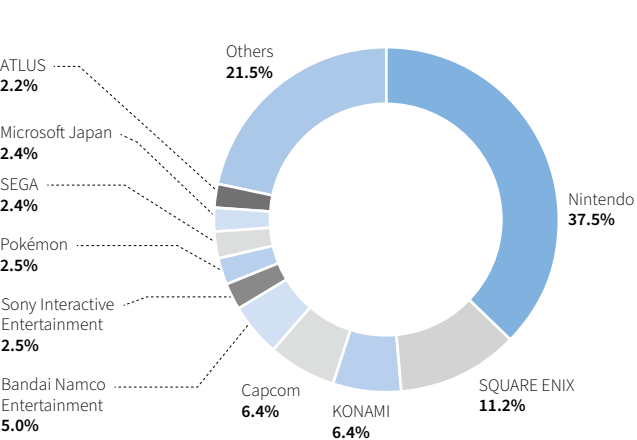
Home Console Game Market (Japan)

Home Console Game Market Scale Trend



Source: "Famitsu Game White Paper 2025" (KADOKAWA ASCII Research Laboratories, Inc.)  
Note: Prepared based on information as of July 2025

Unit Sales Share by Manufacturer (FY 2024)



Collection period: April 1, 2024, to March 30, 2025  
Source: "Famitsu Game White Paper 2025" (KADOKAWA ASCII Research Laboratories, Inc.)  
Note: Company names are as of the collection date.

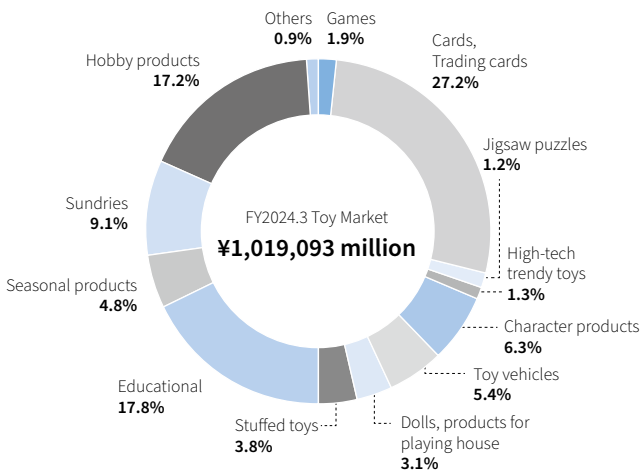
Toys and Hobby Unit

Toy Market (Japan)

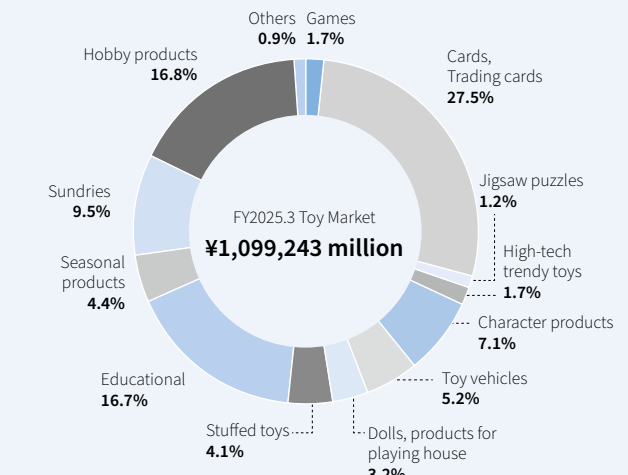
[Toy Market Scale]

| (Unit: ¥ million, manufacturer's suggested retail price basis)                                                                                                                                                                                                                                                                             |           |           |                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|----------------------|
| Major Categories                                                                                                                                                                                                                                                                                                                           | FY2024.3  | FY2025.3  | FY2024.3 vs FY2025.3 |
| Games<br>General games (including mini electronic games), 3D puzzles, others (including party games, humorous games, magic tricks)                                                                                                                                                                                                         | 18,889    | 18,998    | 100.6%               |
| Cards, Trading cards                                                                                                                                                                                                                                                                                                                       | 277,425   | 302,463   | 109.0%               |
| Jigsaw puzzles                                                                                                                                                                                                                                                                                                                             | 12,291    | 12,735    | 103.6%               |
| High-tech trendy toys<br>Interactive toys, robots, PC-related products                                                                                                                                                                                                                                                                     | 12,853    | 18,303    | 142.4%               |
| Character products<br>TV character toys, movie character toys, etc                                                                                                                                                                                                                                                                         | 64,707    | 78,510    | 121.3%               |
| Toy vehicles<br>Mini cars, railroad toys, RC toys, electric, others (racing, spring, metal toys, etc.)                                                                                                                                                                                                                                     | 54,783    | 56,631    | 103.4%               |
| Dolls, products for playing house<br>Dress-up dolls, dollhouses, products for playing house, arts and crafts, collection toys, cuddly dolls, others (including accessories, children's makeup kits)                                                                                                                                        | 31,531    | 35,361    | 112.1%               |
| Stuffed toys<br>Character stuffed toys, non-character stuffed toys                                                                                                                                                                                                                                                                         | 39,092    | 45,082    | 115.3%               |
| Educational<br>Blocks, wooden products, preschool, infants' characters, babies' products (babies' toys, bath toys, baby products), transportation-related (including baby carriages, child seats, tricycles), others (including musical instruments, telephones, picture books, playground equipment, children's videos, electric animals) | 181,143   | 183,422   | 101.3%               |
| Seasonal products<br>Small sparklers, summer toys, summer goods, small toys, sports toys, sports supplies, outdoor products                                                                                                                                                                                                                | 49,101    | 48,430    | 98.6%                |
| Sundries<br>Variety goods, gifts, interior goods, housewares, stationery, apparel, others (including Christmas goods, Halloween goods, etc.)                                                                                                                                                                                               | 92,346    | 104,717   | 113.4%               |
| Hobby products<br>Model kits, RC hobby products, model trains, figures, others                                                                                                                                                                                                                                                             | 174,843   | 184,458   | 105.5%               |
| Others                                                                                                                                                                                                                                                                                                                                     | 10,089    | 10,133    | 100.4%               |
| Total                                                                                                                                                                                                                                                                                                                                      | 1,019,093 | 1,099,243 | 107.9%               |

FY2024.3



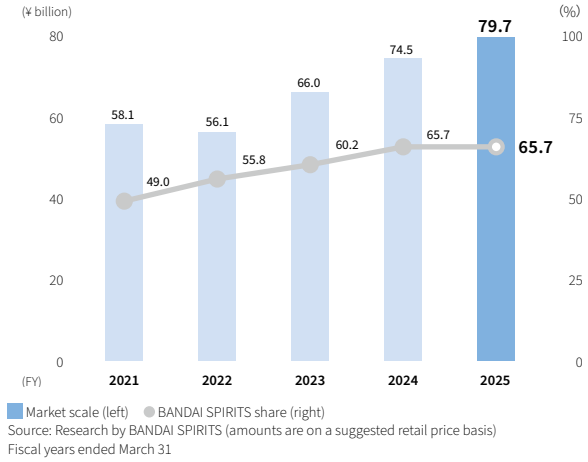
FY2025.3



1. Each fiscal year covers the period from April 1 to March 31.  
2. The scale of the toy market is as follows.  
· In principle, the market is created by the original products and own-brand products of member companies of the Japan Toy Association (including members of its affiliated organizations) and of exhibitors at the International Tokyo Toy Show, regardless of distribution channels.  
· However, in the Educational category, products such as baby products and ride-on toys have their own distinct markets, and thus distribution through channels such as drugstores is excluded.  
· The Hobby products category includes the distribution of models.  
Source: Research by the Japan Toy Association

Model Kits Market (Japan)

Model Kits Overall Market Trend



Character Model Kits Market Trend

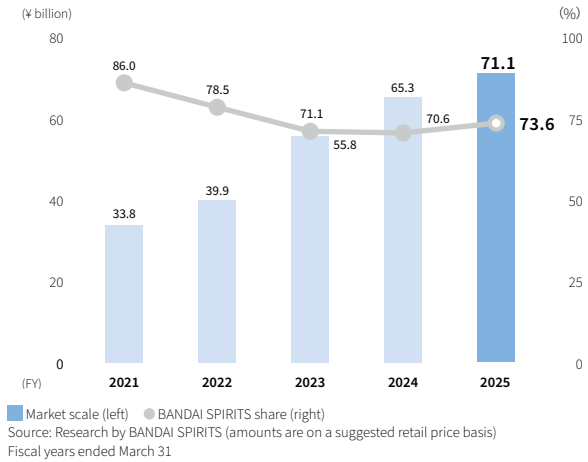
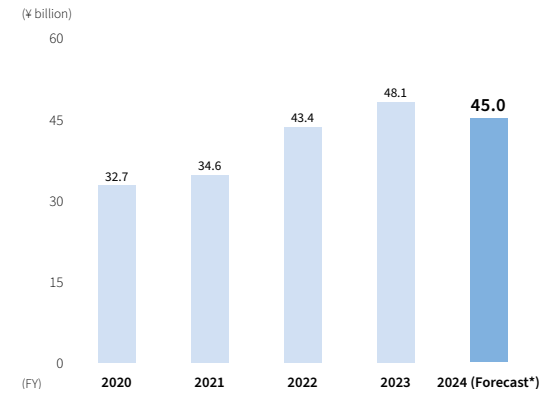


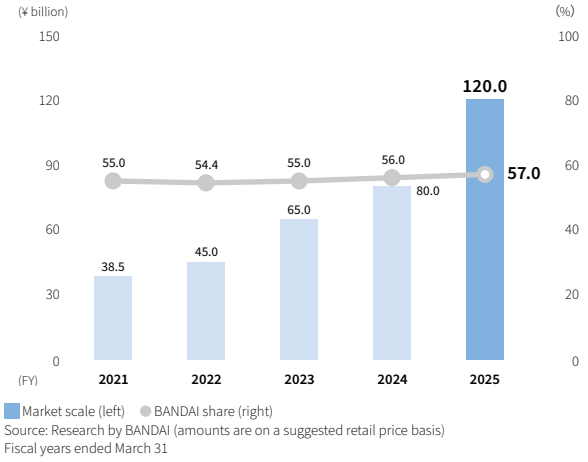
Figure Market (Japan)

Figure Market Scale Trend



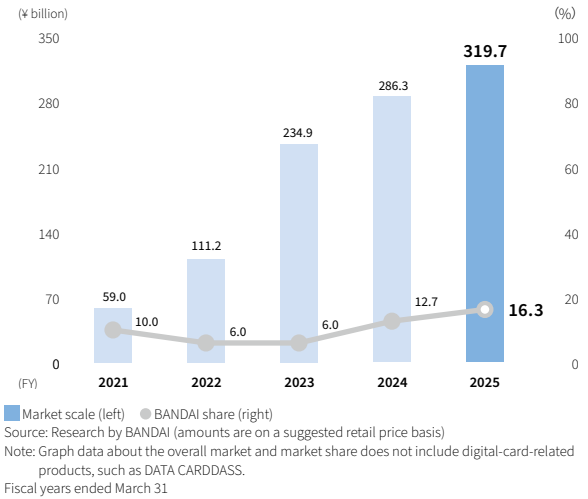
Capsule Toy Market (Japan)

Capsule Toy Market Trend

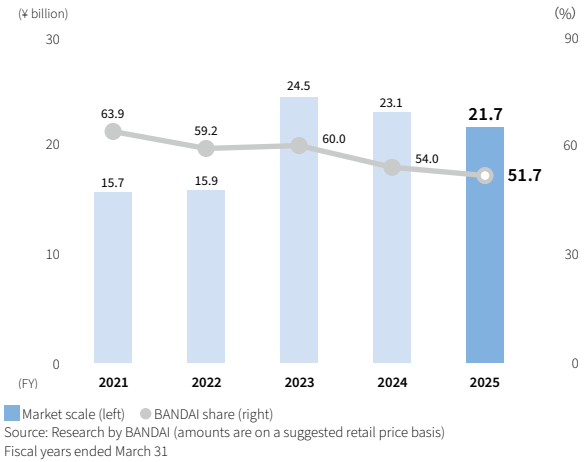


Card Product Market (Japan)

Card Product Market Scale Trend

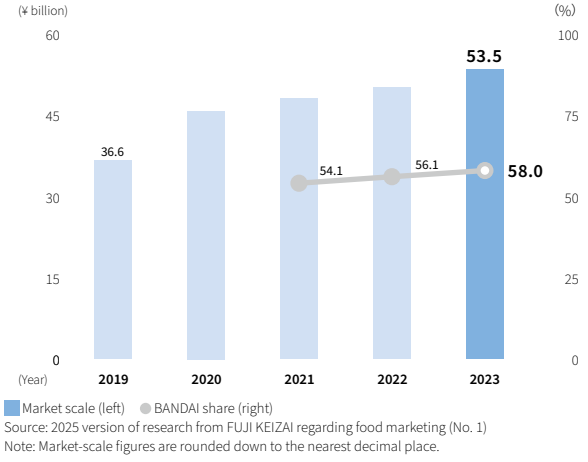


Digital Card Market Scale Trend



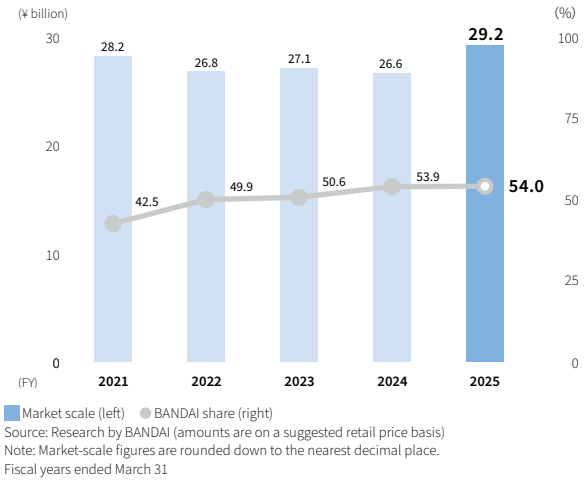
Candy Toy Market (Japan)

