

VICE PRESIDENT'S MESSAGE

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Exploring new frontiers beyond and adjacent to our existing business domains based on a long-term groupwide perspective

Planting Seeds for 10 to 20 Years in the Future

Recently, I have been appointed as executive vice president and will work alongside President and CEO Yuji Asako to help lead the Group's management. When it comes to offensive and defensive management, I see my role as being focused on the offensive side, particularly from a medium- to long-term perspective. Centered on the newly established CW360 (Connect with 360) Division, we will pursue bold investments focused on the Group's future.

The Bandai Namco Group excels at building further on its existing business areas, expanding into adjacent areas, and linking such efforts to the generation of profits. We have had great success with these kinds of initiatives spearheaded by the business Units in recent years. On the other hand, making leaps into untapped business domains remains a challenge for our Units, because they are responsible for meeting numerical targets each fiscal year under the three-year Mid-term Plan.

It certainly takes courage to invest in areas that may not have a connection to the business in the short term, especially when the funds to do so come from the hard-earned profits generated by our business companies. Nevertheless, to achieve sustainable growth, it is essential from a management standpoint to plant seeds for the future and make up-front investments with a medium- to long-term perspective. Utilizing our valuable capital in an effective manner is also part of our responsibility to our investors. For this reason, we are determined to push forward with conviction and without fear of failure while strengthening collaboration across all relevant parties.

Pursuing Challenges Through CW360 Beyond and Adjacent to Our Existing Business Domains

Issues pertaining to offensive pursuits in existing business domains will be tackled at the business Unit level, which is closer to the front lines. Meanwhile, the CW360 will play a different role by pursuing strategic investments that take on a broader view of the Group's overall business portfolio and tackling new challenges in areas beyond and adjacent to our existing business domains.

Utilizing Data on Fans Both Inside and Outside Japan

For the first initiative of the CW360, we have concluded a strategic partnership with Sony Group Corporation and Gaudi Inc., through which we will actively promote a wide range of initiatives. One of them involves collaboration with MyAnimeList (MAL), the world's largest anime and manga community website operated by Gaudi.

During the Previous Mid-term Plan, we utilized the Data Universe to make connections between important fan data possessed by each Group company and began utilizing such data in our business forecasts. However, this data is primarily on fans in Japan. Through this partnership, we will evolve MAL into a platform that connects with fans around the world and use it to collect and analyze data on where and to what extent Japanese anime and manga are gaining popularity. The insight gained will be leveraged in our IP axis strategy, helping drive the global expansion of our anime, products, and services. Also, by participating in various collaborations and projects with external partners via the CW360, our employees can gain exposure to diverse perspectives and acquire valuable experience. Accordingly, we view the initiatives of the CW360 as an opportunity to cultivate the next generation of management talent.

Expanding our Geographic Reach

In addition to exploring areas beyond and adjacent to our existing business domains, we will seek to expand our geographic reach. While North America and China will remain key regions under the current Mid-term Plan, we have been seeing promising business growth in Latin America, primarily Mexico, signaling potential for greater expansion in the region moving forward.

I personally have my sights set on countries in Africa. There are fans of Japanese IPs all over the world. Accordingly, we will engage in direct communication with fans by participating in events such as Comic-con, which is held around the world, examining the potential for extending our geographic reach while gaining insight into local cultures and regional characteristics.

Meeting Future *Gundam* Fans

The GUNDAM NEXT FUTURE PAVILION, which we are exhibiting at Expo 2025 Osaka, Kansai, Japan, has provided a great opportunity for overseas visitors to experience *Gundam* first-hand. At the same time, it has allowed us to sow promising seeds for acquiring future *Gundam* fans. I also visited the pavilion and was extremely impressed with the passion and enthusiasm of the attendees. What struck me most was the large number of elementary and junior high school students visiting the pavilion as part of their school trips. I believe their visit was a memorable experience for many of them.

The GUNDAM NEXT FUTURE PAVILION was operated with a strong spirit of hospitality, thanks to the enthusiasm and commitment of its staff. These more than 60 outstanding staff served as key allies, and we will continue to value the connections we made with them through this experience.

Striving to Elevate Our Standing in the Entertainment Industry

I am proactively engaging in activities to elevate the standing of whole entertainment industry. In addition to serving as vice chairman of the Japan Merchandising Rights Association, I participate in advisory councils for organizations such as Keidanren, the Japan External Trade Organization, and the Ministry of Economy, Trade and Industry. In the latest White Paper on International Economy and Trade 2025, I actively collaborated with relevant ministries and agencies in the inclusion of a chapter dedicated to the content business. I also provided lectures at graduate business schools outlining CW360, which were well-received by the audience.

Efforts such as these, which go beyond not only the Group but also specific industries and Japan itself, are vital for the Bandai Namco Group. By conveying the type of company we are and the kind of economic and social value we create in a digestible manner, we will build 360° connections with fans and, together with them, pursue initiatives through the CW360.

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