



Bandai Namco Group

FACT BOOK 2026

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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.

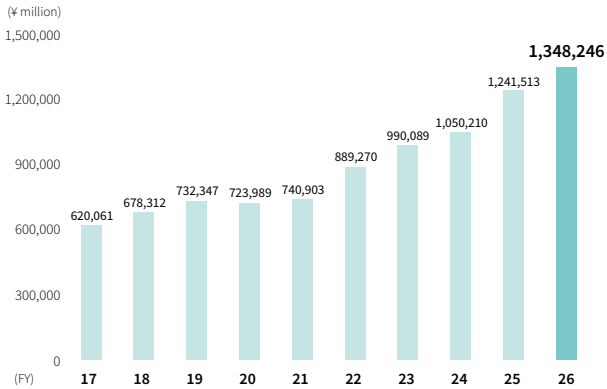


Results of Operations

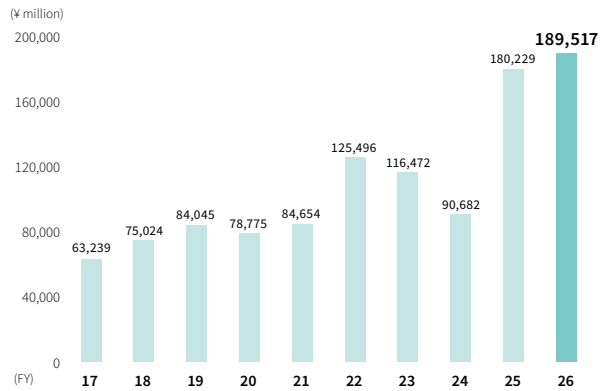
Fiscal year ended March 31. Latest data: 2026.3 (April 2025–March 2026)
Note: Figures in this fact book have been rounded down

Consolidated Business Performance

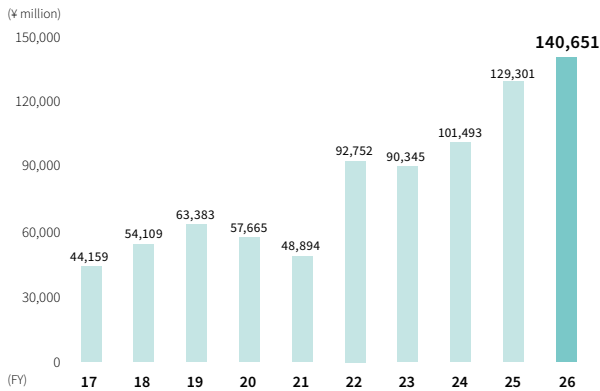
Net Sales



Operating Profit

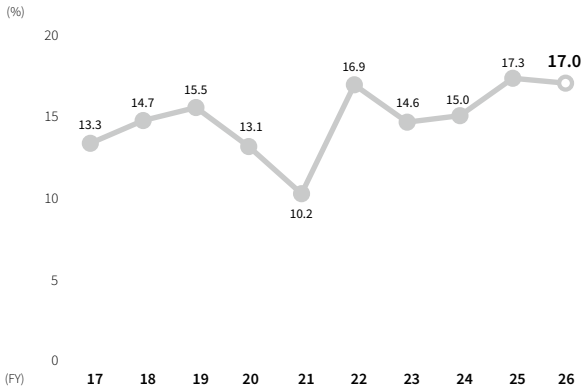


Profit Attributable to Owners of Parent

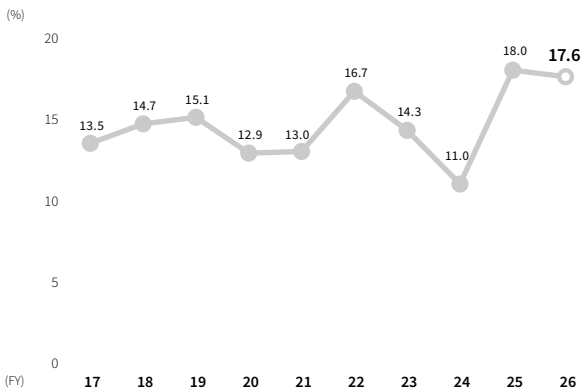


Management Indicators

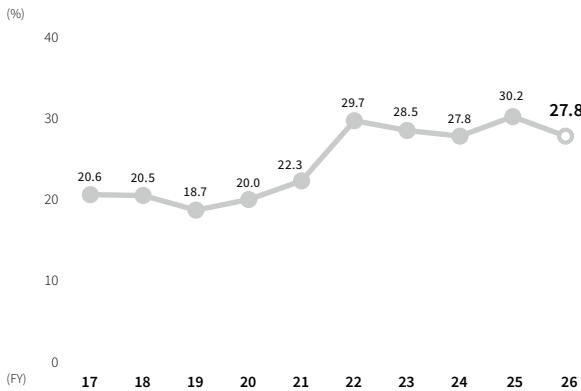
ROE (Profit Attributable To Owners Of Parent / Average Total Shareholder's Equity)



ROA (Recurring Profit / Average Total Assets)



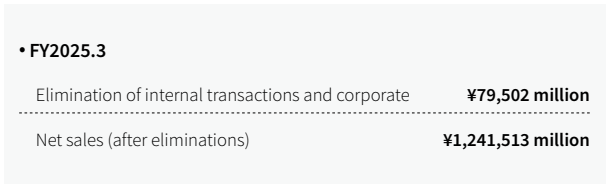
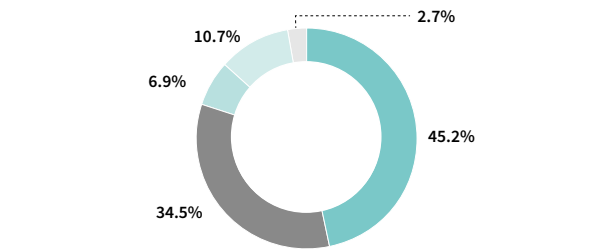
Overseas Sales Ratio



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

Sales by Category

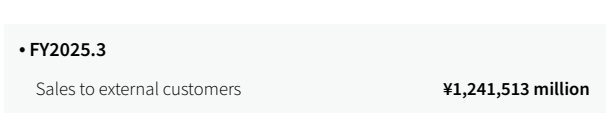
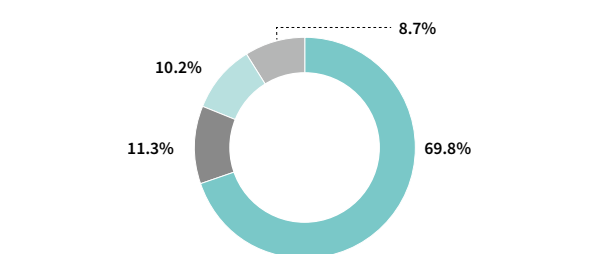
Sales by Segment



Toys and Hobby Unit	¥596,933 million	45.2%
Digital Unit	¥455,633 million	34.5%
Visual and Music Unit	¥90,738 million	6.9%
Amusement Unit	¥141,485 million	10.7%
Others	¥36,224 million	2.7%

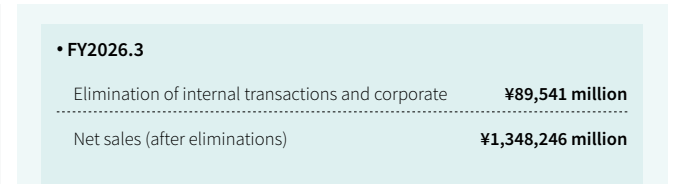
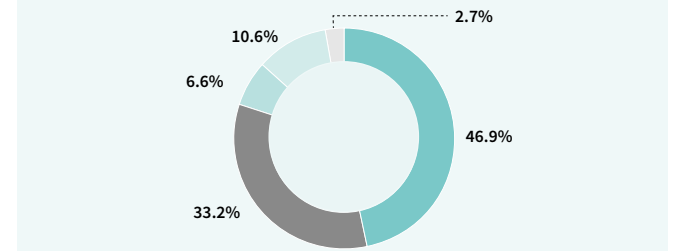
Note: Percentages are calculated based on sales before elimination of intersegment transactions.

Sales by Geographic Region

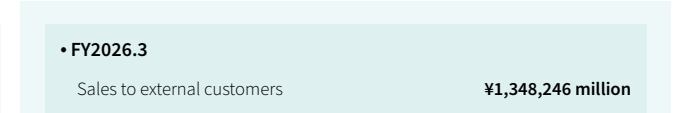
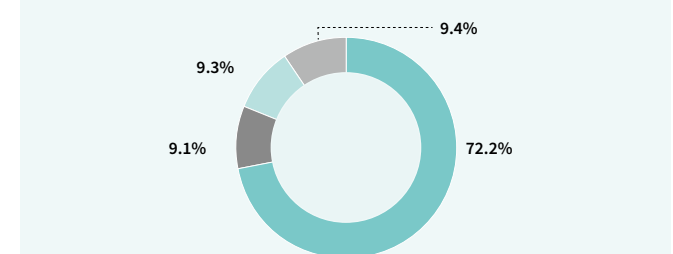


Japan	¥867,065 million	69.8%
Americas	¥140,531 million	11.3%
Europe	¥125,784 million	10.2%
Asia, excluding Japan	¥108,133 million	8.7%

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



Toys and Hobby Unit	¥673,968 million	46.9%
Digital Unit	¥476,592 million	33.2%
Visual and Music Unit	¥95,506 million	6.6%
Amusement Unit	¥152,747 million	10.6%
Others	¥38,973 million	2.7%



Japan	¥973,483 million	72.2%
Americas	¥122,250 million	9.1%
Europe	¥125,611 million	9.3%
Asia, excluding Japan	¥126,902 million	9.4%

Products / Service Data

Sales by IPs

Groupwide Sales by IPs (Worldwide)

	FY2025.3	(¥ billion) FY2026.3
Ultraman series	14.0	9.6
KAMEN RIDER series	30.7	29.7
Gundam series	153.5	254.3
Super Sentai series, PROJECT R.E.D.	6.4	7.0
Anpanman	11.4	12.1
DRAGON BALL series	190.6	138.0
NARUTO	26.9	25.7
PRETTY CURE! series	7.9	9.3
ONE PIECE	139.5	139.3

Note: Sales before elimination of intersegment transactions

Sales by IP for Toys and Hobby Business (Japan)

	FY2025.3	(¥ billion) FY2026.3
Ultraman series	6.7	5.5
KAMEN RIDER series	22.5	22.1
Gundam series	75.7	106.3
Super Sentai series, PROJECT R.E.D.	5.4	6.0
Anpanman	10.2	10.5
DRAGON BALL series	29.9	29.4
PRETTY CURE! series	7.8	9.2
Pokémon	12.2	13.3
ONE PIECE	94.2	95.1

Note: Sales before elimination of intersegment transactions

Toys and Hobby Unit

BANDAI CO., LTD.

Toys
· Ultraman soft figures (heroes and monsters) Cumulative shipment volume, 1983 to March 2026 114.72 million units
· Super Sentai series (shape-changing model robots) Cumulative shipment volume, 1979 to March 2026 32.19 million units
· Digital Monsters (Digimon portable LCD games) Cumulative shipment volume, June 1997 to March 202614.88 million units
· KAMEN RIDER transformation belt (HEISEI / REIWA RIDER) Cumulative shipment volume, February 2000 to March 2026 18.28 million units
· First-generation Tamagotchi Cumulative shipment volume, November 1996 to March 199940.00 million units
· Tamagotchi Cumulative shipment volume, March 2004 to March 2026 63.16 million units
· Donjara series Cumulative shipment volume, 1984 to March 2026 4.21 million units
· Anpanman PC series (including tablet devices) Cumulative shipment volume, 1999 to March 2026 2.59 million units

Capsule Toys: Gashapon*

· Gashapon (¥100–¥2,000) Cumulative shipment volume, 1977 to March 2026 4,640.00 million units
· Capsule-less product series Cumulative shipment volume, October 2015 to March 2026 90.69 million units

Cards, Trading Cards

· BANDAI CARD GAMES, CARDDASS series Cumulative shipment volume, 1988 to March 2026 15,610.40 million units
· DATA CARDDASS series Cumulative total card shipments, March 2005 to March 2026 3,419.30 million units

Candy Toys

· Candy Toys (all lines) Cumulative shipment volume, 1995 to March 2026 3,084.98 million units
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Confectionery / Foods

· Crayon Shin-chan Chocobi series Cumulative shipment volume, March 2005 to March 2026 301.88 million units
· Charapaki series Cumulative shipment volume, October 2017 to March 2026 225.69 million units
· Tabemasu (Japanese-style confection) series Cumulative shipment volume, April 2015 to March 2026 17.85 million units
· Tsurigumi series Cumulative shipment volume, March 2020 to March 2026 153.15 million units

Apparel

· Transformation suits Cumulative shipment volume, 1991 to March 2026 12.03 million units
· Glow-in-the-dark pajama series Cumulative shipment volume, October 2007 to March 2026 8.70 million units

Lifestyle (Sundries)

· Bikkura Tamago bathing salts Cumulative shipment volume, March 2002 to March 2026 250.45 million units
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BANDAI SPIRITS CO., LTD.

Collectible Figures
· SOUL OF CHOGOKIN* Cumulative shipment volume, December 1997 to March 2026 4.22 million units
· SAINT CLOTH MYTH Cumulative shipment volume, November 2003 to March 2026 15.63 million units
· SOUL OF ROBOT* Cumulative shipment volume, October 2008 to March 2026 8.03 million units
· S.H. Figurarts* Cumulative shipment volume, February 2008 to March 2026 23.42 million units
· Gundam action figures (Overseas only) Cumulative shipment volume, January 2000 to March 2026 18.96 million units

Model Kits

• Gundam series model kits Cumulative shipment volume, As of the end of March 2026 841.17 million units
Gundam (Real) series model kits Cumulative shipment volume, July 1980 to March 2026 648.28 million units
Gundam (SD) series model kits Cumulative shipment volume, July 1987 to March 2026 192.89 million units

Prizes

· Number of items commercialized by the Bandai Spirits Prize Business Division in FY2026.3
Total number of items 1,948 items
Formed products (figures, etc.) 921 items
Sewn products (stuffed toys, etc.) 677 items
Sundries 350 items

* Figures represent data for Japan only.

Products / Service Data

MegaHouse Corporation

- *Othello* series*
 - Cumulative shipment volume,
1973 to March 2026 26.41 million units
- *Rubik's Cube* series*
 - Cumulative shipment volume,
1980 to March 2026 17.58 million units

SUN-STAR STATIONERY CO., LTD.

- *Nurie* (coloring book) series
 - Cumulative shipment volume,
July 2009 to May 2026 182.00 million units
- *Metacil* series
 - Cumulative shipment volume,
June 2022 to May 2026 2.95 million units

HEART CORPORATION

- Results in shipments of products for seasonal events
 - Confectionery for
2025 Christmas 74 items, 1.91 million units
 - Confectionery for
2026 Valentine's Day 120 items, 3.74 million units
 - Confectionery for
2026 White Day 70 items, 1.43 million units
- * Figures represent data for Japan only.

Digital Unit

	Sales by major category	
	FY2025.3	FY2026.3
	(¥ billion)	
Network content	195.1	228.5
Home console games	216.1	199.1

- Number of network content titles in Japan
(As of the end of March 2026)
 - Social media 2 titles
 - Game apps (Google Play) 22 titles
 - Game apps (App Store) 22 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 2026 21.33 million units
 - *TEKKEN* series
 - Cumulative total number of shipments,
March 1995 to March 2026 62.70 million units
 - *Tales of...* series
 - Cumulative total number of shipments,
December 1995 to March 2026 32.13 million units
 - *NARUTO*-related series
 - Cumulative total number of shipments,
April 2006 to March 2026 46.58 million units
 - *DARK SOULS* series
 - Cumulative total number of shipments,
September 2011 to March 2026 41.80 million units

Note: Total for overseas sales for which Bandai Namco Entertainment Inc. was the original seller (excluding domestic sales by FromSoftware, Inc.)
 - *LITTLE NIGHTMARES* series
 - Cumulative total number of shipments,
April 2017 to March 2026 24.54 million units

Note: Includes Network contents

- Major network content titles: Cumulative total number of downloads
 - *ONE PIECE Treasure Cruise*
 - Cumulative total number of downloads,
May 2014 to March 2026 100.00 million downloads
 - *DRAGON BALL Z DOKKAN BATTLE*
 - Cumulative total number of downloads,
January 2015 to March 2026 400.00 million downloads
 - *DRAGON BALL LEGENDS*
 - Cumulative total number of downloads,
May 2018 to March 2026 100.00 million downloads
 - *ONE PIECE Bounty Rush*
 - Cumulative total number of downloads,
January 2019 to March 2026 240.00 million downloads

Visual and Music Unit

	Sales by category	
	FY2025.3	FY2026.3
	(¥ billion)	
Packaged products	11.8	7.9
Productions, license, distribution, events, etc.	78.9	87.6
Total	90.7	95.5

Bandai Namco Filmworks Inc.

- Cumulative total sales of visual packaged products
 - *Gundam* series
 - Cumulative shipment volume,
December 1987 to March 2026 21.77 million units
 - *Ultraman* series
 - Cumulative shipment volume,
January 1988 to March 2026 8.61 million units
 - FY2026.3 visual packaged products overall
 - Cumulative total number of shipments,
April 2025 to March 2026 8.3 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 2026 659,637,037 viewings
- Number of animation productions available for on-demand delivery
 - Number of productions delivered as of
March 31, 2026 6,274 productions

Bandai Namco Filmworks Inc. / Bandai Namco Pictures Inc.

- Number of copyrighted products and total number of hours
(As of March 31, 2026)
- Number of copyrighted products 1,213 products
 - Total number of hours 6,146 hours

Bandai Namco Music Live Inc.

- Total number of musical works (As of March 31, 2026)
 - Number of works
 - with master license recordings Approx. 80,100 works
 - Number of works published Approx. 46,100 works
- Note: From FY2017.3, number of works managed in-house

Amusement Unit

	Sales by major category	
	FY2025.3	FY2026.3
	(¥ billion)	
Amusement machines	33.6	27.9
Amusement facilities	106.5	121.9

Amusement Facilities

- Number of facilities at the end of FY2026.3

Region	Directly managed facilities	Revenue-sharing facilities* ¹	Others* ²
Japan	209	891	109
Overseas	25	16	
Total	234	907	109

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

- Existing-store sales (YoY)

	FY2025.3	FY2026.3
Japan	105.3%	107.0%

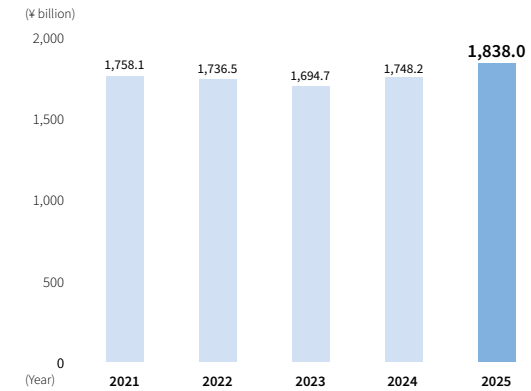
HANAYASHIKI CO., LTD.

- Number of customers entering ASAKUSA HANAYASHIKI in FY2026.3 460,000 customers

Digital Unit

Mobile Game Market (Japan)

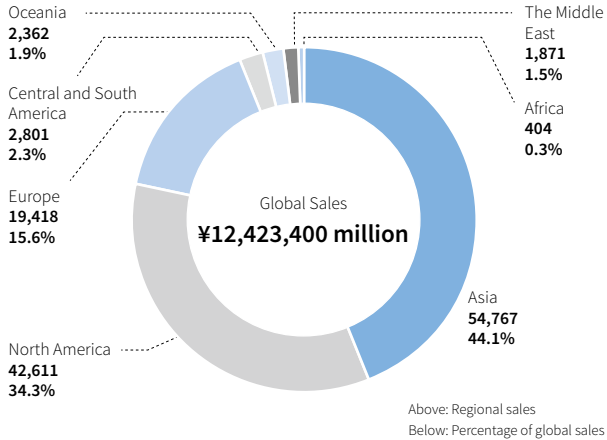
Mobile Game Market Size Trend



Source: "Famitsu Game White Paper 2026" (KADOKAWA ASCII Research Laboratories, Inc.)
Note: Prepared based on information as of July 2026

Mobile Game Market (Global)

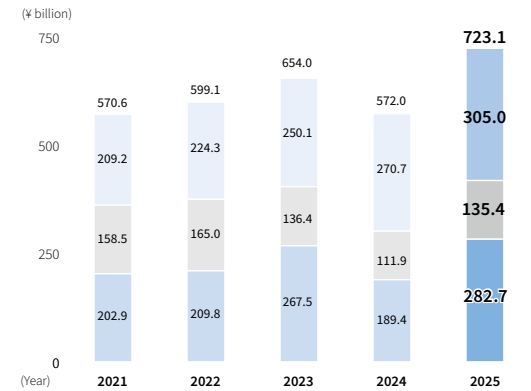
Sales by Region (2024)



Source: "Famitsu Mobile Game White Paper 2026" (KADOKAWA ASCII Research Laboratories, Inc.), Sensor Tower
Above: Regional sales
Below: Percentage of global sales

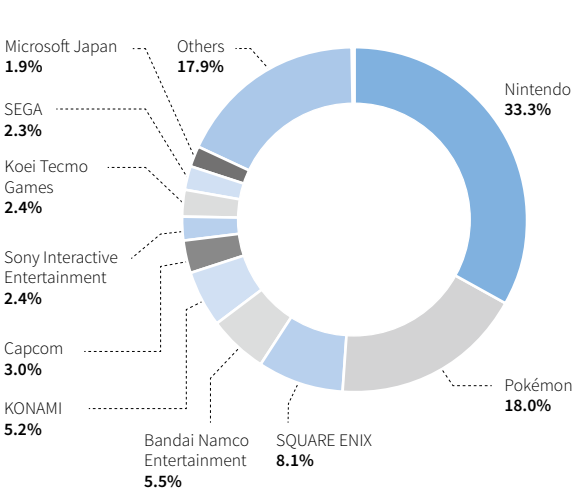
Home Console Game Market (Japan)

Home Console Game Market Size Trend



Source: "Famitsu Game White Paper 2026" (KADOKAWA ASCII Research Laboratories, Inc.)
Note: Prepared based on information as of July 2026

Unit Sales Share by Manufacturer (FY 2025)



Collection period: March 31, 2025 to March 29, 2026
Source: "Famitsu Game White Paper 2026" (KADOKAWA ASCII Research Laboratories, Inc.)
Note: Packages only
Company names are as of the collection date

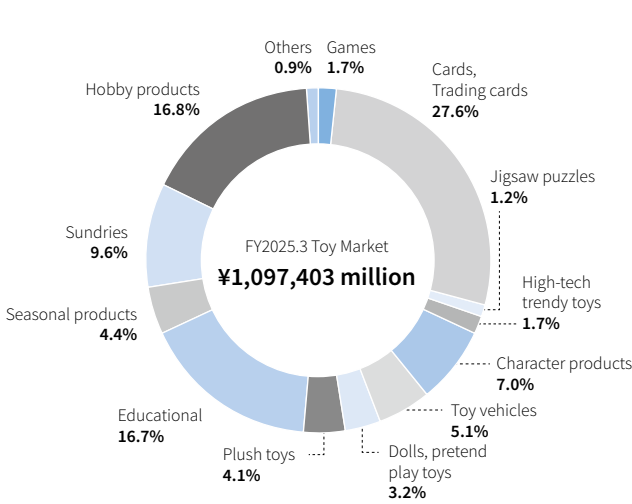
Toys and Hobby Unit

Toy Market (Japan)

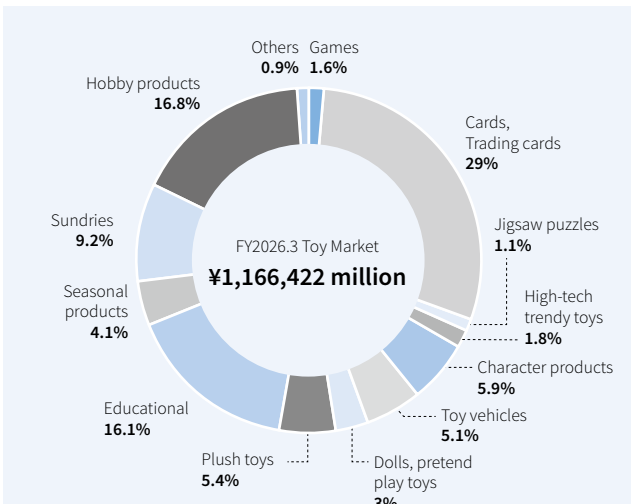
Toy Market Size

(Unit: ¥ million, manufacturer's suggested retail price basis)			
Major Categories	FY2025.3	FY2026.3	FY2025.3 vs FY2026.3
Games General games (including mini electronic games), 3D puzzles, others (including party games, humorous games, magic tricks)	18,967	18,614	98.1%
Cards, Trading cards	302,466	338,414	111.9%
Jigsaw puzzles	12,766	12,989	101.7%
High-tech trendy toys Interactive toys, robots, PC-related products	18,327	21,159	115.5%
Character products TV character toys, movie character toys, etc	76,469	68,130	89.1%
Toy vehicles Miniature cars, railway toys, toy RCs, electric, others (racing, pull-back, metal, etc.)	56,614	59,635	105.3%
Dolls, pretend play toys Dress-up (dolls, houses), pretend play toys, arts and crafts, collectible toys, baby dolls, and others (including accessories and kids' cosmetics)	35,367	35,045	99.1%
Plush toys Character plush, generic plush	45,142	62,398	138.2%
Educational toys Blocks, wooden toys, preschool toys, toddler character toys, baby toys, baby bath toys, baby products, ride-on / transportation-related products (including strollers, car seats, tricycles), and others (including musical instruments, toy phones, picture books, playground equipment, kids' videos, and electronic animal toys)	183,419	187,574	102.3%
Seasonal products Toy fireworks, summer toys, summer goods, small toys, sports toys, sports supplies, outdoor products	48,351	48,271	99.8%
Sundries Variety goods, gifts, interior goods, housewares, stationery, apparel, others (including Christmas goods, Halloween goods, etc.)	104,954	107,464	102.4%
Hobby products Model kits, RC hobby products, model trains, figures, etc.	184,428	195,960	106.3%
Others	10,133	10,769	106.3%
Total	1,097,403	1,166,422	106.3%

FY2025.3



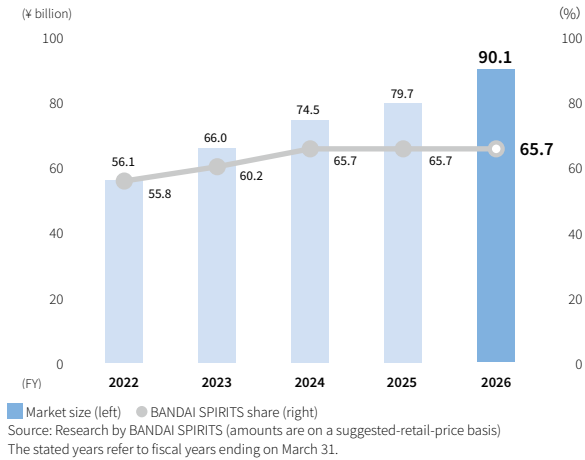
FY2026.3



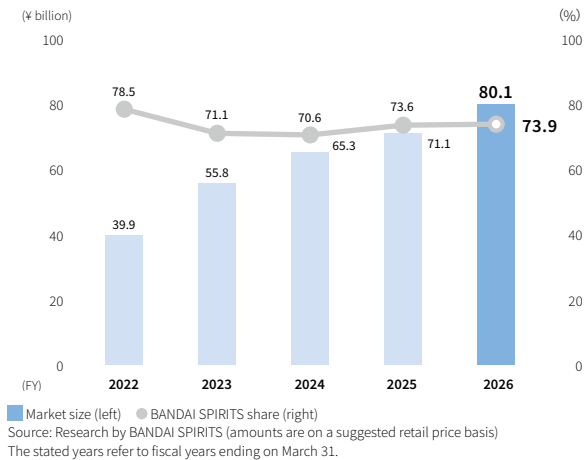
1. Each fiscal year covers the period from April 1 to March 31.
2. The toy market size is as follows.
· In principle, the market is created by the original products and own-brand products of member companies of the Japan Toy Association (including members of its affiliated organizations) and of exhibitors 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
3. Figures are based on suggested retail prices (manufacturer's suggested retail prices).
Source: Research by the Japan Toy Association