Candy Toy Market Trend



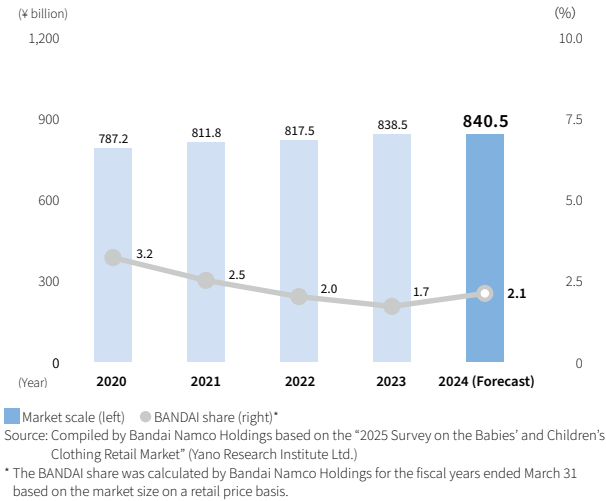
Children's Lifestyle (Sundries) Market (Japan)

Children's Lifestyle (Sundries) Market Trend



Babies' and Children's Clothing Retail Market (Japan)

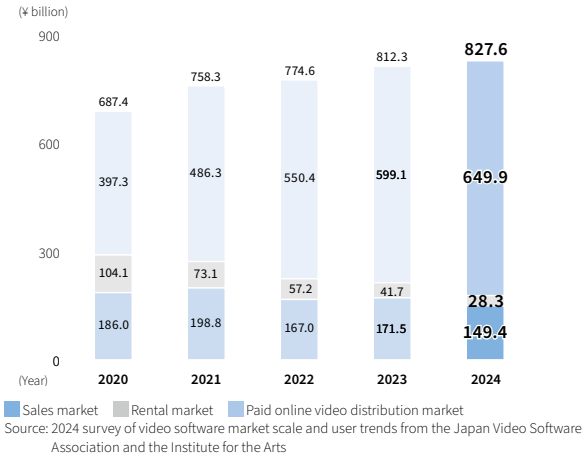
Babies' and Children's Clothing Retail Market Trend



Visual and Music (IP Production) Unit

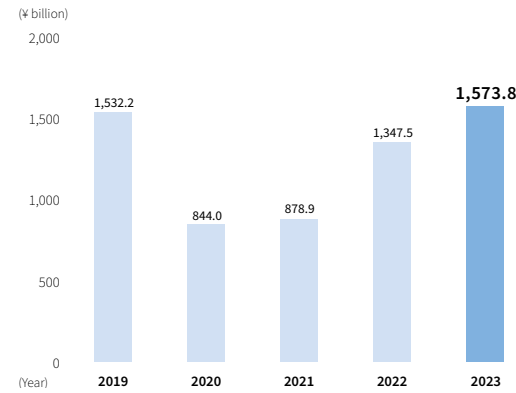
Visual Software Market (Japan)

Visual Software Market Scale Trend

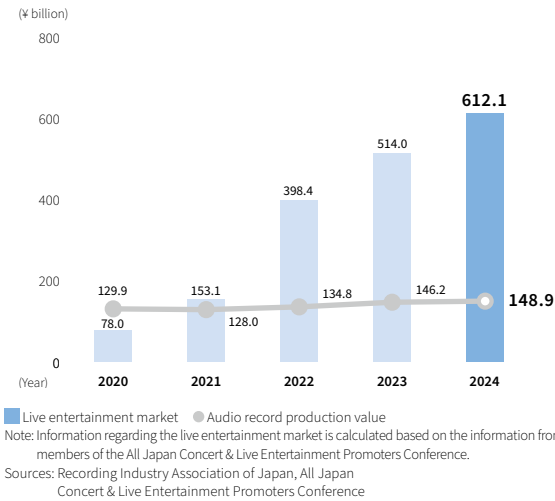


Music Content Market (Japan)

Music-Related Market Scale Trend

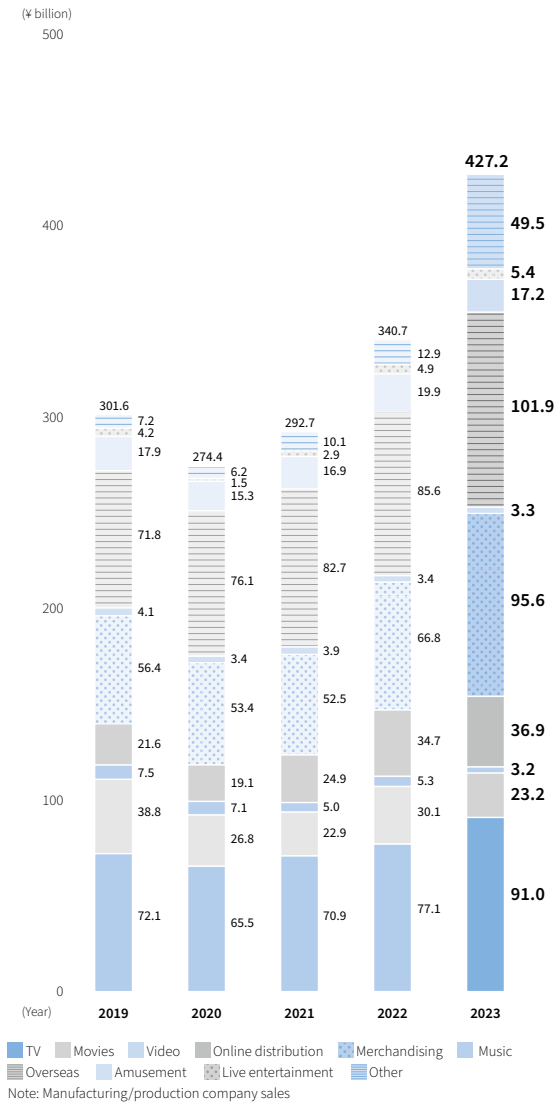


Audio Record Production Value and Live Entertainment Market Scale Trend

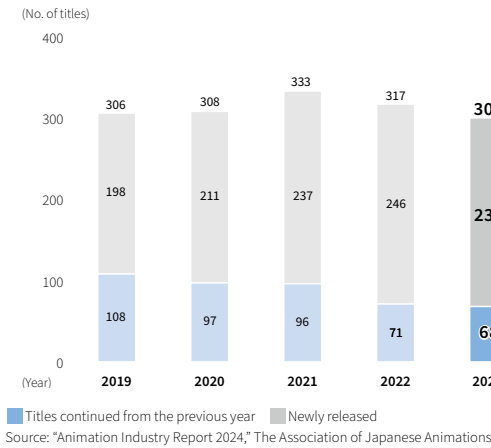


Animation Market (Japan)

Animation Market Scale Trend



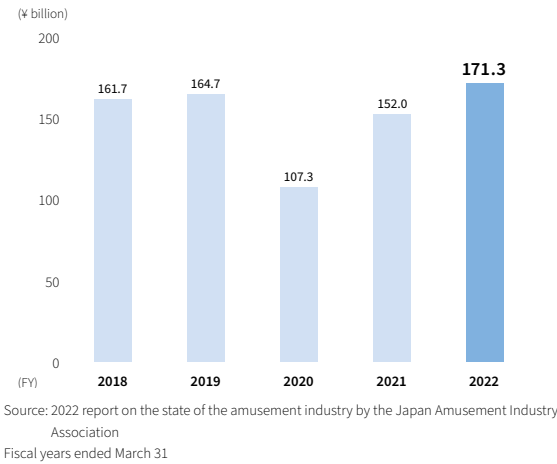
Number of TV Animation Titles



Amusement Unit

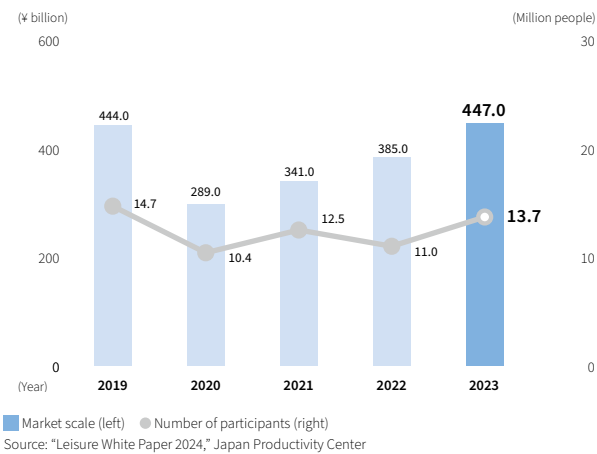
Amusement Machine Market (Japan)

Amusement Machine Scale Trend

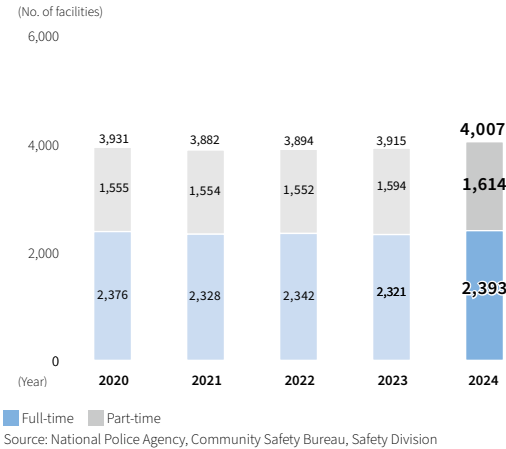


Amusement Facility Market (Japan)

Amusement Facility Market Scale and Number of Participants (Game Centers)



Trend in Number of No.5 Facilities (Operation of Game Centers, etc.)



FY2025.3 Segment Activity Report by Material Issues

The Bandai Namco Group's business segments and affiliated business companies have created KPI plans for the Group's material issues and are implementing initiatives on that basis. The Group Sustainability Committee and the Group Sustainability Subcommittee confirm and review progress with activities, and reports are periodically made to the Board of Directors. In these ways, we are working to achieve the plans. The status of activities by material issues in FY2025.3 is as follows.

| Material Issues             | Important themes                                                               | FY2026.3 targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FY2025.3 results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Harmony with Nature         | Enhanced response to climate change                                            | Reduction of GHG emissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                             |                                                                                | <ul style="list-style-type: none"><li><b>Scope 1 and Scope 2</b><br/>46,500 t-CO<sub>2</sub> (30% reduction compared with FY2020.3) [Medium- to long-term targets]<br/>FY2031.3 32,500 t-CO<sub>2</sub> (50% reduction compared with FY2020.3; ahead of schedule)<br/>FY2036.3: 27,000 t-CO<sub>2</sub> (55% reduction compared with FY2020.3; newly established based on government guidelines)<br/>FY2051.3: Net zero emissions</li><li><b>Scope 3</b><br/>Promotion of response in Scope 3 (increase accuracy of calculations and explore measures to reduce Scope 3 emissions in the supply chain)</li></ul> | <ul style="list-style-type: none"><li><b>Scope 1 and Scope 2</b><br/>52,564 t-CO<sub>2</sub> (20.7% compared with FY2020.3*)<br/>(Target: 48,700 t-CO<sub>2</sub> [26.5% compared with FY2020.3])</li><li><b>Scope 3</b><br/>1,325,924 t-CO<sub>2</sub><br/>Continued to disclose Scope 3 response (subject to calculation: business management companies + BANDAI SPIRITS)<br/>Calculated Scope 3 emissions in EU (Digital Business)<br/><br/>* Net emissions</li></ul>                                                                                                                                                                                                                                                                                                                      |
|                             | Sustainable use of resources and raw materials                                 | Promotion of the circular economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                             |                                                                                | <ul style="list-style-type: none"><li><b>Promotion of product recycling</b></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li><b>Promotion of product recycling</b><br/>Gunpla recycling project: 37 tons (FY2024.3 results: 40 tons)<br/>Capsule recycling project: 47 tons (FY2024.3 results: 42 tons)<br/>Started recycling pillow-type packaging for cards</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                             |                                                                                | Promotion of environmentally friendly products                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Safe & Responsible Products | Provision of products and services based on appropriate ethical representation | <ul style="list-style-type: none"><li><b>Reduction in petroleum-based plastic use</b><br/>Utilized recycled plastics and alternative materials</li><li><b>Promotion of environmentally friendly design in our own products and services</b></li><li><b>Promotion of green purchasing for office supplies</b></li></ul>                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"><li><b>Reduction in petroleum-based plastic use</b><br/>Reduction of prize bags used at domestic amusement facilities: 66.9 tons</li><li><b>Promotion of environmentally friendly design in our own products and services</b><ul style="list-style-type: none"><li>Products and packaging: Used sustainable materials such as alternative plastics, biomass inks, and FSC-certified paper</li><li>Stuffed toys: Used recycled cotton in development and production</li><li>Eco Amusement Machines: Revised the conventional standards and revamped consoles as Eco Amusement Machines, with the first being Clena Grand.</li></ul></li><li><b>Promotion of green purchasing for office supplies</b><br/>Domestic Group companies: 22% in FY2025.3</li></ul> |
|                             |                                                                                | Waste reduction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                             |                                                                                | <ul style="list-style-type: none"><li><b>Promotion of waste recycling at each business site</b></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li><b>Promotion of waste recycling at each business site</b><ul style="list-style-type: none"><li>Reduced paper usage</li><li>Started shrink wrap recycling at logistics centers</li><li>Converted plastic waste generated at factories to RPF: 105 tons in FY2025.3</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                             |                                                                                | Establishment and operation of system for groupwide sharing of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                             |                                                                                | <ul style="list-style-type: none"><li><b>Information sharing on ethical representations of products and services</b></li><li><b>Implementation of employee training</b></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li><b>Information sharing on ethical representations of products and services</b><ul style="list-style-type: none"><li>Held Group Ethics Working Group (four times a year) and Ethics Roundtable Discussions (two times a year)</li><li>Developed word checker system (began operation in FY2026.3)</li><li>Operation of AI-powered ethics diagnostic system</li></ul></li><li><b>Implementation of employee training</b><br/>Implemented seminars, etc.</li></ul>                                                                                                                                                                                                                                                                                         |

