



Achievement of Record-High Net Sales for the First Half, with sales for the *Gundam* Series Reaching All-Time Highs Among IPs

Bandai Namco Holdings Inc. has announced its results for the first half of FY2026.3 and its future outlook. In this issue of the newsletter, President and CEO Yuji Asako discusses the results, the trends in each business, and other related topics.

Yuji Asako
President and Representative Director, CEO
Bandai Namco Holdings Inc.

—The results for the first half of FY2026.3 have been announced.

In the six months of FY2026.3, net sales were ¥643.8 billion, operating profit was ¥105.4 billion, ordinary profit was ¥110.1 billion, and profit attributable to owners of parent was ¥78.9 billion. Net sales reached a record high, while operating profit fell slightly short of the level that it was during the same period of the previous fiscal year. However, due to the impact of our portfolio comprising diverse IPs and a broad range of business categories, the Group as a whole delivered solid results.

In terms of our businesses, the Toys and Hobby Business saw significant profit growth, and the Amusement Business achieved a stable performance. In the Digital Business and Visual and Music Business, although there were massively successful titles and releases, differences in the product mix compared to the first half of FY2025.3 impacted performance. Regarding IP rollouts, sales from the *Gundam* series soared across the Group, reaching ¥127.2 billion. This significant growth was driven by strong synergies between product and service rollouts and the buzz generated by the latest visual work *Mobile Suit Gundam GQuuuuuuX*, the GUNDAM NEXT FUTURE PAVILION at Expo 2025 Osaka, Kansai, Japan, and other initiatives. As a result, our first-half performance exceeded both our initial projections and the revised projections we announced on August 5, 2025.

—You have made revisions to your full-year forecast for FY2026.3.

We revised the figures for our full-year forecast for FY2026.3, which we announced on May 8, 2025, taking into account not only our first-half performance but also current trends in the market and each business as well as marketing plans for products and services from the second

half onward. Revising our initial forecasts of net sales of ¥1,200.0 billion and operating profit of ¥145.0 billion, our new forecasts call for net sales of ¥1,250.0 billion and operating profit of ¥165.0 billion.

In addition, we have set the interim dividend at ¥23 per share in accordance with our basic policy regarding shareholder returns. We also intend to reexamine our year-end dividend in consideration of various circumstances.

Market Trends in Each Business and Topics for the Second Half

—Could you comment on the trends for each business and business topics for the second half? What is the situation in the Toys and Hobby Business?

The Toys and Hobby Business aims to maintain strong results in each category and achieve a record-high performance for the eighth consecutive year. In the second half, we expect the impact of the U.S. tariff policy on segment profit to be around ¥1.0 billion. Our current response to this tariff policy varies according to product characteristics and price ranges. For example, we may absorb the impact of increased tariffs internally, adjust our prices, or revise our product lineups. Over the medium to long term, we will consider further decentralizing our production sites and shifting a portion of our production activities to North America.

In terms of costs, we will strengthen our efforts toward events around the world as well as our market initiatives to bolster the appeal of our

product brands, as we aim to sustain strong-performing categories and lay the foundation for medium-term growth beyond the upcoming fiscal year.

As for business highlights, the Toys and Hobby Business saw strong growth in sales from the *Gundam* series during the first half. This growth was not driven by any single product or category; rather, it was fueled by the collective strength of the Group as a whole—spanning *Gundam* model kits, trading cards, figurines, capsule toys, confectionery, and more—working in synergy with visual works.

The *Gundam* trading card game, launched in July, got off to a very solid start. With the aim of having the card game establish a lasting presence in the market, we will implement fine-tuned initiatives including launching new decks, holding events, and communicating the latest information. In the massive market of North America, we will implement an agile approach made possible through close collaboration with our local expert teams.

With regard to *Gundam* model kits, we commenced phased production at a new factory in July, with preparations underway for commencing full-scale production activities by summer 2026. Furthermore, we plan to launch a large-scale product in January 2026 as the final commemorative product of the 45th anniversary of *Gundam* model kits. Overseas, we have been actively opening directly operated stores, primarily in China and other Asian countries, to serve as contact points with fans.

