



Net Sales and All Profit Levels Reached Record Highs in FY2026.3 Gundam and Other Established IPs Demonstrate Strong Market Presence

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

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

—The Financial results for FY2026.3 have been announced.

In FY2026.3 (April 1, 2025–March 31, 2026), net sales were ¥1,348.2 billion, operating profit was ¥189.5 billion, ordinary profit was ¥201.9 billion, and profit attributable to owners of parent was ¥140.6 billion. As a result, we reached record levels in net sales and all profit metrics, marking a strong start to the first year of the Mid-term Plan.

In terms of IPs, our established IPs performed extremely well, with net sales from the *Gundam* series on a Groupwide basis exceeding ¥250.0 billion. By business, the Toys and Hobby Business achieved record-high results for the eighth consecutive year, while the Amusement Business did so for the fourth consecutive year. In addition, all of our businesses achieved the targets that set at the beginning of the fiscal year.

Although the Toys and Hobby Business was affected by certain tariffs, this impact was offset by the swift actions of frontline employees and strong performance across all product categories. Moreover, we maintained good momentum across all product categories without relying excessively on any particular product or category. We also commenced efforts to strengthen our product structure to support future growth.

Turning to the Digital Business, for network content, existing titles for mainstay IPs achieved solid results, while the new title *SD Gundam G Generation Eternal* made significant contributions throughout the year. In home console games, *ELDEN RING NIGHTREIGN*, its downloadable content (hereinafter “DLC”), and *Digimon Story Time Stranger* were among the titles that gained strong popularity.

In the Visual and Music Business, *Mobile Suit Gundam GQuuuuuuX*

expanded the *Gundam* fan base and drove the success of products and services on a Groupwide basis. In addition, *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe*, which premiered in theaters in January, got off to a solid start. Furthermore, the *Love Live!* series expanded its popularity through theatrical releases, music content, and live events, while global distribution and streaming of established properties such as the *Gundam* series and *One-Punch Man* delivered strong performance.

In the Amusement Business, facilities that leverage the unique strength of the Bandai Namco Group—such as the Bandai Namco Cross Store and THE★JOJO WORLD, an official experience-focused IP-based store—proved popular, while sales from existing domestic facilities increased 7% over the previous fiscal year. For amusement machines, the updated version of *Mobile Suit Gundam Extreme VS 2* was well received among fans.

—Please tell us about the results for shareholder returns in FY2026.3.

Following careful consideration in line with our basic policy on shareholder returns, we decided to issue a year-end dividend of ¥50 per share. Including the interim dividend, this brings the full-year dividend to ¥73 per share. This dividend, together with the acquisition of treasury shares in the fourth quarter, resulted in a total payout ratio of 51.0%. We also canceled 5 million shares of treasury shares held by the Company at the end of April 2026. We will continue to reassess shareholder returns for FY2027.3 based on our basic policy (for details on results by business, see page 4).

—What is the forecast for financial results in FY2027.3?

In FY2027.3, we forecast net sales of ¥1,350.0 billion and operating profit of ¥185.0 billion. While this forecast incorporates certain negative impacts from rising raw material and logistics costs, we will work to offset these impacts through the swift implementation of various initiatives. We expect to achieve record-high net sales and operating profit levels comparable to FY2026.3, and are committed to setting a new record in operating profit.

Market Trends in Each Business and Growth Strategies Aimed at New Rollouts

—Could you comment on the trends for each business in FY2027.3? What is the situation in the Toys and Hobby Business?

In the Toys and Hobby Business, we will continue to expand our IP lineups, product categories, areas of operation, and fan touchpoints across the globe. We will strive to achieve record-high profits by maintaining a strong performance across all categories, while taking into account the adverse impact from rising raw material and logistics costs.

For the *Gundam* series, which has achieved sales of over ¥100.0 billion in Japan, we aim to maintain net sales at a level comparable to FY2026.3. At the new model kit factory, we plan on introducing a total of 94 injection molding machines by June 2026, helping us to achieve a 35% increase in production capacity compared to the model kit output recorded in FY2024.3. Also, we are increasing the number of directly managed THE GUNDAM BASE stores to increase touchpoints with fans both in Japan and overseas. Going forward, we will continue to expand touchpoints with fans around the world.



◀ **GUNDAM CARD GAME** is celebrating its first anniversary since launch.

