



May 13, 2026

Bandai Namco Holdings Inc.  
Bandai Namco Music Live Inc.  
UDO ARTISTS Inc.

**Bandai Namco Group and UDO ARTISTS Inc. Build Strategic Partnership  
Leveraging Each Other's Strengths for Promoting Collaboration to  
Further Revitalize Live Events and the Music Businesses**

Bandai Namco Holdings Inc. (headquarters: Minato-ku, Tokyo; President and Representative Director: Yuji Asako) and its subsidiary Bandai Namco Music Live Inc. (headquarters: Shibuya-ku Tokyo; President and Representative Director: Makoto Asanuma; hereinafter “BNML”) have acquired from UDO Holdings Inc. (headquarters: Minato-ku, Tokyo; President and Representative Director: Atsuko Osaki), 35% of the shares of UDO ARTISTS Inc. (headquarters: Minato-ku, Tokyo; President: Keisuke Endo; hereinafter “UDO”) a subsidiary of UDO Holdings Inc.

Under this strategic partnership, the parties will leverage the “IP axis strategy\*” promoted by the Bandai Namco Group and the strengths of the concert planning operational capabilities possessed by UDO in order to promote their live events and music businesses in Japan and overseas, such as those based around visual and music content, as well as accelerate the global development of their music businesses.



Nobuhiko Momoi, Executive Vice President and Director in charge of Group Strategy (CW360), Bandai Namco Holdings Inc. (right)

Makoto Asanuma, President and Representative Director, Bandai Namco Music Live Inc. (left)

Keisuke Endo, President, UDO ARTISTS Inc. (center)

In recent years, music in the entertainment market has become an important business area made up of far more than music streaming. IP value has been constantly expanding through development in many areas including live events, video streaming, social media, and merchandising. BNML has worked on developing its businesses including the planning and production of music content and live events based around its visual and music content, where it demonstrates its strengths in IP production capabilities spanning artists, songs and

videos. On the other hand, UDO was Japan's first rock music promoter and it possesses multiple achievements in live performance planning and concert operations for not only Japanese artists but also international artists coming to Japan, earning a strong reputation in the industry.

Through this new strategic partnership, the parties aim to generate synergies and promote new initiatives in the live event and music businesses by combining the know-how of BNML, which has strengths in the music business and IP creation and development capabilities with that related to the planning and production capabilities and overseas production expansion held by UDO.

- \* IP axis strategy: A strategy that takes advantage of the worldview and unique characteristics of IP (encompassing Characters and other intellectual properties) to maximize IP value through the provision of the optimal products and services to the optimal regions at the optimal times.

### ■ Comments from each company

Nobuhiko Momoi, Executive Vice President and Director in charge of Group Strategy (CW360), Bandai Namco Holdings Inc.

I am immensely pleased we gained this opportunity to build a partnership with “UDO of Rock,” which boasts such a long history of achievements and has continued to create memorable cultural moments throughout the decades. In our organization CW360, in which is embedded the meaning of “Connect with 360 (establish 360° connections with fans),” together with all our stakeholders, we are promoting investments and other strategies with the aim of venturing into new frontiers. Commencing April 2026, the Bandai Namco Group has begun reorganization of our visual and music business and we have started “project RESONANCE” to strengthen and accelerate the music business across the Group in coordination with CW360. Under this strategic partnership, we aim for the initiatives to work alongside project RESONANCE to deliver smiles and energy to fans worldwide through our live-event and music businesses operated with a unique Bandai Namco style.

Makoto Asanuma, President and Representative Director, Bandai Namco Music Live Inc.

I highly respect UDO and the remarkable history and track record they have achieved over the years, and it is with great joy to see this strategic partnership take shape. This new collaboration will allow BNML and UDO to unite their insights and know-how gained over many years together with their global networks, thereby making it possible to extract the maximum extent of value and appeal of artists and IP for the sake of fans worldwide. Looking forward, both parties will aim for new value creation and strive to offer fans even more wonderful live experiences.

Keisuke Endo, President, UDO ARTISTS Inc.

Since being founded by Seijiro Udo more than sixty years ago, we at UDO ARTISTS have continually pursued a path of independence. Today, the entertainment industry is on the brink of enormous transformation. Wishing to further evolve in this tumultuous age, we made a big decision. Going forward, we aim to work together with the Bandai Namco Group to absorb their wealth of insights to the maximum extent in order to achieve further growth. We ask our clients and our staff who are following us on this journey to expect big things from our challenge of transforming into a company overflowing with even greater appeal.

## ■ Company Overview

### Bandai Namco Holdings Inc.

Head Office: Bandai Namco miraikenkyusho, 5-37-8 Shiba, Minato-ku, Tokyo, Japan  
Representative: Yuji Asako, President and Representative Director CEO  
Capital: ¥10.0 billion  
Business description: Operations related to planning and execution of medium- and long-term business strategies for the Bandai Namco Group and provision of support for business strategy implementation by Group companies and management of business activities  
Established: September 29, 2005  
Company URL: <https://www.bandainamco.co.jp/en/>

### Bandai Namco Music Live Inc. (a wholly owned subsidiary of Bandai Namco Holdings Inc.)

Head Office: Ebisu First Square, 1-18-14 Ebisu, Shibuya-ku, Tokyo, Japan  
Representative: Makoto Asanuma, President and Representative Director  
Capital: ¥300 million  
Business description: Planning, production, management and operation of music content, artist discovery and development, production of live events  
Established: August 23, 1983  
Company URL: <https://www.bandainamcomusiclive.co.jp/>

### UDO ARTISTS Inc.

Head Office: Oak Akasaka Building, 7-1-16 Akasaka, Minato-ku, Tokyo, Japan  
Representative: Keisuke Endo, President and Representative Director  
Capital: ¥100 million  
Business description: Operation of a diverse range of business related to music and entertainment, focusing on the production of live performances by Japanese and international artists  
Established: November 15, 1967  
Company URL: <https://www.udo.jp/>

- This document is a translation of the original Press Release in Japanese. Bandai Namco Holdings Inc. provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise. In the event of any discrepancy, the original Press Release in Japanese shall prevail.