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the Chief Gundam Officer

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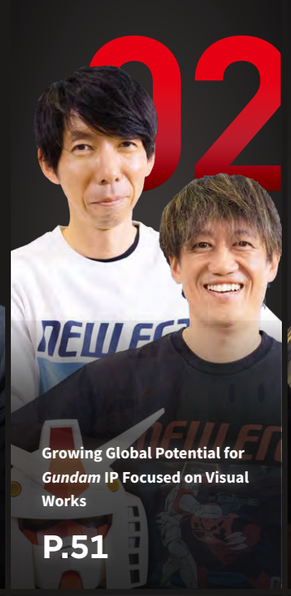

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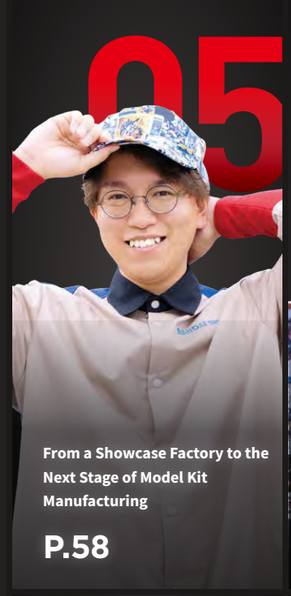

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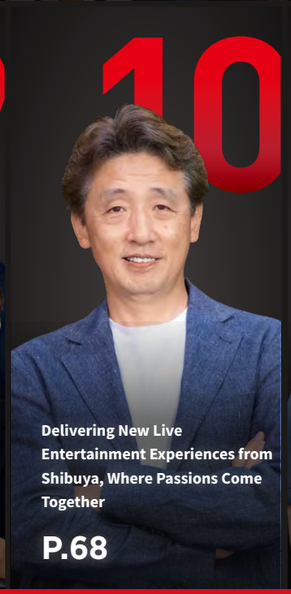

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Special Feature:

Connect with Fans

360° Connections with Fans

The Bandai Namco Group brings the unique appeal and worlds of IPs to fans through a diverse range of touchpoints. This feature highlights the individuals leading the way in exploring new possibilities for IPs, connecting smiles across generations and borders, and creating new value through unforgettable experiences.

#01

Moving Toward the 50th Anniversary of the Gundam series

Message from *the Chief Gundam Officer*

Profile

Hiroshi Sakakibara

President and CEO
Chief Gundam Officer (CGO)
BANDAI SPIRITS CO., LTD.

Entering a New Stage of Growth for the *Gundam* Series

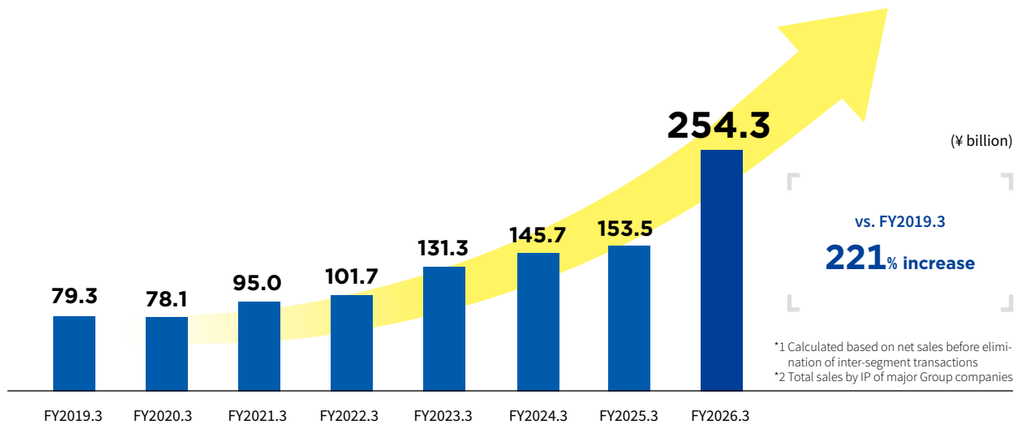
In FY2026.3, Groupwide sales attributable to the *Gundam* series reached ¥254.3 billion, representing a substantial increase of approximately ¥100.0 billion from ¥153.5 billion in the previous fiscal year. We view this growth as a reflection of the significant impact of Groupwide collaborations between high-grade visual works and an extensive range of product and service categories, and we believe this is the result of our road map toward the 50th anniversary in 2029 delivering results sooner than anticipated.

Mobile Suit Gundam GQuuuuuuX, released through both animated theatrical and television formats at the beginning of 2025, combined narrative depth that resonated with existing fans with accessibility for newcomers, thereby making a major contribution to collaborative initiatives spanning visual content, online distribution, merchandise, and games. In particular, by promoting our network content title *SD Gundam G Generation ETERNAL* in coordination *GQuuuuuuX* visual works, we not only attracted longtime *Gundam* fans but also gained new audiences and encouraged those who had previously drifted away from the *Gundam* series to re-engage with the franchise. As a result, the title proved more popular than we had anticipated.

The GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan

Furthermore, the GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan, was an extremely effective initiative for expanding awareness of *Gundam* globally. In addition to those who entered the pavilion itself, many people attending Expo 2025 experienced *Gundam* for the first time through the life-sized *Gundam* statue outside the venue, and we believe this generated new interest in the franchise. When I saw a father at the venue saying to his children, “Let’s watch *Gundam* again,” and “Let’s try building a *Gundam* model kit,” I was reminded that *Gundam* has grown into an IP that people can enjoy across generations.

Gundam Series Net Sales (Groupwide)



*1 Calculated based on net sales before elimination of inter-segment transactions
*2 Total sales by IP of major Group companies

Launching the 50th Anniversary Project as a Strategic Foundation for Rebuilding IP Value

At *Gundam* Conference SPRING 2026 held in May, we announced the launch of our project leading up to the 50th anniversary of the series. This project does not simply involve a collection of anniversary initiatives and new title announcements. Rather, through this project, we will bring together the Group’s collective strengths by advancing visual works, products, real-world experiences, cultural initiatives, and global expansion of *Gundam* in an integrated manner, thus creating a long-term strategic foundation for significantly expanding the potential of the *Gundam* IP. The key is not to pursue these initiatives independently, but to link them together so we can broaden entry points for new fans while further deepening the level of engagement among existing fans.

On the visual content front, we announced multiple projects, including *Mobile Suit Gundam SEED FREEDOM ZERO*, the Hollywood live-action film *GUNDAM* (working title), a remastered version of the original *Mobile Suit Gundam*, and a new release from the *Mobile Suit Gundam Wing* series. In addition, we are preparing several new *Gundam* productions that have yet to be announced for release by 2029. These projects represent important measures that will deliver new value to longtime fans while creating entry points tailored to new fans in different regions and of different generations.

Across countries, regions, and generations, every fan has their own “first *Gundam* experience” that served as their introduction to the franchise. In Japan, the original *Mobile Suit Gundam* is the iconic starting point for many fans, while *Mobile Suit Gundam SEED* is especially popular across the rest of Asia. *Mobile Suit Gundam Wing* remains a favorite among North American audiences, in part because it was the first *Gundam* series to be broadcast in the region. Even within the same country or region, a fan’s favorite installment of the *Gundam* series varies depending on when they first encountered the franchise. For this reason, we believe it is important not to limit ourselves to a single title or category, but instead to expand a diverse range of entry points tailored to the interests and preferences of fans in each region.

Gundam Day is established as part of the *Gundam* 50th Anniversary Project

Enhancing Fan Touchpoints and Supply Capabilities to Reach More Fans Around the World

As part of our in-person initiatives, we plan to hold the inaugural large-scale fan event, GUNDAM-Con, in Japan in January 2027, followed by a phased rollout of the event overseas. By bringing together *Gundam* model kits, gaming tournaments and events, product exhibitions, music, live entertainment, and other elements that have traditionally been offered separately by category, we aim to create a venue where fans who discovered *Gundam* through different touchpoints can come together and connect with one another while experiencing the *Gundam* universe more deeply.

In addition, although further details will be announced at a later date, we are launching the *Gundam* Landmark Project. This project aims to develop iconic destinations in Japan and overseas that *Gundam* fans from around the world can visit and enjoy. In addition to delivering visual works and products, we view the creation of places that fans can visit, experience firsthand, and remember for years to come as an important initiative for further enhancing the value of the *Gundam* IP.

In terms of global rollouts, Asia—in particular China—and North America will remain important markets. Meanwhile, the level of recognition of *Gundam* is rising in places such as Southeast Asia, Europe, South America, and Australia. We will therefore continue to expand the multilingual distribution of past *Gundam* visual works. At the same time, we will expand the official *Gundam* model kit complex THE GUNDAM BASE stores and other initiatives in each region to strengthen communications efforts and fan engagement.

To continue expanding these fan touchpoints, it is also critical that we strengthen our product and supply structure. For *Gundam* model kits, we commenced full-scale operations of the BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII)(P.58), the new factory of Bandai Hobby Center, a *Gundam* model kit production facility, thereby bolstering our production capacity. Going forward, we will more closely monitor popular titles and demand by region and integrate production planning with our marketing initiatives. As simultaneous worldwide releases of visual content become increasingly common, we must do the same with the launch of our products and services. We will address various challenges, including those related to logistics, and turn them into even greater opportunities.