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▶ The launch of the new product **PLAKORO** was announced

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Additionally, *GUNDAM CARD GAME* will celebrate its first anniversary this July. Supported by its engaging gameplay and the popularity of the miniatures game *GUNDAM ASSEMBLE*, the card game has greatly exceeded initial expectations in North America and Europe. In terms of new product categories, we will launch *BANDAI TABLETOP GAMES*, a new tabletop gaming brand, in July as we expand into a new genre.

Tamagotchi is an IP that appeals to a broad range of age groups, with a diverse lineup of popular products extending beyond its core device. The IP will celebrate its 30th anniversary in 2026. During this milestone year, we will drive excitement by expanding permanent stores, holding commemorative events, and promoting cross-industry collaborations, thereby building momentum toward the IP's 40th and 50th anniversaries.

Global expansion is a key driver of medium-to long-term growth in the Toy and Hobby Business, with North America and China remaining our priority markets. Trading card games are performing well in North America, while in China, fan enthusiasm for our products and services remains strong. In April, we opened our first all-in-one toy and hobby store in Shanghai, marking our first store of this kind in China. Furthermore, we are advancing initiatives centered on local production for local consumption, including the commercialization of local IP. Going forward, we will continue to strengthen engagement with fans through a wide range of approaches.

—What is the situation in the Digital Business?

In the Digital Business, we are starting to see the positive impact from efforts to promote structural improvements aimed at building an optimized title portfolio. At the moment, our efforts to promote the first anniversary of *SD Gundam G Generation Eternal* have been performing well. With regard to network content, we have achieved a stable performance in existing titles through ongoing fan engagement, which has strengthened the earnings base for the Digital Business overall.

Looking ahead to upcoming home console game releases, we plan to launch the major DLC expansion *NEO* for *DRAGON BALL Sparking! ZERO* this summer, followed by the release of *ACE COMBAT 8* in 2026. Furthermore, we plan to release *DRAGON BALL XENOVERSE 3* in 2027.



◀ A major DLC expansion for **DRAGON BALL Sparking! ZERO** titled, *Super Limit-Breaking NEO* DLC, is scheduled for release in summer 2026

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▶ **ACE COMBAT 8: WINGS OF THE HEAVENS**, the latest title in the *ACE COMBAT* series, is scheduled for release in 2026

ACE COMBAT 8: WINGS OF THE HEAVENS™ ©Bandai Namco Entertainment Inc. br CORE IMAGERY – VIEW-READY © 2025 Vantor.
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Set in the future of a new *DRAGON BALL* world known as “AGE 1000,” the title will feature a diverse cast of characters created by Akira Toriyama. As part of our efforts to strengthen our game development capabilities, we have developed our in-house game engine, *SOL-AVES*, which will be utilized across a wide range of titles.

Furthermore, we are stepping up efforts to expand IP originating from games, including through licensing and other initiatives. In addition to licensing our owned IP such as *PAC-MAN*, we are also planning to hold live events for *THE IDOLM@STER* series in overseas markets. Regarding *ELDEN RING*, production of a live-action film is underway, with a global theatrical release scheduled for March 2028 (more details regarding the release in Japan will be announced at a later date). Going forward, we will continue to broaden touchpoints with fans, without being constrained to conventional approaches, with a view toward maximizing the value of IPs.

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

With regard to the Visual and Music Business in FY2027.3, we will continue to create high-quality content that serves as the foundation of our IP Axis Strategy while striving to deliver the benefits of our organizational restructuring as quickly as possible. Specifically, we will further strengthen and expand the *Gundam* business, fully leverage our visual and music assets, and expand our live events. In terms of profits, we anticipate amortization expenses for major theatrical releases, as well as initial costs associated with the full-scale opening of the Shibuya LOVEZ live music venue from the end of June.

For *Gundam*, we have decided to release the theatrical film *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe* in North America. In addition, production has been greenlit for *Mobile Suit Gundam SEED FREEDOM ZERO*, a prequel to the blockbuster *Mobile Suit Gundam SEED FREEDOM*, released in 2024. Furthermore, we have finalized the main casting for the live-action *Gundam* movie, and filming is now underway. While the release timing has yet to be determined, we will continue efforts to expand our global fan base through various initiatives.

In addition to these initiatives, we will develop a diverse range of content, including theatrical films and TV animations based on various IPs, to serve as a core driver of our IP Axis Strategy. We will also pursue both in-house studio production and collaborative projects with other

studios. Through these efforts, we aim to create works that resonate with a broad range of fans.

In the music business, we restructured our music operations in April with the aim of achieving growth through a three-pronged approach comprising music production, music publishing, and live events. Music is deeply connected to all of the Group’s products and services, and plays a supporting role across all of our businesses. We aim to establish a music business that is uniquely Bandai Namco by drawing on the Group’s diverse infrastructure and expertise. Guided by this aim, we have held various assessments while promoting projects launched by the CW360 Division.

