

VICE PRESIDENT'S MESSAGE

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Bandai Namco Holdings Inc.

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“We will deliver excitement and inspiration to fans around the world by promoting co-creation with our partners around the world inside and outside Japan.”

Creating Groupwide Synergies Based on Diverse Strengths

The CW360 (Connect with 360) Division, which was newly established under the current Mid-term Plan, is dedicated to making strategic Groupwide investments in a 360° manner based on long-term perspectives. The division seeks to expand into new areas that are otherwise inaccessible to individual business Units restricted by time and annual budget constraints. As its first concrete initiative, the CW360 Division established a strategic partnership with Sony Group Corporation (hereinafter “Sony”) and Gaudi Group Inc. (hereinafter “Gaudi”) in May 2025. Under the partnership, both Bandai Namco and Sony have invested in Gaudi, and a wide variety of initiatives are being promoted between the three companies. In addition, a strategic business alliance agreement

was concluded with Sony in July 2025, under which Sony acquired shares in the Company.

Through the partnership, we are collecting and analyzing data from MyAnimeList, a community site operated by Gaudi Group, enabling us to ascertain the needs of overseas fans of Japanese IPs with an unprecedented level of precision. Going forward, our focus will be on finding ways to integrate such insight with our own Data Universe, which is already being utilized to forecast demand for products and services.

As part of our business alliance with Sony, we are also exploring the potential applications of AI in video content production, working together with our business companies and sharing insights across the Group in the process. In addition, at the solo live concert for Chihaya Kisaragi, an idol from *THE IDOLM@STER*, held at Nippon Budokan in January 2026, the combination of Sony’s cutting-edge technological capabilities and Bandai Namco’s unique expertise in stage production created remarkable



synergies in the staging of an outstanding performance. We aim to further strengthen this win-win relationship going forward, creating new surprises and excitement and translating them into more substantial business opportunities.

Looking ahead, we will seek to further strengthen this mutually beneficial partnership, delivering new excitement and inspiration to fans while generating even greater business opportunities.

Revitalizing the Music Business Through Collaborations and Restructuring

In April 2026, the Bandai Namco Group undertook a reorganization of its Visual and Music Business. The music business faces three key challenges. The first is expanding musical offerings beyond Japan into overseas markets. The second is building a broader business foundation for offering more than just anime theme songs and similar music. The third is further expanding the live event business, which serves as physical touchpoint with fans. To address these challenges, the CW360 launched a Group-wide project to build a Music Business that is uniquely Bandai Namco. The project is already exploring a wide range of business opportunities across the Group. A breakthrough made under the project was the establishment of a strategic partnership with the music agency UDO ARTISTS Inc.(hereinafter “UDO”). In line with the partnership, Bandai Namco Music Live Inc. invested in UDO and is promoting various collaborations aimed at revitalizing the music business. As one of Japan’s leading music promoters, UDO brings extensive experience in live entertainment and has built strong relationships with artists both in Japan and internationally. We expect them to be a strong partner for the Group.

Helping Build a Better Environment for the Japanese Entertainment Industry

I also believe that CW360 has an important role to play in engaging with society while taking a long-term view of the future of Japan’s entertainment industry. As a member of the Ministry of Economy, Trade and Industry’s (METI) Entertainment and Creative Industries Policy Study Group Steering Committee, I have been actively making proposals to raise awareness of the key issues facing the entertainment industry among policymakers. The discussions held at committee meetings have been reflected in the Content Industry Support Initiative (IP360) established by METI.

The Bandai Namco Group emphasizes the spirit of autonomy and self-sufficiency among private-sector enterprises. With this premise in mind, we will continue to actively participate in discussions aimed at creating an environment that supports the growth of the entertainment industry as a whole, while demonstrating leadership in relevant efforts. What matters most in our industry, in particular, is that a genuine passion for the works themselves underpins everything we do. To ensure that discussions do not become driven by logic alone, I continuously remind those around me to consider, “Is there a real passion behind what we are doing?”

Gaining Insight from Interacting with Fans

The CW360 served as a secretariat for the exhibition the Group held at Expo 2025 Osaka, Kansai. This experience was extremely valuable as it not only maximized the value of the *Gundam* IP but also helped us make connections with fans and boosted employee motivation. Through the exhibition, I had the opportunity to interact with many fans firsthand. In particular, the sight of children gazing in amazement at the orbital elevator imagery and visitors from around the world speaking passionately about their love of *Gundam*, remains vividly etched in my memory.

These interactions reinforced my belief that the Bandai Namco Group ultimately creates value through experiences that resonate deeply with people, whether through the tangible appeal of its products or the human connections they inspire. Through the various touchpoints we have via our products and services, we will strive to inspire people from all directions and deliver entertainment that forges connections with fans.

The efforts of the CW360 have only just begun. Our mission going forward is to bring entertainment from Japan to a global audience. Accordingly, we will steadily strengthen the Group’s core capabilities and further pursue co-creation with our partners so that we can deliver excitement and inspiration to fans around the world.