| Material Issues                       | Important themes                                             | FY2026.3 targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FY2025.3 results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safe & Responsible Products           | Safety and security of products and services                 | Establishment and operation of system for Groupwide sharing of information                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       |                                                              | ■ Information sharing on ethical representations of products and services<br>■ Implementation of employee training                                                                                                                                                                                                                                                                                                                                                                  | ■ Improvement in product quality in Japan and overseas <ul style="list-style-type: none"><li>Unified United States, European, and inland Chinese quality standards for toys</li></ul> ■ Implementation of employee training <ul style="list-style-type: none"><li>Promoted AOU Youth Advisor certification acquisition: 100% acquisition rate for target store managers</li><li>Promoted activities raising awareness among employees: Implemented seminars, quality exhibitions, etc.</li></ul>                                                                                                                                                                                           |
|                                       | Enhanced customer satisfaction                               | Improvement in customer satisfaction level                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       |                                                              | ■ Improvement in customer satisfaction with our products and services                                                                                                                                                                                                                                                                                                                                                                                                               | ■ Improvement in customer satisfaction with our products and services <ul style="list-style-type: none"><li>Raised the inquiry index about home console games and app games, etc.</li><li>Improved customer satisfaction level (promoter rate) at amusement facilities: Received the grand prize at the 30th Shopping Center Customer Service Role Playing Contest</li></ul>                                                                                                                                                                                                                                                                                                               |
| Intellectual Property for Social Good | Appropriate use of IPs and mutual use of patents             | Social contributions using IP and technology (excluding regional revitalization and educational assistance)                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       | Protection of IPs                                            | Enhanced IP protection                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       |                                                              | ■ Countermeasures against counterfeit goods and illegal videos<br>■ Implementation of employee training                                                                                                                                                                                                                                                                                                                                                                             | ■ Countermeasures against counterfeit goods and illegal videos <ul style="list-style-type: none"><li>Supported conversion of IP rights worldwide</li><li>Took action to eliminate infringement of counterfeit goods and illegal videos</li><li>Organized seminars on intellectual property led by an external organization</li></ul> ■ Implementation of employee training <ul style="list-style-type: none"><li>Implemented e-learning and seminars</li></ul>                                                                                                                                                                                                                             |
| Fostering a Culture of Respect        | Establishment of an employee-friendly workplace environments | Promotion of childcare leave acquisition                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       |                                                              | ■ Promotion of childcare leave acquisition by male employees <ul style="list-style-type: none"><li>Held activities to raise awareness among Group employees</li><li>Acquisition rate of childcare leave by male employees of domestic Group companies: 5% increase from the previous fiscal year</li></ul>                                                                                                                                                                          | ■ Promotion of childcare leave acquisition by male employees <ul style="list-style-type: none"><li>Promoted activities to raise awareness among Group employees: Disseminated information using e-learning and in-house newsletters</li><li>Acquisition rate of childcare leave by male employees of domestic Group companies: 84.4% in FY2025.3(78.5% in FY2024.3)</li><li>* The figures include leave taken for childcare purposes. Scope: Bandai Namco Holdings Inc., BANDAI CO., LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., Bandai Namco Amusement Inc., BANDAI SPIRITS CO., LTD., Bandai Namco Music Live Inc., and Bandai Namco Business Arc Inc.</li></ul> |
|                                       |                                                              | Review of paid leave structure                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       | Human resource development                                   | Development of human resources who can share dreams, fun, and inspiration with the world                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                       |                                                              | ■ Implemented Group joint programs (target: participation rate of 90% or higher)<br>New employee training (BNAP) participation rate: 97% (258 out of 265 eligible employees participated)<br>5th year training participation rate: 92% (189 out of 206 eligible employees participated)<br>New manager training participation rate: 96% (158 out of 165 eligible employees participated)<br>■ In-house human resource development for animators, etc. Drawing Academy / Art Academy |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Material Issues                 | Important themes                                                                                                         | FY2026.3 targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | FY2025.3 results                                                                                                                                                                                                                                                                                          |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fostering a Culture of Respect  | Promotion of diversity and inclusion                                                                                     | Promotion of employment for people with disabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                           |
|                                 |                                                                                                                          | Employment rate of people with disabilities: 2.5% (statutory employment rate)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Employment rate of people with disabilities: 2.44% (2.21% in FY2024.3)*<br>• Held activities to raise awareness among Group employees<br>Held study sessions for HR personnel, workplace training, etc.<br>* For consolidated subsidiaries that entrust work to special subsidiary Bandai Namco Will Inc. |
|                                 | The cultivation of a culture where employees from diverse backgrounds can play an active role                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                           |
|                                 |                                                                                                                          | <div>■ Increase positive response rate in the engagement survey</div> Diverse values and ways of thinking are respected: 72%<br>The Company provides opportunities for success regardless of gender: 80%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <div>■ Increase positive response rate in the engagement survey</div> Diverse values and ways of thinking are respected: 70% (75% in FY2024.3)<br>The Company provides opportunities for success regardless of gender: 79% (81% in FY2024.3)                                                              |
| Supply chain management (labor) | Human rights initiatives                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                           |
|                                 | <div>■ Establishment of a supply chain that respects human rights</div> <div>■ Implementation of employee training</div> | <div>■ Establishment of a supply chain that respects human rights</div> <div>• Established and published the Bandai Namco Group Code of Conduct and the Bandai Namco Group Supplier Guidelines</div> <div>• Set up the Compliance Hotline</div> <div>• Conducted survey of the supply chain to increase understanding</div> <div>• Conducted audits on human rights and labor environment covering all final packaging factories that produce Bandai products</div> <div>• Conducted labor environment audits at arcade game production factories: three times</div> <div>• Strengthened responses to creators' human rights</div> <div>■ Implementation of employee training</div> <div>• Implemented internal activities to raise awareness using e-learning, seminars, and online company newsletters</div>             |                                                                                                                                                                                                                                                                                                           |
| Building Stronger Communities   | Collaboration with local communities                                                                                     | Implementation of social contribution activities deeply rooted in local communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                           |
|                                 |                                                                                                                          | <div>• IDOLM@STER regional revitalization activities (DeraMas, Disaster Prevention Festival 2024, etc.)</div> <div>• IDOLM@STER Manhole Project</div> <div>• Gundam Manhole Project</div> <div>• Held volunteer activities such as clean ups around the Company business sites</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                           |
|                                 | Educational assistance for the next generation                                                                           | Educational support for children                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                           |
|                                 |                                                                                                                          | <div>• Gunpla Academia: 230,000 people</div> <div>• Hosted work experience opportunities at amusement facilities across Japan</div> <div>• Held the Jackie Caravan to deliver happiness to children using the picture book series <i>The Bears' School</i></div> <div>• Donated toys in Japan and other countries</div> <div>• Conducted outreach classes at elementary schools and nursery schools</div> <div>• Hosted the Thomas Edison Special Exhibition lecture</div> <div>• Developed teaching materials for elementary school students to learn about universal design through <i>Othello</i>, and distributed the materials free of charge to schools</div> <div>• Organized the Dream Class for elementary school students in Shimane Prefecture, led by the Shimane Susanoo Magic, and donated basketballs</div> |                                                                                                                                                                                                                                                                                                           |

Environmental Data

Scope: All Bandai Namco Group companies in Japan and overseas  
Management standard: Total emissions

|                           |                                                           |             | FY2021.3                                                          | FY2022.3    | FY2023.3    | FY2024.3    | FY2025.3           |         |
|---------------------------|-----------------------------------------------------------|-------------|-------------------------------------------------------------------|-------------|-------------|-------------|--------------------|---------|
| CO <sub>2</sub> Emissions | Scope1 (t-CO <sub>2</sub> )                               |             | 6,039                                                             | 5,540       | 6,131       | 7,882       | 7,794              |         |
|                           | Scope2 (t-CO <sub>2</sub> )                               |             | 51,878                                                            | 50,978      | 49,272      | 44,580      | 45,760             |         |
|                           | Scope1+Scope2 (t-CO <sub>2</sub> )                        |             | 57,916                                                            | 56,517      | 55,403      | 52,462      | 53,554             |         |
|                           | Offset through carbon credits (t-CO <sub>2</sub> )        |             | —                                                                 | —           | —           | —           | 990                |         |
|                           | Net emission Scope1+Scope2 (t-CO <sub>2</sub> )           |             | —                                                                 | —           | —           | —           | 52,564             |         |
|                           | Scope3 (t-CO <sub>2</sub> )                               |             | —                                                                 | —           | 1,091,255   | 1,202,209   | 1,325,924          |         |
|                           |                                                           | Category 1  | Purchased goods and services                                      | —           | —           | 576,512     | 636,698            | 677,843 |
|                           |                                                           | Category 2  | Capital goods                                                     | —           | —           | 95,884      | 110,312            | 159,552 |
|                           |                                                           | Category 3  | Fuel- and energy-related activities not included in Scope 1 and 2 | —           | —           | 5,758       | 5,490              | 6,113   |
|                           |                                                           | Category 4  | Upstream transportation and distribution                          | —           | —           | 10,399      | 9,174              | 12,629  |
|                           |                                                           | Category 5  | Waste generated in business operations                            | —           | —           | 2,669       | 2,931              | 4,184   |
|                           |                                                           | Category 6  | Business travel                                                   | —           | —           | 5,158       | 8,817              | 9,102   |
|                           |                                                           | Category 7  | Employee commuting                                                | —           | —           | 710         | 837                | 902     |
|                           |                                                           | Category 8  | Upstream leased assets                                            | —           | —           | N/A         | N/A                | N/A     |
|                           |                                                           | Category 9  | Downstream transportation and distribution                        | —           | —           | 3           | 2                  | 4       |
|                           |                                                           | Category 10 | Processing of sold products                                       | —           | —           | N/A         | N/A                | N/A     |
|                           |                                                           | Category 11 | Use of sold products                                              | —           | —           | 21,792      | 12,284             | 5,979   |
|                           |                                                           | Category 12 | End-of-life treatment of sold products                            | —           | —           | 372,368     | 415,664            | 449,616 |
|                           |                                                           | Category 13 | Downstream leased assets                                          | —           | —           | N/A         | N/A                | N/A     |
| Category 14               |                                                           | Franchises  | —                                                                 | —           | N/A         | N/A         | N/A                |         |
| Category 15               |                                                           | Investments | —                                                                 | —           | N/A         | N/A         | N/A                |         |
| Electricity               | Non-renewable energy (kWh)                                |             | 111,406,837                                                       | 109,787,373 | 107,326,192 | 100,912,994 | 102,590,328        |         |
|                           | Renewable energy (kWh)                                    |             | 0                                                                 | 0           | 9,347,411   | 19,428,329  | 21,297,280         |         |
|                           | Total                                                     |             | 111,406,837                                                       | 109,787,373 | 116,673,602 | 120,341,323 | 123,887,608        |         |
| Fuel for Company Vehicles | Company vehicles (gasoline; l)                            |             | 172,508.6                                                         | 175,052.4   | 262,769.8   | 308,898.7   | 294,625.2          |         |
|                           | Company vehicles (diesel; l)                              |             | 1,633,589.0                                                       | 1,469,708.8 | 1,552,020.4 | 1,986,522.1 | 1,956,941.7        |         |
|                           | Company vehicles (LPG; t)                                 |             | 2.0                                                               | 2.4         | 0.6         | 2.5         | 2.3                |         |
|                           | Company vehicles (natural gas; m³)                        |             | 588.7                                                             | 0           | 0           | 0           | 0                  |         |
| Fuel                      | Gasoline (l)                                              |             | 1,296.23                                                          | 883.09      | 1,748.16    | 1,434.36    | 827.81             |         |
|                           | Kerosene (l)                                              |             | 7,531.7                                                           | 5,403.0     | 6,564.1     | 9,234.3     | 8,451.3            |         |
|                           | Diesel fuel (l)                                           |             | 0                                                                 | 0           | 0           | 15          | 1,200.00           |         |
|                           | Bunker A (kl)                                             |             | 2.00                                                              | 2.26        | 2.13        | 2.98        | 1.67               |         |
|                           | Petroleum gas (t)                                         |             | 15.64                                                             | 12.66       | 15.32       | 18.59       | 14.50              |         |
|                           | Combustible natural gas (m³)                              |             | 0                                                                 | 0           | 0           | 0           | 0                  |         |
| Other Fuel                | City gas (m³)                                             |             | 594,525.22                                                        | 564,521.29  | 639,309.42  | 834,729.58  | 932,885.66         |         |
|                           | Steam (GJ)                                                |             | 0                                                                 | 0           | 16          | 55          | 2,273              |         |
|                           | Hot water (GJ)                                            |             | 135.62                                                            | 176.92      | 3,642.55    | 1,605.90    | 3,408.05           |         |
|                           | Cold water (GJ)                                           |             | 893.31                                                            | 1,039.87    | 910.57      | 2,421.86    | 4,722.58           |         |
| Water                     | Tap water used (m³)                                       |             | 134,441.61                                                        | 149,175.92  | 167,513.97  | 172,747.55  | 187,553.47         |         |
|                           | Wastewater (m³)                                           |             | 134,334.34                                                        | 147,071.17  | 165,036.79  | 170,917.90  | 185,157.29         |         |
| Waste                     | Non-industrial waste (kg)                                 |             | 1,370,309.0                                                       | 1,658,318.2 | 2,077,990.8 | 2,177,082.5 | per attached table |         |
|                           | Industrial waste (kg)                                     |             | 2,099,314.6                                                       | 3,484,766.7 | 3,177,176.5 | 4,321,810.2 |                    |         |
|                           | Recycling volume (kg)                                     |             | 841,298.5                                                         | 899,139.2   | 1,093,755.9 | 1,256,821.4 |                    |         |
| Environmental             | Fines (No.)                                               |             | 0                                                                 | 0           | 0           | 0           | 0                  |         |
| Compliance                | Number of sanctions other than fines (cases)              |             | 0                                                                 | 0           | 0           | 0           | 0                  |         |
|                           | Matters brought to a dispute resolution mechanism (cases) |             | 0                                                                 | 0           | 0           | 0           | 0                  |         |

\*1 The renewable energy usage (purchases) for FY2022.3 has been included in the non-renewable energy usage figures.  
\*2 For figures excluding Scope3, limited assurance or review by a third party has been conducted.  
\*3 Historical data may be reviewed and corrected retroactively as part of the aggregation process.  
\*4 Scope3 reporting covers BANDAI CO.,LTD., BANDAI SPIRITS CO.,LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., and Bandai Namco Amusement Inc.  
\*5 Waste has been aggregated by disposal method beginning in FY2025.3.

Calculation method for Scope3 CO<sub>2</sub> emissions  
Category 1: Amount procured multiplied by the emission factor (excluding internal transactions)  
Category 2: Amount of capital investments multiplied by the emission factor (groupwide)  
Category 3: Amount of each type of energy consumed multiplied by the emission factor  
Category 4: Amount of transportation services purchased multiplied by the emission factor  
Category 5: Amount of each type of waste generated multiplied by the emission factor for each processing method  
Category 6: Travel expenses paid for each mode of transportation multiplied by the emission factor. For Bandai Namco Entertainment Inc. only, number of employees multiplied by the emission factor.

Category 7: Travel expenses paid multiplied by the emission factor for the case in which all travel was on passenger railways  
Category 9: Calculated using the ton-kilometer method for the transportation weight of game machines. (Bandai Namco Amusement Inc.)  
Category 11: For products that use batteries, with an assumption that batteries are changed twice, product sales volume, number of batteries used, and amount of electricity consumed based on average battery lifespan are calculated and multiplied by the emission factor (BANDAI CO., LTD.). Calculated by multiplying the annual usage time, derived from the sales quantity of game machines, power consumption, average operating hours, and number of operating days of game centers, by the emission factor. (Bandai Namco Amusement Inc.)  
Category 12: Weight of sold products multiplied by the emission factor. However, for BANDAI CO., LTD. and BANDAI SPIRITS CO., LTD., the average weight of products accounting for 10% of sales for each division is used; for Bandai Namco Filmworks Inc., the average weight of the top 10 products by sales volume is used; and for Bandai Namco Amusement Inc., only game machines are considered.  
Note: Categories 8, 10, 13, 14, and 15 are not applicable.

|                        |                      |                              |                                        |                                      | FY2025.3 |
|------------------------|----------------------|------------------------------|----------------------------------------|--------------------------------------|----------|
| Waste (Since FY2025.3) | Non-industrial waste | Waste diverted from disposal | Preparation for reuse                  | Consolidated (domestic)              | 0        |
|                        |                      |                              | Recycle                                | Consolidated (domestic and overseas) | 680      |
|                        |                      |                              | Other collection activities            | Consolidated (domestic)              | 0        |
|                        |                      |                              | Total (t)                              | Consolidated (domestic and overseas) | 680      |
|                        |                      | Waste directed to disposal   | Incineration (with energy recovery)    | Consolidated (domestic)              | 355      |
|                        |                      |                              | Incineration (without energy recovery) | Consolidated (domestic)              | 1,204    |
|                        |                      |                              | Landfill                               | Consolidated (domestic)              | 35       |
|                        |                      |                              | Other disposal methods                 | Consolidated (domestic)              | 3        |
|                        |                      |                              | Disposal at overseas locations         | Consolidated (overseas)              | 669      |
|                        |                      |                              | Total (t)                              | Consolidated (domestic and overseas) | 2,266    |
|                        |                      | Gross amount (t)             |                                        | Consolidated (domestic and overseas) | 2,947    |
|                        | Industrial waste     | Waste diverted from disposal | Preparation for reuse                  | Consolidated (domestic)              | 1        |
|                        |                      |                              | Recycle                                | Consolidated (domestic and overseas) | 1,973    |
|                        |                      |                              | Other collection activities            | Consolidated (domestic)              | 0        |
|                        |                      |                              | Total (t)                              | Consolidated (domestic and overseas) | 1,974    |
|                        |                      | Waste directed to disposal   | Incineration (with energy recovery)    | Consolidated (domestic)              | 1,670    |
|                        |                      |                              | Incineration (without energy recovery) | Consolidated (domestic)              | 162      |
|                        |                      |                              | Landfill                               | Consolidated (domestic)              | 430      |
|                        |                      |                              | Other disposal methods                 | Consolidated (domestic)              | 2        |
|                        |                      |                              | Disposal at overseas locations         | Consolidated (overseas)              | 353      |
|                        |                      |                              | Total (t)                              | Consolidated (domestic and overseas) | 2,617    |
|                        |                      | Gross amount (t)             |                                        | Consolidated (domestic and overseas) | 4,592    |

Personnel Data

Scope (FY2025.3): Bandai Namco Holdings Inc., BANDAI CO., LTD. / BANDAI SPIRITS CO., LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., Bandai Namco Music Live Inc., Bandai Namco Amusement Inc., and Bandai Namco Business Arc Inc.

Number of Employees by Type of Employment

|                     |        | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|---------------------|--------|----------|----------|----------|----------|----------|
| Full-time employees | Male   | 2,474    | 2,516    | 2,633    | 2,749    | 2,841    |
|                     | Female | 1,236    | 1,287    | 1,396    | 1,550    | 1,647    |
|                     | Total  | 3,710    | 3,803    | 4,029    | 4,299    | 4,488    |
| Junior employees    | Male   | 931      | 927      | 983      | 1,019    | 1,079    |
|                     | Female | 998      | 1002     | 1028     | 1,054    | 1,153    |
|                     | Total  | 1,929    | 1,929    | 2,011    | 2,073    | 2,232    |
| Contract employees  | Male   | 161      | 156      | 133      | 130      | 122      |
|                     | Female | 89       | 93       | 97       | 82       | 74       |
|                     | Total  | 250      | 249      | 230      | 212      | 196      |
| Temporary employees | Male   | 1,175    | 1,225    | 1,381    | 1,617    | 1,814    |
|                     | Female | 1,692    | 1,668    | 1,844    | 2,004    | 2,301    |
|                     | Total  | 2,867    | 2,893    | 3,225    | 3,621    | 4,115    |
| Total               | Male   | 4,741    | 4,824    | 5,130    | 5,515    | 5,856    |
|                     | Female | 4,015    | 4,050    | 4,365    | 4,690    | 5,175    |
|                     | Total  | 8,756    | 8,874    | 9,495    | 10,205   | 11,031   |

Employee Data

|                                               |        | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|-----------------------------------------------|--------|----------|----------|----------|----------|----------|
| Number of newly hired graduates               | Male   | 98       | 88       | 80       | 103      | 98       |
|                                               | Female | 71       | 58       | 60       | 81       | 90       |
|                                               | Total  | 169      | 146      | 140      | 184      | 188      |
| Retention rate of newly hired graduates (%)*1 | Male   | 98.9     | 96.1     | 88.7     | 95.2     | 88.0     |
|                                               | Female | 98.6     | 95.3     | 92.5     | 96.3     | 91.7     |
|                                               | Total  | 98.8     | 95.8     | 90.2     | 95.6     | 89.6     |
| Number of mid-career hires                    | Male   | 70       | 45       | 87       | 107      | 95       |
|                                               | Female | 33       | 43       | 63       | 99       | 43       |
|                                               | Total  | 103      | 88       | 150      | 206      | 138      |
| Turnover*2                                    | Male   | 53       | 81       | 90       | 86       | 106      |
|                                               | Female | 23       | 57       | 46       | 47       | 68       |
|                                               | Total  | 76       | 138      | 136      | 133      | 174      |
| Average years of continuous service           | Male   | 14.8     | 14.8     | 14.6     | 14.3     | 14.3     |
|                                               | Female | 10.1     | 10.4     | 10.4     | 9.9      | 10.3     |
|                                               | Total  | 13.2     | 13.3     | 13.1     | 12.7     | 12.8     |
| Average age*3                                 | Male   | 40.6     | 40.7     | 40.6     | 40.4     | 40.3     |
|                                               | Female | 35.6     | 36.0     | 36.0     | 35.8     | 35.9     |
|                                               | Total  | 39.0     | 39.1     | 39.0     | 38.7     | 38.7     |

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

Data on Female Managers

|                           |                         | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|---------------------------|-------------------------|----------|----------|----------|----------|----------|
| Number of female managers |                         | 174      | 195      | 216      | 231      | 246      |
|                           | Percentage of total (%) | 19.2     | 21.1     | 22.1     | 22.8     | 23.7     |
| Female executives         |                         | 5        | 4        | 4        | 5        | 5        |
|                           | Percentage of total (%) | 6.0      | 5.1      | 5.1      | 6.6      | 7.1      |

Annual Paid Leave Utilization Rate

|                                        | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|----------------------------------------|----------|----------|----------|----------|----------|
| Annual paid leave utilization rate (%) | 56.4     | 70.6     | 70.2     | 74.1     | 75.2     |
| Number of paid leave days taken        | 9.7      | 12.2     | 12.2     | 12.9     | 12.9     |

Other Personnel Information

|                                                                      |                         | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|----------------------------------------------------------------------|-------------------------|----------|----------|----------|----------|----------|
| Number of employees that took leave for childcare*4                  | Male                    | 22       | 21       | 25       | 73       | 81       |
|                                                                      | Female                  | 73       | 63       | 55       | 62       | 67       |
|                                                                      | Total                   | 95       | 84       | 80       | 135      | 148      |
| Childcare leave utilization rate (%)**4                              | Male                    | —        | —        | 30.5     | 78.5     | 84.4     |
|                                                                      | Female                  | —        | —        | 100.0    | 100.0    | 100.0    |
|                                                                      | Total                   | —        | —        | 58.4     | 87.1     | 90.8     |
| Rate of employees returning to work after child care leave (%)       | Male                    | 100.0    | 100.0    | 100.0    | 100.0    | 100.0    |
|                                                                      | Female                  | 96.0     | 100.0    | 98.5     | 93.8     | 98.0     |
|                                                                      | Total                   | 97.1     | 100.0    | 98.9     | 96.7     | 99.1     |
| Number of employees using family nursing leave                       | Male                    | 1        | 0        | 0        | 0        | 0        |
|                                                                      | Female                  | 2        | 0        | 1        | 0        | 3        |
|                                                                      | Total                   | 3        | 0        | 1        | 0        | 3        |
| Employment of people with disabilities*5                             | People                  | 169.0    | 182.0    | 189.0    | 193.0    | 219.5    |
|                                                                      | Percentage of total (%) | 2.21     | 2.30     | 2.26     | 2.21     | 2.44     |
| Number of employees covered by occupational health and safety policy | Male                    | 4,741    | 4,824    | 5,130    | 5,515    | 5,856    |
|                                                                      | Female                  | 4,015    | 4,050    | 4,365    | 4,690    | 5,175    |
|                                                                      | Total                   | 8,756    | 8,874    | 9,495    | 10,205   | 11,031   |
| Average monthly over time work per employee (hours)*6                |                         | —        | 17.0     | 18.3     | 17.0     | 20.4     |
| Industrial accidents (incidents)                                     |                         | 60       | 92       | 79       | 82       | 105      |
| Health check-up participation rate (%)                               |                         | —        | 99.6     | 99.9     | 99.9     | 99.9     |
| Stress check participation rate (%)                                  |                         | —        | —        | 98.0     | 98.9     | 99.3     |

\*4 For FY2024.3 and FY2025.3, the figures for male employees and leave utilization rate include both paternity leave and childcare leave. The paternity leave utilization rate for FY2024.3 was 62.4% for male employees and 77.4% for male employees and female employees combined. In FY2025.3, the childcare leave utilization rate was 77.1% for male employees and 86.5% for male employees and female employees combined.  
\*5 For consolidated subsidiaries that use the service of special subsidiary Bandai Namco Will Inc.  
\*6 The average for each person calculated by deducting their prescribed working hours (1,800 hours) from their total annual working hours and dividing the resulting figure by 12 months. Excludes managers and supervisors, part-time workers, and discretionary labor system employees.

Employee Training-Related Data

|                                                                               |        | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 |
|-------------------------------------------------------------------------------|--------|----------|----------|----------|----------|----------|
| Percentage of employees receiving periodic reviews for career development (%) | Male   | 100.0    | 100.0    | 100.0    | 100.0    | 100.0    |
|                                                                               | Female | 100.0    | 100.0    | 100.0    | 100.0    | 100.0    |
|                                                                               | Total  | 100.0    | 100.0    | 100.0    | 100.0    | 100.0    |

Governance Data

Scope: Bandai Namco Holdings Inc.

|                       |                                                                  | Total | Male | Female |
|-----------------------|------------------------------------------------------------------|-------|------|--------|
| Number of directors*1 |                                                                  | 15    | 12   | 3      |
|                       | Number of internal directors                                     | 10    | 8    | 2      |
|                       | Of whom, directors who are Audit & Supervisory Committee members | 1     | 1    | 0      |
|                       | Number of outside directors                                      | 5     | 4    | 1      |
|                       | Of whom, number designated as independent directors              | 5     | 4    | 1      |
|                       | Of whom, directors who are Audit & Supervisory Committee         | 3     | 2    | 1      |

\*1 Figures as of June 2025

|                                                   |                                                                                   |                                                                                      |
|---------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Organization                                      | Company with an Audit & Supervisory Committee                                     |                                                                                      |
| Term of office in governance institutions (years) | Directors                                                                         | 1                                                                                    |
| Number of meetings (times)*2                      | Board of Directors                                                                | 18                                                                                   |
|                                                   | Independent Directors Committee                                                   | 1                                                                                    |
|                                                   | Personnel Committee                                                               | 5                                                                                    |
| Participation rate (%)**2                         | Board of Directors                                                                | 98.8                                                                                 |
|                                                   | Independent Directors Committee                                                   | 100                                                                                  |
|                                                   | Personnel Committee                                                               | 100                                                                                  |
| Implementation status of incentive measures       | Directors (excluding Audit & Supervisory Committee members and outside directors) | Implementation of performance-based bonuses and performance-based share compensation |

\*2 Fiscal year ended March 31, 2025

Compliance Data

Scope: All Bandai Namco Group companies in Japan and overseas

|                                                                  | FY2021.3 | FY2022.3 | FY2023.4 | FY2024.3 | FY2025.3 |
|------------------------------------------------------------------|----------|----------|----------|----------|----------|
| Number of incidents related to bribery and corruption (cases)    | 0        | 0        | 0        | 0        | 0        |
| Number of incidents related to anti-competitive behavior (cases) | 0        | 0        | 0        | 0        | 0        |

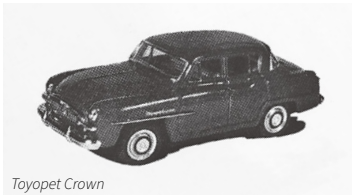
## History

Note: History of Group companies before the management integration of Bandai and Namco.  
Company names and place names are as of the date cited.