Model Kits Market (Japan)

Model Kits Overall Market Trend

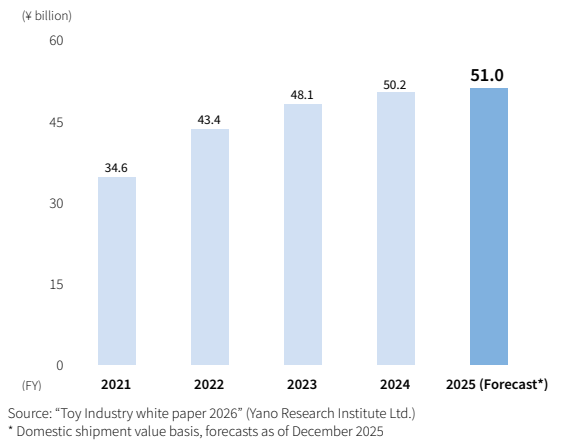


Character Model Kits Market Trend



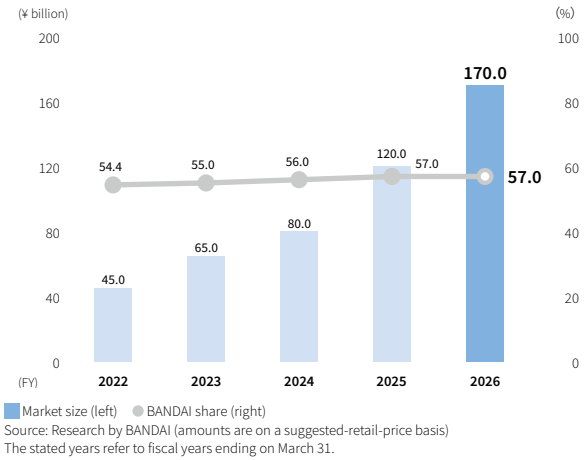
Figurines Market (Japan)

Figurines Market Size Trend



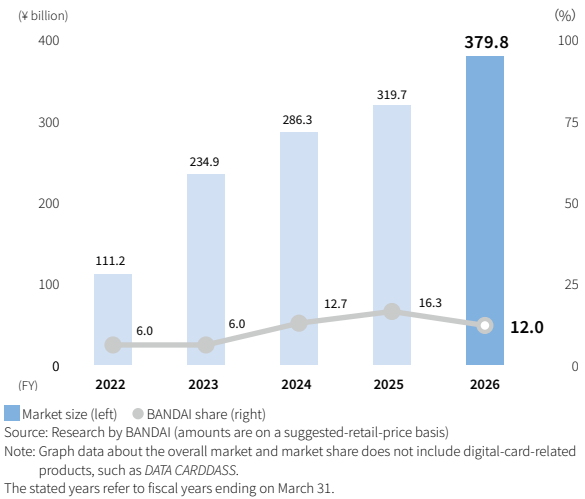
Capsule Toy Market (Japan)

Capsule Toy Market Size Trend

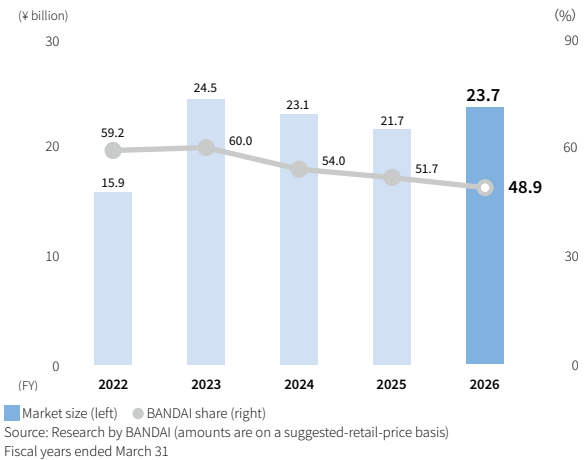


Card Product Market (Japan)

Card Product Market Size Trend

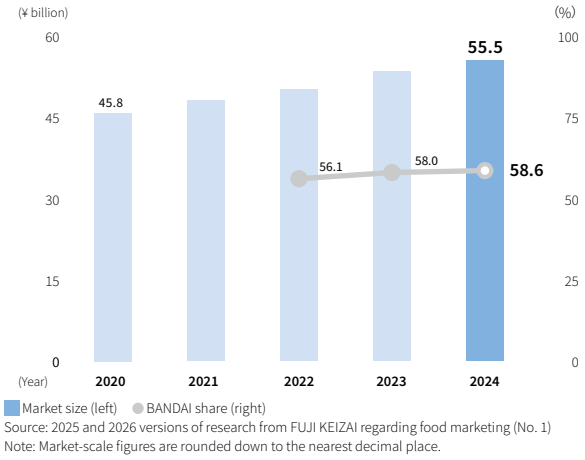


Digital Card Market Size Trend



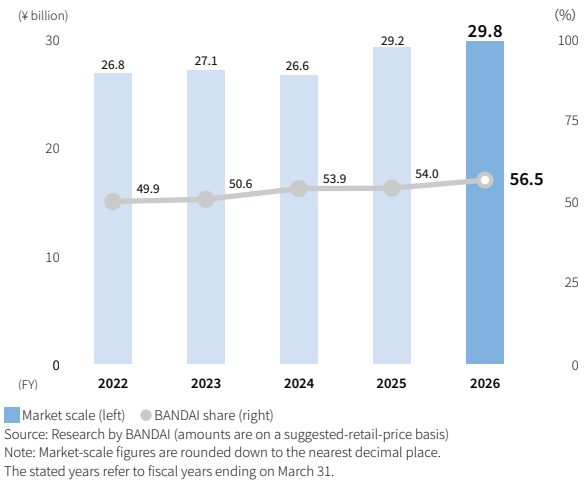
Candy Toy Market (Japan)

Candy Toy Market Trend



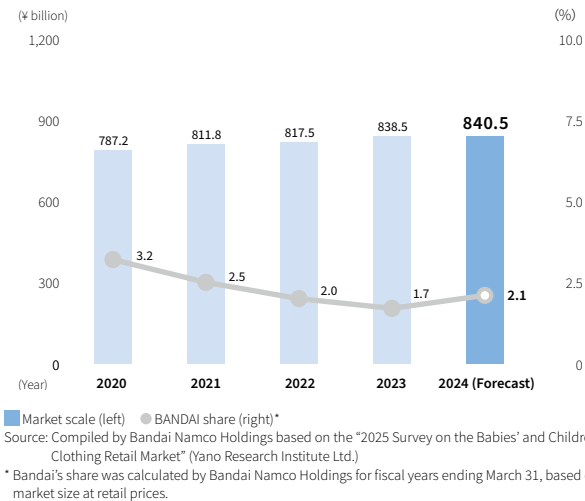
Children's Lifestyle (Sundries) Market (Japan)

Children's Lifestyle (Sundries) Market Trend



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

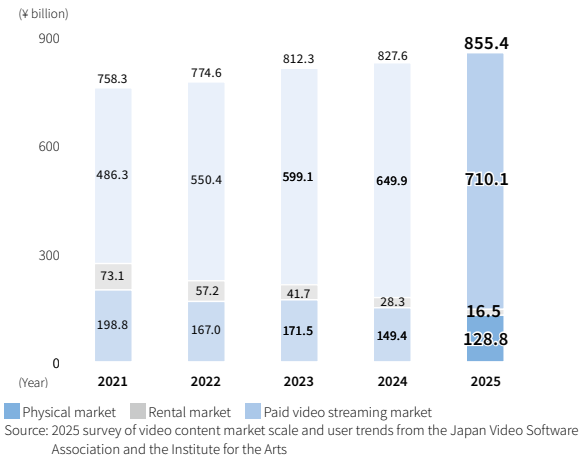
Babies' and Children's Clothing Retail Market Trend



Visual and Music Unit

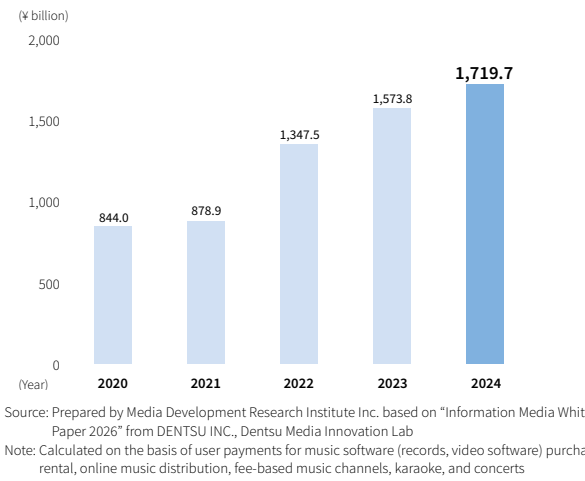
Video Content Market (Japan)