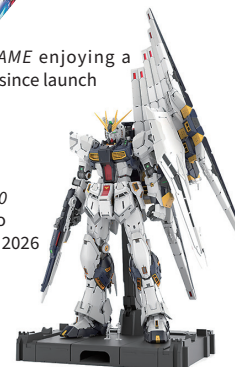
For the *Tamagotchi* brand, *Tamagotchi Paradise*, launched in July, has gained worldwide popularity, and we have been rolling out numerous collaborations with local companies through our licensing businesses in each region. The global recognition of the *Tamagotchi* IP has been rising, and we will continue to develop this IP on a global basis moving forward.

Also, we have steadily expanded our confectionery business, which started as the candy toy business, into product lines such as collectible wafers, chocolates, and gummies. Drawing on our unique ability to create fun and tasty confectionery, we have developed this business into a strong competitor alongside established confectionery manufacturers. Overseas demand in the confectionery business, particularly in Asia, has been growing, so we aim for further expansion so that the business can serve as a familiar contact point with fans at everyday retail locations.



▲ *GUNDAM CARD GAME* enjoying a solid performance since launch
©SOTSU・SUNRISE

▶ *PG UNLEASHED 1/60 v Gundam*, slated to launch on January 2026
©SOTSU・SUNRISE



▲ Worldwide popularity of *Tamagotchi Paradise*
©BANDAI



▲ Expanding confectionery business
Gyogyotto Tsuru Gummies
CharaPaki Dinosaur Excavation Chocolate
©BANDAI

—What is the situation in the Digital Business?

For the Digital Business in the second half, net sales from network content are expected to exceed those of the same period in the previous fiscal year due to the stable popularity of mainstay app titles. Moving ahead, network content will continue to serve as an earnings base for the Digital Business. In terms of home console games, differences in the title lineup compared with the second half of FY2025.3 will likely lead to a decline in sales volumes for both new and repeat titles. Furthermore, with the planned release of multiple new titles, including worldwide launches, we expect a higher concentration of development amortization as well as promotional and marketing expenses in the second half.

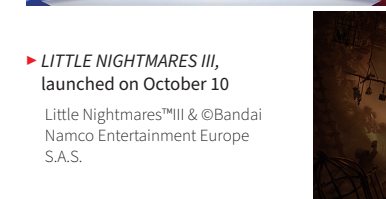
In network content, *SD Gundam G Generation Eternal* has continued to perform strongly, and going forward we aim to enhance fan engagement through collaborations with visual works, thereby cultivating the game into a long-lasting title. *DRAGON BALL GEKISHIN SQUADRA*, launched in September, has received high praise for its gameplay. As the game involves team-based battles, we are currently focused on increasing the player base as we work to establish a solid foundation for medium-term growth.

In home console games, *LITTLE NIGHTMARES III*, which launched globally in October, got off to a good start. We will strive to build further momentum for the title by implementing a broad range of marketing initiatives geared toward the year-end sales period. At the moment, titles such as *Tamagotchi* and *DIGIMON* have been enjoying massive success thanks to collaborations with the Toys and Hobby Business. For worldwide titles, we plan to launch *CODE VEIN II* and a DLC for *ELDEN RING NIGHTREIGN*. We aim to grow sales and further develop these titles as IP assets.

In addition, we have been making steady progress with the revisions to our development structure in the Digital Business, which we commenced during the previous Mid-term Plan. Looking ahead, in addition to building an optimized title portfolio, we will bolster our development capabilities so that we can continue to deliver high-quality titles.



▲ *DRAGON BALL GEKISHIN SQUADRA*, commenced service on September 10
©バード・スタジオ/集英社・東映アニメーション ©Bandai Namco Entertainment Inc.



▶ *LITTLE NIGHTMARES III*, launched on October 10
Little Nightmares™III & ©Bandai Namco Entertainment Europe S.A.S.



▲ *CODE VEIN II*, slated to launch on January 29, 2026
©CODE VEIN™II & ©Bandai Namco Entertainment Inc.

—What is the situation in the Visual and Music Business?

In the Visual and Music Business, we expect to record licensing income for titles such as the *Gundam* series, which saw robust sales of products and services in the first half. In addition to expecting an increase in event-related sales compared to the first half of the year, we are planning to release the video package of the *Mobile Suit Gundam GQuuuuuuX* TV animated series.

For *Gundam* titles, we plan to hold additional screenings of past *Mobile Suit Gundam Wing* titles, following the success of their 4K screenings to commemorate the 30th anniversary of the series. *Mobile Suit Gundam Wing* was the first title in the *Gundam* series to be released in North America and is thus very popular in the region as many fans “first *Gundam*.” Accordingly, we will examine further opportunities for the series moving forward. Starting at the end of October, we began screening a special theatrical release commemorating the 10th anniversary of *Mobile Suit Gundam: Iron-Blooded Orphans*. Also, in January 2026, we will finally release the film *Mobile Suit Gundam Hathaway The Sorcery of Nymph Circe*. Going forward, we will deliver visual works on an ongoing basis geared toward a variety of fan bases, thereby further strengthening our connections with fans. Moreover, in response to the growing global popularity of the series, we have brought *Gundam* websites communicating information to fans around the world under one unified GUNDAM Official Website. This site broadcasts multilingual information and free video content simultaneously to up to 90 countries. Furthermore, in April 2026, we will revise our organizational structure within the business Unit to consolidate *Gundam*-related functions and accelerate the global expansion of the IP.

Through the Visual and Music Business, we will further strengthen our IP creation capabilities so that we can continue to offer a wide array of IP.



▲ 4K special screening of *Mobile Suit Gundam Wing: Endless Waltz*, held to commemorate its 30th anniversary, met with high praise
©SOTSU・SUNRISE



▲ *Mobile Suit Gundam: Iron-Blooded Orphans Urd-Hunt* released as special theatrical film celebrating 10th anniversary of the series
©SOTSU・SUNRISE



▲ *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe* to be released on January 30, 2026
©SOTSU・SUNRISE

—What are the circumstances in the Amusement Business?

In the Amusement Business, in the second half we project a 5% increase in sales from existing amusement facilities in Japan, making for a full-year increase in sales of 5.5%. For amusement machines, the majority of sales of large-scale products took place in the first half, and in the second half we will focus on laying the groundwork for the future, including promoting development for the next fiscal year and beyond. From the perspective of costs, we expect to incur expenses pertaining to the opening of new large-scale amusement facilities.

In terms of business topics, we will continue to accelerate the opening of Bandai Namco Cross Stores, official stores of products and services, and IP retail stores. In December, we will open ONE PIECE BASE SHOP, a large-scale facility in Shinjuku Tokyo that will serve as the official flagship store for the *ONE PIECE*. The Amusement Business will oversee the planning, development, and operation of this facility, while the Toys and Hobby Business will engage in product development. By leveraging the strengths of our long-cultivated Groupwide collaborations, the ONE PIECE BASE SHOP will offer various one-of-a-kind experiences, along with exclusive merchandise not available anywhere else. We ask that you look forward in anticipation to the store opening.

In amusement machines, we are currently developing a *ONE PIECE* medal game machine and a new machine for the *WANGAN MIDNIGHT* series. In these ways, we will continue to provide products that fully leverage the strengths of Bandai Namco.



▲ ONE PIECE BASE SHOP
©尾田栄一郎／集英社・フジテレビ・東映アニメーション
©Bandai Namco Experience Inc.



▲ *ONE PIECE: Maboroshi no Hiseki to Unmei no Haguruma*, the first medal game for the *ONE PIECE*, currently in development
©尾田栄一郎／集英社・フジテレビ・東映アニメーション©Bandai Namco Experience Inc.



▲ *WANGAN MIDNIGHT SPEED IGNITION* amusement machine currently in development

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The connections we made with fans during Expo 2025 Osaka, Kansai, Japan, are a tremendous asset

—The exhibit you held at Expo 2025 Osaka, Kansai, Japan, was a major initiative during the first half. Could you comment on that?

Yes, as you know, Expo 2025 Osaka, Kansai, Japan, came to a close on October 13. A total of over 1 million people visited our exhibit at the Expo, GUNDAM NEXT FUTURE PAVILION, and according to a survey conducted by a research firm targeting attendees of the Expo, our pavilion was highly evaluated for its immersive world-building and the hospitality of our staff members. In fact, the pavilion ranked No. 1* in overall attendee satisfaction. A large number of people also communicated information on the pavilion via social media, given us a sense of the high level of attention it attracted.

As mentioned earlier in the review of our business performance and business topics, the buzz generated by the GUNDAM NEXT FUTURE PAVILION without a doubt contributed to the robust sales of products and services in the *Gundam* series. In addition to that, having people from all generations, from around the world, visit and experience the pavilion enabled us to form deeper connections with existing *Gundam* fans and served as an opportunity to connect with new ones. This makes me very happy. Seeing the smiles of everyone becoming connected via the pavilion firsthand was both a tremendous encouragement and valuable asset.

(*1) ■Data Source: Video Research Ltd. (ACR/ex)
■Survey Period: July 2025
■Survey Area: Kanto (within 50 km of Tokyo) and Kansai
■Survey Respondents: Individuals aged 12 to 69 living in the survey area who have attended Expo 2025 Osaka, Kansai, Japan (700 samples)

—Do you have a closing message for the readers?

On September 29, 2025, the Bandai Namco Group celebrated its 20th anniversary. In the period shortly after the management integration of Bandai Co., Ltd. and Namco Ltd., we faced struggles in keeping pace with the changing operating environment and evolving preferences of fans. In 2010, we adopted the IP axis strategy, under which we have continued to engage our fans with sincerity and persistence. The accomplishments we have made by doing so have formed the foundation of the Bandai Namco Group today.

There is still so much more we can accomplish in the global entertainment industry. In addition to further reinforcing our foundation, we will take on new challenges to an extent greater than ever before, further unleashing the potential of Japanese entertainment together with a wide range of business partners. I would like to ask for the continued support of our shareholders as we pursue these endeavors in the future.



▲ Final day at Expo 2025 Osaka, Kansai, Japan

Business Report for the Second Quarter of FY2026.3

◆ Consolidated Financial Results in First Half of FY2026.3

(million yen)

	Net Sales	Operating Profit	Ordinary Profit	Profit Attributable to Owners of Parent for the Interim Period
Results	643,816	105,481	110,196	78,909
Year-on-year changes	105.3%	92.8%	95.4%	97.7%

◆ Full-year Consolidated Forecast for FY2026.3

(million yen)

	Net Sales	Operating Profit	Ordinary Profit	Profit Attributable to Owners of Parent
Revised projections* (as of November 2025)	1,250,000	165,000	172,000	120,000
Results in previous year (April 2024 to March 2025)	1,241,513	180,229	186,470	129,301

* Forward-looking statements are based on a variety of assumptions and are not promises or guarantees that the stated future forecasts/measures will be realized.

◆ Consolidated Financial Results by Segment in First Half of FY2026. 3

(million yen)

Business Segment	Net Sales	Segment Profit
Toys and Hobby	317,830	65,035
Digital	231,504	37,386
Visual and Music	41,078	5,359
Amusement	75,380	7,046
Other	18,457	1,150
Elimination and Corporate	(40,436)	(10,495)
Consolidated Total	643,816	105,481



BANDAI HOBBY CENTER's New Factory:
Featuring a Comprehensive System for
Increased *Gundam* Model Kit Production!

BHCPDII
 BANDAI HOBBY CENTER
 PLAMO DESIGN INDUSTRIAL INSTITUTE

Our objective is to establish a stable production structure. To accomplish this, we built a new factory, the BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE (BHCPDII), on a lot near the Main Building of the Bandai Hobby Center (BHC), which was already in operation. BHCPDII commenced operations in July 2025, and once full-scale operations commence in FY2027.3, total production in the model kit business is planned to increase by approximately 35% compared to FY2024.3.

Furthermore, the new factory is attached to a museum, allowing observation by the public (by reservation only). In addition, visitors to the museum can view exhibits on a variety of model kits, including those from the *Gundam* series, and experience designing a model kit, activities which promise to maximize customer engagement.

Overview

Name: BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE
 Abbreviation: BHCPDII Abbreviation reading: Bandai Hobby Center PD2

Address: 500-15, Naganuma, Aoi-ku, Shizuoka-city, Shizuoka 420-0813, Japan

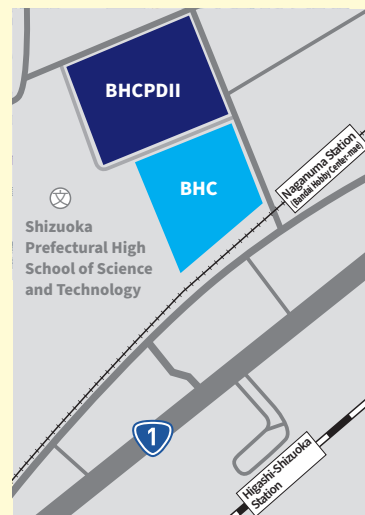
Lot area: Approximately 14,724 m²

Total floor area: Approximately 18,076 m², 3 stories above ground

Number of molding machines: 10 multicolor molding machines, 84 single color molding machines
 *as of the start of full-scale operations in FY2027.3 (planned)



MAP
 Source:
 Google Maps



From Shizuoka to the World: A New Era of Bandai Spirits Model Kits Is Beginning



Hiroshi Sakakibara

President and CEO
BANDAI SPIRITS CO., LTD.

Having commenced operations, the new factory BHCPDII is forging a path for the future of Bandai Spirits.

At this factory, we have established an innovative production environment and a workplace environment in which employees can work energetically and with joy, thereby enhancing productivity and efficiency. Through dedicated and passionate *Monozukuri* (craftsmanship), we deliver high-quality products around the world while aiming to further enhance the value of the Bandai Spirits brand.

The attached BHCPDII MUSEUM is focused on providing hands-on experiences that convey the fun of manufacturing and spark visitors' interest in the industry, with the goal of inspiring them to consider it as a future career.

For over half a century, we have operated in the model kit business in Shizuoka. Moving forward, we will continue to disseminate model kit culture together with employees, local residents, and other stakeholders.



Stylish, functional uniforms and the colors of molding machines boost worker motivation!

Next-Generation *Monozukuri* Environment and Facilities: Forging a Path for New Value Creation in Model Kits



Makoto Takahashi

General Manager
Hobby Division
BANDAI SPIRITS CO., LTD.

The new factory BHCPDII is a showcase factory designed to convey the appeal of *Monozukuri*.

In the production area, we have introduced the latest material handling equipment and optimized production processes, thereby establishing a system capable of stable production even with reduced personnel. Automatic conveyance systems are employed from multicolor molding, the company's forte, and single-color molding through shipment, enabling a consistent production system that has cut transport costs and established a foundation for sustainable *Monozukuri* that reduces employees' workloads while allowing them to exercise their creativity as model kit designers.

Furthermore, we prioritize the mental and physical health and well-being of workers, taking great care with the factory's air conditioning and lighting, the colors of facilities and machines, and the design of uniforms. Through these efforts, we are building an ideal environment in which employees and others involved in the model kit business take pride in their work and a stage from which we can convey the sentiments and appeal of Bandai Spirits to the world.

In terms of environmental initiatives, we have adopted the latest energy-saving and energy-generating facilities, obtaining ZEB certification for achieving net-zero energy consumption in the building. We are actively engaged in reducing CO₂ emissions through efforts such as generating energy to cover that which is used in the production area. In addition, the superior earthquake and flood resistance of the building is capable of saving lives and maintaining business operations in the event of a large-scale disaster, ensuring comprehensive business continuity.

The BHCPDII MUSEUM serves as a base for conveying the appeal of *Monozukuri*, allowing visitors to observe, learn about, and experience the manufacturing process for model kits. The museum provides a look at the factory in operation and a hands-on experience designing a model kit from the *Gundam* series or another brand. Visitors can experience the entire manufacturing process for model kits, including modeling, coloring, mold design, molding, and package design, via touch panel and take home the packaging box they designed.

This experience creates a new contact point for fans. Through enhancing brand value, securing additional revenue streams, and establishing systems for visitor-exclusive product sales and repeat visitor creation, we are expanding beyond the manufacturing business and developing an experience-based value business.

Moving forward, as a beloved factory and facility rooted in the community, BHCPDII will make even greater contributions to the vitalization of the regional economy through strengthening collaborations with local businesses and the community.



The factory's interior features a stylish and appealing color scheme that stimulates creativity



As one of our proactive initiatives for environmental consideration, we have installed 1,080* solar panels at the factory to reduce electricity consumption
 * Including the solar panels of the Main Building, 1,858 panels have been installed at the Bandai Hobby Center



To commemorate the commencement of operations at the new factory and the opening of the museum, we opened a pop-up store in Shin-Shizuoka cenova. Note: As of this publication, the store has closed

The secondary station name "Bandai Hobby Center-mae" has been added to signs for Naganuma Station, the train station nearest the Bandai Hobby Center. Such adoption of a secondary station name is a first for Shizuoka Railway!



Providing the Opportunity to Observe the Bandai
Hobby Center's New Factory and Experience
Model Kit Planning and Development

BHCPDII

BANDAI HOBBY CENTER
PLAMO DESIGN INDUSTRIAL INSTITUTE
MUSEUM

The new factory BHCPDII is attached to BHCPDII MUSEUM, an experience-based museum that allows visitors to observe, learn about, and experience the manufacturing process for model kits (by reservation only). The museum provides the opportunity to observe, learn about, and actually experience the evolution Bandai Spirits underwent and the challenges it faced in model kit manufacturing, thereby conveying the appeal of *Monozukuri* to people of all age groups, from children to adults. The high-quality, reservation-only experience offered by the museum has received positive feedback from a multitude of visitors since the museum's opening and, as a new business opportunity, is contributing to brand value enhancement and revenue generation.



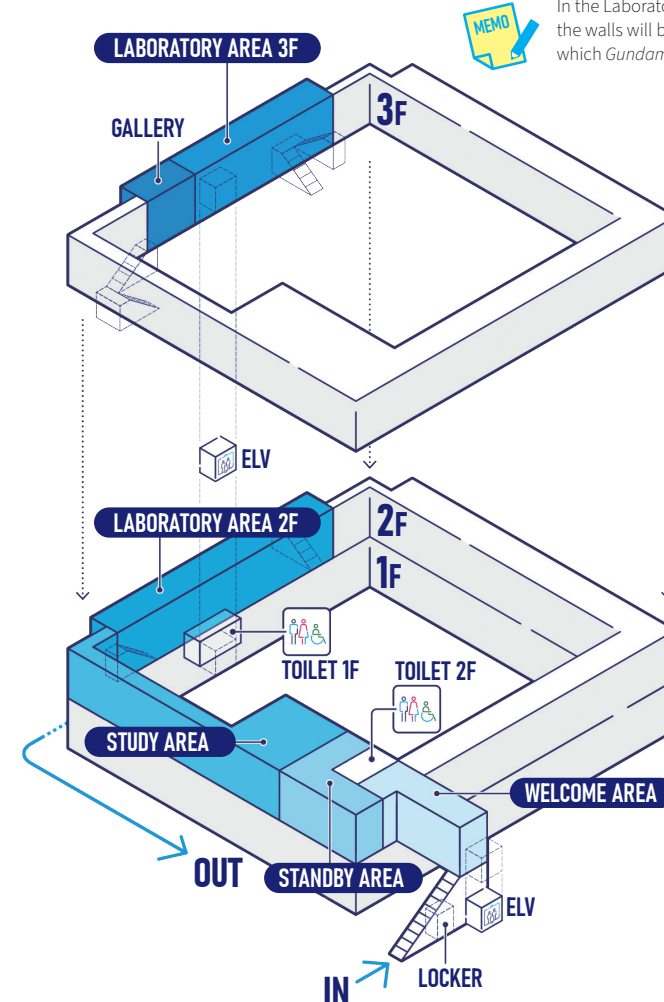
POINT Observe

Visitors can observe the new factory from the museum, getting an up-close, immersive view of the factory floor with its molding machines in operation and feeling the authentic atmosphere of the front lines of craftsmanship!

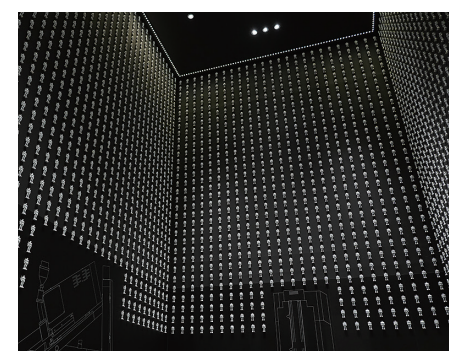


POINT Learn

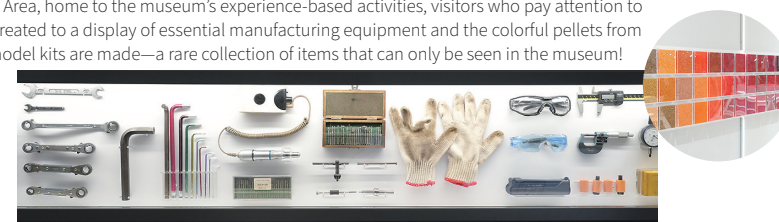
The museum's Study Area contains an abundance of information on the Bandai Hobby Center's history and the technological progress it has made. The area allows visitors to learn about model kit manufacturing know-how cultivated over a period exceeding 50 years and the latest related technologies, through which they will gain an understanding of the systems behind the entire manufacturing process—from planning through design, molding, and shipment—as well as deep knowledge of Bandai Spirits' technological innovations in the model kit industry and its commitment to quality.



Standing before the entrance is a 1:1 scale *Gundam* model kit monument. It's a unique sight from both the front and the back!



In the Laboratory Area, home to the museum's experience-based activities, visitors who pay attention to the walls will be treated to a display of essential manufacturing equipment and the colorful pellets from which *Gundam* model kits are made—a rare collection of items that can only be seen in the museum!



POINT Experience

Visitors become model kit designers and experience the entire model kit creation process! The experience begins when they create their very own DESIGNER ID and consists primarily of designing the shape, colors, molds, and packaging of a model kit in a CG environment. After completing the experience, visitors can take home the original package they designed as well as a runner plate from their chosen model as souvenirs.



Introducing museum-exclusive model kits! These kits are only available for purchase by museum visitors through the PREMIUM BANDAI website.

Overview

Name: BANDAI HOBBY CENTER PLAMO DESIGN INDUSTRIAL INSTITUTE MUSEUM
Abbreviation: BHCPDII MUSEUM Abbreviation reading: Bandai Hobby Center PD2 Museum

Hours of operation: 9 a.m.–5:30 p.m. (closed: Sundays, Mondays, national holidays, New Year holidays, and other days designated by the company)

Address: Bandai Hobby Center New Factory 2F and 3F, 500-15, Naganuma, Aoi-ku, Shizuoka-city, Shizuoka 420-0813, Japan

Admission fee: Adults aged 13 or older: ¥2,860 / Children: ¥1,100 / Children pre-school aged or younger: free (includes 10% tax)

Estimated time required for visit: Approximately 90 minutes

Official website: <https://bhcpdii.bandai-hobby.net>
Note: By reservation only
[Scan QR code to make reservation→](#)



Upon stepping into the entrance, visitors are greeted by design documents for *Gundam* model kits from all generations, the 30MS line, and other products



LINKL PLANET, official PR ambassadors for Bandai Spirits model kits



LINKL PLANET's fifth single "Miru Yume Kasanare" released on November 23!

Official PR ambassadors for Bandai Spirits model kits, LINKL PLANET discover the appeal of model kits together with fans and engage in activities that spread the joy of these kits across the world.



BHCPDII features many markings designed to resemble model kits! Visitors can enjoy discovering their locations and unique designs!



CloseUp Message from a New Executive Promoting Investment and Initiatives Toward Groupwide Growth to Secure Fans in Capital Markets

Under its Mid-term Plan (April 2025 to March 2028), the Bandai Namco Group has adopted both a new growth investment strategy and shareholder return policy. Since joining the Company, Takashi Tsuji has built his career primarily in the finance field. Starting in FY2026.3, he has assumed the role of Director and Chief Financial Officer (CFO) of Bandai Namco Holdings Inc. In this section, he introduces the Group's financial strategy to our shareholders and investors.



Takashi Tsuji
Director
CFO (Chief Financial Officer)
Bandai Namco Holdings Inc.

Profile
Born July 22, 1968
Apr. 1990: Joined BANDAI CO., LTD.
Apr. 2007: Joined Bandai Namco Holdings Inc.
Apr. 2015: General Manager of Corporate Communication Department
Apr. 2018: Executive Officer, Deputy Division General Manager of Corporate Planning Division and General Manager of Corporate Communication Department and Corporate Planning Department of the Company
Apr. 2025: Executive Officer, CFO
Division General Manager of Corporate Planning Division (current position)
Director of Bandai Namco Business Arc Inc. (current position)
President and CEO of Bandai Namco Holdings Europe S.A.S. (current position)
President and CEO of Bandai Namco Holdings UK Ltd. (current position)
Jun. 2025: Director, CFO (current position)

From the Front Lines to the Core of Management

—Mr. Tsuji, to date, you have been involved in the Accounting & Finance Department and Corporate Planning Division, correct?

That is right. Since my first year at Bandai Co., Ltd. I was involved in a broad range of finance and accounting work. I helped build the groundwork for the consolidated accounting software we still use to this day, and spearheaded various business reforms. Through these experiences, I believe I have developed a Companywide, broad-ranging perspective and the ability to assess issues from various angles to identify their essence.

At Bandai Namco Holdings Inc., I took part in formulating our Purpose, “Fun for All into the Future,” the ultimate definition of the Group, as a member of the Corporate Communication Department. In addition, I played a key role in formulating the current Mid-term Plan as Division General Manager of the Corporate Planning Division.

—From FY2026.3, you have been appointed as the CFO.