### Bandai's History

#### 1950s

- 1950** ● **July** • Bandaiya was founded in the Kikuyabashi section of Asakusa in Taito-ku, Tokyo (President: Naoharu Yamashina). Paid-in capital was ¥1 million. The company conducted sales of celluloid toys as well as metallic toys (passenger cars), rubber swimming rings, etc.
- **September** • First original BANDAI product was launched: *Rhythm Ball*.
- 1951** ● **March** • Export sales commenced.
- **April** • B26, the first BANDAI original metallic toy, was launched.
- 1953** ● **April** • Accompanying the expansion of export operations, shipment and warehouse facilities were newly established in Komagata, Asakusa, Taito-ku, Tokyo.
- **July** • Product Inspection Department established to perform checks on all products.
- A research unit was established to improve the quality of BANDAI brand metallic toys and to conduct R&D in new products.
- Transport Division (predecessor of BANDAI LOGIPAL INC.) was established.
- 1955** ● **January** • Waraku Works (predecessor of BANDAI Manufacturing) was established.
- **June** • Office building newly constructed in Komagata 2-chome, Asakusa, Taito-ku, Tokyo.
- The BC logo was created by combining the first letters in BANDAI Company.
- **November** • A product guarantee system—an industry first—was launched in conjunction with the *Toyopet Crown* (1956 version) model car.



Toyopet Crown

- 1958** ● **July** • First TV advertisement aired with the catchphrase "The Red Box means a BC-guaranteed toy."
- 1959** ● **July** • Metal model cars were commercialized and products with the labels of car series from around the world were launched.
- Trademark (commonly known as the Banzai mark) was established to express the motto that quality is the highest priority.

#### 1960s

- 1960** ● **March** • Direct overseas sales started.
- **July** • Bandai Toys Company established (transferred to Bandai Overseas Supply in 1971).
- 1961** ● **June** • Name of Waraku Works was changed to BC Manufacturing. (Name was changed to BANDAI Manufacturing in May 1966.)

- July** • Company name was changed to BANDAI. Paid-in capital was ¥20 million.
- 1963** ● **September** • Bandai Transport was established.
- **November** • Assigned representative to New York and began sales in the U.S.
- **December** • Due to growth of operations, moved to new office building in Komagata 1-chome, Asakusa, Taito-ku, Tokyo.
- *Astroboy* was launched as BANDAI's first TV character toy.



Astroboy  
©手塚プロダクション

- 1964** ● **January** • Remote control (RC) toy car became a major hit.
- 1965** ● **January** • *Racing Car Set* enjoyed an enormous boom in sales.
- **October** • Toy manufacturing complex completed in Mibu, Tochigi Prefecture.
- 1966** ● **July** • *Crazy Foam* launched. Sold 2.4 million units in three months due to intensive campaign, centered on TV promotion.
- BANDAI's new trademark (the BANDAI Baby) formulated.
- 1967** ● **May** • Bandai Automobile established.
- *Water Motor* series became a hit.
- *Thunderbirds* series of electrically powered toys launched.
- **August** • New Model Toys Department launched sales of plastic models.
- 1968** ● • *Naughty Flipper* series was a big hit, winning a gold medal at the New York International Innovative Products Exhibition.
- **October** • Customer service center established.
- 1969** ● **November** • Acquisition of plant in Shimizu City, Shizuoka Prefecture. Start of production of plastic models, such as the *Automobile* series, *Thunderbirds* 2, and the *Beetle* series.

#### 1970s

- 1970** ● **September** • Tonka Japan established.
- 1971** ● **May** • Bandai Models established.
- **July** • Established Popy as a specialist character toys manufacturer.
- 1973** ● **March** • *MiniMini Fish* launched.
- **October** • *Jumbo Machinder Mazinger Z* won the Grand Prix prize at the 4th International Trade Fair Toy Concours.

### Namco's History

#### 1950s

- 1955** ● **June** • Nakamura Manufacturing Ltd. established in Ikegami, Ota-ku, Tokyo (President: Masaya Nakamura). Capital: ¥300,000. Started in the amusement business with the installation of two children's mechanical horse rides on the rooftop of a department store in Yokohama.



Two wooden rocking-horse rides installed on the rooftop of a department store in Yokohama

- 1957** ● • Headquarters office established in Ginza, Tokyo. Started sales of amusement machines.
- 1959** ● • Reorganized to form Nakamura Manufacturing Co., Ltd. Capital: ¥5 million.

#### 1960s

- 1963** ● • Installed the *Roadway Ride* on the rooftop of Mitsukoshi Department Store in Nihonbashi, Tokyo. Subsequently expanded business to each Mitsukoshi store.



Roadway Ride

- 1965** ● • Established the Production Department. *Periscope*, developed by the Production Department, became a major hit.
- 1966** ● • Established main production facility in Ota-ku, Tokyo. Expanded activities of development and production departments.
- Began to use Nakamura Manufacturing brand mark.



- 1967** ● • Opened Osaka office in Namba, Osaka.

#### 1970s

- 1970** ● • Established Yaguchi plant in Yaguchi, Ota-ku, Tokyo.
- Developed *Racer*, a driving simulation game. Projection equipment using 3D models that were innovative for the time period became popular, and it became a hit machine.



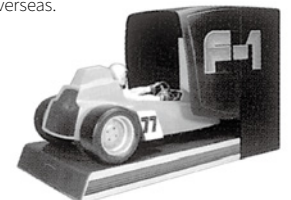
Racer  
©Bandai Namco Entertainment Inc.

- 1971** ● • Use of NAMCO brand name began.
- 1974** ● • Acquired Atari (Japan) Corp. from Atari Corp., of the U.S. Entered the video game business.
- 1975** ● • Began full-scale research into robot technologies. Developed *President Lincoln Robot*.



President Lincoln Robot

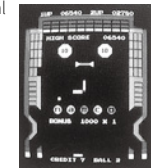
- 1976** ● • Developed *F-1* driving simulation game machine. Became popular in Japan and overseas.



F-1 driving simulation game machine  
©Bandai Namco Entertainment Inc.

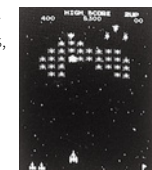
- 1977** ● • Changed company name to NAMCO LIMITED. Capital: ¥240 million.
- NAMCO ENTERPRISES ASIA LTD. established.
- Developed *Shoot Away*, a mirror-projection-type gun shooting game.

- 1978** ● **June** • Established NAMCO AMERICA INC. in California, U.S.
- Developed *Submarine*, a submarine game machine.
- Introduced *Gee-Bee*, the first original amusement machine.



Gee-Bee

- 1979** ● • Introduced *Galaxian*, a shooting game machine. Became popular, centered on young consumers, and became a major hit in Japan and overseas.
- Developed *Pitch In*, a machine that measured the speed of a pitched ball.



Galaxian  
©Bandai Namco Entertainment Inc.

## History

Note: History of Group companies before the management integration of Bandai and Namco.  
Company names and place names are as of the date cited.

### Bandai's History

- 1974** • **CHOGOKIN** *Mazinger Z* became a major hit.  
**December** • Three Group companies (BANDAI, Popy, and Tonka Japan) implemented an industry-first, full-page newspaper advertisement.
- 1975** • **January** • Trademark and logo changed. Expressed the dramatic combined worldwide growth of nine BANDAI Group companies.  
**October** • Alliance with Monogram, of the U.S.
- 1976** • **August** • *Jumbo Machinder* exported to Mattel, of the U.S. Became a best seller in 1977 under the name *Shogun*.  
**October** • Published *Ugoku E-Hon* and entered the publishing industry.  
**November** • Established Popy Mibu factory.
- 1977** • **April** • Started sales of capsule toys through vending machines.  
**June** • BANDAI (H.K.) CO., LTD., established as overseas manufacturing base in Hong Kong.  
 Launch of *Mogura-Tataki Game*, which became a major hit in the following year, 1978, and was included in Nikkei's list of hit products.
- 1978** • **September** • Bandai Publishing established.  
 Launch of *LSI Baseball*, which later became a hit electronic game.  
**October** • BANDAI AMERICA INCORPORATED established as U.S. sales base.
- 1979** • **November** • B-I Electronics and B-I Mibu established.  
*Candy-Candy Nurse's Bag* became one of the biggest-ever hit products among girls' character toys.



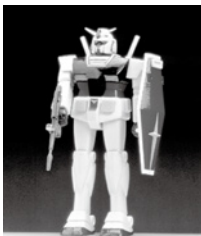
CHOGOKIN Mazinger Z  
©ダイナミック企画



Mogura-Tataki Game

#### 1980s

- 1980** • **May** • Makoto Yamashina was appointed president and representative director, and Naoharu Yamashina was appointed chairman.  
**July** • *Gundam* plastic models launched, starting a major boom.  
 Tonka Japan changed its company name to Mameet.  
**November** • Celent established.



Gundam RX-78 plastic model  
©創通・サンライズ

- 1981** • **January** • BANDAI FRANCE S.A. established as sales base in Europe.  
**March** • Entered the candy toy market.
- 1982** • **June** • BANDAI UK LTD. established in the U.K.  
**October** • Frontier Department established as planning and production unit for animations and films.  
**November** • Emotion Ltd. established. Opened Emotion video shop, the first video shop authorized by the Japan Video Software Association.
- 1983** • **March** • Absorption-type merger of seven companies—Popy, Bandai Models, Bandai Manufacturing, Bandai Overseas, Mameet, Celent, and Bandai Publishing. Capital increased to ¥711.39 million.  
 Corporate identity introduced. New BANDAI philosophy established—"Dreams and Creation."  
**April** • *Kinnikuman* capsule toy launched; became a major hit.  
**August** • Apparel Department established.  
 A.E. Planning established to conduct sales of visual packaged software.  
**December** • Launched *Darosu*, an industry-first original video animation.
- 1984** • **April** • Launched *Air Condition* series, which was created from original video software music and video.  
**October** • *Gundam* plastic model series surpassed 100 million units since the launch.  
**December** • Fuman (H.K.) Co., Ltd., established in Hong Kong.
- 1985** • **May** • Advanced into the Chinese market with the establishment of a Japan-China joint venture firm, China Fuman (Fujian) Toys Co., Ltd., in Fujian Province, China.  
**November** • First Famicom software, *Kinnikuman-Muscle Tag Match*, launched. Became a major hit with sales of one million units.
- 1986** • **January** • BANDAI listed on the Second Section of the Tokyo Stock Exchange. Capital: ¥240 million.  
**February** • *Nekonyanbo* became a major hit.  
**September** • Entered the movie field by cooperating in the production of *The Baby Elephant*.
- 1987** • Products related to *Saint Seiya (Knights of the Zodiac)* series became hits.  
**March** • Joint venture firm BANDAI AND K.C. CO., LTD., established in Thailand.  
 Released *Royal Space Force: The Wings of Oneamis*, a full-length original animation feature.  
*Quick Curl* launched. Entered the field of practical lifestyle sundries.  
**May** • Chairman Naoharu Yamashina was appointed executive advisor.  
 Contract signed with The Walt Disney Company. Video products launched.

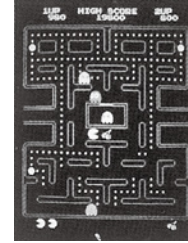


Nekonyanbo

### Namco's History

#### 1980s

- 1980** • Introduced *PAC-MAN*. Became a major hit in Japan and overseas.  
 NAMCO sponsored the *micromouse* national tournament, which was participated in by amateur robot enthusiasts.
- Introduced the *Nyamco* maze-solving robot.
- 1981** • Introduced the *Mappy* maze-solving robot.  
 Established the IP Rights Department. Began full-scale initiatives to protect in-house copyrights.
- 1982** • Introduced the *Pole Position* racing game machine.
- 1983** • Introduced the *Xevious* shooting game machine. Became highly popular due to beautiful graphics and story.  
 Developed robot for *Cosmo Hoshimaru*, the mascot character for the International Science Technology Exposition.
- 1984** • Launched *Galaxian*, the first home video game for the Famicom.  
 Introduced the first product in the *Tower of Druaga* series of RPG game machines.
- 1985** • New headquarters building completed in Ota-ku, Tokyo.  
 Developed *Talking Aid*, a mobile communication device.
- 1986** • Capital participation in Italian Tomato Ltd.  
 Established the New Technology Foundation with the objective of fostering the development of science and technology.  
 Introduced *Sweet Land*, a candy prize machine.  
 Launched *Professional Baseball Family Stadium*, a Famicom software.



PAC-MAN  
©Bandai Namco Entertainment Inc.



Nyamco  
©Bandai Namco Entertainment Inc.



Xevious  
©Bandai Namco Entertainment Inc.



Galaxian  
©Bandai Namco Entertainment Inc.