Video Content Market Size Trend

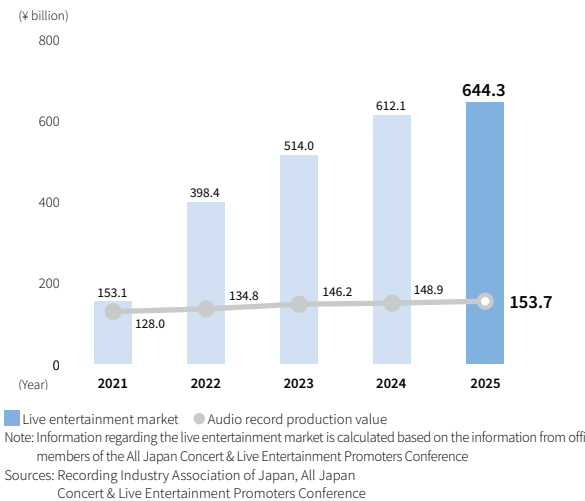


Music Content Market (Japan)

Music-Related Market Size Trend

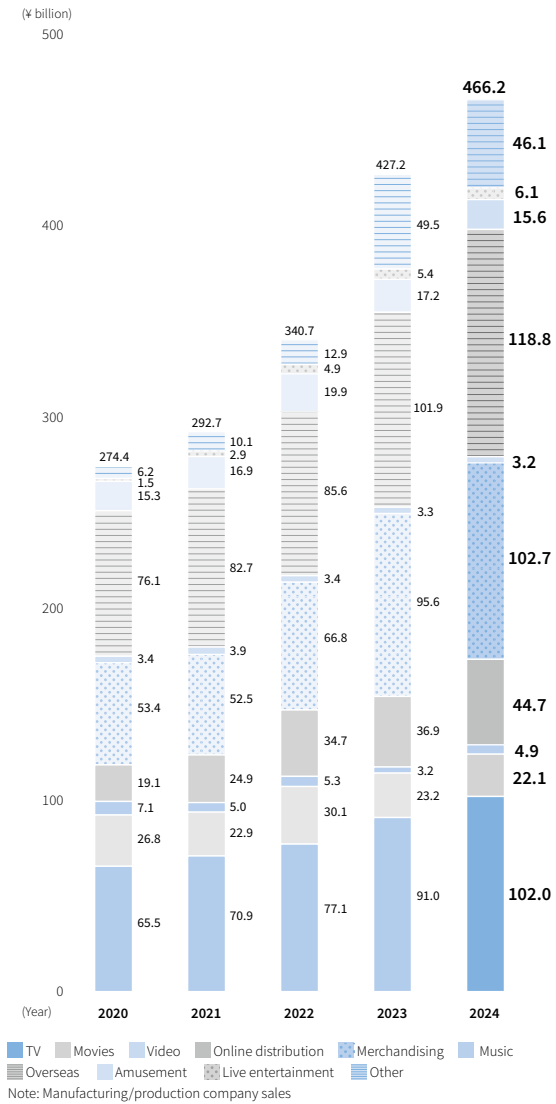


Audio Record Production Value and Live Entertainment Market Size Trend

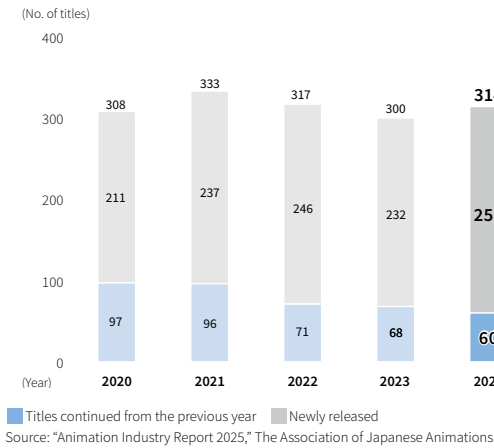


Animation Market (Japan)

Animation Market Size Trend



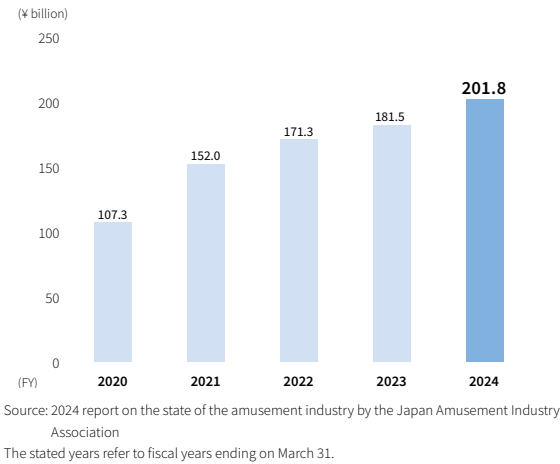
Number of TV Animation Titles



Amusement Unit

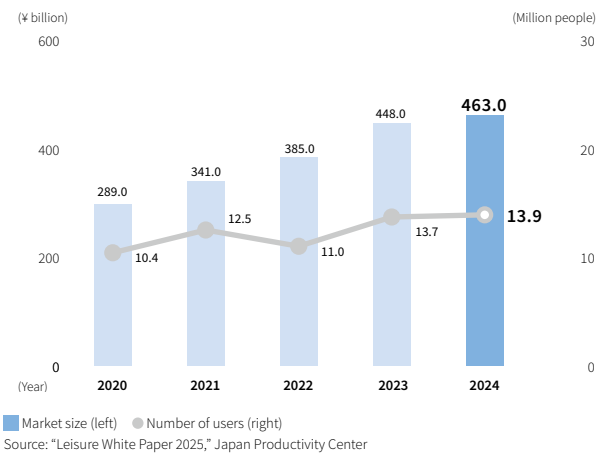
Amusement Machine Market (Japan)

Amusement Machine Product Sales Trend

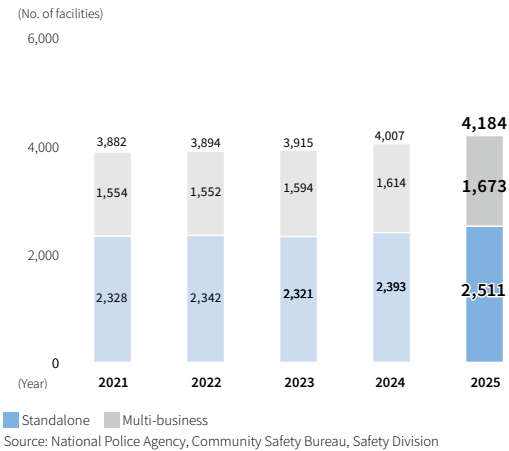


Amusement Facility Market (Japan)

Amusement Facility Market Size and User Population (Arcade Centers)



Trend in the number of facilities (Category 5: game centers, etc.)



FY2026.3 Segment Activity Report by Material Issues

The Bandai Namco Group's business units 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 FY2026.3 is as follows.

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Harmony with Nature	Enhanced response to climate change	Reduction of GHG emissions	
		<div>■ Scope 1 and Scope 2</div> <div>Short- to medium-term targets</div> <div>FY2027.3: 43,000 t-CO₂ (35% reduction compared to FY2020.3)</div> <div>FY2028.3: 39,500 t-CO₂ (40% reduction compared to FY2020.3)</div> <div>Long-term targets</div> <div>FY2031.3: 32,500 t-CO₂ (50% reduction compared to FY2020.3)</div> <div>FY2036.3: 27,000 t-CO₂ (65% reduction compared to FY2020.3)</div> <div>FY2051.3: Net zero emissions</div> <div>■ Scope 3</div> <div>Increase accuracy of calculations and explore measures to reduce Scope 3 CO₂ emissions</div>	<div>■ Scope 1 and Scope 2</div> <div>FY2026.3 results: 45,095 t-CO₂ (32% reduction compared to FY2020.3) (FY2026.3 target: 46,500 t-CO₂ [30% reduction compared to FY2020.3])</div> <div>—Switched to renewable energy at domestic and overseas Group company locations and amusement facilities in Japan</div> <div>—Installed solar power generation systems at major domestic locations</div> <div>—Purchased carbon credits and non-fossil fuel certificates, etc.</div> <div>■ Scope 3</div> <div>FY2026.3 results: 1,907,270 t-CO₂</div>
	Sustainable use of resources and raw materials	Promotion of the circular economy	
		<div>■ Reduction in petroleum-based plastic use</div> <div>■ Promotion of product recycling</div>	<div>■ Reduction in petroleum-based plastic use</div> <div>• Continued to investigate plastic usage at major Group companies in Japan</div> <div>• Actively utilized recycled plastics and alternative materials</div> <div>• Reduced prize bags used at domestic amusement facilities</div> <div>■ Promotion of product recycling</div> <div>• Gunpla Recycling Project results: 57 tons (FY2025.3 results: 37 tons)</div> <div>• Capsule Recycling Project results: 57 tons (FY2025.3 results: 48 tons)</div> <div>• Recycling opened card packs</div> <div>—Fabrication into shopping bags</div>
		Promotion of environmentally friendly products	
	Sustainable use of resources and raw materials	<div>■ Promotion of environmentally friendly design in our own products and services</div> <div>■ Promotion of green procurement for office supplies</div> <div>• Domestic Group companies (average): 50%</div>	<div>■ Promotion of environmentally friendly design in our own products and services</div> <div>• Development and sales of certified sustainable products</div> <div>—Alternative plastics, biomass inks, FSC-certified paper, stuffed toys using recycled cotton, etc.</div> <div>• Developed and sold Eco Amusement Machines</div> <div>■ Promotion of green procurement for office supplies</div> <div>• Domestic Group companies (average): 49% (FY2025.3 results: 13% / FY2024.3 results: 6%)</div>
		Waste reduction	
	Sustainable use of resources and raw materials	<div>■ Promotion of waste recycling at each business site</div>	<div>■ Promotion of waste recycling at each business site</div> <div>• Reduced paper usage</div> <div>• Closed-loop recycling of stretch wrap at logistics centers: Used film is recycled into stretch wrap, with 2,400 rolls introduced</div> <div>• Closed-loop recycling of cardboard at logistics centers: 531 tons recycled</div> <div>• RPF conversion of waste generated at domestic factories: 128 tons</div>
Safe & Responsible Products	Provision of products and services based on appropriate ethical representation	Information sharing on ethical representations of products and services	
		<div>■ Establishment and operation of system for Groupwide sharing of information</div> <div>■ Implementation of employee training</div>	<div>■ Establishment and operation of system for Groupwide sharing of information</div> <div>• Held the Group Ethics Subcommittee and Ethics Roundtable Discussions</div> <div>• Operated word checker system at domestic Group companies</div> <div>• Operated AI-powered ethics diagnostic system</div> <div>• Updated company guidelines</div> <div>■ Implementation of employee training</div> <div>• Held activities raising awareness among employees</div>

