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SALES BY CATEGORY

- FY2023  (NEW SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

- FY2023  (PREVIOUS SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

- FY2022  (NEW SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

Net sales: ¥740,903 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥740,903 million

SALES BY SEGMENT (CONSOLIDATED)

- FY2022  (NEW SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

- FY2022  (PREVIOUS SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

- FY2022  (NEW SEGMENT CLASSIFICATION)
  Elimination of internal transactions and corporate
  Net sales (after eliminations) ¥889,370 million

Net sales: ¥740,903 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥740,903 million

SALES BY GEOGRAPHIC REGION

- FY2023  Sales to external customers ¥889,370 million

- FY2023  Sales to external customers ¥740,903 million

Net sales: ¥740,903 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥889,370 million
Net sales (after eliminations): ¥740,903 million
PRODUCTS / SERVICE DATA

SALES BY IPs
Groupwide Sales by IPs (Worldwide)

<table>
<thead>
<tr>
<th>Product Line</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net amount</td>
<td>¥50.8</td>
<td>¥51.9</td>
</tr>
<tr>
<td>Cost</td>
<td>¥45.1</td>
<td>¥45.1</td>
</tr>
<tr>
<td>Profit</td>
<td>¥5.7</td>
<td>¥6.8</td>
</tr>
</tbody>
</table>

Note: Sales before elimination of intersegment transactions

Sales by IP for Toys and Hobby Business (Japan)

<table>
<thead>
<tr>
<th>Product Line</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>KAMEN RIDER</td>
<td>¥24.3</td>
<td>¥22.8</td>
</tr>
<tr>
<td>Aikatsu!</td>
<td>¥0.0</td>
<td>¥0.1</td>
</tr>
<tr>
<td>Mobile Suit Gundam</td>
<td>¥10.0</td>
<td>¥10.1</td>
</tr>
<tr>
<td>Roseman</td>
<td>¥8.7</td>
<td>¥9.9</td>
</tr>
<tr>
<td>CHIBIUMAN</td>
<td>¥12.7</td>
<td>¥12.9</td>
</tr>
<tr>
<td>NARUTO</td>
<td>¥2.1</td>
<td>¥2.9</td>
</tr>
<tr>
<td>PRETTY CURE!</td>
<td>¥0.6</td>
<td>¥0.8</td>
</tr>
<tr>
<td>ONE PIECE</td>
<td>¥1.0</td>
<td>¥1.1</td>
</tr>
</tbody>
</table>

Note: Sales before elimination of intersegment transactions

SALES BY IPs

<table>
<thead>
<tr>
<th>Product Line</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network content</td>
<td>¥10.7</td>
<td>¥10.5</td>
</tr>
<tr>
<td>Mobile video games</td>
<td>¥11.8</td>
<td>¥11.4</td>
</tr>
</tbody>
</table>
| • Number of network content titles in Japan (As of the end of March 2022)
  - Social media: 5 titles
  - Game apps (Google Play): 34 titles
  - Game apps (App Store): 34 titles
| Super Robot Wars | ¥1.9  |
| Tamagotchi | ¥8.6  |
| Super Sentai | ¥28.9 |
| KAMEN RIDER | ¥29.5 |
| ONE PIECE | ¥44.1 |

Note: Sales before elimination of intersegment transactions

ENTERTEIMENT UNIT (DIGITAL BUSINESS)

• Sales by major category
  - Network content
  - Mobile video games

ENTERTEIMENT UNIT (TOYS AND HOBBY BUSINESS)

• Toys
  - Ultraman soft figures (heroes and monsters)
  - Super Sentai series (shape-changing model robots)
  - Super Robot Wars
  - Mobile Suit Gundam series
  - ONE PIECE
  - Tategami series
  - Pretty Cure!

• Apparel
  - Transformation suits
  - Capsule toys

• Capsule Toys: Gashapon
  - Gashapon (¥100–¥500)
  - Capsule toys (including overseas)

• Capsule-and-less product series
  - Capsule-and-less product series

• Carte, Trading Cards
  - CARDASS series
  - Doki CARDDASS series
  - Characters series

Note: Sales before elimination of intersegment transactions
### PRODUCTS / SERVICE DATA

#### BANDAI SPIRITS CO., LTD.

**Collectible Figures**
- **Gundam** series plastic models, 1987 to March 2022 735.70 million units
- **Mobile Suit Gundam** series (Real) plastic models, 1979 to March 2022 555.26 million units
- **Figure-rise** series, 2011 to March 2022 180.44 million units
- **Figure-rise keychain** series, 2020 to March 2022 67.60 million units

**Plastic Model Kits**
- **Gundam** series plastic models, 1979 to March 2022 219 items, 16.30 million units
- **Mobile Suit Gundam** series plastic models, November 2003 to March 2022 5.53 million units
- **Gundam** series plastic models, February 2021 to March 2022 219 items, 16.30 million units

**Confectionery**
- **Confectionery for holidays** series, 2018 to March 2022 11.14 million units

**Overseas**

**Amusement Facilities**
- **Number of facilities at end of FY2022.3**

**IP Production Unit (VISUAL AND MUSIC BUSINESS / CREATION BUSINESS)**

**Sales by category**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2021.3</th>
<th>FY2022.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packaged products</td>
<td>21.4</td>
<td>22.4</td>
</tr>
<tr>
<td>Non-packaged products, contest, distribution,</td>
<td>46.5</td>
<td>79.0</td>
</tr>
<tr>
<td>events, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>66.3</td>
<td>91.4</td>
</tr>
</tbody>
</table>

**IP Production Unit (Creation Business)**

**SAKAIUSA-HANAYASHIKI** in FY2022.3 300,000 customers

### Bandai Namco Group Outline

**Bandai Namco Rights Marketing Inc.**
- **Cumulative total sales of visual packaged products**
- **Mobile Suit Gundam series**
- **Ultraman series**
- **Number of copy rights products and total number of hours**
  - As of the end of March 2022 1,218 products
  - Total number of hours 4,508 hours

**BANDAI NAMCO Arts Inc.**
- **Number of animation productions available for on-demand delivery**
- **Number of productions delivered as of March 31, 2022**
- **Number of copyrighted products and total number of hours**

**BANDAI SPIRITS CO., LTD.**

**Collectible Figures**
- **Sewn products (stuffed toys, etc.)**
- **Gundam** action figures, January 1987 to March 2022 25.86 million units

**Figure-rise series**
- **Build-Up** series, October 2009 to March 2022 15.02 million units

**SOUL OF ROBOT series**
- **Build-Up** series, October 2009 to March 2022 15.02 million units

**SAINT CLOTH MYTH series**
- **Build-Up** series, October 2009 to March 2022 15.02 million units

**WEB service “GUNDAM.INFO”**
- **Cumulative shipment volume**

**SAINT CLOTH MYTH series**
- **Build-Up** series, October 2009 to March 2022 15.02 million units

**Gundam series plastic models**
- **Developed into prizes in FY2022.3**

**Sales by category**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2021.3</th>
<th>FY2022.3</th>
</tr>
</thead>
<tbody>
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<tr>
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<td>79.0</td>
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<td>events, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>66.3</td>
<td>91.4</td>
</tr>
</tbody>
</table>

**Packaged products**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2021.3</th>
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</thead>
<tbody>
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<td>46.5</td>
<td>79.0</td>
</tr>
<tr>
<td>events, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>66.3</td>
<td>91.4</td>
</tr>
</tbody>
</table>
ENTERTAINMENT UNIT (DIGITAL BUSINESS)

GAME APP MARKET (JAPAN)

SALES BY REGION (2020)

<table>
<thead>
<tr>
<th>Region</th>
<th>Global Sales (¥ billion)</th>
<th>Central and South America</th>
<th>North America</th>
<th>Europe</th>
<th>Asia</th>
<th>Oceania</th>
<th>Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87,725.5</td>
<td>13.0%</td>
<td>26.3%</td>
<td>15.8%</td>
<td>21.0%</td>
<td>6.1%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

Home video game market (Japan)

Sales trend (Unit: ¥ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>691.9</td>
<td>670.7</td>
<td>689.7</td>
<td>699.5</td>
<td>706.1</td>
</tr>
</tbody>
</table>

UNIT SALES SHARE BY MANUFACTURER (2021)

<table>
<thead>
<tr>
<th>Manufacturer</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sony Interactive</td>
<td>17.4%</td>
</tr>
<tr>
<td>Nintendo</td>
<td>31.4%</td>
</tr>
<tr>
<td>SEGA</td>
<td>2.0%</td>
</tr>
<tr>
<td>Microsoft</td>
<td>2.4%</td>
</tr>
<tr>
<td>Other</td>
<td>19.4%</td>
</tr>
</tbody>
</table>

Note: Prepared based on information as of July 2022.
Source: “Famitsu Game White Paper 2022” (KADOKAWA ASCII Research Laboratories, Inc.)

TOY MARKET (JAPAN)

Major categories (Unit: Millions of yen, manufacturer’s suggested retail price basis)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2021.3</th>
<th>FY2022.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Games</td>
<td>212,445</td>
<td>213,258</td>
</tr>
<tr>
<td>Cards, trading cards</td>
<td>122,452</td>
<td>178,249</td>
</tr>
<tr>
<td>Jigsaw puzzles</td>
<td>17,622</td>
<td>15,119</td>
</tr>
<tr>
<td>High-tech-related toys</td>
<td>6,471</td>
<td>9,076</td>
</tr>
<tr>
<td>Character products</td>
<td>67,628</td>
<td>68,623</td>
</tr>
<tr>
<td>Toy vehicles</td>
<td>42,514</td>
<td>48,158</td>
</tr>
<tr>
<td>Dolls, products for playing house</td>
<td>38,421</td>
<td>38,733</td>
</tr>
<tr>
<td>Educational toys</td>
<td>26,314</td>
<td>27,978</td>
</tr>
<tr>
<td>Seasonal products</td>
<td>172,722</td>
<td>171,561</td>
</tr>
<tr>
<td>Stuffed toys</td>
<td>194,361</td>
<td>153,633</td>
</tr>
<tr>
<td>Hobby products</td>
<td>10,744</td>
<td>18,716</td>
</tr>
<tr>
<td>Total</td>
<td>824,445</td>
<td>894,610</td>
</tr>
</tbody>
</table>

Notes:
1. In principle, the market created by the original products and licensed products of member companies of the Japan Toy Association and exhibitions and international Tokyo Toy Show.
2. Excludingignon distribution.
3. Hobby products include distribution of dolls.
Source: Research by the Japan Toy Association.
## Related Market Data

### Plastic Model Market (Japan)

- **Plastic Model Overall Market Trend**
  - Market scale (left): 3.8 Billion yen (2019), 4.5 Billion yen (2020), 5.6 Billion yen (2021)
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Capsule Toy Market (Japan)

- **Capsule Toy Market Trend**
  - Market scale (left): 27.0 Billion yen (2018), 27.5 Billion yen (2019), 28.6 Billion yen (2020), 30.5 Billion yen (2021)
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Character Plastic Model Market Trend

- Market scale (left): 3.8 Billion yen (2019), 4.5 Billion yen (2020), 5.6 Billion yen (2021)
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Figure Market (Japan)

- **Figure Market Scale Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Card Product Market (Japan)

- **Card Product Market Scale Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Digital Card Market Scale Trend

  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Candy Toy Market (Japan)

- **Candy Toy Market Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Babies’ & Children’s Clothing Market (Japan)

- **Babies’ & Children’s Clothing Market Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Visual Software Market (Japan)

- **Visual Software Market Scale Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### Music Content Market (Japan)

- **Music-Related Market Scale Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

### IP Production Unit

- **Audio Record Production Value and Live Entertainment Market Scale Trend**
  - Source: Research by AMIH (market size is on a suggested retail price basis)
  - Fiscal year ended March 31

---

*Note: Data is rounded to the nearest billion yen.*
### ANIMATION MARKET (JAPAN)

#### ANIMATION MARKET SCALE TREND

<table>
<thead>
<tr>
<th>Year</th>
<th>¥ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>273.4</td>
</tr>
<tr>
<td>2017</td>
<td>287.4</td>
</tr>
<tr>
<td>2018</td>
<td>301.4</td>
</tr>
<tr>
<td>2019</td>
<td>315.4</td>
</tr>
<tr>
<td>2020</td>
<td>329.4</td>
</tr>
</tbody>
</table>

### AMUSEMENT UNIT

#### AMUSEMENT MACHINE MARKET (JAPAN)

#### AMUSEMENT MACHINE SALES TREND

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>100</td>
</tr>
<tr>
<td>2018</td>
<td>200</td>
</tr>
<tr>
<td>2019</td>
<td>300</td>
</tr>
<tr>
<td>2020</td>
<td>400</td>
</tr>
</tbody>
</table>

#### AMUSEMENT FACILITY MARKET (JAPAN)

#### AMUSEMENT FACILITY MARKET SCALE AND NUMBER OF PARTICIPANTS (GAME CENTERS)

<table>
<thead>
<tr>
<th>Year</th>
<th>¥ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>142.0</td>
</tr>
<tr>
<td>2017</td>
<td>155.4</td>
</tr>
<tr>
<td>2018</td>
<td>168.9</td>
</tr>
<tr>
<td>2019</td>
<td>182.3</td>
</tr>
<tr>
<td>2020</td>
<td>195.7</td>
</tr>
</tbody>
</table>

#### TREND IN NUMBER OF NO. 5 FACILITIES (OPERATION OF GAME CENTERS, ETC.)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>360</td>
</tr>
<tr>
<td>2017</td>
<td>352</td>
</tr>
<tr>
<td>2018</td>
<td>345</td>
</tr>
<tr>
<td>2019</td>
<td>338</td>
</tr>
<tr>
<td>2020</td>
<td>331</td>
</tr>
</tbody>
</table>

### ESG Data

#### FY2022.3 SEGMENT ACTIVITY REPORT BY MATERIAL ISSUE

The Bandai Namco Group's business segments and affiliated business companies have created KPI plans for the Group's Important CSR Themes (currently, material issues) and are implementing initiatives on that basis. The Group CSR Committee (currently, the Group Sustainability Committee) and the Group CSR Subcommittee (currently, the Group Sustainability Subcommittee) confirm and review progress with activities, and reports are periodically made to the Board of Directors. In these ways, we are working to achieve the plans. The status of the activities of the business segments and affiliated companies in FY2022.3 is as follows.

**Notes:** Based on the business segment classification for FY2022.3.

In FY2022.3, we reviewed the Group’s Important CSR Themes and identified material issues. In the KPIs for FY2023.3, we have set new targets and implemented initiatives based on the material issues that were identified. In these tables, we have replaced the previous categories with material issue categories. The status of progress for items that are not included in the FY2022.3 targets is not shown.

### BANDAI NAMCO GROUP MATERIAL ISSUES:

#### HARMONIOUS COEXISTENCE WITH THE NATURAL ENVIRONMENT

**Digital Business**
- Bandai Namco Entertainment Inc. announced its participation in the “Playing for the Planet Alliance,” which was launched at the UN Climate Summit.

**Toys and Hobby Business**
- Within the business segment, we held meetings of the CSR Promotion Committee (four meetings) and the Eco Medals Committee (four meetings).
- Certifying 490 items in FY2022.3 under the Eco Medal certification system, which certifies products that meet internal standards for environmental friendliness.

**Visual and Music Business**
- Implementing live events with consideration for the environment
- Using LED lighting, reusing materials, etc.

**Creation Business**
- Reducing the use of paper resources by promoting the digitalization of animation production processes
- Continuing educational activities for employees through internal newsletters, mail magazines, etc.

**Amusement Business**
- With the understanding of the commercial facilities that house our amusement facilities, implementing “lights down” campaigns to turn down the lighting to the extent possible without adversely affecting customer safety, crime prevention, etc.
- Implementing campaigns at 90 bases in the Amusement Unit, including the head office and facilities

**Affiliated Business Companies**
- Average fuel consumption achieved through continued eco-driving activities
  - 5.29 km/L

---

**TREND IN NUMBER OF NO. 5 FACILITIES (OPERATION OF GAME CENTERS, ETC.)**

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
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<td>2019</td>
<td>338</td>
</tr>
<tr>
<td>2020</td>
<td>331</td>
</tr>
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**AMUSEMENT MACHINE MARKET (JAPAN)**

<table>
<thead>
<tr>
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<th>No. of Units</th>
</tr>
</thead>
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<td>2017</td>
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<td>2019</td>
<td>300</td>
</tr>
<tr>
<td>2020</td>
<td>400</td>
</tr>
</tbody>
</table>

**ANIMATION MARKET (JAPAN)**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>360</td>
</tr>
<tr>
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<td>352</td>
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<td>2019</td>
<td>338</td>
</tr>
<tr>
<td>2020</td>
<td>331</td>
</tr>
</tbody>
</table>

**NUMBER OF TV ANIMATION TITLES**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>360</td>
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<td>2019</td>
<td>338</td>
</tr>
<tr>
<td>2020</td>
<td>331</td>
</tr>
</tbody>
</table>
**BANDAI NAMCO GROUP MATERIAL ISSUES:**

### PROVISION OF APPROPRIATE PRODUCTS AND SERVICES

**Business Segment** | **FY2022.3 Activity Report** | **Status of Progress**
--- | --- | ---
**Digital Business** | + Periodically revising guidelines for game production  
+ Updating various ethical guidelines  
+ Formulating usability guidelines |  
**Toys and Hobby Business** | + Holding the Product Safety Forum, with Toys and Hobby Business companies and Bandai Namco Entertainment Inc. cooperating to implement an online exhibition to foster consideration for product safety and quality  
+ 1,902 attendees, 33% increase from the previous forum  
+ Starting application of the BANDAI new quality standards from October 2021  
+ Maintaining certification as Product Safety Contributor Gold Company  
+ At voice of the customer (VOC)/quality liaison committee meetings, sharing examples related to VOC, quality, and ethics with people from operating departments |  
**Visual and Music Business** | + Establishing skills in the operation of live events that take into account the influence of the COVID-19 crisis  
+ Implementing multiple checks of ethical expression in visual products by the production and quality control departments and by production-related companies  
+ Expanding products compatible with Japanese-language voice guidance for users with visual impairment |  
**Creation Business** | + Strengthening internal checking system for expression in scenarios, storyboards, and product editorial supervision |  
**Amusement Business** | + Implementing checks related to facility safety  
+ Implementing Bandai Namco Amusement Inc. facility safety checks (233 facilities), play equipment checks (44 points), large-scale entertainment facility checks (4 points), and electrical equipment checks (54 facilities)  
+ Implementing 29 independent inspections related to food safety (food safety inspection)  
+ Establishing secretariat in charge of ethics for ethical expression in products and services and continuing to advance checking system  
+ Conferring quality of imported toys to secure safety in line with Japanese domestic laws and regulations |  
**Affiliated Business Companies (BANDAI LOGIPAL INC., LOGIPAL EXPRESS INC.)** | + Acquiring G-Mark certification for excellent standards for safety at an additional three sites  
+ Tochigi Sales Office, Shizuoka Assembly Distribution Center, and Kitakyushu Sales Office |  

### APPROPRIATE UTILIZATION AND PROTECTION OF INTELLECTUAL PROPERTY

**Business Segment** | **FY2022.3 Activity Report** | **Status of Progress**
--- | --- | ---
**Digital Business** | + Holding meetings to exchange opinions about patents with other companies in the industry |  
**Toys and Hobby Business** | + At the FY2021 Intellectual Property Achievement Awards sponsored by the Ministry of Economy, Trade and Industry (METI) and the Japan Patent Office (JPO), BANDAI CO., LTD. received the Japan Patent Office Commissioner’s Award as an excellent company utilizing the intellectual property rights system |  
**Visual and Music Business** | + Strengthening rights infringement countermeasures in cooperation with related organizations and Group companies |  
**Creation Business** | + Cooperating in the production of films with the Manga-Anime Guardians Project (MAGP), for which the Content Overseas Distribution Association (CODA) is working as the secretariat office |  

### ESTABLISHMENT OF WORK ENVIRONMENTS THAT FACILITATE MUTUAL RESPECT

**Business Segment** | **FY2022.3 Activity Report** | **Status of Progress**
--- | --- | ---
**Digital Business** | + Implementing family events |  
**Toys and Hobby Business** | + Implementing audits at all overseas final packaging plants that make products for BANDAI CO., LTD. for the Japanese market (180 plants) |  
**Creation Business** | + Implementing family events |  

### HARMONIOUS COEXISTENCE WITH COMMUNITIES

**Business Segment** | **FY2022.3 Activity Report** | **Status of Progress**
--- | --- | ---
**Digital Business** | + Launching Gundam Open Innovation aiming to resolve social issues through IP (characters and other intellectual property) |  
**Toys and Hobby Business** | + Implementing Gunpla Academy, a plastic model lesson package  
+ Starting activities at BANDAI to support children when there is a disaster, developing support toys |  
**Visual and Music Business** | + Through the Japanese Red Cross Society, contributing a portion of the sales of charity goods sold at live events to areas affected by disasters, such as earthquakes or heavy rain |  
**Creation Business** | + Proactively accepting school visits to Company facilities and enhancing the content of these visits  
+ Contributing to the SPACE Development Forum and holding workshops |  
**Amusement Business** | + Participating in the Sport in Life Consortium sponsored by the Japan Sports Agency |  
**Affiliated Business Companies (BANDAI LOGIPAL INC., LOGIPAL EXPRESS INC.)** | + Working together with local traffic safety associations and contributing to communities through traffic safety activities |
### ENVIRONMENT-RELATED INFORMATION

#### Note:
Based on the business segment classification for FY2022.3

#### OVERVIEW OF ENVIRONMENTAL PERFORMANCE DATA FOR FY2022.3

<table>
<thead>
<tr>
<th>Measured Items</th>
<th>Unit</th>
<th>Bandai Namco Holdings, Inc.</th>
<th>Digital</th>
<th>Toys and Hobby</th>
<th>Visual and Music</th>
<th>Creation</th>
<th>Amusement</th>
<th>Non-Related Business Companies</th>
<th>FY2022 Q3 Total</th>
<th>FY2021 Q3 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fuel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coal*</td>
<td>ℓ</td>
<td>0</td>
<td>546</td>
<td>40,557</td>
<td>9,747</td>
<td>10,883</td>
<td>41,346</td>
<td>66,974</td>
<td>110,052</td>
<td>114,607</td>
</tr>
<tr>
<td>Diesel*</td>
<td>ℓ</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,296</td>
</tr>
<tr>
<td>Fuel oil</td>
<td>ℓ</td>
<td>0</td>
<td>0</td>
<td>78,968</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,396,740</td>
<td>1,469,709</td>
<td>1,505,688</td>
</tr>
<tr>
<td>Natural gas</td>
<td>ℓ</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Liquefied petroleum gas</td>
<td>ℓ</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tap water used</td>
<td>m3</td>
<td>259</td>
<td>3,629</td>
<td>63,295</td>
<td>0</td>
<td>3,606</td>
<td>61,355</td>
<td>15,070</td>
<td>147,405</td>
<td>144,942</td>
</tr>
<tr>
<td>Wastewater</td>
<td>m3</td>
<td>259</td>
<td>3,690</td>
<td>59,437</td>
<td>0</td>
<td>3,606</td>
<td>62,644</td>
<td>13,502</td>
<td>143,138</td>
<td>139,986</td>
</tr>
<tr>
<td><strong>Electricity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City gas</td>
<td>kWh</td>
<td>108,846</td>
<td>4,970,229</td>
<td>20,515,151</td>
<td>606,153</td>
<td>2,142,354</td>
<td>74,134,406</td>
<td>7,268,372</td>
<td>111,409,511</td>
<td>113,493,308</td>
</tr>
<tr>
<td>Steam (industrial use)*</td>
<td>GJ</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Steam (excluding industrial use)*</td>
<td>GJ</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hot water*</td>
<td>GJ</td>
<td>0</td>
<td>0</td>
<td>177</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>177</td>
<td>136</td>
<td></td>
</tr>
<tr>
<td>Cold water*</td>
<td>GJ</td>
<td>0</td>
<td>0</td>
<td>1,040</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,040</td>
<td>893</td>
<td></td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-industrial waste</td>
<td>kg</td>
<td>1,861</td>
<td>24,869</td>
<td>512,490</td>
<td>33,990</td>
<td>16,797</td>
<td>860,426</td>
<td>209,409</td>
<td>1,058,942</td>
<td>1,170,781</td>
</tr>
<tr>
<td>Industrial waste</td>
<td>kg</td>
<td>0</td>
<td>34,041</td>
<td>634,610</td>
<td>471,791</td>
<td>50,957</td>
<td>1,206,254</td>
<td>315,326</td>
<td>2,712,228</td>
<td>2,099,315</td>
</tr>
<tr>
<td>Recyling volumes</td>
<td>kg</td>
<td>3,769</td>
<td>25,007</td>
<td>663,593</td>
<td>0</td>
<td>41,963</td>
<td>30,313</td>
<td>127,232</td>
<td>893,997</td>
<td>841,816</td>
</tr>
<tr>
<td><strong>Photocopy paper</strong></td>
<td>kg</td>
<td>1,166</td>
<td>2,547</td>
<td>39,199</td>
<td>6,529</td>
<td>12,737</td>
<td>30,163</td>
<td>47,254</td>
<td>124,685</td>
<td>122,738</td>
</tr>
</tbody>
</table>

#### BANDAI NAMCO GROUP CO2 EMISSIONS

The Bandai Namco Group is working to reduce CO2 emissions by setting reduction targets for each business segment for each fiscal year.

- **Environmental Management Scope**
  - All Group companies
- **Scope of Collection of Environmental Performance Data**
  - Consolidated companies, excluding equity-method affiliates
- **Management Standard**
  - Emissions volume

#### THE BANDAI NAMCO GROUP SUSTAINABILITY POLICY

Under the IP axis strategy, we will work with fans to promote sustainability activities corresponding to social issues that should be addressed by the Group.

**Specific Initiatives**
- Identification of material issues (revision of important CSR Themes)
- Advancing activities linked to the IP axis strategy

**Medium-to-long-term targets for decarbonization**

<table>
<thead>
<tr>
<th>Target</th>
<th>Medium-term target</th>
<th>Major initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>By 2050: Reduce the amount of energy-related carbon dioxide emissions at Group business sites (offices, own plants, directly operated amusement facilities, etc.) to net zero.</td>
<td><strong>By 2030:</strong> A 30% reduction compared with FY2020.3 (a 50% reduction compared with FY2014.3) in energy-related carbon dioxide emissions at Group business sites.</td>
<td>Further promotion of energy-saving measures and introduction of renewable energy, etc.</td>
</tr>
</tbody>
</table>

Note: In accordance with the Law Regarding the Rationalization of Energy Use, the Bandai Namco Group calculates CO2 emissions from the items marked “*” in the table above.

---

**THE BANDAI NAMCO GROUP SUSTAINABILITY POLICY**

Under the IP axis strategy, we will work with fans to promote sustainability activities corresponding to social issues that should be addressed by the Group.

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<td>Further promotion of energy-saving measures and introduction of renewable energy, etc.</td>
</tr>
</tbody>
</table>
### HUMAN RESOURCES-RELATED INFORMATION

**TOTAL FOR SEGMENT BUSINESS MANAGEMENT COMPANIES**

- **Company names as of FY2022.3.**
- **Bandai Namco Entertainment Inc., BANDAI CO., LTD., BANDAI NAMCO Arts Inc.*, SUNRISE INC.*, Bandai Namco Amusement Inc.**

### NUMBERS OF EMPLOYEES BY TYPE OF EMPLOYMENT

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-time employees (People)</th>
<th>Part-time employees (People)</th>
<th>Temporary employees (People)</th>
<th>Total (People)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019.3</td>
<td>2,021</td>
<td>457</td>
<td>127</td>
<td>2,605</td>
</tr>
<tr>
<td>FY2020.3</td>
<td>2,021</td>
<td>457</td>
<td>127</td>
<td>2,605</td>
</tr>
<tr>
<td>FY2021.3</td>
<td>2,021</td>
<td>457</td>
<td>127</td>
<td>2,605</td>
</tr>
<tr>
<td>FY2022.3</td>
<td>2,021</td>
<td>457</td>
<td>127</td>
<td>2,605</td>
</tr>
</tbody>
</table>

### NUMBERS OF FEMALE MANAGERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Female managers (People)</th>
<th>Male managers (People)</th>
<th>Employees hired after graduation (People)</th>
<th>Number of female employees included (People)</th>
<th>Ratio to total managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019.3</td>
<td>157</td>
<td>930</td>
<td>60</td>
<td>17.4%</td>
<td></td>
</tr>
<tr>
<td>FY2020.3</td>
<td>147</td>
<td>928</td>
<td>79</td>
<td>18.1%</td>
<td></td>
</tr>
<tr>
<td>FY2021.3</td>
<td>139</td>
<td>917</td>
<td>68</td>
<td>19.1%</td>
<td></td>
</tr>
<tr>
<td>FY2022.3</td>
<td>120</td>
<td>900</td>
<td>68</td>
<td>17.4%</td>
<td></td>
</tr>
</tbody>
</table>

### EMPLOYMENT RATE FOR PEOPLE WITH DISABILITIES

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of employees included (People)</th>
<th>Number of female employees included (People)</th>
<th>Average age</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019.3</td>
<td>1,152</td>
<td>460</td>
<td>39.0</td>
</tr>
<tr>
<td>FY2020.3</td>
<td>1,146</td>
<td>459</td>
<td>38.9</td>
</tr>
<tr>
<td>FY2021.3</td>
<td>1,225</td>
<td>540</td>
<td>38.9</td>
</tr>
<tr>
<td>FY2022.3</td>
<td>1,668</td>
<td>832</td>
<td>38.9</td>
</tr>
</tbody>
</table>

### CHILDREARING FLEXTIME SYSTEM

- **Examples of reasons:**
  1. Truant children
  2. Infertility treatment
  3. Family nursing or caregiving for spouses and first- and second-degree relatives

- **Provision:**
  - Normal working hours are determined not on a daily basis but on a monthly basis.
  - Employees can take up to five days of paid leave when their spouse gives birth.
  - In addition to shorter working hours, includes exemption from overtime and late-night work.
  - Employees who have children can take up to 18 months of leave after childbirth, and the leave can be taken during the child's first birthday.

- **Provision of support funds:**
  - For childcare
  - For family nursing or caregiving

- **Programs that surpass legal requirements:**
  - Childcare leave for childcare or family nursing
  - Childcare or family nursing
  - Childcare or family nursing

### INDUSTRIAL ACCIDENTS

- **Accident rate:**
  - FY2019.3: 52 |
  - FY2020.3: 61 |
  - FY2021.3: 53 |
  - FY2022.3: 60 |

### SYSTEMS TO PROMOTE ACHIEVEMENT OF WORK-LIFE BALANCE (EXAMPLES)

- **Sustainable Development Goals (SDGs):**
  - **Goals 5:** Achieve gender equality and empower all women and girls.
  - **Goal 10:** Reduce inequality within and among countries.

### HISTORY

#### BANDAI’S HISTORY

- **1950s**
  - July 1955: Bandaiya was founded in the Kiyosumishirakawa section of Asakusa in Taito-ku, Tokyo. The president of Bandaiya was Naoharu Yamanouchi. The capital was ¥1 million. The company conducted sales of celluloid toys as well as metal toys, passenger cars, rubber swimming rings, etc.
  - September 1955: First Bandaiya product was launched: “Rhythm Box”
  - March 1956: Export sales commenced.
  - April 1959: Kitan Club (the first Bandaiya original metal toy) was launched.
  - April 1961: Expanding the export operation, amusement and warehouse facilties were newly established in Komagata, Asakusa, Taito-ku, Tokyo.
  - July 1962: Product inspection department established to perform checks on all products.
  - A research unit was established to improve the quality of Bandaiya branded toys and to conduct R&D in new products.
  - Transport Division (predecessor of BANDAI LOGICAL INC.) was established.

- **1960s**
  - January 1960: Kitan Club, successor of Bandaiya, was established.
  - The BC logo was created by combining the first letters in BANDAI Company.
  - November 1963: A new product guarantee system—an industry first—was launched in conjunction with the Toyopet Crown (1966 version) model car.

- **1970s**
  - July 1971: First TV advertisement aired with the catchphrase “The Red Box means a BC-guaranteed toy.”
  - July 1975: Metal model cars were commercialized and products with the labels of the car series from around the world were launched.
  - Standard logo was launched and the motto, quality is the highest priority, was established.

- **1980s**
  - July 1982: First TV advertisement aired with the catchphrase “The Red Box means a BC-guaranteed toy.”
  - July 1985: Metal model cars were commercialized and products with the labels of the car series from around the world were launched.
  - Standard logo was launched and the motto, quality is the highest priority, was established.

- **1990s**
  - July 1995: First TV advertisement aired with the catchphrase “The Red Box means a BC-guaranteed toy.”
  - July 1998: Metal model cars were commercialized and products with the labels of the car series from around the world were launched.
  - Standard logo was launched and the motto, quality is the highest priority, was established.

- **2000s**
  - July 2005: First TV advertisement aired with the catchphrase “The Red Box means a BC-guaranteed toy.”
  - July 2008: Metal model cars were commercialized and products with the labels of the car series from around the world were launched.
  - Standard logo was launched and the motto, quality is the highest priority, was established.

### NAMCO’S HISTORY

- **1950s**
  - July: Nakamura Manufacturing Co., Ltd. established in Sengoku, Ota-ku, Tokyo (President: Masaya Nakamura). Capital ¥100,000. Started in the amusement business with the installation of two children’s mechanical horse rides on the rooftop of a department store in Yokohama.

- **1960s**
  - 1963: Established Production Department. Developed, by the Production Department, became a major hit.
  - 1967: Opened Osaka office in Namba, Osaka.
### BANDAI'S HISTORY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969</td>
<td>November - Bandai new trademark (the BANDAI Baby) formulated.</td>
</tr>
<tr>
<td>1971</td>
<td>May - BANDAI’s first TV character toy, Lincoln robot, was launched.</td>
</tr>
<tr>
<td>1971</td>
<td>November - Bandai Models established.</td>
</tr>
<tr>
<td>1972</td>
<td>July - Thunderbirds 2 series was a big hit, winning a gold medal at the New York International Innovative Products Exhibition.</td>
</tr>
<tr>
<td>1973</td>
<td>March - Published Oops! &amp; Iron and entered the publishing industry.</td>
</tr>
<tr>
<td>1974</td>
<td>November - Established Popy as a specialist character toys manufacturer.</td>
</tr>
<tr>
<td>1975</td>
<td>May - Trademark and logos changed.</td>
</tr>
<tr>
<td>1976</td>
<td>May - Jumbo Machinder Mazinger Z won the Grand Prix prize at the 4th International Trade Fair Toy Concours.</td>
</tr>
<tr>
<td>1977</td>
<td>April - Introduced PG-1 and entered the publishing industry.</td>
</tr>
<tr>
<td>1977</td>
<td>June - Start of sales of capsule toys through vending machines.</td>
</tr>
<tr>
<td>1979</td>
<td>November - Established NAMCO limited.</td>
</tr>
</tbody>
</table>

### NAMCO’S HISTORY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>• Established legacy plant in Yagyu, Oita, Tohoku.</td>
</tr>
<tr>
<td>1970</td>
<td>• Developed Racer, a driving simulation game. Projection equipment using 3D models that were innovative for the time period became popular, and it became a hit machine.</td>
</tr>
<tr>
<td>1971</td>
<td>• Used of NAMCO brand name began.</td>
</tr>
<tr>
<td>1974</td>
<td>• Acquired Atari (Japan) Corp. from Atari Corp., of the U.S.</td>
</tr>
<tr>
<td>1975</td>
<td>• Began full-scale research into robot technologies. Developed President Lincoln robot.</td>
</tr>
<tr>
<td>1976</td>
<td>• Developed F-1 driving simulation game machine. Became popular in Japan and overseas.</td>
</tr>
<tr>
<td>1977</td>
<td>• Changed company name to NAMCO LIMITED.</td>
</tr>
<tr>
<td>1978</td>
<td>• