

Visual and Music Unit

MESSAGE

Creating and Nurturing Quality IPs, the Cornerstone of the Bandai Namco Group, and Delivering Them to the World

In FY2025.3, the animation market expanded based on the increasing worldwide popularity of Japanese IPs. Amid this trend, the box office revenue as well as the global visual content sales and packaged sales for *Mobile Suit Gundam SEED FREEDOM*—the most successful theatrical movie release in the *Gundam* series to date—and *BLUELOCK —EPISODE NAGI—* greatly contributed to the Unit's performance.

Guided by our mission as a Unit to create and nurture IPs, we will seek to stabilize our creation and production capabilities, promote the appeal of our IPs, and in the face of intensifying market competition. By doing so, we will continue taking on the challenge of creating excellent products and putting them to effective use. Furthermore, we will expand our IPs' reach into untapped business domains by out-licensing them and we have committed to the full-fledged

overseas rollout of our IP licensing business. For the *Gundam* series, we will consolidate the Unit's licensing operations to form an organization under which we will further enhance the value of the *Gundam* IP on a global scale.

In addition to the aforementioned IP-related activities, we have positioned our personnel strategy as a key strategy under the current Mid-term Plan. A company is made up of individuals and its works are created by those individuals. Thus, we aim to be a Unit where people can work with excitement and grow both professionally and personally. IP creation, in particular, relies upon the level of dedication and passion employees have for their work, which is true not only for creators but also all employees of the Visual and Music Unit. Thus, we will strive to be a Unit united under the common goal of creating quality IPs. Also, by

partnering with external animation studios and leveraging synergies within the Group, we will build a robust production structure, cultivate skilled creators, and improve workplace conditions to further enhance our internal production capacity.

Regarding the music and live event businesses, to capitalize on the growing demand for live events, we will open our multipurpose venue Shibuya LOVEZ in Shibuya Ward, Tokyo, in 2026. By conveying the appeal of IPs directly at in-person events, we will take advantage of Shibuya LOVEZ as a place for cultivating IPs and artists.

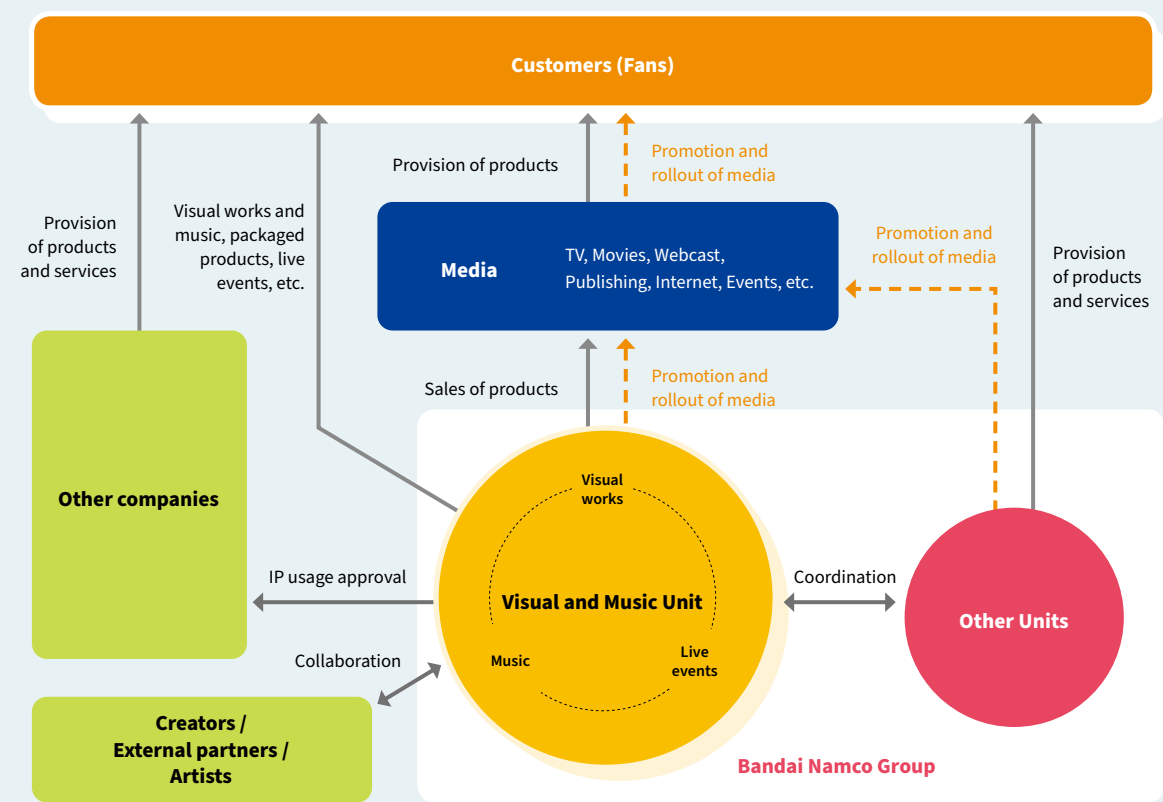
Our pursuit of quality IPs gains us the support of fans and, by extension, greatly contributes to the Group's business expansion. Moving forward, the Visual and Music Unit will continue to connect with fans across the world through the creation of a diverse lineup of IPs. By doing so, we will continue to create quality IPs that offer fans enjoyable and truly moving experiences.



Makoto Asanuma

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

Example of Business Model in the Visual and Music Unit



MAIN STRATEGIES

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

FY2026.3 NUMERICAL TARGETS

Segment sales ¥90.0 billion
Segment profit ¥10.5 billion

Results forecasts are as of May 2025.

FY2025.3 RESULTS AND RELATED DATA

Visual and Music Business Number of Copyrighted Products (As of March 2025)

NUMBER OF COPYRIGHTED
PRODUCTS / TOTAL NUMBER OF
HOURS

1,174 products /
6,011 hours

NUMBER OF MUSICAL WORKS
Bandai Namco Music Live Inc.

Number of works with master license recordings

Approx. 76,400

Number of works published

Approx. 42,300

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

Number of Live Events Held

NUMBER OF PERFORMANCES*

807

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