One achievement on this front has been the establishment of a strategic partnership with the music agency UDO ARTISTS Inc. UDO ARTISTS possesses extensive experience and insight in the planning, production, and management of concerts featuring leading artists both in Japan and overseas, and is highly regarded by artists and music professionals alike.

Bandai Namco is also involved in organizing live events across a wide range of genres, including IP-related productions. Going forward, in collaboration with UDO ARTISTS, we will promote live events and music business initiatives that leverage the strengths of both companies. Furthermore, we are advancing a wide range of initiatives to promote live events and establish a music business that reflects Bandai Namco’s unique strengths, with an eye toward future global expansion. Our live music venue, Shibuya LOVEZ, is set to open soon, and we hope you look forward to it.

—What are the circumstances in the Amusement Business?

In the Amusement Business, we project a 4% increase in sales from existing amusement facilities in Japan. With regard to amusement machines, we plan to launch new products primarily in the second half, focusing on small- to medium-scale titles.

In the amusement facility business, THE★JOJO WORLD facility has garnered strong support from fans. By combining the planning and operational capabilities of our Amusement Business with the worldviews of IP, this facility has received high praise from a wide range of fans. We are also currently operating ONE PIECE BASE SHOP, the official store for the *ONE PIECE*. We will consider further store openings given strong fan demand for experience-focused, IP-based official

stores that leverage our strength. Moreover, our Bandai Namco Cross Store locations, which bring together Group IPs and product brands under one roof, have gained popularity both inside and outside Japan, supporting the strong performance of the Toys and Hobby Business.

For amusement machines, we are developing multiple new products, including new machines that leverage IPs and new entries in popular series. We will work to revitalize and enhance the facilities industry as a whole, with the aim of delivering unique and engaging experiences that can only be offered in physical locations. Looking ahead, we will fully leverage our unique strengths and promote Group-wide collaborations in the Amusement Business to continue offering physical venue that deliver uniquely Bandai Namco value.

—Do you have a closing message for the readers?

To summarize FY2026.3, it was a year in which the Toys and Hobby Business fulfilled its role as a growth driver under the Mid-term Plan, leading the Group’s overall performance. In the Digital Business, we started to see the positive impact from efforts to build an optimized title portfolio. In the Visual and Music Business, we carried out structural

reorganization, laying the groundwork for maximizing the value of IP and creating a music business that is uniquely Bandai Namco. With regard to the Amusement Business, we delivered results by leveraging our unique planning and operational capabilities and pursuing Group-wide collaborations. Furthermore, the CW360 division began full-scale operations, broadening collaborations and alliances with a wide range of partners.

In FY2026.3, the first year of the Mid-term Plan, we made a solid start, achieving record-high results while advancing key strategies and initiatives. In FY2027.3, we will continue to promptly address issues, further reinforce areas that are performing steadily, and respond swiftly to changes in the operating environment. By doing so, we will further strengthen our foundation with a view to the next Mid-term Plan.

Going forward, we will continue to engage sincerely with IPs, products, and services as we work to expand and deepen our connections with fans around the world.



▲ The North American theatrical release of *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe* (for May 15, 2026) was confirmed
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▲ Live music venue Shibuya LOVEZ

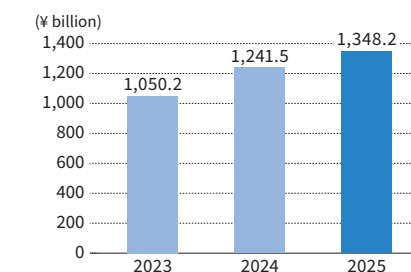


▲ THE★JOJO WORLD, an official experience-focused IP-based store, has enjoyed a strong positive response.
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▲ ONE PIECE Dawn Strike is an immersive punching game set in the Great Pirate Era
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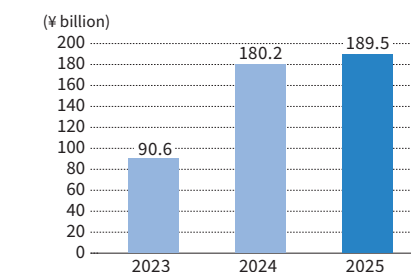
Business Report

FY2026.3 Consolidated Financial Highlights

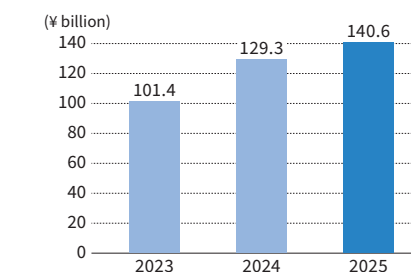
◆Net Sales



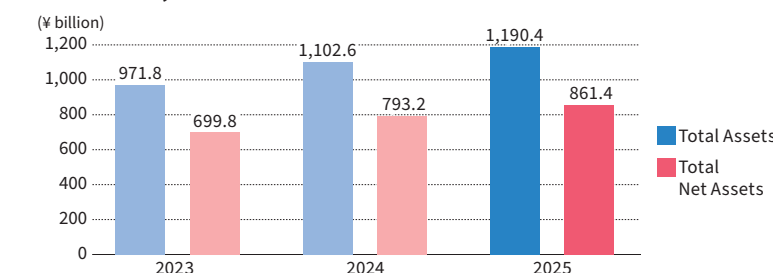
◆Operating Profit



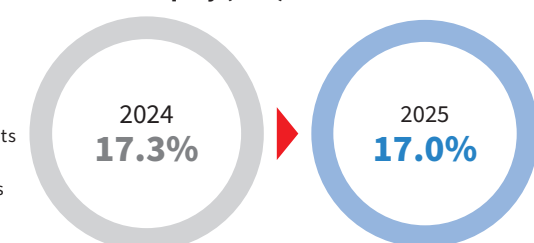
◆Profit Attributable to Owners of Parent



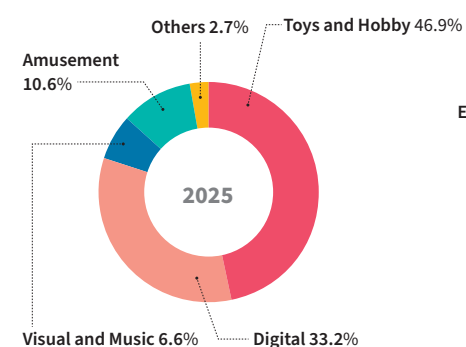
◆Total Assets, Total Net Assets



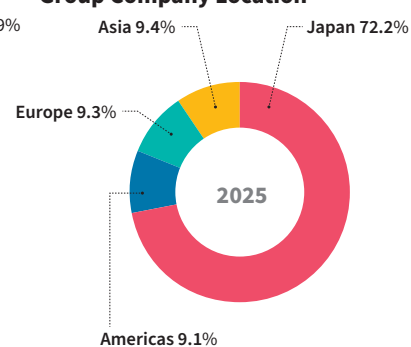
◆Return on Equity (ROE)



◆Segment Sales Ratio



◆Contributions to Net Sales by Group Company Location



◆Consolidated Financial Results by Segment for FY2026.3

Business Segment	Net Sales	Segment Profit
Toys and Hobby	673.9	126.9
Digital	476.5	56.6
Visual and Music	95.5	12.1
Amusement	152.7	10.1
Other	38.9	2.8
Elimination and Corporate	(89.5)	(19.2)
Consolidated Total	1,348.2	189.5



Special Feature

**Join Us in Celebrating Tamagotchi's 30th Anniversary
and 100 Million Units Shipped Worldwide!**

TaMaGoTchi

Since the debut of the palm-sized *Tamagotchi* toys in 1996, the small characters living within the egg-shaped devices have been loved as adorable, albeit high-maintenance, pets by fans of all generations from around the world. As of the end of July 2025, *Tamagotchi* had shipped a total of 100 million units worldwide, with its 30th anniversary set to be celebrated in November 2026. BANDAI CO., LTD.'s Taro Tsuji, managing director and Chief *Tamagotchi* Officer (CTO), and Mikiko Hashimoto, staff member in charge of licensing operations, discuss *Tamagotchi*'s journey thus far and its future.

Tamagotchi has been loved for 30 years by fans of all generations. What do you see as its appeal?

Tsuji I believe the appeal of *Tamagotchi* lies in its ability to evolve with the times while remaining universally appealing. Since the launch of the original model, the fundamental design of *Tamagotchi* toys has

not changed; they remain egg-shaped devices with an LCD screen and three buttons, whose lack of an "on/off" switch dissuades users from leaving their pets alone.

On the other hand, it has evolved to incorporate the latest technology of the times, including infrared communication, Wi-Fi connectivity, NFC, and other features. Another important aspect of its

appeal is its quality of being "charmingly rough around the edges". This quality stems from *Tamagotchi*'s hand-drawn lettering, somewhat poetic worldview, and intriguing, quirky cast of characters, and is essential to maintaining consumer interest in an age of abundant products and information.

Hashimoto *Tamagotchi*'s journey has not been entirely smooth sailing. While the original *Tamagotchi* was so popular that it became a social phenomenon, many people interested in the toy were unable to purchase it. To address the inconvenience we caused consumers, we worked to increase our production capacity. However, just as we had managed to accomplish this, counterfeit products appeared in the market one after another. When the boom ended, we were left with substantial excess inventory.

Despite the ups and downs, our fans remained loyal to *Tamagotchi* and continued to play with it even as its popularity waned. The fun of pet nurturing gameplay is universal, and this fact helped us realize the potential of *Tamagotchi*. Our efforts to carefully cultivate the IP as a Group and continue to release new models every few years have led us to where we are today.

Currently, *Tamagotchi* is experiencing what has been described as its "fourth wave," boosted by the Heisei-era retro trend, and has thus entered the year of its 30th anniversary amid tremendous excitement.

Tsuji Under our brand's purpose of "sharing the joy of pouring hard



interviewee



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

♥ The shirt I am wearing is a specially designed, limited-edition item that has evoked a strong positive response from fans around the world.



Mikiko Hashimoto
Chief
Media Department
BANDAI CO., LTD.

♥ My favorite *Tamagotchi* character is *Gemtchi*. I'm working hard behind the scenes to help it become a popular character.



work and love into nurturing," we have shared the fun of nurturing with fans both in Japan and overseas.

This year, as *Tamagotchi* celebrates its 30th anniversary, we have opened a permanent store in Harajuku called TAMAGOTCHI FACTORY. As an experience-based retail store, it provides enjoyment to the many customers who visit day in and day out. Additionally, we are holding a traveling exhibition named the 30th Anniversary DAI-TAMAGOTCHI-TEN. The commemorative exhibition will visit cities throughout Japan and offer exclusive merchandise at each location.

Hashimoto We want to provide a variety of experiences that parents and children can enjoy together. Many who played with the *Tamagotchi* toy during its first wave of popularity are now parents themselves, enjoying the latest models with their own children. Furthermore, in addition to electronic toys, we have created a wide range of entry points into the IP for fans from the second wave, who experienced



TAMAGOTCHI FACTORY is an experience-based retail store located in TOKYU PLAZA HARAJUKU HARAKADO that carries over 100 different *Tamagotchi* items, from the popular *Tamagotchi Paradise* toy to store-exclusive merchandise.* In addition to these products, the store offers experiences such as the Patch Workshop, in which customers can personalize badges they have purchased.

* The product lineup is subject to change depending on stock availability.



DAI-TAMAGOTCHI-TEN is a traveling, experience-based exhibition scheduled to visit cities throughout Japan until winter 2027. This exhibition goes beyond traditional displays, inviting visitors to step inside the device and experience what it's like to become a *Tamagotchi* character. As part of the 30th anniversary, exclusive items such as collaborative design devices and reissued stickers and cards have been well received.

Tamagotchi HISTORY

The *Tamagotchi* toy line was launched on November 23, 1996, and has since shipped a total of 100 million units worldwide (as of July 31, 2025).



1996

The original Tamagotchi

Tamagotchi launches on November 23 as a portable virtual pet, and quickly becomes a major trend, particularly among high school girls, selling 10 million units in Japan within eight months.



2004

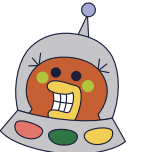
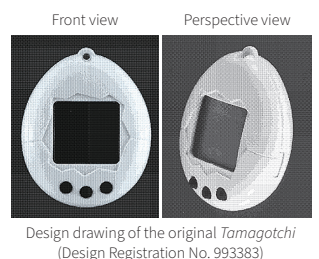
**Kaette Kita! Tamagotchi Plus
(with infrared communication)**

Featuring infrared communication, the toy becomes an enormous trend among elementary school girls wanting to imitate adults. Combined with the later-released *Shuku Keitai Kaitsuu! Tamagotchi Plus*, total sales reach five million units.



The toy's explosive popularity evolves into a social phenomenon, with long lines of eager customers forming at stores.

For the launch of the new model in 2004, we drew upon lessons learned from the proliferation of counterfeit products in 1996 and implemented various counterfeiting countermeasures, including adopting the shape detailed in the registered design of the original *Tamagotchi* and withholding the products' design in advertisements preceding its launch. Regarding countermeasures conducted overseas, as different product names are used in different countries, we filed 147 trademark applications covering 39 separate names in 27 countries and regions in 1997.



infrared-enabled devices, and the third wave, who enjoyed the animated series and color LCD models. These include offerings such as capsule toys, plush toys, and mascot characters.

There are now over 1,500 different *Tamagotchi* characters. Their quality of being “rough around the edges,” derived from the quirkiness lying within their cuteness, is a major part of *Tamagotchi*’s appeal, and our branding efforts for the IP’s 30th anniversary are centered around their diversity and personality.

Are there any specific targets for *Tamagotchi* in its 30th anniversary?

Tsuji We are aiming to create a market on the scale of approximately ¥100 billion. This represents a doubling of our current market size, and there are two primary sources of growth that will help us achieve this goal.

The first source is global expansion. Overseas, we grant master licenses to local Group distribution companies, enabling teams from each country to independently develop strategies. Incidentally, since the international launch of the original *Tamagotchi* was one year later than Japan, 2027 will mark its 30th anniversary in overseas markets. We are working hard to build up global excitement this year in preparation for that milestone.

Hashimoto The insight and speed of local Group companies are serving to substantially accelerate global expansion. In Europe, for

instance, we receive commercialization proposals with designs we may never have conceived in Japan, and in South Korea, we receive numerous inquiries regarding collaboration in the cosmetics field.

As there remains significant room for growth overseas, particularly in North America, Europe, inland China, and other Asian countries, we will continue to focus our efforts on collaboration with local Group companies.

Tsuji The second source of growth is strengthening out-licensing both overseas and in Japan. Full-scale implementation of such initiatives commenced around 2022 under a team led by Ms. Hashimoto, and we have since seen substantial results.

There’s growing interest in licensing, isn’t there?

Hashimoto We are fortunate to receive many proposals from various sectors, but we place great emphasis on compatibility between *Tamagotchi* and prospective licensed products. Our approach to out-licensing goes beyond simply placing “*Tamagotchi*” on a package. We strive to collaborate with licensee companies to craft products that can be part of customers’ daily lives and that align closely with *Tamagotchi*’s values of taking care of something and not having an “on/off” switch, which we have upheld since the brand’s inception. I believe the most important aspect of out-licensing is that both parties work together with care and passion for their creation.



Overseas shipments account for 51% of the *Tamagotchi* series’ total shipments. Furthermore, we grant master licenses to our overseas Group distribution companies, enabling local teams from each country to independently develop strategies and accelerating the global rollout of products. The photo shows a pop-up store within MINISO in Times Square, New York.



The photo shows a collaboration between *Tamagotchi* and Kurasushi in the United States. Our continued pursuit of such overseas collaborations, centered on Japanese restaurant chains, has helped to increase the recognition of *Tamagotchi*.

A particularly memorable recent success was our collaboration with UNIQLO to launch a lineup of *Tamagotchi* T-shirts and the Original *Tamagotchi* device under the company’s UT brand. The products were rolled out at UNIQLO stores worldwide and resonated deeply with customers, creating significant social impact.

Tsuji We also have our sights on strengthening content production in visual works, music, and other areas. Unlike IPs that originated from animated works or games, *Tamagotchi* originated from a toy. Due to this unique origin, there is growing anticipation for bringing *Tamagotchi* to a global audience through the powerful medium of video.

Hashimoto Going forward, we have several major collaborations planned with leading companies in areas such as fashion, beauty, and food and beverages, which we will roll out not only in Japan but around the world. We hope you look forward to them.

Tsuji Previously, our primary objective was to sell *Tamagotchi* devices, but it has since changed. By expanding our lineup of devices alongside plush toys and other miscellaneous goods, we have been able to reach a much wider audience. This success is the result of 30 years of cultivating the *Tamagotchi* brand and instilling love for its characters and demand for its products in customers around the world. We are also advancing initiatives that combine the digital and physical realms, such as creating virtual spaces in *Roblox*—primarily in North America—that enable players to experience *Tamagotchi* online. The Group has come together to generate excitement for the *Tamagotchi* IP, and I am truly grateful for the strong support of my teammates, which inspires me to continue pressing forward.

Do you have a closing message for the shareholders and other investors?

Hashimoto I believe the future growth potential of *Tamagotchi* lies in its quality of being “charmingly rough around the edges”—derived from the quirkiness that complements its cuteness—and the diversity of its cast of over 1,500 different characters is reflective of the times. Rather than allowing this endearing IP to be consumed as a fleeting trend, we will develop it into a part of people’s lives that is cherished around the world for years to come. I hope everyone looks forward to future developments in *Tamagotchi*.



The *Tamagotchi* IP has expanded far beyond its origins as an electronic toy into a variety of domains, becoming an IP loved across generations and regions.

Tsuji For the past 30 years, we have devoted ourselves to carefully nurturing the *Tamagotchi* IP. We believe that continuing to pursue the IP’s stable growth over the next 50 and even 100 years is essential to enhancing corporate value.

Tamagotchi has three strengths: a track record of success in the Toys and Hobby Business as well as the Digital and Amusement Businesses, expansion into many more domains via out-licensing, and tremendous growth potential in the global market. We will leverage the full capabilities of the Group to expand the brand’s possibilities.

I believe that the value of content lies not in its specs but in the relationships it generates. No matter how advanced technology becomes, products that resonate with users are what go on to be cherished for years to come. Our team will continue working together to develop *Tamagotchi* into an even greater IP and deliver value that exceeds shareholders’ expectations.

2008

Tamagotchi Plus Color (with a color LCD screen)

The toy’s color LCD screen enables it to portray details such as the *Tamagotchi* characters’ facial expressions, seasons, and the time of day. The following year, a *Tamagotchi* animated series releases.



2023

Tamagotchi Uni (with Wi-Fi)

Tamagotchi Uni is the first device in the lineup to be released globally as the same model and to launch simultaneously worldwide. Featuring Wi-Fi connectivity, it enables *Tamagotchi* users from around the world to connect with one another.



2025

Tamagotchi Paradise (with zoom dial)

Tamagotchi-related merchandise trends, particularly among the generation of fans that played with the original *Tamagotchi* toy, their children, and women in their 20s and 30s, with popularity among the third demographic driven by surging demand for products that were popular during their childhoods in the Heisei era.



2026

Nozomi Plaza, located in front of the ticket gate of Tokyo Station’s Yaesu Underground Central Exit, is decorated with *Tamagotchi* visuals. We will implement a variety of initiatives in 2026 to make the 30th anniversary of *Tamagotchi* enjoyable for everyone.



CloseUp Message from a New Executive

Strategy and Outlook for Strengthening Our Management Foundation— A Perspective from the Corporate Governance Function Underpinning the Growth of the Group

Noriko Fujita serves as Director, CIO, CISO, and CSO of Bandai Namco Holdings. She also serves as Division General Manager of the Group Administrative Headquarters and President and CEO of Bandai Namco Business Arc. In this section, she introduces our corporate governance strategies to the shareholders and other investors.



Noriko Fujita

Bandai Namco Holdings Inc.
Director, CIO, CISO, CSO

<Profile>

Born on September 11, 1973

1997	Joined BANDAI CO., LTD.
2018	Executive Officer & General Manager of the Girls Business Department at BANDAI CO., LTD.
2023	Director in charge of Sustainability and Administrative Policy at BANDAI CO., LTD. Director in charge of Sustainability and Administrative Policy at BANDAI SPIRITS CO., LTD.
2025	Director and Chief Information Officer (CIO), Chief Information Security Officer (CISO), Chief Sustainability Officer (CSO), and Division General Manager of Group Administrative Headquarters at Bandai Namco Holdings Inc. President and CEO, Bandai Namco Business Arc Inc.

Transitioning from a Developer of Hit Products to a Leader of Corporate Strategy

Prior to assuming your current position, you played an active role on the front lines of product planning and development. In that experience, what products left the deepest impression on you?

After joining Bandai, I began my career in sales and subsequently spent about 20 years in product planning and development. During that time, I gave birth and experienced what it was like to raise children and pursue a career at the same time. Drawing on the inspiration I gained from that experience, I helped launch the *BabyLabo* infant toy brand in 2010. Although this was Bandai's first attempt at developing products for infants, *BabyLabo* became a brand that is loved by many families.

Your current areas of responsibility are quite broad, aren't they?

Since FY2026.3, I have served as a director of Bandai Namco Holdings Inc., overseeing the roles of CIO, CISO, and CSO, as well as working as the Division General Manager of Group Administrative Headquarters. In addition, I concurrently serve as President and CEO of Bandai Namco Business Arc Inc., which is responsible for Groupwide administrative functions, including accounting and human resources.

My responsibilities cover an extensive range of areas, from information systems strategy to human resources, legal affairs, and risk management. There are times when meetings run back-to-back, so I am constantly shifting gears across my many roles. Nevertheless, I have made it my personal mission to build an environment and foundation that enables each business and every employee to grow. With this mission as my guiding principle, I feel I am able to make clear and confident decisions, no matter what setting find myself in.

Aiming to Maximize the Group's Corporate Value

Since being appointed as a director, what kind of efforts have you been focusing on?

Every company is growing at a rapid pace, and I have therefore focused

my attention on building a robust management foundation so that our corporate governance functions can underpin and drive this rapid growth.

The Bandai Namco Group has grown to comprise more than 100 companies both in Japan and overseas, each differing in scale and business activities. Building an environment that serves as a foundation for Groupwide growth requires respecting the unique qualities of each company while also taking a broader perspective, not just optimizing individual entities. It is essential to strike the right balance and steer accordingly. Over the past year, I have worked to deepen my understanding of each Group company while clarifying which areas should be shared across the Group as a growth foundation and which areas should be left to the discretion of individual companies.

What are you particularly mindful of in terms of collaboration between corporate functions and individual Group companies?

I like to think of the role of corporate functions as being the police motorcycles that escort runners in a marathon relay race, moving closely alongside each business and providing guidance as it works toward its goals. To that end, a deep understanding of each business is essential. Only by thoroughly assessing the business environment and management ambition of each Group company can we truly support the implementation of its management strategies and the realization of Groupwide strategies. Corporate functions and business operations are both essential drivers of the Group's growth. Accordingly, we will continue to strengthen corporate functions so that they can underpin our diverse and rapidly changing businesses, which are one of our key strengths, as well as the growth of our employees.

As a director, how do you view the issues surrounding information technology? Also, could you please tell us about the Group's policy on AI use, as this is an issue that is garnering attention from investors and the media?

Threats related to information security are becoming more sophisticated day by day. Ransomware attacks that cause significant damage continue to occur both inside and outside Japan, and we will continue to strengthen measures to prevent such attacks within the Group, while also enhancing employee security awareness and expanding practical training.

With regard to AI use, we are promoting AI initiatives across our businesses and corporate functions, and we are now seeing both successes and challenges emerge. In corporate functions in particular, it can be difficult to achieve meaningful results when data and operational processes lack consistency in structure and detail. As a result, AI initiatives have so far been limited to individual use cases. Going forward, we aim to improve the outcomes of AI use by creating an environment where employees can effectively leverage AI and by providing the necessary training, while continuing to refine our operational processes and rules.

As CSO, could you share what you consider to be most important in promoting sustainability?

I believe it is very important that we draw on what makes Bandai Namco unique and promote sustainability in a manner that aligns

with our business activities. Our business portfolio is diverse, so the sustainability issues we face differ depending on the characteristics of each individual business.

In the Toys and Hobby Business, we are promoting environmentally friendly initiatives related to plastic in collaboration with our fans. These include collecting and recycling model kit runners (part of the plastic model framework) and Gashapon capsules. We are also promoting sustainability initiatives in line with the characteristics of the Digital, Visual and Music, and Amusement Businesses. For example, we are promoting efforts to conserve energy and respect human rights in the supply chain as well as offering educational activities that make use of our games, music, and amusement facilities.

Furthermore, we will step up initiatives toward human capital. To build an environment where Group employees can continue to work with peace of mind, we will seek to revise personnel systems and enhance educational activities that encourage new pursuits and growth, with an emphasis on collaboration between our diverse businesses.

Passion for IP connects us to fans worldwide

As the Group's presence overseas continues to grow, where do you see its competitive edge, and what sets it apart from competitors?

Our competitive edge lies in our ability to develop a diverse portfolio of businesses centered on IPs, with each business working in tandem to generate synergies. IPs such as *Gundam*, *PAC-MAN*, and *Tamagotchi* have remained beloved over time because they reach audiences through multiple channels, including visual media, games, toys, and amusement, all of which work together to continuously enhance their lifetime value. We believe this structure represents a significant strength around the world. Another point that sets us apart from other companies is the deep commitment and passion our employees have for the IPs. I see this personally as the Group's greatest strength. I truly believe that this deep passion toward IPs is what enables us to create works, products, and services that exceed expectations, while also building connections with fans around the world that transcend borders.

Do you have a closing message for the shareholders and other investors?

I oversee a broad range of operations, from the development of human resources to the promotion of sustainability initiatives and efforts to bolster our IT. I see all these efforts as essential to delivering works, products, and services that convey the Group's passion to a wider audience, while also strengthening the foundation for sustainable Groupwide growth.

I will strive to ensure that our corporate functions, which form the foundation of our management, can fulfill both proactive and protective roles, so that we can continue to meet your expectations and achieve growth. We hope you will continue to look forward to the future of the Bandai Namco Group and thank you for your continued support.