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Safe & Responsible Products	Safety and security of products and services	Initiatives for Safe and Secure Manufacturing	
		■ Improvement in product and service quality in Japan and overseas <ul style="list-style-type: none">Thoroughly ensured the safety and reliability of toys based on our own quality standardsExpanded the development of universal design productsExpanded barrier-free video contentPromoted AOU Youth Advisor certification, —achieving a 99.6% certification rate among applicable store managersContinued promoting web accessibility ■ Implementation of employee training <ul style="list-style-type: none">Promoted activities raising awareness among employeesHeld events for employees, including quality assurance exhibitions, etc.	
	Enhanced customer satisfaction	Improvement in customer satisfaction level	
			<ul style="list-style-type: none">Improved customer satisfaction level of home console games and smartphone game appsImproved customer satisfaction level (promoter rate) at amusement facilities
Intellectual Property for Social Good	Appropriate use of IPs and mutual use of patents	Social contributions using IP and technology (excluding educational assistance)	
			<ul style="list-style-type: none">Promoted <i>Gundam</i> Open InnovationHeld seminars for employees on intellectual property rights and patent utilization
	Protection of IPs	Enhanced IP protection	
Fostering a Culture of Respect	Establishment of employee-friendly workplace environments	Development of employee-friendly workplace environments	
		■ Encouraging employees to take childcare leave <ul style="list-style-type: none">Acquisition rate of childcare leave by male employees of domestic Group companies (consolidated): 81.6% (FY2025.3 results: 78.1% / FY2024.3 results: 64.0% / FY2023.3 results: 37.0%)Promoted activities to raise awareness among Group employees —Disseminated information using e-learning and in-house newsletters, etc. ■ Implementation of stress checks <ul style="list-style-type: none">Stress check overall health risk: less than 100 for all companies (FY2025.3 results: less than 100 for all companies / FY2024.3 results: less than 100 for all companies)	
	Human resource development	Development of human resources who can share dreams, fun, and inspiration with the world	
		<ul style="list-style-type: none">Participation rate in Group joint programs (total): 92% Participation rates by program: —Participation rate in first-year training (BNAP*) 94.2% (October) —Participation rate in fifth-year training 86.8% (July) —Participation rate in training for newly appointed managers: 96.6% (May) —Participation rate in training for newly appointed managers: 95.7% (October) *Bandai Namco Adventure ProgramIn-house human resource development for animators, etc.Drawing Academy and Art AcademyContinued to offer GYAAR Studio for developing game creators	

Material Issues	Important themes	FY2027.3 targets	FY2026.3 results
Fostering a Culture of Respect	Promotion of diversity and inclusion	Promotion of employment for people with disabilities	
		<ul style="list-style-type: none">Employment rate of people with disabilities: 2.7% (statutory employment rate)	<ul style="list-style-type: none">Result of employment rate of people with disabilities: 2.4% (FY2026.3 targets: 2.5%)Promoted direct employment at domestic and overseas Group companiesHeld activities to raise awareness among employees —Held in-house seminars, workplace training, etc.
		The cultivation of a culture where employees from diverse backgrounds can play an active role	
		■ Maintain and improve the Japan average scores for relevant items in the engagement survey <ul style="list-style-type: none">Diverse values and ways of thinking are respected: 75%The company provides opportunities to succeed regardless of gender: maintained at 80% or higher	■ Increased positive response rate in the engagement survey <ul style="list-style-type: none">Diverse values and ways of thinking are respected: 72% (FY2026.3 targets: 72% / FY2025.3 results: 70%)The company provides opportunities for success regardless of gender: 81% (FY2026.3 targets: 80% / FY2025.3 results: 78.7%)
Building Stronger Communities	Supply chain management (labor)	Human rights initiatives	
		■ Establishment of a supply chain that respects human rights <ul style="list-style-type: none">Promoted awareness and understanding of the Bandai Namco Group Code of Conduct and the Supplier Guidelines, and made them available in multiple languagesOperated the Compliance HotlineConducted audits on human rights and labor environment covering all final packaging factories that produce Bandai productsConducted labor environment audits at arcade game production factoriesIntroduced and operated the Greenlight System to improve working conditions for creators ■ Implementation of employee training <ul style="list-style-type: none">Implemented internal activities to raise awareness using e-learning, seminars, and online company newsletters	
	Collaboration with local communities	Implementation of social contribution activities deeply rooted in local communities	
Others	Fostering a sustainability culture across the Group	Promoting understanding of sustainability at all Group companies	
		■ Understanding of the Group Sustainability Policy at domestic and overseas Group companies: 80% or higher	<ul style="list-style-type: none">Understanding of the Group Sustainability Policy at domestic and overseas Group companies: 95.9% (FY2025.3 results: 83.5%)Held Sustainability WeekImplemented internal activities to raise awareness using e-learning and in-house newsletters

Environmental Data

Calculation Method: The Bandai Namco Group's GHG emissions are calculated in accordance with the Group's policies established with reference to the GHG Protocol.
Scope: All Bandai Namco Group companies in Japan and overseas, on a consolidated basis
Management standard: Total emissions

				FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
CO ₂ Emissions	Scope1 (t-CO ₂)			5,540	6,131	7,882	7,794	7,454★
	Scope2 (t-CO ₂)(Market-Based)			50,978	49,272	44,580	45,760	39,642★
	Scope1+Scope2 (t-CO ₂)(Market-Based)			56,517	55,403	52,462	53,554	47,095★
	Carbon offsetting (t-CO ₂)			—	—	—	990	2,000★
	Net emissions Scope1+Scope2 (t-CO ₂) (Market-Based)			—	—	—	52,564	45,095★
	(FY)Scope2 (t-CO ₂) (Location-Based)			—	—	—	—	54,953★
	Scope3 (t-CO ₂)			—	1,091,255	1,202,209	1,325,924	1,907,270
		Category 1	Purchased goods and services	—	576,512	636,698	677,843	1,044,129
		Category 2	Capital goods	—	95,884	110,312	159,552	201,732
		Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	—	5,758	5,490	6,113	8,477
		Category 4	Upstream transportation and distribution	—	10,399	9,174	12,629	23,586
		Category 5	Waste generated in business operations	—	2,669	2,931	4,184	6,101
		Category 6	Business travel	—	5,158	8,817	9,102	14,591
		Category 7	Employee commuting	—	710	837	902	1,567
		Category 8	Upstream leased assets	—	N/A	N/A	N/A	N/A
		Category 9	Downstream transportation and distribution	—	3	2	4	4
		Category 10	Processing of sold products	—	N/A	N/A	N/A	N/A
		Category 11	Use of sold products	—	21,792	12,284	5,979	8,377
		Category 12	End-of-life treatment of sold products	—	372,368	415,664	449,616	598,706
		Category 13	Downstream leased assets	—	N/A	N/A	N/A	N/A
		Category 14	Franchises	—	N/A	N/A	N/A	N/A
		Category 15	Investments	—	N/A	N/A	N/A	N/A
Electricity	Non-renewable energy (kWh)			109,787,373	107,326,192	100,912,994	102,590,328	105,353,999
	Renewable energy (kWh)			0	9,347,411	19,428,329	21,297,280	23,492,804
	Total			109,787,373	116,673,602	120,341,323	123,887,608	128,846,803★
Fuel for Company Vehicles	Company vehicles (gasoline; l)			175,052.4	262,769.8	308,898.7	294,625.2	281,455.8
	Company vehicles (diesel; l)			1,469,708.8	1,552,020.4	1,986,522.1	1,956,941.7	1,852,117.1
	Company vehicles (LPG; t)			2.4	0.6	2.5	2.3	3.1
	Company vehicles (natural gas; m³)			0	0	0	0	0
Fuel	Gasoline (l)			883.09	1,748.16	1,434.36	827.81	605.71
	Kerosene (l)			5,403.0	6,564.1	9,234.3	8,451.3	10,851.0
	Diesel fuel (l)			0	0	15	1,200.00	61.80
	Bunker A (kl)			2.26	2.13	2.98	1.67	8.60
	Petroleum gas (t)			12.66	15.32	18.59	14.50	14.86
	Combustible natural gas (m³)			0	0	0	0	0
Other Fuel	City gas (m³)			564,521.29	639,309.42	834,729.58	932,885.66	903,067.10
	Steam (GJ)			0	16	55	2,273	2,153.73
	Hot water (GJ)			176.92	3,642.55	1,605.90	3,408.05	4,681.65
	Cold water (GJ)			1,039.87	910.57	2,421.86	4,722.58	3,643.11
Water	Water consumption (m³)			149,175.92	167,513.97	172,747.55	187,553.47	173,906.00★
	Wastewater (m³)			147,071.17	165,036.79	170,917.90	185,157.29	170,790.00★
Waste	Non-industrial waste (kg)			1,658,318.2	2,077,990.8	2,177,082.5	See below	See below
	Industrial waste (kg)			3,484,766.7	3,177,176.5	4,321,810.2		
	Recycling volume (kg)			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 FY2026.3, figures marked with a ★ have undergone limited assurance by a third party.
*3 Historical data may be reviewed and corrected retroactively as part of the aggregation process.
*4 Scope 3 reporting has been expanded to cover all companies within the Bandai Namco Group, both in Japan and overseas, on a consolidated basis from FY2026.3. Up until FY2025.3, Scope 3 reporting covered BANDAI CO., LTD., BANDAI SPIRITS CO., LTD., Bandai Namco Entertainment Inc., Bandai Namco Filmworks Inc., Bandai Namco Experience Inc., and Bandai Namco Amusement Inc.
*5 Scope 2 emissions for FY2026.3 are calculated after deducting the amount equivalent to non-fossil fuel certificates.
*6 Calculation of Scope 2 (location-based) emissions began from FY2026.3.
*7 Waste has been aggregated by disposal method beginning in FY2025.3.

Calculation method for Scope 3 CO₂ 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 as transport distance × transport weight × truck transport emission factor. (Bandai Namco Experience 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 Experience Inc., and 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 Experience Inc., only game machines are considered.
Note: Categories 8, 10, 13, 14, and 15 are not applicable.
Note: In calculating Scope 3 emissions, emission factors from the "Database of Emission Factors for Calculating Greenhouse Gas Emissions, etc. of Organizations Throughout the Supply Chain (Ver. 3.6)" are used. For Scope 3 Category 1, starting from FY2026.3, the monetary value-based emission factor (producer price basis) has been changed to the emission factor listed in "5 (Reference) Input-Output Table DB (New)."

					FY2025.3	FY2026.3
Waste (Since FY2025.3)	Non-industrial waste	Waste diverted from disposal	Preparation for reuse	Consolidated (domestic)	0	0
			Recycle	Consolidated (domestic and overseas)	680	696
			Other collection activities	Consolidated (domestic)	0	0
			Subtotal (t)	Consolidated (domestic and overseas)	680	696
		Waste directed to disposal	Incineration (with energy recovery)	Consolidated (domestic)	355	393
			Incineration (without energy recovery)	Consolidated (domestic)	1,204	1,316
			Landfill	Consolidated (domestic)	35	31
			Other disposal methods	Consolidated (domestic)	3	0
			Disposal at overseas locations	Consolidated (overseas)	669	569
			Subtotal (t)	Consolidated (domestic and overseas)	2,266	2,309
		Total (t)		Consolidated (domestic and overseas)	2,947	3,005★
	Industrial waste	Waste diverted from disposal	Preparation for reuse	Consolidated (domestic)	1	5
			Recycle	Consolidated (domestic and overseas)	1,973	1,743
			Other collection activities	Consolidated (domestic)	0	0
			Subtotal (t)	Consolidated (domestic and overseas)	1,973	1,748
		Waste directed to disposal	Incineration (with energy recovery)	Consolidated (domestic)	1,670	1,946
			Incineration (without energy recovery)	Consolidated (domestic)	162	150
			Landfill	Consolidated (domestic)	430	373
			Other disposal methods	Consolidated (domestic)	2	0
			Disposal at overseas locations	Consolidated (overseas)	353	285
			Subtotal (t)	Consolidated (domestic and overseas)	2,617	2,754
		Total (t)		Consolidated (domestic and overseas)	4,592	4,502★

Personnel Data

Scope (FY2026.3): 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 Experience Inc., Bandai Namco Amusement Inc., and Bandai Namco Business Arc Inc.

Number of Employees by Type of Employment

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Full-time employees	Male	2,516	2,633	2,749	2,841	2,957
	Female	1,287	1,396	1,550	1,647	1,754
	Total	3,803	4,029	4,299	4,488	4,711
Junior employees	Male	927	983	1,019	1,079	1,177
	Female	1,002	1,028	1,054	1,153	1,367
	Total	1,929	2,011	2,073	2,232	2,544
Contract employees	Male	156	133	130	122	105
	Female	93	97	82	74	78
	Total	249	230	212	196	183
Temporary employees	Male	1,225	1,381	1,617	1,814	2,072
	Female	1,668	1,844	2,004	2,301	2,837
	Total	2,893	3,225	3,621	4,115	4,909
Total	Male	4,824	5,130	5,515	5,856	6,311
	Female	4,050	4,365	4,690	5,175	6,036
	Total	8,874	9,495	10,205	11,031	12,347

Employee Data

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of newly hired graduates	Male	88	80	103	98	90
	Female	58	60	81	90	60
	Total	146	140	184	188	150
Retention rate of newly hired graduates (%) ^{*1}	Male	96.1	88.7	95.2	88.0	95.1
	Female	95.3	92.5	96.3	91.7	88.2
	Total	95.8	90.2	95.6	89.6	92.1
Number of mid-career hires	Male	45	87	107	95	53
	Female	43	63	99	43	53
	Total	88	150	206	138	106
Turnover ^{*2}	Male	81	90	86	106	83
	Female	57	46	47	68	69
	Total	138	136	133	174	152
Average years of continuous service	Male	14.8	14.6	14.3	14.3	14.5
	Female	10.4	10.4	9.9	10.3	10.6
	Total	13.3	13.1	12.7	12.8	13.1
Average age ^{*3}	Male	40.7	40.6	40.4	40.3	40.5
	Female	36.0	36.0	35.8	35.9	36.0
	Total	39.1	39.0	38.7	38.7	38.8

^{*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

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of female managers		195	216	231	246	289
	Percentage of total (%)	21.1	22.1	22.8	23.7	25.0
Female executives		4	4	5	5	5
	Percentage of total (%)	5.1	5.1	6.6	7.1	6.4

Annual Paid Leave Utilization Rate

	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Annual paid leave utilization rate (%)	70.6	70.2	74.1	75.2	77.4
Number of paid leave days taken	12.2	12.2	12.9	12.9	13.4

Other Personnel Information

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Number of employees that took leave for childcare ^{*4}	Male	21	25	73	81	90
	Female	63	55	62	67	76
	Total	84	80	135	148	166
Childcare leave utilization rate (%) ^{*4}	Male	—	30.5	78.5	84.4	89.1
	Female	—	100.0	100.0	100.0	100.0
	Total	—	58.4	87.1	90.8	93.8
Rate of employees returning to work after child care leave (%)	Male	100.0	100.0	100.0	100.0	100.0
	Female	100.0	98.5	93.8	98.0	97.4
	Total	100.0	98.9	96.7	99.1	98.7
Number of employees using family nursing leave	Male	0	0	0	0	0
	Female	0	1	0	3	3
	Total	0	1	0	3	3
Employment of people with disabilities ^{*5}	People	182.0	189.0	193.0	219.5	224.0
	Percentage of total (%)	2.30	2.26	2.21	2.44	2.40
Number of employees covered by occupational health and safety policy	Male	4,824	5,130	5,515	5,856	6,311
	Female	4,050	4,365	4,690	5,175	6,036
	Total	8,874	9,495	10,205	11,031	12,347
Average monthly over time work per employee (hours) ^{*6}		17.0	18.3	17.0	20.4	20.4
Industrial accidents (incidents)		92	79	82	105	123
Health check-up participation rate (%)		99.6	99.9	99.9	99.9	99.8
Stress check participation rate (%)		—	98.0	98.9	99.3	99.8

^{*4} For FY2024.3, FY2025.3, and FY2026.3, the figures for male employees and leave utilization rate include both paternity leave and childcare leave. The childcare leave utilization rate excluding paternity leave was 62.4% for male employees and 77.4% for male employees and female employees combined in FY2024.3, 77.1% for male employees and 86.5% for male employees and female employees combined in FY2025.3, and 80.2% for male employees and 88.7% for male employees and female employees combined in FY2026.3.
^{*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

		FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
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}		14	10	4
	Number of internal directors	9	7	2
	Of whom, directors who are Audit & Supervisory Committee members	1	1	0
	Number of outside directors	5	3	2
	Of whom, number designated as independent directors	5	3	2
	Of whom, directors who are Audit & Supervisory Committee members	2	1	1

^{*1} Figures as of June 2026

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	4
Participation rate (%) ^{*2}	Board of Directors	99.2
	Independent Directors Committee	100.0
	Personnel Committee	100.0
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, 2026

Compliance Data

Scope: All Bandai Namco Group companies in Japan and overseas, on a consolidated basis

	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
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

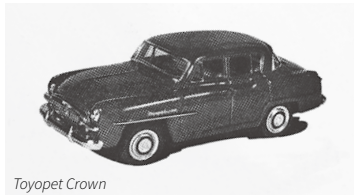
History

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 quality assurance 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-certified toy."
- 1959** ● **July** • Launched metal model cars as a world automobile series.
- 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 commenced.
- **July** • Bandai Toys Company was established (later 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 Inventors and New Products Exposition.
- **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.

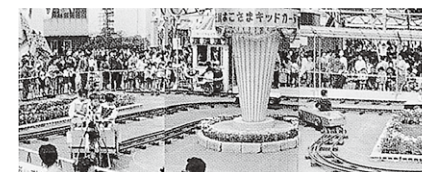


Two wooden rocking-horse rides installed on the rooftop of a department store in Yokohama

- 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.

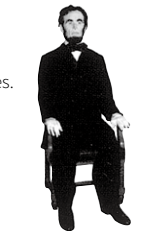
1970s

- 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.



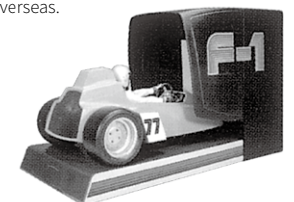
Racer
©Bandai Namco Entertainment Inc.

- 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 among young consumers and 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

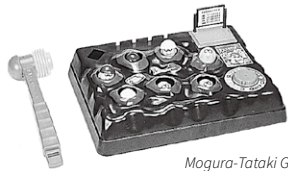
Note: History of Group companies before the management integration of Bandai and Namco.
Company names and place names are as of the date cited.

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.



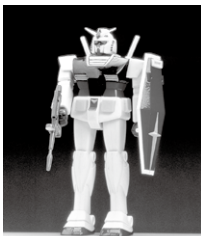
CHOGOKIN Mazinger Z
©ダイナミック企画



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
©SUNRISE

- 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: ¥10.796 billion.
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.

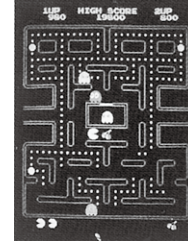


Nekonyanbo

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.
- 1981** • Introduced the *Nyamco* maze-solving robot.
- 1982** • Introduced the *Mappy* maze-solving robot.
• Established the IP Rights Department. Began full-scale initiatives to protect in-house copyrights.
- 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.

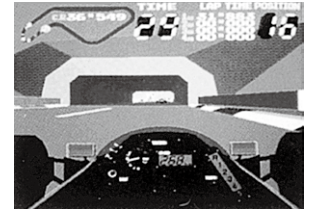


Professional Baseball Family Stadium
©Bandai Namco Entertainment Inc.

- 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 machine.



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.
• Exhibited and operated *Galaxian²* and *The Tower of Druaga*, large-scale amusement facilities based on a hyper-entertainment concept, at the International Garden and Greenery Exposition.
• Developed the *Cosmo Gangs* action game machine.
June • Tadashi Manabe became president and representative director, and Masaya Nakamura, the founder of NAMCO, became chairman and representative director.
- 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, in Osaka.

History

Note: History of Group companies before the management integration of Bandai and Namco.
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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).
- September** • *HANA-BI*, whose production BANDAI VISUAL participated in, won the Golden Lion award at the 54th Venice International Film Festival.
- 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.
- 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** ● • Established Brent Leisure Ltd. to strengthen manufacturing in Europe and sales in the U.K.
- February** • Opened Namco Wonder Eggs, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.
- 
- Namco Wonder Eggs
- April** • Masaya Nakamura became president, chairman, and representative director.
- 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.
- 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.
- July** • Opened Tamago Teikoku, which offered a land of entertainment alchemy, on a site adjacent to Namco Wonder Eggs.
- December** • 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
©SUNRISE

- 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

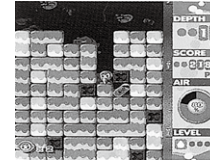
- July** • *Steamboy* released (directed by Katsuhiro Otomo).
• Comprehensive master licensing contract concluded with Sanrio Company Ltd. for the character *Cinnamoroll*.
- November** • *Shuku Keitai Kaitsuu! Tamagotchi Plus* launched.
• Sponsorship provided for the activities of the theater company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

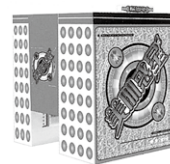
- 2001** ● • Formed Team Namja, a group of producers of commercial spaces. As the first project, opened Yokohama Curry Museum (operator: Matahari Co., Ltd.).
- February** • Introduced the *TAIKO: DRUM MASTER* amusement machine.



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 City, 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 under the Act on the Promotion of Employment of Persons with Disabilities.
 - 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 Insect Collection* won the Minister of Agriculture, Forestry and Fisheries Award in the eco-products category at the 4th Eco-products Awards.
 - December** • Global cumulative sales 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.
 - 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.



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Bandai Namco Group's History

- 2009**
- February** • Signed a share purchase agreement for NAMCO BANDAI Games Europe S.A.S. to invest in a newly established game software sales company by Atari Europe SAS, a subsidiary of Infogrames Entertainment SA.
 - 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.
 - October** • NAMCO BANDAI Partners S.A.S. was made a wholly owned subsidiary.
 - December** • Established BANDAI CORPORACION MEXICO S.A. de C.V. in Mexico to strengthen the toy and hobby business in Central and South America.

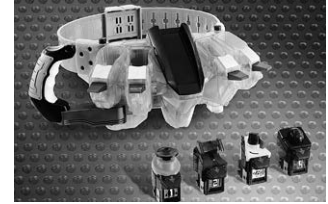


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2010s

- 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.
 - Introduced *Tamagotchi Idol Park* and *Narikiri Athletic Ultra Heroes* as the first step in character-driven entertainment.
 - November** • *NARUTO Shippuden: Ultimate Ninja Storm 2* for the PlayStation 3 and Xbox 360 shipped 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.



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- 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

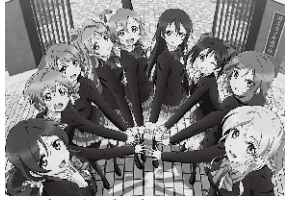
- April** • The Mid-term Plan, which included the vision "EMPOWER, GAIN MOMENTUM, AND ACCELERATE EVOLUTION," was announced.
- Shukuo Ishikawa became president and representative director of NAMCO BANDAI Holdings, and Kazunori Ueno became executive vice president and representative director.
- The Content 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.



©2013 プロジェクトラブライブ!

- March**
- NAMCO BANDAI Studios Vancouver Inc. and NAMCO BANDAI Studios Singapore Pte. Ltd. were established.
- June**
- PAC-MAN* and the *Ghostly Adventures*, a new animated series, was broadcast in the U.S.
- 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. Certified as the first Product Safety Contributor Gold Company in this category (awarded 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 *μ'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.



©Bandai Namco Amusement Inc.

- 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.
- 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.

History

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

Bandai Namco Group's History

- 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.
- 

©SUNRISE
- Concluded partnership for *PAC-MAN* with the National Basketball Association (NBA), a men's professional basketball league in North America.
 - Cumulative total shipments 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.

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.

- June

- Released *Mobile Suit Gundam Hathaway*
- 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 shipments 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.



- 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 *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.
- June

July
- ONE PIECE Card Game* was launched and became a major hit.
 - 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.
- October
- 

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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

January

- The no-loser character lottery *Ichibankuji* reached its 20th anniversary
 - 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 shipments.
- April

- A share split with a ratio of three shares for every one common share was implemented by Bandai Namco Holdings Inc.
 - namco TOKYO, an amusement complex in Tokyu 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 YLAB Inc., a major South Korea-based webtoon studio.
- 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 its subsidiary to 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 executives 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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- June**
- Gashapon Bandai Official Shops and GASHAPON Department Stores in Ikebukuro, Tokyo were certified with a Guinness World Records™ title in recognition of having 4,096 GASHAPON machines installed.



- July**
- Commenced operations at BANDAI SPIRITS CO., LTD.'s new model kits production factory, BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII).
 - Opened THE ★ JOJO WORLD in Shibuya, Tokyo, the first official experiential value-based store for the *JoJo's Bizarre Adventure* series.



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- September**
- The Bandai Namco Group reached its 20th anniversary.



©SUNRISE PAC-MAN™ & ©Bandai Namco Entertainment Inc.

- Opened BHCPDII MUSEUM, an experiential museum showcasing the planning and development of model kits, within the new BHCPDII production factory.



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Bandai Namco Group's History

- December**
- Opened ONE PIECE BASE SHOP in Shinjuku, Tokyo, which serves as the official flagship store for the *ONE PIECE*.

- 2026**
- *Tamagotchi* and NAMJATOWN reached their 30th anniversaries.
 - The *Code Geass* series reached its 20th anniversary.

- January**
- Released theatrical film *Mobile Suit Gundam Hathaway: The Sorcery of Nymph Circe*.



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- Held OathONE, featuring *Chihaya Kisaragi*, at the Nippon Budokan as the first solo concert for an idol in THE *IDOLM@STER* series, incorporating stage production utilizing Sony's “groovots” swarm robot system.

- April**
- Renamed Sotsu Music Publishing Co., Ltd. to Bandai Namco Music Frontier Inc. following the reorganization of the Visual and Music Unit.

- June**
- Opened live event hall Shibuya LOVEZ in Shibuya, Tokyo.



- September**
- Concluded a naming rights partnership agreement for the Matsue City General Gymnasium, the home court of the B.LEAGUE PREMIER club Shimane Susanoo Magic, under which the venue will adopt the nickname of Bandai Namco Arena Matsue.