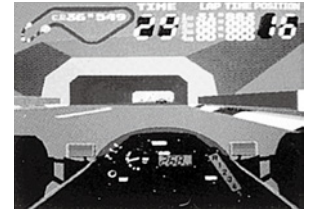


Professional Baseball Family Stadium  
©Bandai Namco Entertainment Inc.

- 1987** • Main sponsor of the Japan performance of the musical *Starlight Express*.  
 Developed *Final Lap*, the industry's first driving game with built-in communications functions.
- 1988** • NAMCO stock listed on the Second Section of the Tokyo Stock Exchange. Capital: ¥5,550 million.  
 Established Yokohama Future Laboratory in Yokohama City.  
 Tie-up with JCGL, a computer graphics (CG) production company. Entered a wide range of CG video business areas, from acceptance of production orders to the provision of videos.  
 Presented first original video product, *Mirai Ninja: Keiunkingaiden*, at the Tokyo International Fantastic Film Festival. Also launched as an amusement machine.  
 Developed *Winning Run*, the first racing game to use polygon technology.
- 1989** • Jointly developed *Eunos Roadstar Driving Simulator* in cooperation with Mazda Motor Corp.  
 Developed the *Wani Wani Panic* action game.



Final Lap  
©Bandai Namco Entertainment Inc.



Winning Run  
©Bandai Namco Entertainment Inc.



Wani Wani Panic  
©Bandai Namco Entertainment Inc.

#### 1990s

- 1990** • NAMCO AMERICA INC. began direct sales of amusement machines in the U.S.  
 NAMCO AMERICA INC. acquired Atari Operations Inc. Commenced amusement facility operations in the U.S.  
 Established Namco Hometek Inc. as a U.S. base for home video games.  
 At the International Garden and Greenery Exposition, exhibited and operated *Galaxian³* and *The Tower of Druaga*—large-scale amusement facilities based on the hyper-entertainment concept.  
 Developed the *Cosmo Gangs* action game machine.
- 1991** • **September** • Stock listed on the First Section of the Tokyo Stock Exchange. Capital: ¥6,984 million.  
**November** • Established NAMCO EUROPE LTD., in London, U.K.  
 Opened Plabo Sennichimae, a large-scale amusement facility.

## History

Note: History of Group companies before the management integration of Bandai and Namco.  
Company names and place names are as of the date cited.

### Bandai's History

- 1988** ● **April** • Media Department established. Made full-scale entry into the visual products business.
- July** • Sales of *CARDASS* started.
- August** • BANDAI listed on the First Section of the Tokyo Stock Exchange.
- Cooperated in the production of the musical *The Forest is Alive/ Twelve Months of Nina*.
- 1989** ● **January** • Completed head office building in Komagata, Taito-ku, Tokyo.
- October** • Advanced into the music field (launch of the Emotion label).

#### 1990s

- 1990** ● **January** • Name of Shinsei Manufacturing was changed to Yutaka Co., Ltd.
- August** • Bandai Transport registered on the over-the-counter market (currently, JASDAQ).
- *Sally the Witch Spikatact* surpassed one million units.
- 1991** ● **February** • Bandai (Taiwan) Co., Ltd., established as local company in Taiwan.
- April** • *Chara-Can*, which packaged toys with drinks through a tie-up with Suntory, are a big hit.
- October** • Toshio, Dairin, and Seiko merged to establish HAPPINET CORPORATION.
- 1992** ● **September** • Name of Bandai Transport was changed to BANDAI LOGIPAL INC.
- October** • BANDAI's visual products business transferred to BANDAI VISUAL CO., LTD.
- 1993** ● • Products related to *Pretty Guardian Sailor Moon* became major hits.



Sailor Moon series  
©武内直子・PNP・テレビ朝日・東映アニメーション

- Products related to *Power Rangers* became major hits in the U.S.



Power Rangers series  
©1993 SABAN INT.

- 1994** ● **March** • SUNRISE INC. became a Group company

- 1995** ● **July** • Technical Design Center (Tochigi) went into operation.
- October** • Three companies established in the U.S.—BANDAI HOLDING CORP., BANDAI DIGITAL ENTERTAINMENT CORP., and BANDAI ENTERTAINMENT INC.
- 1996** ● **March** • Launch of the *Pippin Atmark*.
- Bandai Trading (Shanghai) Co., Ltd., established in Shanghai.
- November** • *Tamagotchi* launched.



Tamagotchi  
©BANDAI

- 1997** ● **April** • *Hyper Yo-Yo* launched.



Hyper Yo-Yo  
©BANDAI

- June** • Launched *Tamapichi*, a PHS phone that incorporated *Tamagotchi* functions.
- Takashi Mogi was appointed president and representative director.
- July** • Group companies Kaken, Angel, and B-I merged to establish MegaHouse Corporation.
- August** • HAPPINET CORPORATION offered its stock on the over-the-counter market (currently, the First Section of the Tokyo Stock Exchange).
- October** • Founder Naoharu Yamashina passed away (October 28, age 79).
- 1998** ● **December** • HAPPINET CORPORATION listed on the Second Section of the Tokyo Stock Exchange.
- 1999** ● **March** • Takeo Takasu was appointed president and representative director.
- *WonderSwan*, a new mobile game machine, launched.
- Start of service for *Dokodemo Aso Vegas*, the first content for NTT DOCOMO's i-mode.
- *DIGIMON ADVENTURE* became an animation.
- May** • *Gundam* plastic models surpassed cumulative total sales of 300 million units.
- September** • *HANA-BI*, whose production BANDAI VISUAL participated in, won the Golden Lion award at the 54th Venice International Film Festival.
- October** • Concluded agreement with Mattel, of the U.S., regarding joint business development (contract covering the Japanese market canceled in December 2003).
- November** • *Primo Puel* talking stuffed toys launched.

### Namco's History

- 1992** ● **February** • Opened Namco Wonder Eggs, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.



Namco Wonder Eggs

- Established Brent Leisure Ltd. to strengthen manufacturing in Europe and sales in the U.K.
- 1993** ● • Established NAMCO OPERATIONS EUROPE LTD., in the U.K.
- Opened Namco Wonder City Tsurumi, a comprehensive amusement facility in Tsurumi-ku, Yokohama, with NAMCO acting as developer for the first time.
- Introduced *Ridge Racer*, a racing game machine including *System 22*, a real-time, 3D CG system board.



Ridge Racer  
©Bandai Namco Entertainment Inc.

- Acquired Aladdin's Castle, Inc., the largest amusement facility operator in the U.S.
- Established Shanghai Namco Ltd. as a joint venture in China.
- Opened Tamago Teikoku, which offered a land of entertainment alchemy, on a site adjacent to Namco Wonder Eggs.

- 1994** ● • Launched *Ridge Racer* for the PlayStation at the same time as the hardware launch.
- Opened Yokohama Creative Center, a development base, in Kanagawa-ku, Yokohama City.
- Established NAMCO CYBERTAINMENT INC. through the merger of two NAMCO Group companies in the U.S.
- Introduced *TEKKEN*, a polygon martial arts game using *System 11*, a 3D CG system board developed jointly with Sony Computer Entertainment Inc.



TEKKEN  
©Bandai Namco Entertainment Inc.

- 1995** ● • Developed *Alpine Racer*, an experience game machine.
- December** • Launched *Tales of Phantasia*, the first product in the *Tales of...* series for the Super Famicom.
- 1996** ● **July** • Opened Namco NAMJATOWN, one of Japan's largest indoor theme parks, in Ikebukuro, Tokyo.



Namco NAMJATOWN

- Established subsidiaries in Spain, France, Germany, and Israel.
- Opened Namco Wondertower Kyoto, an urban comprehensive amusement facility.
- 1997** ● **January** • Capital tie-up with Nikkatsu Corporation (canceled in 2005).
- Established XS ENTERTAINMENT INC. to manage multipurpose amusement facilities in the North American market.
- August** • Opened Namco Station at the County Hall, a large-scale entertainment facility in a former county hall building in London, U.K.
- Three CG works selected for prizes by SIGGRAPH, a CG conference in the U.S.
- 1999** ● **August** • Launched *Soulcalibur*, a weapon-based fighting game for the Dreamcast.
- October** • Established Monolith Software Inc., a home video game development company.
- November** • Proposed barrier-free entertainment designs. Entered nursing care business with the aim of combining the themes of "play" and "welfare."
- December** • Launched Namco Station, a mobile phone site for i-mode service. Expanded content business.
- Began to supply LCD units for pachinko machines.

## History

Note: History of Group companies before the management integration of Bandai and Namco.  
Company names and place names are as of the date cited.

### Bandai's History

#### 2000s

- 2000** ● **March**
- HAPPINET CORPORATION listed on the First Section of the Tokyo Stock Exchange.
  - BANDAI KOREA CO., LTD., established in South Korea.
  - Content for i-mode became popular and surpassed one million paid subscribers.
- April**
- Network Department established.
  - Character Research Institute established.
- June**
- Invested in Sotsu Agency (currently, SOTSU CO., LTD.).
- September**
- Network Department spun off from BANDAI to establish BANDAI NETWORKS CO., LTD.
- October**
- BANPRESTO CO., LTD., listed on the Second Section of the Tokyo Stock Exchange.
  - Capital tie-up with Seika Note Co., Ltd.

- 2001** ● **March**
- BHK TRADING LTD. established.
- July**
- Cumulative total sales of *Gashapon HG* series surpassed 100 million units.
- August**
- 1/12-scale *Zaku* model (overall height: approximately 1.5 m) was exhibited at the "C3 PRE" character culture event and became a topic of conversation.



Hyper Hybrid Model MS-06F Zaku II  
©創通・サンライズ

- November**
- BANDAI VISUAL listed on JASDAQ.

- 2002** ● **March**
- BANDAI CHANNEL CO., LTD., established as an on-demand online distribution company.
- July**
- Capital tie-up with Tsukuda Original.
  - BANPRESTO listed on the First Section of the Tokyo Stock Exchange.

- 2003** ● **March**
- Tsukuda Original and Wakui Corporation implemented a management integration and the company name was changed to Palbox Co., Ltd.
- April**
- Name of Yutaka Co., Ltd., was changed to Popy Co., Ltd.
  - Cumulative total shipments of original character *.hack* game software in Japan and the U.S. reached one million units.



©Project .hack

- May**
- Invested in confectionery manufacturer Tohato Inc.
- July**
- Opened Bandai Museum, a character museum (closed in August 2006).
- August**
- Entered the building block market through cooperation with Mega Bloks Inc., the world's second-largest manufacturer of toy building blocks.
  - Zatoichi*, whose production BANDAI VISUAL participated in, won the Silver Lion for Best Director award at the 60th Venice International Film Festival.
- October**
- Total number of BANDAI CHANNEL paid viewings surpassed three million.
- December**
- BANDAI NETWORKS listed on JASDAQ.
  - BANDAI VISUAL listed on the Second Section of the Tokyo Stock Exchange.

- 2004** ● **March**
- Kaette Kita! Tamagotchi Plus* launched.
  - Cumulative total shipments of *Gundam series* home video games surpassed 20 million units.
- April**
- New headquarters building completed.
  - Opened World Toy Museum in Karuizawa, exhibiting antique toys (closed in November 2007).
  - BANPRESTO concluded basic agreement to take over the operation of the ASAKUSA HANAYASHIKI amusement park.
- May**
- For the film *Daremo Shiranai*, which was co-produced by BANDAI VISUAL, lead Yuya Yagira won the Best Actor award at the Cannes International Film Festival.
  - Participated in the Shanghai International Character Expo, China's first character event. Over nine days, 100,000 visitors attended.
  - Cumulative total shipments of *Zatchbell The Card Battle* surpassed 300 million units.



©雷句誠／小学館・フジテレビ・東映アニメーション

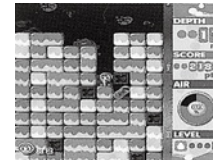
- July**
- Steamboy* released (directed by Katsuhiro Otomo).
  - Comprehensive master licensing contract concluded with Sanrio Company Ltd. for the character *Cinnamoroll*.
- November**
- Shuku Keitai Kaitsuu! Tamagotchi Plus* launched.
  - Sponsorship provided for the activities of the theater company Hikosen.

- 2005** ● **April**
- Palbox transferred certain operations to MegaHouse Corporation.

### Namco's History

#### 2000s

- 2000** ● **March**
- Launched *Ridge Racer V* for the PlayStation 2 at the same time as the hardware launch.
- April**
- Opened the Namco Digital Hollywood Game Lab school in collaboration with Digital Hollywood Co., Ltd.
  - Established Namco Ecolotec Limited to conduct development of environmental machines.
- June**
- Simultaneously launched versions of the *Mr. Driller* home video game for three different platforms.
- August**
- In cooperation with Sony Computer Entertainment, jointly developed the *System 246* board, which was based on PlayStation 2 technology.
- October**
- Obtained license to distribute *PAC-MAN* for Sharp Corp.'s Zaurus.
- December**
- Opened Namco Entertainment World Tokyo Pitan City in Daiba, Tokyo.
  - Opened the Chi-Kou-Raku Internet facility in Nagoya (closed in 2011).
  - Launched *MotoGP* for the PlayStation 2.



Mr. Driller  
©Bandai Namco Entertainment Inc.

- 2001** ●
- Formed Team Namja, a group of producers of commercial spaces. As the first project, opened Yokohama Curry Museum (operator: Matahari Co., Ltd.).
- February**
- Introduced the *TAIKO: DRUM MASTER* amusement machine.



TAIKO: DRUM MASTER  
©Bandai Namco Entertainment Inc.

- October**
- In collaboration with Benesse Corporation, opened Shima-Shima Town, a communication park for preschool children, in Kawasaki City.

- 2002** ● **January**
- Launched *Kotoba no Puzzle: Mojipittan*, a home video game.
- February**
- Business tie-up with Nintendo Co., Ltd., in the home video game business.
  - Introduced *Bihada Wakusei*, a high-definition seal printing machine.



Bihada Wakusei  
©Bandai Namco Entertainment Inc.

- Opened Namco Wonder Park Sapporo.

- May**
- Kyushiro Takagi was appointed president and representative director.
- July**
- Opened Ikebukuro Gyoza Stadium in Namco NAMJATOWN.



Ikebukuro Gyoza Stadium

- November**
- Launched *Tales of Destiny 2* for the PlayStation 2.

- 2003** ● **March**
- Established NAMCO TALES STUDIO LTD., a home video game development company.
  - Simultaneously launched versions of the *Soulcalibur 2* home video game for three different platforms.
- July**
- Introduced *Big Sweet Land*, a large-size-prize game that could be played by up to six players at once.
- August**
- Launched *Tales of Symphonia* for the Nintendo GameCube.
- November**
- Opened Jiyugaoka Sweets Forest in Meguro-ku, Tokyo.
- December**
- Introduced *Dragon Chronicle*, a multiplayer fighting video game machine.

- 2004** ● **February**
- Opened Naniwa Gyoza Stadium in Umeda, Osaka.
- March**
- Launched *Katamari Damashii* for the PlayStation 2.
  - Namco Hometek and Flagship Studios concluded a partnership agreement for the development and sales of PC games.
- July**
- Introduced *Wangan Midnight MAXIMUM TUNE*, a racing game machine.
- October**
- Opened Kaikaya day service center in Yokohama City, Kanagawa Prefecture.
- December**
- Opened Kobe Sweets Harbor in Kobe City, Hyogo Prefecture.

- 2005** ● **February**
- Opened Tokyo Panya Street in Funabashi City, Chiba Prefecture.
- April**
- Shigeichi Ishimura was appointed president and representative director.

## History

Note: Company names and place names are as of the date cited.

## Bandai Namco Group's History

## From May 2005

- 2005**
- May** • The management integration of BANDAI and NAMCO was announced.
  - September** • Establishment of holding company NAMCO BANDAI Holdings Inc. through the management integration of BANDAI and NAMCO. Takeo Takasu became president and representative director. Establishment of the BANDAI NAMCO Group.
  - November** • With its 10th installment of for-sale DVDs in the series, cumulative shipment volume of *Mobile Suit Gundam SEED DESTINY* surpassed one million units.
  - December** • Through a corporate separation, a portion of BANDAI's and NAMCO's management over affiliated companies was transferred to NAMCO BANDAI Holdings.
- 2006**
- *DATA CARDDASS*, a new card machine, became hugely popular.
  - January** • North American operations were reorganized. The name of NAMCO Holding was changed to NAMCO BANDAI Holdings (USA), which became the U.S. regional holding company.
  - NAMCO BANDAI Holdings made BANDAI LOGIPAL a wholly owned subsidiary.
  - February** • BANDAI VISUAL was listed on the First Section of the Tokyo Stock Exchange.
  - March** • The BANDAI Hobby Center, a production base for plastic models, was opened in Shizuoka Prefecture.
  - Cumulative worldwide sales of the *Tamagotchi Plus* series surpassed 20 million units.
  - The facility operation business was given to a remerged NAMCO.
  - NAMCO BANDAI Games Inc. was established through the integration of BANDAI's home video game operations and NAMCO's home video game, amusement machine, and mobile phone game operations.
  - May** • Music company Lantis Co., Ltd., joined the Group.
  - NAMCO BANDAI Will Inc. was certified as a special subsidiary as stipulated by Japan's Law for Employment, Promotion, etc., of the Disabled.
  - June** • NAMCO BANDAI Holdings made BANPRESTO a wholly owned subsidiary.
  - September** • Opened NAMCO Wonder Park Hero's Base, a large-scale facility combining amusement and character merchandising, in Kawasaki City, Kanagawa Prefecture.
  - BANDAI made CCP Co., Ltd., a subsidiary.
  - November** • Introduced *Mobile Suit Gundam Senjo no Kizuna*, an amusement machine that was developed through a collaborative effort by NAMCO BANDAI Games and BANPRESTO.



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- 2007**
- January** • In Europe, NAMCO Holdings UK LTD. was established as a regional holding company and the operating companies were reorganized.
  - March** • NAMCO BANDAI Holdings entered a capital and business alliance with TOEI COMPANY, LTD., TOEI ANIMATION CO., LTD., and KADOKAWA GROUP HOLDINGS INC.
  - April** • BANDAI started operation of Omochanomachi Bandai Museum, in Tochigi Prefecture.
  - May** • BANDAI, the Ishimori Group, and ITOCHU Corporation entered a capital and business tie-up.
  - NAMCO BANDAI Holdings acquired part of the shares of Fujiya Co., Ltd.
  - August** • The movie *GLORY TO THE FILMMAKER!*, which was co-produced by BANDAI VISUAL, won the Glory to the Filmmaker Award at the 64th Venice International Film Festival.
  - November** • The vending machine capsule toy *Earth Capsule* won the Minister of Agriculture, Forestry and Fisheries Award in the eco-products category at the 4th Eco-products Awards.
  - December** • Global cumulative shipments of the *Tales of...* series of software products for home video game consoles surpassed 10 million.

- 2008**
- January** • BANDAI, TYO Productions Inc., and TSUBURAYA PRODUCTIONS Co., Ltd., formed a capital and business tie-up.
  - February** • BANDAI VISUAL and BANDAI NETWORKS became wholly owned subsidiaries of NAMCO BANDAI Holdings, following an exchange of shares.
  - April** • The home video game consoles and amusement machine operations of BANPRESTO were transferred to and integrated with the operations of NAMCO BANDAI Games. BANPRESTO focuses on prize operations, such as prizes for amusement machines.
  - The administrative functions of major companies in the Group were consolidated into NAMCO BANDAI Holdings.
  - Opened the Wonder Park Plus amusement facility in Hong Kong.
  - BANDAI (SHENZHEN) CO., LTD., was established for the purpose of strengthening toy production control and quality assurance.
  - July** • Launched *Soulcalibur IV* for the PlayStation 3 and Xbox 360, and sales surpassed two million units.



©Bandai Namco Entertainment Inc.

- September** • Launched the *Battle Spirits* card game.
- October** • Cumulative sales of BD/DVD software *CODE GEASS: Lelouch of the Rebellion* series surpassed one million units.
- November** • *BEN10* character toys were hit products in markets worldwide.

## Bandai Namco Group's History

- 2009**
- February** • NAMCO BANDAI Games Europe S.A.S. concluded a share purchase agreement with Atari Europe S.A.S.; a subsidiary of Infogrames Entertainment SA. relating to NAMCO BANDAI Games Europe's investment in a new game software distribution company was established by Atari Europe.
  - March** • Seika Co., Ltd., which conducted stationery operations, was liquidated following a capital and business alliance with SUN-STAR STATIONERY CO., LTD.
  - NAMCO BANDAI Games made D3PUBLISHER INC. a subsidiary.
  - NAMCO BANDAI Holdings received a fiscal 2008 Tokyo Stock Exchange Disclosure Award from the Tokyo Stock Exchange.
  - April** • Three-year Mid-term Plan began.
  - Takeo Takasu was appointed chairman and representative director, and Shukuo Ishikawa was appointed president and representative director of NAMCO BANDAI Holdings.
  - NAMCO BANDAI Games and BANDAI NETWORKS merged, with NAMCO BANDAI Games as the surviving company and BANDAI NETWORKS as the expiring company.
  - BANDAI VISUAL and ANIME CHANNEL merged, with BANDAI VISUAL as the surviving company and ANIME CHANNEL as the expiring company.
  - July** • As part of the Green Tokyo Gundam Project, a full-size, 18-meter-high *Gundam* statue was installed in Shiokaze Park, Tokyo.



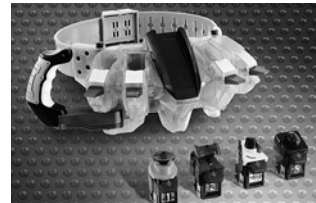
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- NAMCO BANDAI Partners S.A.S. was made a wholly owned subsidiary.
- October** • NAMCO BANDAI Online Inc. was established.
- December** • BANDAI CORPORACION MEXICO S.A. de C.V. was established in Mexico.

## 2010s

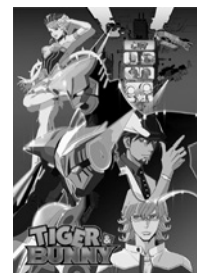
- 2010**
- February** • The BANDAI NAMCO Group Restart Plan was announced.
  - *Mobile Suit Gundam UC (Unicorn) Vol. 1* implemented simultaneous global cross-media development.
  - April** • NAMCO BANDAI Live Creative Inc. was established.
  - As the first step in character-based entertainment areas, we began to introduce *Tamagotchi Idol Park* and *Narikiri Athletic Ultra Heroes*.
  - November** • *NARUTO Shippuden: Ultimate Ninja Storm 2* for the PlayStation 3 and Xbox 360 sold more than one million units worldwide in the first month after its launch.

- 2011**
- The *KAMEN RIDER* series was a major hit.



KAMEN RIDER Fourze DX Fourze Driver  
©2011 石森プロ・テレビ朝日・ADK・東映

- *TIGER & BUNNY*, a TV animation from SUNRISE, was a hit.



©SUNRISE/T&B PARTNERS

- April** • Banpresoft Co., Ltd., and Bec Co., Ltd., merged to form B.B.STUDIO CO., LTD.

- 2012**
- *THE IDOLM@STER* drew attention in a variety of categories, such as home video games and social games.
  - Products related to *Aikatsu!*, which is an original Group IP, became major hits.



©BNP/BANDAI, DENTSU, TV TOKYO

- April** • The Mid-term Plan, which included the vision "EMPOWER, GAIN MOMENTUM, AND ACCELERATE EVOLUTION," was announced.
- Shukuo Ishikawa became president and representative director of NAMCO BANDAI Holdings, and Kazunori Ueno became executive vice president and representative director.
- The Content Development Division was separated from NAMCO BANDAI Games, and NAMCO BANDAI Studios Inc. was established.
- Gundam Front Tokyo, a leading-edge entertainment space based on the *Gundam* series, was opened in Daiba, Tokyo.
- September** • BANDAI PHILIPPINES INC. was established.

## History

Note: Company names and place names are as of the date cited.

## Bandai Namco Group's History

- 2013**
- In visual and music content, *Love Live! School Idol Project* became popular.



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- March**
- NAMCO BANDAI Studios Vancouver Inc. and NAMCO BANDAI Studios Singapore Pte. Ltd. were established.
- June**
- In the U.S., broadcasts of *PAC-MAN and the Ghostly Adventures*, a new animation, were aired.
- August**
- For its 160th anniversary, ASAKUSA HANAYASHIKI implemented a commemorative year plan.
- October**
- BANDAI made SUN-STAR STATIONERY a subsidiary.

- 2014**
- Yo-kai Watch*-related products became major hits. Start of sales in Asia.

- January**
- THE IDOLM@STER MOVIE*, a theatrical release, became a hit.
- March**
- NAMCO BANDAI Holdings was selected as a recipient of the Excellence Award at the fiscal 2013 Corporate Value Improvement Awards sponsored by the Tokyo Stock Exchange.
- April**
- The English-language names of 31 Group companies were changed.
- June**
- The English-language name of NAMCO BANDAI Holdings was changed to BANDAI NAMCO Holdings Inc.
- August**
- Opened Nazo Tomo Cafe, a puzzle-solving cafe.
- October**
- Game apps for smartphones became popular in Japan. Start of full-sale network content business initiatives overseas, including Asia.



©LS/YWP-TX

- 2015**
- TEKKEN* and *Tales of...* series reached their 20th anniversaries.
- January**
- BANDAI NAMCO (SHANGHAI) CO., LTD., was established in Shanghai, China.
- April**
- Start of Mid-term Plan announcing "NEXT STAGE: EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION."
  - Name of BANDAI NAMCO Games was changed to BANDAI NAMCO Entertainment Inc.
  - Division producing IP products for children and families was separated from SUNRISE to establish BANDAI NAMCO Pictures INC.
  - BANDAI NAMCO Live Creative made Grand-Slam Ltd. a subsidiary.
- June**
- At BANDAI NAMCO Holdings, Shukuo Ishikawa became chairman and representative director and Mitsuaki Taguchi became president and representative director.
- August**
- Start of distribution of *IDOLiSH7* game app for smartphones. Developed into a hit as original Group IP.

- September**
- BANDAI NAMCO Group reached the 10th anniversary of its establishment.
  - In one week after the start of online distribution, *THE IDOLM@STER CINDERELLA GIRLS: STARLIGHT STAGE* game app for smartphones surpassed four million downloads.



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- October**
- BANDAI NAMCO INDIA PRIVATE LIMITED was established.
- November**
- BANDAI received METI Minister's Award, the highest award, at the fiscal 2015 Large Manufacturer and Importer Category of the Awards for Best Contributors to Product Safety. We were certified as the first Product Safety Contributor Gold Company in this category, in which we have won an award three times.
  - GIRLS und PANZER der Film* was released and became a long-running hit in theaters for more than a year.
- December**
- The idol unit  $\mu's$ , which was created from *Love Live! School Idol Project*, became a hit.

- 2016**
- Tamagotchi* and NAMJATOWN reached their 20th anniversaries.
- January**
- The headquarters functions of five Group companies, including BANDAI NAMCO Holdings, were relocated to Minato-ku, Tokyo, in stages.
- April**
- Implemented reorganization in Asia. BANDAI NAMCO Holdings ASIA CO., LTD., became the regional headquarters.
  - WiZ Co., Ltd., was made a subsidiary.
  - Opened the VR ZONE Project i Can, a VR entertainment research facility, in Daiba, Tokyo, on a limited-time basis.
- October**
- DRAGON BALL Z DOKKAN BATTLE*, a popular smartphone game app, surpassed 100 million downloads worldwide.



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## Bandai Namco Group's History

- 2017**
- January**
- Masaya Nakamura, the founder of NAMCO, passed away on January 22 at the age of 91.
- March**
- Shukuo Ishikawa, chairman and representative director of BANDAI NAMCO Holdings, was awarded the Legion of Honour in the rank of chevalier by the French government.
- April**
- Started a new system that separates the operating company function and the holding company function in Europe.
  - Established BANDAI NAMCO Technica Inc.
  - Opening of SPACE ATHLETIC TONDEMI, a next-generation athletic facility.
- July**
- Opened VR ZONE SHINJUKU, a VR entertainment facility in Shinjuku, on a limited-time basis.



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- August**
- THE GUNDAM BASE TOKYO, Japan's first official comprehensive facility centered on *Gundam* plastic models, opened in Daiba, Tokyo.
- September**
- BANDAI VISUAL made Actas Inc. a subsidiary.
  - Start of exhibition of actual-size *Unicorn Gundam* statue in Daiba, Tokyo.
- December**
- Establishment of regional headquarters BANDAI NAMCO Holdings CHINA CO., LTD., in China.

- 2018**
- The BANDAI NAMCO Group, Shueisha Inc., and TOEI ANIMATION Co., Ltd., sponsored the DRAGON BALL NORTH AMERICA TOUR, which visited seven cities in North America.
- February**
- BANDAI SPIRITS CO., LTD., established to take over the mature fan base business of BANDAI and the lottery-related and new businesses of BANPRESTO (businesses transferred in April).
- April**
- Started the Mid-term Plan with the vision of "CHANGE for the NEXT—EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION."
  - Amusement machine business division of BANDAI NAMCO Entertainment transferred to NAMCO LIMITED. Name of NAMCO LIMITED was changed to BANDAI NAMCO Amusement Inc.
  - BANDAI VISUAL merged with Lantis. Company name was changed to BANDAI NAMCO Arts Inc.
  - Grand-Slam merged into BANDAI NAMCO Live Creative.
  - VS PARK, a variety sports facility, opened in EXPO CITY, Osaka.
- July**
- Announcement of joint development of *Mobile Suit Gundam* series live-action film by SUNRISE and LEGENDARY.

- September**
- Equity investment by SUNRISE in Sublimation Inc., a CG production company.
- October**
- Establishment of BANDAI NAMCO Collectibles LLC to strengthen business in toys for the mature fan base in North America.
  - Establishment of BANDAI NAMCO Network Services Inc. and BANDAI NAMCO Amusement Lab Inc.
- November**
- Establishment of the BANDAI NAMCO Content Fund.
  - LOGIPAL EXPRESS received the Minister's Award from the Ministry of Land, Infrastructure, Transport and Tourism at the 2018 Eco-Driving Activity Contest.

- 2019**
- Establishment of business bases in Shanghai, China, by the Toys and Hobby Business, the Real Entertainment Business, and the IP Creation Business.
  - A *DRAGON BALL* event tour—DRAGON BALL WORLD ADVENTURE—was held in eight cities around the world.



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- Mobile Suit Gundam* reached its 40th anniversary.
- March**
- Establishment of SUNRISE BEYOND INC., an animation production company.
- April**
- Implementation of absorption-type merger with BANDAI SPIRITS CO., LTD., as the surviving company and BANPRESTO CO., LTD., as the expiring company.
  - Implementation of absorption-type merger with PLEX Co., Ltd., as the surviving company and WiZ Co., Ltd., as the expiring company.
  - Establishment of BANDAI NAMCO Sevens Inc. and BANDAI NAMCO Research Inc.
  - Company name of SUNRISE MUSIC Publishing Co., Ltd., changed to SUNRISE Music INC.
  - Cumulative total shipments of *Gundam* plastic models surpassed 500 million units.
- May**
- Cumulative worldwide sales of *Tales of...* series home video games surpassed 20 million units.
- August**
- BANDAI NAMCO Holdings Inc. was selected as a component issue for the Nikkei 225.
  - BANDAI NAMCO Entertainment Inc. acquired the management rights of the Shimane Susanoo Magic, a professional basketball team in the B.LEAGUE.
- September**
- BANDAI NAMCO Mobile S.L. was established in Spain to handle development and marketing of mobile content for Europe and the Americas.

History

Note: Company names and place names are as of the date cited.

Bandai Namco Group's History

- October** • SHUEISHA BANDAI NAMCO (SHANGHAI) CO., LTD., was established as a joint venture by BANDAI NAMCO Holdings Inc. and Shueisha Inc.
- BANDAI NAMCO Holdings Inc. was selected as a component issue for the TOPIX 100.
- BANDAI made HEART CORPORATION a wholly owned subsidiary.
- November** • The Lantis music label of BANDAI NAMCO Arts Inc. reached its 20th anniversary.

2020s

- 2020** • *PAC-MAN* and *Gundam* plastic models reached their 40th anniversaries.
- Products related to *DEMON SLAYER: Kimetsu no Yaiba* became major hits.
- March** • SOTSU CO., LTD., became a wholly owned subsidiary.
- May** • Cumulative worldwide sales of *DARK SOULS III*, a home video game jointly developed by Bandai Namco Entertainment Inc. and FromSoftware, Inc., surpassed 10 million units.
- September** • Cumulative worldwide sales of *TEKKEN* series home video games surpassed 50 million units.
- October** • Reflector Entertainment Ltd., which develops home video game titles, was made a subsidiary of BANDAI NAMCO Entertainment Europe S.A.S.
- December** • Completed new building at BANDAI Hobby Center, a manufacturing base for plastic models.
- Opened GUNDAM FACTORY YOKOHAMA, which exhibits an 18 meter life-size moving Gundam, in Yamashita Futo, Yokohama.



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- Concluded partnership for *PAC-MAN* with the National Basketball Association (NBA), a men's professional basketball league in North America.
- Cumulative total sales of the *Charapaki* series of toy-related confectionery items surpassed 50 million units.

- 2021** • **February** • Opened capsule toy store "Gashapon 'no' department store" Ikebukuro Flagship Store, one of the largest capsule toy specialty stores in the world, in Ikebukuro, Tokyo. With 3,010 installed machines, the store is recognized by Guinness World Records™.



- April** • Implemented reorganization from the previous five-Unit system to a three-Unit system.
- Masaru Kawaguchi became the president and representative director of BANDAI NAMCO Holdings Inc.
- Started the Gunpla Recycling Project, through which *Gundam* plastic model runners (plastic model frame sections) are collected from customers and recycled.
- Formulated the Bandai Namco Group Sustainability Policy.
- BANDAI CO., LTD., received the Commissioner of the Japan Patent Office Award in the 2021 Intellectual Property Achievement Awards.
- A life-sized *Freedom Gundam* statue exhibit was opened in Shanghai, China.

- September** • BANDAI NAMCO Holdings France S.A.S. and BANDAI NAMCO Entertainment Europe S.A.S. merged into BANDAI NAMCO Europe S.A.S.
- October** • Gundam served as PR ambassador of the Japan Pavilion at Expo 2020 Dubai.

- 2022** • **January** • BANDAI NAMCO Toys & Hobby (SHANGHAI) CO., LTD., merged into BANDAI NAMCO Entertainment (SHANGHAI) CO., LTD.

- February** • Announced plan to exhibit a pavilion at Expo 2025 Osaka, Kansai, Japan.
- March** • Global sales of *ELDEN RING*, a home video game jointly developed by BANDAI NAMCO Entertainment Inc. and FromSoftware, Inc., surpassed 13.4 million units as of March 31, 2022.

- Announces prospects for the Gundam Metaverse Project, the first scheme of the new IP Metaverse initiative aimed at connecting with fans through IP.
- BANDAI AMERICA INC. and BANDAI NAMCO Collectibles LLC merged and renamed as Bandai Namco Toys and Collectibles America.

- April** • Established Bandai Namco's Purpose "Fun for All into the Future" as the ultimate definition of the Group and redesigned the corporate logo.

BANDAI NAMCO

- Commenced three-year Mid-term Plan based on the Mid-term Vision of "Connect with Fans."
- SUNRISE INC. (video production company), BANDAI NAMCO Arts Inc.'s film production business, and BANDAI NAMCO Rights Marketing Inc. merged into Bandai Namco Filmworks Inc.
- Music business of BANDAI NAMCO Arts Inc. (producer of music and other live events), BANDAI NAMCO Live Creative Inc., and SUNRISE Music INC. merged into Bandai Namco Music Live Inc.
- Bandai Namco Holdings Inc. transitioned from the First Section to the Prime Market of the Tokyo Stock Exchange (TSE) due to restructuring of the TSE.

Bandai Namco Group's History

- Bandai Namco Holdings Inc. entered into a sponsorship agreement with the U.S.-based Major League Baseball franchise Los Angeles Angels.



- A life-size *v Gundam* statue was unveiled and GUNDAM PARK FUKUOKA, a *Gundam*-themed multi-purpose entertainment complex, was opened in Fukuoka City, Fukuoka Prefecture.
- Bandai Namco Aces Inc. is established.
- Bandai Namco Cross Store, which offer in one venue products from Bandai Namco Group companies and experience-based events, opened in Yokohama and Hakata.



- *ONE PIECE Card Game* was launched and became a major hit.
- October** • Bandai Namco Europe S.A.S. made Limbic Entertainment GmbH, which conducts game development, etc., into a subsidiary.
- Broadcasting commenced for *Mobile Suit Gundam THE WITCH FROM MERCURY*, a new TV anime in the *Gundam* series.



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- Bandai Namco Filmworks Inc. entered a capital participation agreement with ANIMA Inc., a computer graphics production company.
- December** • BANDAI SPIRITS CO., LTD., made SUNRISE INC. (currently, Bandai Namco Nui Inc.), a manufacturer of stuffed toys, into a subsidiary.

- 2023** • The no-loser character lottery *Ichibankuji* reached its 20th anniversary
- January** • TAMASHII NATIONS STORE SHANGHAI, the first overseas flagship store for TAMASHII NATIONS, an integrated brand for collectible items for the mature fan base, opened in Shanghai, China.

- February** • *ELDEN RING*, a home video game jointly developed by Bandai Namco Entertainment Inc. and FromSoftware Inc., surpassed 20 million units in cumulative worldwide sales.
- April** • A share split with a ratio of three shares for every one share of common stock was implemented by Bandai Namco Holdings Inc.
- namco TOKYO, an amusement complex in Tokyo Kabukicho Tower, was opened.
- July** • Opened Bandai Namco Cross Store Camden, London in the United Kingdom, marking the first overseas opening of a Bandai Namco Cross Store.
- September** • Bandai Namco Filmworks Inc. made echoes Inc., which produces digital contents such as vertical scrolling comics, a wholly owned subsidiary.
- November** • Formulated the Bandai Namco Group Human Rights Policy, which formalizes the Group's approach and initiatives toward human rights.

- 2024** • **January** • Released film *Mobile Suit Gundam SEED FREEDOM*.



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- Bandai Co., Ltd. invests in YLAB STUDIOS, the Japanese subsidiary of South Korea-based WEBTOON Studios.
- February** • MegaHouse Corporation CEO awarded the Knight's Cross, an Order of Merit of the Republic of Hungary, in recognition of efforts to increase awareness of Rubik's Cube through many years of planning and sales activities.
- April** • Established Bandai Namco Base Inc., which will operate and manage concert hall facilities planned to open in Shibuya, Tokyo, in spring of 2026.
- Bandai Namco Filmworks Inc. turned Eightbit co., Ltd., an animation production company, into a wholly owned subsidiary.
- Bandai Namco Group joined in the Ministry of Economy, Trade and Industry's GX League.
- June** • *SHADOW OF THE ERDTREE*, the large-scale DLC for *ELDEN RING*, a home console game published by Bandai Namco Entertainment Inc. and developed by FromSoftware, Inc., sold a total of five million copies globally in the three days following its release.
- October** • Changed name of Bandai Namco Europe S.A.S. to Bandai Namco Holdings Europe S.A.S. (BNHE) Changed name of BNHE subsidiary Bandai Namco Entertainment Europe S.A.S., thereby separating operating company function and holding company function in Europe.

History

Note: Company names and place names are as of the date cited.

Bandai Namco Group's History

- 2025
- The *Tales of* series and *Ace Combat* series reached their 30th anniversaries.
  - THE *IDOLM@STER* series reached its 20th anniversary.
  - The new *Gundam* animated TV series *Mobile Suit Gundam GQuuuuuuX* began airing in April. Ahead of the TV broadcast, the theatrical advance edition *Mobile Suit Gundam GQuuuuuuX —Beginning—*, restructured for cinema, was released in January.



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- January
- At the 48th Japan Academy Film Prize, Bandai Namco Filmworks Inc.'s *All the Long Nights* won the award of excellence for picture and *Mobile Suit Gundam SEED FREEDOM* won the award of excellence for animation.
- February
- Established Bandai Namco Experience Inc.
- April
- Started a three-year Mid-term Plan with “Connect with Fans” as the Mid-to Long-term Vision.
  - Appointed Masaru Kawaguchi as chairman and Yuji Asako as president and representative director of Bandai Namco Holdings Inc.
  - Established the Bandai Namco Group Code of Conduct, which sets out standards of behavior to be observed by all officers and employees of the Bandai Namco Group.
  - Established the Bandai Namco Group Plastic Environmental Consideration Policy.
  - Conducted an absorption-type merger with Bandai Namco Entertainment Inc. as the surviving company and Bandai Namco Online Inc. as the absorbed company.
  - Established Bandai Namco Filmworks America, LLC.
  - Conducted an absorption-type company split with Bandai Namco Amusement Inc. as the splitting company and Bandai Namco Experience Inc. as the succeeding company and Bandai Namco Experience became a business management company for the Amusement Unit.
  - Conducted an absorption-type merger with Bandai Namco Amusement Inc. as the surviving company and Pleasure Cast Co., Ltd. as the absorbed company.
  - Achieved nationwide rollout of Gashapon Bandai Official Shop to all 47 prefectures in Japan.

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



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- July
- Commenced operations at BANDAI SPIRITS CO., LTD.'s new model kits production factory, BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII).
- September
- Opened BHCPDII MUSEUM, an experiential museum showcasing the planning and development of model kits, within the new BHCPDII production factory.



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