Leveraging the 50th Anniversary to Transform *Gundam* into a Global IP That Endures for Generations

Due to the unwavering support of fans around the world, the *Gundam* series has been able to continue for half a century. For this reason, we believe it is our mission to continue delivering products, services, and events that have a lasting impact on our fans and make them feel glad to have supported the series for all these years.

When we unveiled the first life-sized *Gundam* statue during the series' 30th anniversary, one fan told us, "It makes me happy to see the profits created through our *Gundam* model kits purchases being returned to fans in a form like this." Our responsibility as a company entrusted with the *Gundam* IP is to return the passion we receive from fans back to them in new and meaningful ways.

The 50th anniversary is by no means our destination. Rather, it is an important milestone as we continue to grow the *Gundam* IP together with our fans toward its 100th anniversary. We will continue to pursue new challenges and further evolve the *Gundam* IP with the goal of creating a future in which fans around the world can truly feel that they are glad to have supported *Gundam*. We will continue to make concerted efforts toward achieving this goal.

Life-sized *Gundam* statue erected at Shiokaze Park in Tokyo, Japan under the *Mobile Suit Gundam* 30th Anniversary Project

Growing Global Potential for Gundam IP Focused on Visual Works

Sparking Enduring Passion Through Visual Works

FY2026.3 was a year in which visual works sparked intense passion for the *Gundam* series, driving increases in the Group's overall IP value. With the television broadcast of *Mobile Suit Gundam GQuuuuuuX* and the theatrical release of *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe*, the *Gundam* series remained topical and the object of fan passion throughout the year, representing a major marketing success. *Mobile Suit Gundam GQuuuuuuX*, in particular, served as a gateway to the *Gundam* IP for new generations while also shocking and enthralling long-time fans. An important part of *Gundam* visual works strategies going forward will be to live up to the expectations of existing fans while drawing in new and younger fans.

Creating IP Value Synergies Between Visual Works and Other Products and Services

Overall sales of the *Gundam* series amounted to ¥254.3 billion in FY2026.3, a year-on-year increase of around ¥100.0 billion from FY2025.3. This impressive increase cannot be attributed purely to visual works; we also have to thank the large contributions from the various *Gundam* products and services promoted through Groupwide coordination.

Today, one of the major strengths of the *Gundam* IP is the cycle born of its various touchpoints through which fans can be inspired to engage with products and services after watching visual works or can take an interest in visual works because of products and services. Visual works are an effective tool for delivering the *Gundam* world to a wider audience and spreading interest in the diverse range of *Gundam* products and services. It is because these visual works continue to live up to the expectations of fans

that they continue to trust the *Gundam* IP and look toward the related products and services with a sense of anticipation. Accordingly, improvements to the value of our visual works will drive up the value of the

#02 Moving Toward the 50th Anniversary of the Gundam Series
Growing Global Potential for *Gundam* IP Focused on Visual Works

entire *Gundam* series while facilitating the development of future visual works and new products and services. The future growth of the IP therefore hinges on the extent to which we can generate synergies between visual works and other businesses.

Over its long history, the *Gundam* series has given rise to numerous works, characters, and mobile suits. In the past, the sheer breadth of the series made it difficult for prospective new fans to tell where to begin. Today, however, this breadth has become a major strength of the series. In mediums where the volume of works and mobile suits lends itself to more varied approaches toward play, such as in *SD Gundam G Generation ETERNAL* and the *GUNDAM CARD GAME*, the assets amassed over the nearly 50-year history of the *Gundam* series are major source of appeal. The works, characters, and mobile suits that are the most popular among fans can vary by age and region, and everyone's point of entry into the *Gundam* world is different. This diversity is a powerful driver spreading the *Gundam* fandom across the globe.

Supporting Global Deployment Through Information and Localization Platforms

The growth of video streaming platforms is supporting the global deployment of *Gundam* series visual works by developing the infrastructure needed to allow fans around the world to view new works at the same time. *Mobile Suit Gundam GQuuuuuuX*, for example, was released with multilingual support to allow overseas fans to enjoy this work at essentially the same time as fans in Japan. However, we realize that simply supplying the visual works is not enough to effectively spread the *Gundam* fandom across the globe. It is important for us to develop platforms to ensure consistency across the various languages in which the *Gundam* series is enjoyed by accurately managing the names of works and mobile suits, plot elements, colors, terms, and other such information.

We are currently in the process of developing a global database for managing such information, which will be used to heighten the speed and accuracy of information provision and of product development by licensees and the oversight of these processes. We have also redesigned the GUNDAM Official Website (P.54). This website is another important part of the foundations supporting the global *Gundam* deployment. In the past, we have received comments from overseas fans indicating that they were unsure of where to go for *Gundam*-related information.

Answering this need, the GUNDAM Official Website acts as a portal that allows fans around the world to access accurate information related to the breadth of the *Gundam* series, ranging from older works all the way to the most recent releases. This website will thus be a valuable tool for driving the global deployment of the *Gundam* series.

Creating Various Entry Points and New Undertakings Toward the 50th Anniversary

We are approaching an important milestone in the form of the 50th anniversary of the *Gundam* series in 2029. We do not want this occasion to just be a simple commemorative affair; we aim to make it a massive festival in which fans join in the fun and help pave the path toward the future of the series. On the road to the 50th anniversary, we are preparing various new entry points for the series, including *Mobile Suit Gundam SEED FREEDOM ZERO*, the live-action Hollywood film *GUNDAM* (working title), a remastered version of the original *Mobile Suit Gundam*, and new *Mobile Suit Gundam Wing* visual works and *Mobile Suit Gundam RG XARX-ZERO*, scheduled for rollout in 2027.

The live-action film, in particular, is an ambitious undertaking with significant potential to become the first time many people will encounter the *Gundam* series. This new *Gundam* visual work will differ from previous ones, using an expressive medium that is very different from animation shaped by overseas directors, screenwriters, and cast members. By delivering this movie to viewers around the world, we hope to introduce the *Gundam* series to people who were previously unfamiliar with it. Forming solid connections with new fans for whom this movie served as their entry point and inspiring them to explore other *Gundam* visual works, products, and services will be an important task going forward.

* *A boy with GUNDAM | Mobile Suit Gundam* 50th Anniversary - Road to 50 - Prologue Movie, directed by Tsukuro Hayakawa
https://www.youtube.com/watch?v=Zt62nsFLqA0

[YouTube]

Partnering with New Creators to Grow an IP That Can Endure for the Next Century

If we want the *Gundam* IP to continue enduring past its 50th anniversary, we will need to recruit and develop new talent. The *Gundam* series has continued to evolve with the times by incorporating new expressions and undertaking new initiatives. Recent initiatives have included mobilizing directors still in their 20s* and other efforts to incorporate the sensibilities and ideas of younger generations into the series.

The ability of the *Gundam* series to maintain its passionate fan base has been a result of our consistent efforts in approaching new generations and regions and exploring new forms of media while adhering to the expressive traditions it was built on. We therefore believe that providing an environment in which new creators can exercise their skills using the *Gundam* world to create new works and experiences will help the *Gundam* IP endure over the next century. With a focus on visual products, we will continue to expand the potential of the *Gundam* IP while connecting with fans around the world.

New *Gundam* series title *Mobile Suit Gundam RG XARX-ZERO* scheduled to launch in 2027

PROFILE & MESSAGE

Naohiro Ogata
Director
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

There is still so much potential for the *Gundam* series. By delivering new surprises through visual works and tying them to a diverse range of products and services, I want to shape a future in which *Gundam* fans around the world feel joy in the fandom.

Koji Tezuka
Executive Officer
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

Our IP axis strategy has continued to evolve. Today, I think we are presented with an unprecedented opportunity to unite the entire Group. By linking various products and services through visual works, we will provide fans around the world with opportunities to discuss their passions with other fans. Everyone is pooling their strengths to make this vision a reality.

#03

Moving Toward the 50th Anniversary of the Gundam Series

Expanding Global Gundam Touchpoints Through the GUNDAM Official Website and GUNDAM Channel

Profile

Kenichiro Ikeuchi

General Manager
Promotion Department
GUNDAM Strategic Business Group
Bandai Namco Filmworks Inc.

GUNDAM
gundam-official.com

Communicating Timely Information to Fans Worldwide

The Promotion Department is working to grow the *Gundam* fan base via new promotional and other activities. An important part of these efforts will be the communication of information through the GUNDAM Official Website and GUNDAM Channel.

In October 2025, the prior official GUNDAM.INFO site was reworked to create the GUNDAM Official Website. The redesigned website was created based on our strong desire to provide *Gundam* fans around the world with accurate and timely information.

Previously, the Group framework for supplying *Gundam*-related information was divided into Japanese and overseas communication branches. However, we are currently in an era when works, products, services, and events become topics of interest at the same time even in differing countries and regions. For this reason, we recognize the importance of eliminating, to the greatest degree possible, disparities between the content and timing of information provision between Japan and regions such as North America, Europe, and the rest of Asia to deliver information with the same degree of passion to fans around the world.

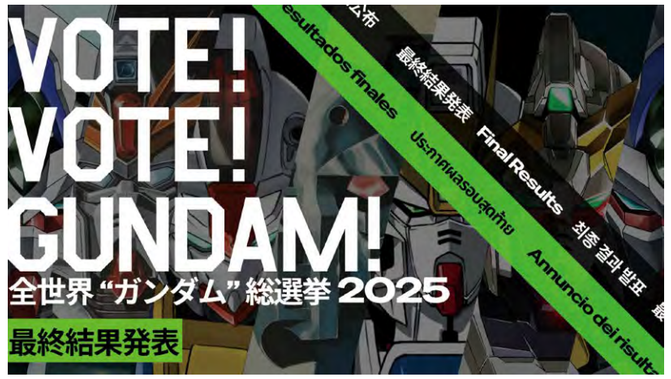
In conjunction with the launch of the redesigned GUNDAM Official Website, Bandai Namco Filmworks Inc. transitioned to an integrated framework for managing information distribution both in Japan and overseas. Moreover, coordination is being practiced with Group companies in the pertinent regions to support the swift and accurate supply of information.

Recognition of the *Gundam* series is constantly rising overseas, and the series has thus come to be enjoyed by a wide range of fans. We therefore recognize that we have an important mission to provide official information in a timely manner through an online platform that can be accessed with peace of mind by fans around the world.

Evolving a News Site to a *Gundam* Series Portal

The most noteworthy characteristic of the new GUNDAM Official Website is how it has evolved from the prior GUNDAM.INFO, which was primarily a news site, to become a portal site for the *Gundam* series. The GUNDAM Official Website now functions as a hub offering easy access to a wealth of information pertaining to topics such as visual and other works, products, services, and events. The official sites for specific *Gundam* works are also integrated into the GUNDAM Official Website to provide fans with easy access to the information they seek. In designing the website, we sought to maintain the access to news and information on works that fans of GUNDAM.INFO had become familiar with while improving its searchability and visibility.

GUNDAM Channel



Building a Community Together with Fans

In addition to providing information, we seek to build a community in which fans could participate. One example of these efforts can be seen in the Worldwide *Gundam* General Election that was organized in conjunction with the site's opening. By allowing fans to vote once per day and including the option to post one's vote on social media, this event sparked exchanges and interactions between existing fans and forged touchpoints with new fans.

The results of the election revealed incredibly strong support for *Gundam* works ranging from the newest releases to the older classics, reminding us of the appeal this IP has fostered throughout its long history. At the same time, the large portion of votes that came from within Japan cast light on how, while *Gundam* is gaining attention around the world, the levels of recognition still vary by region. There is thus a need for us to further increase the global recognition of this IP. Going forward, we will continue to plan such events encouraging active participation by fans to grow the GUNDAM Official Website into a focal point for the fan community.

Communicating the *Gundam* Series to Future Fans Worldwide Through Videos and Information

The GUNDAM Channel is a source of *Gundam* videos, making it an important pillar of information distribution alongside the GUNDAM Official Website. In Japan, the GUNDAM Channel supplies promotional videos, product introductions, special programs, anniversary events, and other original content. Overseas, it is a source for the streaming of *Gundam* works designed to provide opportunities for overseas fans to become more familiar with the series. While the GUNDAM Official Website is a hub for official information, the GUNDAM Channel is a venue for communicating the appeal of *Gundam* works, products, and events through videos.

The GUNDAM Official Website is currently available in 10 languages. We plan to increase the accuracy of the translations for the supported languages while improving how the website is operated in order to provide the information released in Japan to fans worldwide swifter and more accurately. We are also developing multilingual support for video content produced in Japan to better communicate the appeal of the *Gundam* series to fans across the globe.

We want the GUNDAM Official Website and the GUNDAM Channel to be the first thing one finds when they look up the word "*Gundam*." Accomplishing this goal will require us to do more than just compile the necessary information; we must provide new discoveries, ways to connect with other fans, and experiences that help fans better enjoy the *Gundam* world. Looking ahead, we will continue our efforts to form connections with fans around the world while communicating the latest appeal of *Gundam* through the GUNDAM Official Website and the GUNDAM Channel.

#04

Moving Toward the 50th Anniversary of the Gundam Series

Unveiling New Possibilities for SD Gundam G Generation ETERNAL

Contributing to the *Gundam* IP

SD Gundam G Generation ETERNAL, released in April 2026, is a mobile app game loved by fans worldwide that has been playing an important role as a new gateway through which people can become fans of the *Gundam* IP. Download numbers have steadily grown since the start of service, and this game posted first-month sales that were among the highest seen for any *Gundam* IP mobile app game released thus far. In July, 2026, the number of downloads had exceeded nine million, greatly surpassing our prior expectations.

More than the success of this game, the development team was impressed by the strong contributions that *SD Gundam G Generation ETERNAL* has made to the *Gundam* IP.

Evolving the Appeal of the *SD Gundam G Generation* Series for Smartphones

The *SD Gundam G Generation* series traces its roots back to a home console game released in 1998, and there have been more than 20 entries into this popular series to date. Allowing users to experience the stories of the respective *Gundam* works while also enjoying original plot beats introduced for each game, the *SD Gundam G Generation* series assembles characters and units from various works from throughout the history of the *Gundam* series. One of the unique appeals of the *SD Gundam G Generation* series is how it allows players the option to form their own personal squad using their favorite characters and units.

SD Gundam G Generation ETERNAL takes this appeal and evolves how it is expressed to offer a more easily accessible experience via smartphone. Now, fans are able to connect with the world of *Gundam* anywhere and at any time so long as they have their smartphone. Game progression has adopted a simple-to-understand, phased approach, and other techniques have been used to ensure that this title can be enjoyed by long-time series fans as well as by *Gundam* lovers for whom this is the first time experiencing the *SD Gundam G Generation* series.

Furthermore, we sought to make *SD Gundam G Generation ETERNAL* feel like an interactive *Gundam* encyclopedia. Given its long history and countless entries, every fan has a different entry point into the *Gundam* series. *SD Gundam G Generation ETERNAL* gives fans the opportunity to encounter various *Gundam* works, characters, and units. This title therefore has the potential to spark users' interest in *Gundam* works they might not have been aware of previously, which can then inspire them to seek out and enjoy new visual works and other *Gundam* products.

Increasing Value Through Connection with the *Gundam* Series

Another major characteristic of *SD Gundam G Generation ETERNAL* is how it is connected to the entirety of the *Gundam* series. For example, this service was launched in conjunction with the start of the television broadcast and online streaming of *Mobile Suit Gundam GQuuuuuuX*, a move that generated substantial synergies driving up interest in the entire *Gundam* series. The process through which we arrived at this idea that ignited passion for the *Gundam* series on a Groupwide basis was a natural product of the Groupwide information sharing and coordination that is practiced on a daily basis.

We also connected *SD Gundam G Generation ETERNAL* to the theatrical film *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe* with a special in-game scenario with a story tied to the story of the film. This connection helped heighten interest in and understanding for our *Gundam* visual works. We will continue to practice Groupwide coordination with regard to video games, visual works, and other products to enhance the value of the *Gundam* IP. *SD Gundam G Generation ETERNAL* will have an important role to play in these efforts.

Developing the Future of *SD Gundam G Generation ETERNAL* Together with Fans Worldwide

SD Gundam G Generation ETERNAL also made a massive impact overseas, topping sales ranking charts. We have been expanding the range of ways through which we can connect with fans worldwide through this title via multilingual live broadcasts and exhibitions at overseas events. The *Gundam* works that are popular, and the way these works are enjoyed, can vary by region. Nevertheless, we aspire to build trust with each market we serve through open communication to demonstrate that we are engaging with users in an earnest manner.

Even prior to the release of *SD Gundam G Generation ETERNAL*, we earnestly communicated through live broadcasts and other information provision methods what elements were inherited from prior series entries, what was changed, and why these decisions were made. This continued after the game's release through regular live broadcasts to announce the addition of new titles into the lineup and the introduction of other features as part of providing a live service. We have also been collecting input from users worldwide through in-game surveys. Recognizing that ongoing feedback collection is important, we use the input gained in this manner to facilitate continuous improvements and new measures. In this manner, we continue to emphasize our stance toward developing the future of *SD Gundam G Generation ETERNAL* together with fans.

We want to ensure that current fans of *SD Gundam G Generation ETERNAL* can continue to enjoy this game long into the future while also making new users aware of the game and inspiring them to pick it up. Visual works, other products, and events will be used as a gateway to introduce people to this game in order to deepen their love for the *Gundam* series and communicate the appeal of the series to fans worldwide.