While formulating the current Mid-term Plan, we shifted gears on the financial front to ensure the steady execution of our financial strategy by maintaining a balanced focus on not only net sales and operating profit but also capital policy, growth investments, and shareholder returns. My most important duty is to oversee the promotion of this strategy.

Accelerating Medium- to Long-Term Corporate Value Enhancement by Improving the Transparency of Our Capital Strategy

—Please tell us about the background and the aim behind disclosing your capital initiatives.

To date, our Mid-term Plans and financial disclosure materials have centered mainly on P/L-based indicators. This approach was suitable for explaining future plans and business trends; however, it also tended to draw attention primarily to short-term performance indicators. To further enhance corporate value, we decided to disclose our approach to growth investments and medium- to long-term capital allocation. By doing so, we hope to provide easier-to-understand explanations of the direction in which we are heading and how we plan to enhance our corporate and shareholder value.

As demonstrated by our Purpose and Mid- to Long-term Vision of “Connect with Fans,” our fans are the reason that we can create value. Under the current Mid-term Plan, we have broadened the meaning of “fan” to encompass stakeholders from all directions, including not only our customers but also business partners, shareholders, employees, and society as a whole. By creating and delivering fun products, services, and experiences together with our stakeholders, we will realize growth on a Groupwide basis and enhance corporate value. At the same time, we will enhance our social value by contributing to a brighter society, and our economic value by expanding the entertainment ecosystem. Rather than focusing solely on benefiting the Bandai Namco Group, we aim to contribute to society and the economy together with our stakeholders. In doing so, we are committed to pursuing transparent management, in order to earn the support of an even broader base of investors.

—I understand that you have been working on making revisions to the shareholder return policy.

That's correct. We understand that our shareholders place great importance on how the funds entrusted to us are utilized in growth investments and how those investments generate appropriate returns. For this reason, we disclosed our approach to capital allocation.

Regarding our shareholder return policy, we have set a minimum dividend on equity (DOE) of 3.60% and a total return ratio of 50% or more. The annual dividend for FY2025.3 was ¥71 per share (base dividend of ¥22; performance-based dividend of ¥49), making for a DOE of 6.2%. This dividend, together with the acquisition of treasury share in the fourth quarter totaling approximately ¥34.9 billion, made for a total payout ratio of 62.7%. Guided by our basic policy, we will continue to carry out an appropriate level of shareholder returns moving forward.

—How was the reaction from capital markets after the disclosure of the Mid-term Plan?

I feel we are receiving positive recognition for having clarified our long-term investment strategy and strategic direction. I also feel that our efforts, including the rebalancing of our long-term growth strategies and shareholder return policy, are being well received by the stock market, and we intend to meet the expectations of the market.

Capitalizing on the Growing Demand for Japanese IP to Drive Profit Increases in the Global Market

—You have also joined the management ranks of our regional management companies in Europe.

In addition to the CFO role, from FY2026.3 I have assumed the position of President & CEO of Bandai Namco Holdings Europe S.A.S., and Managing Director of Bandai Namco Holdings UK Ltd. I have visited Europe as the regional manager to conduct store inspections and participate in local events. Through this experience, I have seen first-hand how deeply Japanese IP has already penetrated the market and how much potential it holds. To that end, we will strive to further develop Japanese IP in the region moving forward.

—What do you feel the Group's competitive edge is in the global market?

One major strength of Bandai Namco is our ability to leverage a broad range of contact points to swiftly roll out products and services. This strength is realized through a structure in which each business Unit operates with autonomy so that it can engage in agile decision-making similar to that of a startup company.

Although our overseas operations currently center on certain businesses and IP, Japanese IP is extremely popular in the global markets, offering universal appeal through compelling characters and stories and expressiveness rooted in the culture of manga. We are a company at the center of Japan's content industry, and we thus believe we have a responsibility to bring Japanese IP to audiences around the world. If we can determine priorities as we move forward with our overseas development and build an operating structure similar to that of our Japanese operations, then we should be able to establish a significant competitive advantage in the global market.

—Do you have a closing message for the stakeholder?

We have commenced the current Mid-term Plan and are making steady progress. Working together with our fans, business partners, shareholders, and other investors, we will continue to create dreams, fun and inspiration and deliver smiles across the globe. We will thoroughly share this aspiration across the Group and pursue co-creation with an even greater number of stakeholders, and we ask for your continued support as we do so.