Examples of works featured on the main stage

GGENERATION SERIES HISTORY

[WEB]

History of the Series (Selected Highlights)

1998
The first installment in the series: *SD Gundam G Generation* (PlayStation®)

2000
SD Gundam G Generation-F (PlayStation®)

2002
The first PC title in the series: *SD Gundam G Generation DA* (Windows 98SE / Me / 2000 / XP)

2003
SD Gundam G Generation ADVANCE (Game Boy Advance): The Series' First Title for a Handheld Console

2019
SD Gundam G Generation CROSSRAYS (PlayStation®4 / Nintendo Switch™ / STEAM®)

PROFILE & MESSAGE

Shogo Kojima
Assistant Manager
Team 2, Production Department 2
NE Business Division
Bandai Namco Entertainment Inc.

I am so grateful for the passion of our fan base. I want to devote the same level of passion to my work while sharing the perspectives of fans so that I can help create something that will continue to live up to their expectations.

Ryoichi Shijo
Assistant Manager
Team 2, Production Department 2
NE Business Division
Bandai Namco Entertainment Inc.

I am committed to constantly engaging with fans and to developing offerings that surpass their expectations. With this commitment, I hope to make *SD Gundam G Generation ETERNAL* a title that will continue to be loved by fans around the world long into the future.

#05

From a Showcase Factory to the Next Stage of Model Kit Manufacturing

Profile

Shoki Sano

Assistant Manager
Production Strategy Team
Hobby Creation Department
Hobby Products Division
BANDAI SPIRITS CO., LTD.

Expanding Production Capacity and Striving to Become a Beloved Factory

The Bandai Hobby Center's new factory in Shizuoka Prefecture, the BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII), was established to meet growing demand for model kit. Since commencing full-scale operations in August 2026, the production facility has not only expanded model kit production capacity but also serves as a showcase factory that communicates the appeal of *Monozukuri* (craftsmanship).

The construction of BHCPDII was driven by growing demand for plastic model kits, centered on "Gunpla". In particular, the Group's proprietary multicolor molding machines required significant new investment to further expand production capacity. Meanwhile, labor shortages have become a major issue across the entire manufacturing industry. For this reason, BHCPDII was designed to not only increase production volumes but also deepen public understanding of the manufacturing industry by helping more people experience the appeal of *Monozukuri*. BHCPDII was also created with the goal of providing an environment where employees (Plamo Designers) can work with a sense of pride and belonging while becoming a beloved factory that is cherished by local residents and model kit fans alike.

Promoting All-in-One Production and Evolving Automation

What sets this facility apart is its all-in-one production system, in which molding, bagging, packaging, and shipping are all carried out within a single building. Previously, molded parts were transported to another site for packaging and then moved again to a distribution warehouse after packaging was completed. At BHCPDII, we have reduced these intermediate transportation and storage steps, thereby helping to shorten production lead times. By managing the entire process, from raw material procurement through to the completion of finished products, within a unified system, we can handle production adjustments and process changes more efficiently on-site, which in turn allows for products to reach fans more quickly. In addition, by reducing the movement of materials and products, we have significantly lowered the environmental impact associated with transportation.

We have also made major progress with automation and labor-saving initiatives. In addition to automated warehouses, BHCPDII utilizes automated guided vehicles (AGVs), automated transport systems, and overhead conveyor carriers to reduce the need for workers to handle heavy loads or perform repetitive transport tasks. However, this does not mean that every process is automated. Human experience and finely tuned judgment remain indispensable in ways that cannot be quantified, including making the final decisions on design and form, performing mold finishing, understanding the subtle characteristics of individual molding machines, and recognizing variations caused by daily changes in temperature and humidity. In particular, mold making and molding processes aimed at achieving beautifully defined forms require a high level of expertise. This uncompromising commitment to detail is how we maintain our high "hobby center quality" to meet fan expectations. By expanding the range of tasks that can be handled by robots and automated systems at BHCPDII, we aim to create a factory where people can focus on highly specialized work.

Optimizing Our Production Structure in Japan and Overseas

As we expand production capacity going forward, we will further refine the division of roles across our production sites by leveraging the strengths of each location, with Shizuoka serving as the central hub alongside facilities in the Kanto and Kansai regions and overseas. Shizuoka serves as the center of our *Monozukuri* activities for producing core products, communicating knowledge on manufacturing technologies, and cultivating talent. At our Kanto facility, we are establishing a production framework capable of manufacturing large-sized products by leveraging the facility's ample space. In Kansai, we plan on commencing operations at a new production site in November 2026, which will help improve the efficiency of international logistics through access to the ports of Osaka and Kobe. By optimizing which products are manufactured at each production site, we aim to reduce intermediate transportation and production bottlenecks, thereby strengthening our overall supply capacity.

For overseas production, we are focusing on striking a balance between our Japanese and overseas production activities. At the same time, Bandai Spirits Co., Ltd., remains committed to the concept of "Made in Japan" for its hobby products. By preserving and continually refining our advanced mold-making and molding technologies while selecting the most appropriate production locations based on product characteristics and regional demand, we aim to deliver "hobby center quality" and enhance our supply capacity.

Striving to be a Showcase Factory That Connects Fans with the Future

As a company engaged in *Monozukuri*, we will continue our efforts to deliver products well into the future in order to meet the expectations of our fans. Production capacity is not something that can be established the moment it is needed. That is why it is essential to invest years in advance in facilities, production sites, and talent development so that we can create touchpoints with future users.

BHCPDII also features an attached museum. Visitors to the museum can not only observe the model kit production process but also enjoy an up-close experience with *Monozukuri* through design workshops and other interactive activities. With the addition of this museum, our goal is to create a factory that inspires fans and young people to take an interest in *Monozukuri* and instills in them a desire to work there someday. Going forward, we will further strengthen our ability to ensure a stable supply of products while enhancing the value provided by the museum experience. Through these efforts, we aspire to remain a factory that can deliver high-quality model kits to our eager fans more quickly as well as one that can communicate the fun and profound appeal of *Monozukuri* to people around the world.

BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE

The exterior of BHCPDII

Molding experience at the BHCPDII MUSEUM

Ceiling-mounted conveyor carts

We place great importance on the health, well-being, and comfort of our employees. That is why we pay close attention not only to the air conditioning and lighting in our factories, but also to details such as the colors of our equipment and machinery and the design of our uniforms.

BANDAI TABLETOP GAMES

Connecting the Joy of Building with the Joy of Playing to Create New Tabletop Fan Experiences

Profile

Fumihiro Muto

Manager
Table Top Game Team
Hobby Marketing Department
Hobby Products Division
BANDAI SPIRITS CO., LTD.

BANDAI TABLETOP GAMES

Leveraging Technology Cultivated in the model kit Business to Provide New Hobbies

Bandai Spirits Co., Ltd., is launching BANDAI TABLETOP GAMES as a new endeavor that combines the joy of building that it has cultivated through its model kit business with the joy of playing.

Our entry into the tabletop game market stems from ongoing efforts to further enhance the value of model kits. Up to this point, we have provided enjoyment in the form of building, painting, collecting, and sharing model kits. By adding the experience of battling with assembled models with friends at the same table, we aim to foster deeper and longer lasting engagement with fans. In an era of growing digitalization, the value of analog games that are played in-person is increasing. We believe BANDAI TABLETOP GAMES holds great potential to serve as a touchpoint connecting new fans and existing fans, thus contributing to the maximization of IP value.

Serving Distinct Roles: *GUNDAM ASSEMBLE* and *PLAKORO*

GUNDAM ASSEMBLE, scheduled for release in October 2026, is a product designed with an awareness of the miniature board game market, which has deep roots in Europe and North America. In these regions, there is a culture of enjoying competitive games with miniature figures both in stores and at home, with players of all ages gathering with friends to play. In its entry into this market, Bandai Spirits, is combining the powerful *Gundam* IP with the modeling techniques, quality, and collectability know-how it has cultivated through its *Gundam* model kits.

The key features of *GUNDAM ASSEMBLE* are its meticulous approach to miniature modeling, its story elements linked to works from the *Gundam* series, and its accessible game design that makes it easy to enjoy. Another distinguishing feature is that development is being carried out for a simultaneous Japanese- and English-language release in Asia (including Japan), Europe, and North America, with the support of North American game designers. We will target miniature game fans in Europe and North America and *Gundam* and *Gundam* model kit fans in Japan and other Asian countries, expanding our fan base through region-specific entry points.

Meanwhile, *PLAKORO*, which launched in July 2026, is designed to be even more accessible for beginners. It is a reimagining of a product launched approximately 30 years ago, redesigned for today's elementary school-aged children as well as parents who played the original game. In the past, players faced difficulties in finding opponents and

convenient places to play, and battles could be slow to reach a conclusion. For this new version, however, the game has been refined to allow for fast-paced, engaging battles. Since launch, *PLAKORO* has garnered a strong positive response as a game that can be enjoyed across generations by both children and parents, and sales have gotten off to a strong start. While we are currently focusing on rolling out the product in Japan and other Asian countries, we are also considering the possibility of expansion into other regions in the future.

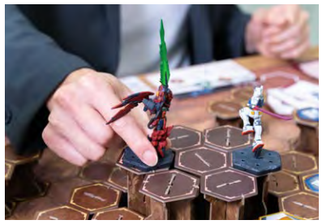
Cultivating Communities and Creating New Touchpoints with Fans

The top priority of BANDAI TABLETOP GAMES is to establish environments conducive to play and create player communities. While we had long considered the idea of entering the tabletop game market, building play spaces and communities on a global scale posed a significant challenge. In preparation for entry into the market, we spent considerable time building a sustainable play environment, including establishing an authorized retailer system, holding in-store hands-on demonstrations, meetups, and tournaments, and developing digital infrastructure such as event registration and matching systems. Through regular events at authorized retailers, beginner workshops, and settings where players can teach one another, we will support the growth of communities where fans naturally connect.

We also place emphasis on ensuring a continuous rollout of products. For *GUNDAM ASSEMBLE*, we plan to release new products every month, expanding the range of unit formations and strategies. Furthermore, we will actively target not only people who play games but also those who enjoy painting and collecting. By offering multiple ways to enjoy the product—playing, building, painting, and collecting—we aim to create an entry point into the *Gundam* series and continue to maximize the value of *Gundam*.

As for *PLAKORO*, we plan to continually add new Pokémon to the lineup while emphasizing expandability and diverse combinations of game elements so players can pursue the creation of their own powerful combinations and strategies. We will also introduce new mechanics that alter battle strategies, establishing a cycle that allows players to always enjoy the game in a fresh environment.

As part of BANDAI TABLETOP GAMES, Bandai Spirits will combine the joy of building and playing that it has offered up to this point with the joy of playing with friends in-person, thereby creating a new culture of gaming. Through BANDAI TABLETOP GAMES, we seek to create spaces that connect us with fans, and fans with one another.



GUNDAM ASSEMBLE

PLAKORO

#07

Enhancing the Value of the Tamagotchi Series as It Celebrates Its 30th Anniversary

Tamagotchi Around the World: The 30th Anniversary Paving the Way for a New Future for the IP

Continuing to Be Loved by Fans of All Generations

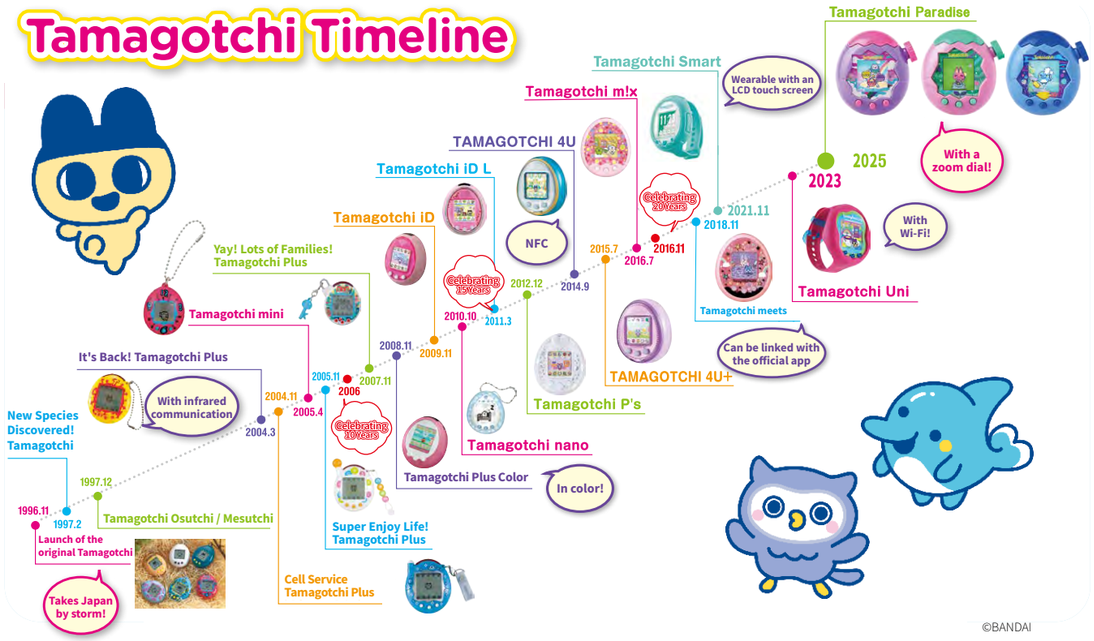
The *Tamagotchi* series, which celebrates its 30th anniversary in 2026, was launched on November 23, 1996, in the form of an egg-shaped device with an LCD screen and three buttons through which users could nurture a digital pet. It has since transcended toys and grown into an IP that spans a wide range of products and services with business domains that have expanded through out-licensing to external partners. In recent years, the generation that played with the *Tamagotchi* as children has become parents who now enjoy it together with their own children. This cross-generational sharing of memories and experiences stands as one of the IP's unique strengths. Furthermore, the generation that grew up watching the *Tamagotchi* animated television series, which began airing in 2009, is now in their 20s, and a trend of enjoying the IP as collection and fashion items is growing among them, driven by nostalgia for the culture of that era.

Combining Timeless Appeal with Ongoing Evolution

The reason the *Tamagotchi* has been loved for so long lies in its balance between an unchanging core and evolution in step with the times. The egg-shaped form, three control buttons, and joy of nurturing represent the essence of the toy and have remained unchanged since the original model. We believe the desire to touch, nurture, and cherish a "living" creature is universal, and the appeal of such actions transcends national borders and generations. At the same time, the *Tamagotchi* has continued to evolve by incorporating the technologies of each era, including infrared communication, color LCD screens, and Wi-Fi connectivity. The *Tamagotchi* series is not defined by cuteness alone; characters can fall ill or even die if not properly cared for, and some are rather quirky. This "charmingly rough around the edges" aspect of the series subverts expectations in a positive way and is what makes it distinctive.

At the same time, the *Tamagotchi* series' history has not been solely one of success. We have experienced inventory issues resulting from oversupply. Drawing on lessons learned from that experience, we established the Chief Tamagotchi Officer (CTO) System when relaunching the series, creating a structure in which sales, planning and development, licensing, and overseas teams share information and apply market feedback to product planning, production, and promotion. To this day, we continue to coordinate our efforts for devices, games and other related products, amusement facilities, events, and in-store initiatives through Groupwide information-sharing meetings.

This structure has enabled us to implement initiatives while maintaining a consistent direction for the IP as a whole, rather than having each business operate independently. The ability to flexibly respond to changes in the market environment serves as our foundation for supporting long-term IP management.



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Rolling Out Multifaceted Initiatives for the 30th Anniversary

Various initiatives are currently underway for the *Tamagotchi* series' 30th anniversary, including events and exhibitions in Harajuku and Shibuya—locations regarded as epicenters of the *Tamagotchi* series boom—in Tokyo, new product announcements, Bandai Namco Cross Store initiatives, and NAMJATOWN attractions. For home console games, the *Tamagotchi Connection: Corner Shop* series (P.65) has become a new entry point, generating opportunities to reach fan bases distinct from those of the toy line. In terms of product development, we are expanding entry points into the IP while clarifying the role of each product. For instance, *Tamagotchi Paradise* is a flagship product for children, *Original Tamagotchi* provides additional appeal as a fashion item, and *Tamagotchi nano* creates new fan touchpoints through collaboration with other IPs.

As such, the *Tamagotchi* IP is not confined solely to toys. Rather, it has expanded the areas in which it can play a role as an IP that individuals can enjoy in their daily lives at their preferred level of engagement, whether worn as a fashion statement, played with as a device, or experienced through events.

Accelerating Global Expansion and Expanding IP Value Through Out-Licensing

The global expansion of the *Tamagotchi* series is also accelerating significantly. Enthusiasm is currently rising in Asia, particularly in South Korea, while large-scale

#07

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projects are increasing in North America. In North America, nostalgia for the original *Tamagotchi* of the 1990s serves as an entry point, while in Asia, Japanese culture, K-pop, and social media trends are driving expansion. Since the popularity of characters and preferred styles of expression vary by region, we work with local business partners to flexibly localize offerings while preserving the core essence of the *Tamagotchi* series. In addition to our key markets of North America and inland China, opportunities are expanding outside of Japan across the rest of Asia, Europe, and Central and South America.

Furthermore, out-licensing is an important means of enhancing IP value. Beyond revenue, we emphasize compatibility with the *Tamagotchi* series' world and its concept of taking care of something and the potential for global expansion. With the support of external partners, we apply the IP across categories such as fashion, cosmetics, luxury brands, and other merchandise, as well as artist collaborations. Collaboration with external partners is not merely about expanding product categories, but also about creating touchpoints with and broadening perceptions of those unfamiliar with the IP.

Looking Toward the Next 30 Years

What we want to prioritize going forward is, above all, engagement with children. While the growing fan bases of parents, those in their 20s and 30s, and overseas audiences represent a major driving force, it is today's children who will shape the next 30 years. Rather than relying solely on nostalgia, we will continue pursuing new technologies, new forms of presentation, and new experiences.

Furthermore, the *Tamagotchi* series being an in-house IP of the Bandai Namco Group is a major strength that allows us to pursue new challenges with a high degree of freedom. We can cultivate the series' potential by connecting various categories inside and outside the Group, including toys, games, theme parks, official shops, and licensing.

The 30th anniversary is not a finish line, but a milestone on the path toward the next 30 years. We will continue expanding the *Tamagotchi* series' potential and nurturing it diligently to become an IP beloved by fans around the world.

Profile & Message

Taro Tsuji
Chief Tamagotchi Officer (CTO)
Managing Director
BANDAI CO., LTD.

With gratitude toward our predecessors who created the *Tamagotchi* series 30 years ago and nurtured it into what it has become today, we must keep exploring what we ourselves can do over the next 30 years. We will continue taking on new challenges and adjusting course if we encounter setbacks as we cultivate the *Tamagotchi* series into a flagship IP of the Group.

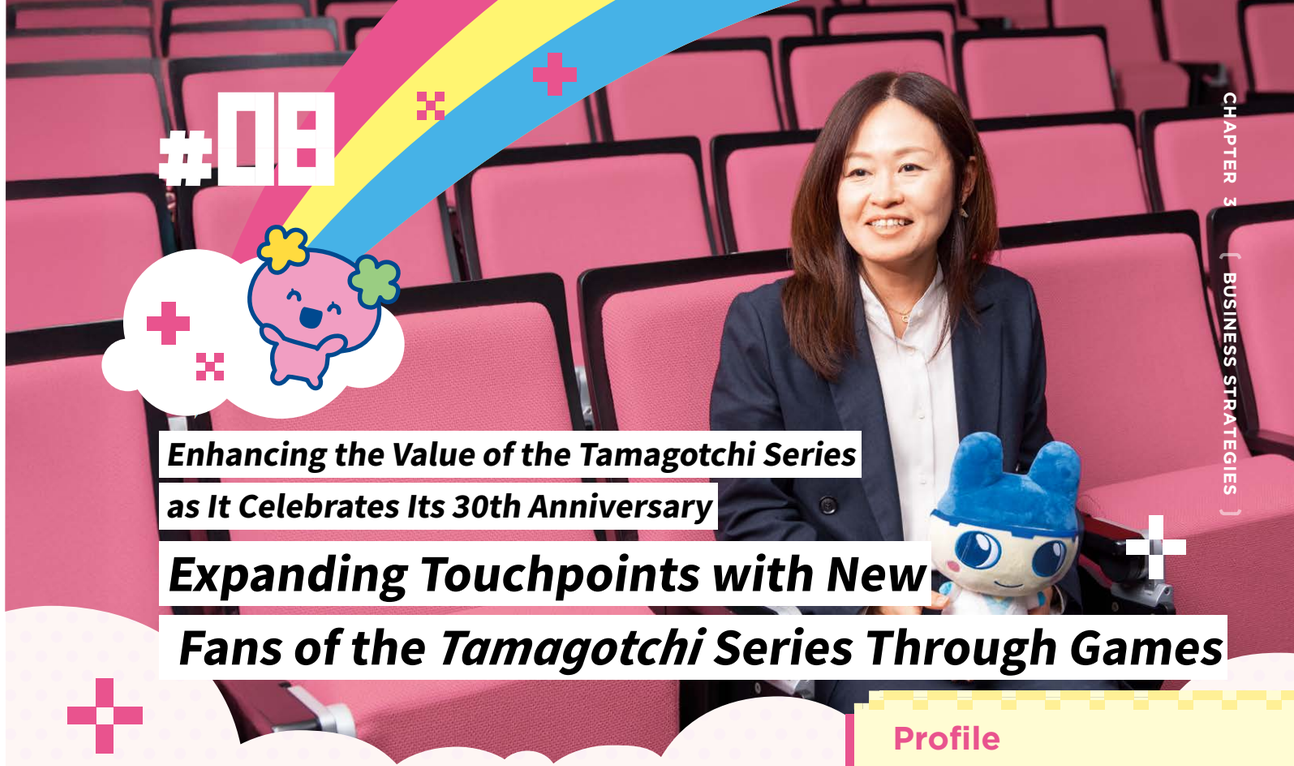
Mikiko Hashimoto
Chief
Licensing Team
Media Department
BANDAI CO., LTD.

The excitement building around the *Tamagotchi* series' 30th anniversary has been generated through close collaboration within the Group as well as cooperation with partners around the world. To continue generating momentum beyond the 30th anniversary, now is truly the time to give it our all. We will continue to take on various challenges without fear of failure as we strive to open up new possibilities for the *Tamagotchi* series.

Yoko Shichiri
Chief
Licensing Team
Media Department
BANDAI CO., LTD.

While we have already seen significant momentum, particularly in Asia and North America, the *Tamagotchi* series' potential remains vast. While valuing the perspectives and cultures of local fans, we hope to continue and expand our efforts to make the series better known and more beloved around the world.

#08



Enhancing the Value of the Tamagotchi Series as It Celebrates Its 30th Anniversary

Expanding Touchpoints with New Fans of the Tamagotchi Series Through Games

Profile

Sanae Honma
Producer of the Tamagotchi Connection: Corner Shop Series
Assistant Manager
Production Team 2
IP & Content Production
AE Business Division
Bandai Namco Entertainment Inc.

Looking Back on *Tamagotchi Plaza*, the Latest Title of the *Tamagotchi Connection: Corner Shop* Series, Returning After Eight Years

The home console game *Tamagotchi Plaza* surpassed cumulative worldwide sales of 700,000 units in its first year, generating a response that exceeded our initial expectations. Since its first title launched in 2005, the *Tamagotchi Connection: Corner Shop* series has leveraged the medium of video games to develop a unique appeal, including the fun of pretending to run a shop, voices characteristic of *Tamagotchi* characters, and slightly surreal dialogue. In this latest title as well, we have preserved that distinctive *Tamagotchi Connection: Corner Shop* feel while evolving certain elements to fit the current gaming environment, including the implementation of 3D visuals and compatibility with *Nintendo Switch 2* controls.

As the main customer base consists of fans in their 20s who played the series in the past, in addition to nostalgic elements, we incorporated types of shops that would resonate with these fans now that they are adults to provide them with a fresh sense of fun. To encourage long-term engagement following the game's launch, we have been focusing on ongoing information-sharing efforts on our official social media channels and engaging in active communication informed by fan feedback. We have also been continuously providing free updates, such as new shops and new forms of gameplay, which have been well received by players. We are continuing our efforts to devise new features that enable players to enjoy the game longer and more deeply.

Expanding the Value of the *Tamagotchi* IP Through Entry Points Beyond Toys

A major source of value for *Tamagotchi Plaza* is that it serves as a new entry point to the *Tamagotchi* IP. It has served to spark interest in the *Tamagotchi* series, and through its linkage with the *Tamagotchi Uni* toy, it has encouraged engagement across multiple touchpoints, including games, toys, merchandise, and events. We consider it ideal for the expansion of the *Tamagotchi* IP that the existing toy fan base and game fan base do not overlap excessively, and that toys and games expand the value of the IP as a whole through their own distinct entry points.

The *Tamagotchi* IP still holds a wide range of possibilities. We will continue to nurture the *Tamagotchi Connection: Corner Shop* series as an important entry point that expands the *Tamagotchi* IP's future, refining the enjoyment that only games can deliver and creating opportunities for new fans to encounter the IP.

#09

Bringing Japan's lottery culture to the world:

Ichibankuji Pioneers a New Entertainment Experience with Fans

The Origins of *Ichibankuji* and the Factors Behind Its Strong Performance

Ichibankuji was launched in 1996 as part of efforts to further expand the prize business. It began as a lottery-ticket-based sales model in which customers drew triangular tickets fluttering inside a wind-powered machine. Later, motivated by a desire to create a lottery format people could enjoy more easily in their daily lives, the system of drawing tickets from a box was established in 2003, when *Ichibankuji* was introduced at convenience stores—familiar touchpoints along customers' daily routes. This format subsequently spread throughout Japan. Another distinctive feature of *Ichibankuji* is that customers who draw the last ticket in a store receive a special Last One Prize.

Ichibankuji has continued to grow in performance through introduction at convenience stores, bookstores, and other outlets, and in recent years, a major turning point occurred during the COVID-19 pandemic. Amid restrictions on going outside, *Ichibankuji*, which allowed people to purchase character merchandise at nearby convenience stores, gained recognition among many as a form of entertainment, driving further growth. Furthermore, the growing mainstream popularity of *oshikatsu** brought in new fan bases.

* The practice of actively supporting one's favorite fictional character or individual in the entertainment industry

Planning Capabilities and IP Selection

One of the pillars supporting the strong performance of *Ichibankuji* is our data-driven planning capabilities. Through surveys conducted among customers when they use their ticket stub to apply to the Double Chance Campaign, we are able to collect data on fans in a near-real-time manner and reflect it in our planning, thus allowing us to more closely align IP merchandising with their needs.

In selecting IPs for *Ichibankuji*, it is important to identify not only the IPs trending at the moment but also those that will be at their peak a year later. Also, a unique strength of *Ichibankuji* is its ability to portray an IP's world through a lineup composed of multiple prizes spanning various categories, such as figures and stationery. When planning, we place great importance on a composition that feels true to the IP, designing the lineup so that a cohesive narrative flows from Prize A (the highest tier) all the way through to the Last One Prize.

Diversification of Sales Channels

Ichibankuji's sales channels have expanded from various retailers centered on convenience stores to include an online platform and official shops. Our *Ichibankuji Online* service recreates the in-store purchasing experience with near-total fidelity, from searching for a lottery box (to emulate searching for a store) to the sensation of peeling open a ticket and the Last One Prize system. In addition, our Ichibankuji Official Shops, launched in 2020, serve as hubs for information sharing and experiences. As of May 2026, the number of official shops in Japan has grown to 61. A positive cycle is emerging in which the official shops act as an entry point for new fans to discover the appeal of *Ichibankuji*, and those fans go on to make further purchases at existing outlets such as convenience stores.

Growth of the Female Fan Base and Pricing

While *Ichibankuji* once featured many IPs aimed at the male demographic, the gender ratio of customers has now shifted to nearly an even split between men and women. Amid the spread of *oshikatsu* culture and the proliferation of social media, we have continuously explored and pursued new endeavors in the areas of interest for women, such as artist-related IPs, IPs originating from social media, and corporate collaborations.

Pricing is another area of focus for expanding entry points for new customers, and we have priced our *Ichibankuji Chokotto* label lower than the standard *Ichibankuji* lineups. Furthermore, we plan to roll out approximately 100 *ICHIBAN CUBE* vending units across Japan starting in July 2026. These machines lower the psychological barrier of drawing tickets face-to-face and expand the options for how customers can purchase tickets by offering an easy-to-use LCD touch panel format. On the LCD screen, an animation recreates the experience of peeling open a ticket, preserving the essence of the "peeling" experience.

Fan Experiences Crafted Through the Ichibankuji Club

Ichibankuji's appeal goes beyond merely obtaining merchandise. Through features such as the store locator, which helps customers find retailers carrying their desired merchandise, and connections among fans, *Ichibankuji* delivers an end-to-end experience encompassing the joy of searching, drawing, and connecting with others. This combination of experiences creates value unique to *Ichibankuji*.

Overseas Expansion and Future Outlook

Ichibankuji has expanded beyond the Japanese market and is expanding its sales internationally, with a focus on Asia. Currently, Asia accounts for the largest share of overseas sales, and we are working to extend our reach into other regions. The core of our overseas expansion strategy is to establish official shops as flagship stores and, as in Japan, provide venues where customers can experience *Ichibankuji* firsthand, thereby increasing both brand awareness and sales. Going forward, we hope to bring Japan's lottery culture to the world through the unique experience that is *Ichibankuji*.

Profile & Message

Satoshi Sakasai
Manager
WEB-Promotion Team
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

I consider *Ichibankuji* to be a form of entertainment culture that is unique to Japan. I hope that, while raising brand awareness in Japan, we can create a flow in which international visitors to Japan enjoy *Ichibankuji* and then spread it overseas.

Noriko Hayashi
Manager
Product Planning Team 5
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

I am driven by a desire to better meet the needs of our customers. I hope to expand *Ichibankuji* into spaces that go beyond its current framework.

Takahiro Kawakami
Manager
Global Marketing Team
Lot & Innovation Department
BANDAI SPIRITS CO., LTD.

Driven by the simple desire to spread Japan's lottery culture throughout the world, we will continue our efforts to expand *Ichibankuji* globally.

#10

Shibuya LOVEZ, the Group's First Multipurpose Hall

Delivering New Live Entertainment Experiences from Shibuya, Where Passions Come Together

Profile

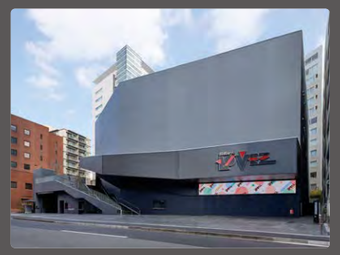
Kazunori Goka

President and CEO
Bandai Namco Base Inc.

Building New Fan Touchpoints Through a Prime Location and a Venue Design That Immerses and Connects Fans

Opened in June 2026, Shibuya LOVEZ is the first multipurpose hall owned by the Bandai Namco Group, with a capacity of approximately 2,000 people. The key features of Shibuya LOVEZ are its location in Shibuya, Tokyo, a hub where diverse people gather and new cultures and trends continue to emerge, as well as its roughly 2,000-person capacity, which can accommodate both standing and seated events. At a time when venues of this size are becoming increasingly scarce in central Tokyo, we received steady reservations, including bookings from external users, even before the facility opened. We have also seen encouraging utilization levels, including on weekdays.

The hall's most distinctive feature is how close the audience is to the stage. The venue is designed to enhance the immersion and spectacle of live music performances and create a sense of intimacy at theatrical productions, allowing audiences to see even the performers' facial expressions. When designing the venue, we emphasized ease of use for both organizers and performers, from the route between the loading area and the stage to the dressing rooms and parking facilities. The venue's design also draws on the expertise of Bandai Namco Music Live Inc., and it is expected to serve as an important foundation for the Group's live event business.



Expanding Group Collaborations and Enhancing Brand Value to Become One of Japan's Premier Live Entertainment Venues

Going forward, in addition to hosting live music and theatrical performances at Shibuya LOVEZ, we hope to use the venue to increase collaborations with other Group businesses, including esports, trading card game tournaments, and the Amusement Business. At the same time, we want Shibuya LOVEZ to serve as a venue for external artists and corporate events, with the goal of making it a location that comes to mind when people think of Shibuya. We also hope to contribute to the careers of emerging artists who begin their journeys at Shibuya LOVEZ and go on to perform on the world stage.

The name "Shibuya LOVEZ" reflects our desire to support people's passions and to help create a future in which those passions are celebrated and valued. From Shibuya, we will deliver a diverse range of entertainment experiences and create a place where not only fans can connect but also "like" becomes "love." In this way, we aim to make Shibuya LOVEZ one of Japan's leading live entertainment venues, chosen by artists and performers as the place where they want to perform.

#11

Bandai Namco Music Frontier

Redefining Music Assets to Expand IP Value Through Music Initiatives

Profile

Koji Fujiwara

President and CEO
Bandai Namco Music Frontier Inc.

Building a Groupwide Framework to Advance the Music Business

Bandai Namco Music Frontier Inc. was established in April 2026 with the aim of leveraging the Group's music assets not only through rights management but also as a source of new business value. The Bandai Namco Group currently possesses an extensive catalog of registered music assets. Until now, rights management has primarily focused on responding to requests for use. Going forward, however, we aim to proactively promote our music catalog worldwide, cultivating the music itself as a new touchpoint with fans. At the same time, rather than taking a one-size-fits-all approach, we also place importance on establishing an optimal management structure in consultation with each Unit, taking into account the business pace of each IP and the characteristics of its music.

A driving force of this effort is the cross-organizational initiative Project Resonance. As part of this project, representatives from each business Unit participate, sharing information on their respective business activities and IP development initiatives while examining methods for integrating music into said efforts. The music business does not create value in isolation. Rather, its value is enhanced through collaborations with other Group businesses. Through Project Resonance, we will strengthen collaborations among the Group's business Units and accelerate the Groupwide use of music assets in an agile fashion.

Expanding Touchpoints with Fans Around the World Through Music

At Bandai Namco Music Frontier, we are focusing on maximizing the value of IPs through music by promoting a three-pronged approach involving music production, live events, and music publishing across a wide range of fan touchpoints. This includes the utilization of music in conjunction with anniversary projects and overseas rollouts of IPs as well as the reimagining of past songs. The value of music increases over the medium to long term not through one-off revenue, but by expanding opportunities for people around the world to listen to it. To this end, we are also working to establish rights management and royalty collection frameworks overseas.

One of Bandai Namco's major strengths is its diverse range of channels through which music can reach fans. Music plays a role in every touchpoint that connects us with fans, including visual works, games, toys, live events, and product promotions. Furthermore, the growth potential of the live event business has increased further through our strategic partnership with UDO ARTISTS Inc. and thanks to the opening of the multipurpose hall Shibuya LOVEZ (P.68). Looking ahead, we will work with artists and partners in Japan and around the world to create new forms of experiential value through music.

Music has the power to evoke memories of when you first encountered a work or an IP. By harnessing that power, Bandai Namco Music Frontier will not only reconnect with existing fans but also create opportunities to make new fans. By redefining the value of the music assets that reflect the Group's history, we will use music to expand an environment where fans around the world can remain fans for years to come.

#12

Official Experiential Value-Based Store THE★JOJO WORLD

Enhancing IP Value Through Experiences That Exceed Fan Expectations

PROFILE

Maiko Kuge

General Producer & Specialist
Customer Experience Retail Business Division
Bandai Namco Experience Inc.

THE★JOJO WORLD: A Dedicated Store Gaining Growing Support by Offering Experiential Value

Since 2021, JOJO WORLD has been held as a limited-time experiential value-based event, with a venue design, attractions, and minigames that immerse visitors in the world of *JoJo's Bizarre Adventure*. The event has earned enthusiastic support from fans, attracting a cumulative total of 500,000 visitors as of March 2026. Building on this support and the growing fan base, we opened THE★JOJO WORLD, the world's first dedicated experiential value-based official store, in Shibuya, Tokyo, in July 2025.

What sets the store apart is its aim of turning the experience of shopping itself into a "bizarre adventure." Visitors are able to explore the store and enjoy immersive experiences inspired by the world of the series. The dedicated store also offers exclusive products developed through collaborations among Group companies, including merchandise based on both the original manga and anime, *Ichibankuji* products, and capsule toys. By regularly refreshing our merchandise lineup and minigames, we create experiences that allow visitors to discover something new upon every visit. Combined with growth in new customer segments and expanding demand from inbound tourism, this effort has driven sales beyond expectations. THE★JOJO WORLD also serves as an entry point for new fans, thereby enhancing the value of the *JoJo* IP.

When selecting locations to open new stores, we prioritize areas popular for entertainment IP, giving consideration to both fans and the featured work in mind. In Japan, we plan to open a second store in Osaka in winter 2026. While the Tokyo location is themed around the heroes of *JoJo*, the Osaka location will be themed around its villains, encouraging fans to visit both locations.

Overseas, we have received accolades through limited-time stores and event exhibitions in North America. In addition, the global recognition of *JoJo's Bizarre Adventure* has continued to grow through anime streaming services. At Anime Expo 2026, we announced a North American cross-country pop-up tour inspired by the series. As a first step, we will focus on North America—a priority market where the Group already has an established presence. Beginning with experiential value-based events, we will assess demand and explore the potential for establishing stores in the region.

Enhancing the Value of IPs Through Experiential Value

Through THE★JOJO WORLD, we will continue delivering experiences that exceed fan expectations while expanding the official experiential value-based store model to a wider range of IPs and works. By deepening fans' attachment to a work through immersive experiences and encouraging them to revisit the original work, Bandai Namco Experience delivers unique value made possible through collaborations with rights holders. By continuing to deliver such experiential value, we aim to further enhance the value of IPs and works.

#13

Bandai Namco Cross Store

Expanding New Fan Experiences from a Place Where Fans and Passions Come Together

Profile

Suguru Ueda

General Manager
IP Retail Business Department
Customer Experience Retail Business Division
Bandai Namco Experience Inc.

Serving as a Place to Connect with Fans Through Experiences

Bandai Namco Cross Stores are more than just retail facilities. As the word "Cross" indicates, they are places where customers connect with products, with staff members, and with one another, placing emphasis on the value of observing, engaging, and experiencing. By bringing together in one location the strong customer-drawing power and stable earnings capacity of our amusement facilities with the brand appeal of Group company products, services, and IPs, we are creating opportunities to connect with new fans.

As of June 2026, we operate 13 Bandai Namco Cross Stores in Japan, two in the United Kingdom, and one in the United States. Backed by growth at existing stores and the addition of new ones, we are steadily expanding store operations around the world. Overseas, we have seen the intense passion for Japanese IPs displayed in such ways as the long lines that form when new stores open.

Expanding the Fan Base Through an Integrated Store Model

Rather than simply arranging products on shelves, we carefully design the customer journey around the route visitors take when moving through the facility and how each experience they have deepens their interest.

For example, we place crane games, GASHAPON, and other products featuring popular IPs near the entrance to capture customers' attention. We then guide them through the store, where they discover related products and events tied to the same IPs, ultimately leading them to immersive experiences that allow them to engage more deeply with the world of the IPs. Through this carefully designed customer journey, we offer experiences tailored to every level of fan engagement, from casual visitors to core fans.

We also regularly reorganize the Group's diverse products and services from the customer's perspective, presenting them in ways that create new value. By combining products in a manner that transcends departmental and category boundaries based on IP and usage scenarios, we create new discoveries and purchasing experiences.

Going forward, in addition to opening new stores in Japan, we will further accelerate overseas store expansions, particularly in the United States. Bandai Namco Cross Stores serve not only as an outlet through which the Group's products and services reach customers but also as an entry point for customers to become Bandai Namco fans. We aim to expand these locations and the store concept upon which they are founded around the world as we continue to promote the appeal of Bandai Namco through physical touchpoints.

#14

U.S. Card Business

Rapid Growth of BANDAI CARD GAMES in North America

Profile

Hikaru Minamikawa

Senior Vice President
Organized Play, BANDAI CARD Games
Bandai Namco Toys & Collectibles America Inc.

Expanding Our Presence in the Highly Competitive North American Trading Card Game Market

The North American trading card game market is highly competitive, with established card game series backed by storied histories continuing to command a strong presence. Against this backdrop, we entered this market with the launch of a *DRAGON BALL* card game in 2017. Since then, we have gradually expanded our lineup and, despite being a relatively late entrant, have steadily gained recognition and trust among players and retailers alike. In 2023, we launched BANDAI CARD GAMES as a unified brand and have since commenced global rollouts thereunder.

Our strengths lie in our appealing IPs, high-quality gameplay, and a portfolio that enables us to roll out multiple titles simultaneously. Among them, the *ONE PIECE CARD GAME* has become the flagship title within BANDAI CARD GAMES in North America, expanding the market while attracting younger generations of players. Since its launch in 2025, the *GUNDAM CARD GAME* has been growing steadily. Through synergies generated with the *GUNDAM ASSEMBLE* miniatures game and the tremendous participation of *Gundam* model-kit fans, it is serving as a new gateway to the *Gundam* IP.

Another key strength of our portfolio is the breadth of experiences it offers. *UNION ARENA* is designed to be easily accessible for casual IP fans, while titles such as *DRAGON BALL* and the *DIGIMON* CARD GAME continue to enjoy strong support among highly engaged fans. By offering titles with distinct appeal, we are able to create touchpoints with a broad range of users.

Focusing on Building Fan Communities to Drive Further Growth

In North America, we place particular emphasis on strengthening relationships with retailers and building player communities centered on local stores. Through regular in-store events, large-scale tournaments, and participation at major conventions, we continue to expand our fan base while creating opportunities for fans to connect and share their passion with one another. Among these initiatives, the annual BANDAI CARD GAMES Fest is especially important. By bringing together and hosting card game tournaments based on a variety of IPs at a single venue, the event gives fans opportunities to discover and experience titles beyond those that they typically play. One of the unique strengths of the U.S. Card Business is the ability to generate these kinds of synergies.

Our market presence in this region also allows us to gather insight that would be otherwise unattainable, and feedback from local retailers and fans often provides valuable ideas that can lead to our next stage of growth. By listening carefully to such feedback, we will continue to strengthen initiatives originating in North America. Looking ahead, we will continue taking on new challenges as we strive to earn the trust of fans, retailers, and business partners alike, with the goal of making BANDAI CARD GAMES the brand that comes to mind when fans think of card games.

ONE PIECE CARD GAME

GUNDAM CARD GAME

#15

China Toys and Hobby Business

Creating New Fan Touchpoints Through IPs Originating in Japan and China

Profile

Ryo Konishi

Manager
Original MD 2
Lotto & Original MD Department
Local Development Division
Bandai Namco Entertainment (Shanghai) Co., Ltd.

Promoting a "Local Production for Local Consumption" Strategy in China's Expanding Market

Inland China's entertainment market has experienced rapid growth in recent years, with the merchandise segment of said market alone estimated to exceed ¥5 trillion, centered on toys and hobby-related goods. Under these market conditions, the Bandai Namco Group has long enjoyed strong brand recognition in China. However, sustaining growth in this fast-evolving market requires the ability to develop and execute strategies that respond quickly to local market dynamics. To that end, we have placed a strong emphasis on our "local production for local consumption" business model, under which products are planned and developed locally for the Chinese market. As a result, the scale of our business has continued to expand year after year.

In particular, the Local Development Division, which I belong to, was established to plan, develop, and market products specifically for Inland China that are distinct from the brands developed by the Group's Toys and Hobby Business in Japan. In just a few years since this division was established, we have achieved significant business growth. While many of the IPs we roll out in the Chinese market originate in Japan and have garnered robust support from fans, we have also been expanding initiatives involving IPs created in China, which have become increasingly influential in recent years. Going forward, we will continue to engage in product development tailored to local market needs while leveraging the appeal of both Japan- and China-originated IPs.

Expanding the Scope of the "Local Production for Local Consumption" Business Model

In recent years, China's merchandise market has been driven by the popularity of closed box products, with products assorted items priced between 49 and 89 yuan becoming a mainstream category. At the same time, China's diverse regional markets require a broader range of product offerings and price points. Regarding such market conditions as a business opportunity, in the summer of 2026, we launched a new line of *Gundam* products at the much more accessible price point of 9.9 yuan, with the goal of significantly expanding the *Gundam* fan base across inland China. We believe that such initiatives are possible precisely because we maintain planning and product development capabilities on the ground in China.

I have found that fans in China are particularly enthusiastic about expressing their passions and sharing the things they love. By listening closely to their feedback through social media, events, and retail channels, we hope to create opportunities for even more people to discover and engage with IPs. Moving forward, we will continue to pursue efforts to expand the potential of both Japan- and China-originated IPs while delivering the appeal of Bandai Namco to fans throughout China.

Affordable *Gundam* products launched in summer 2026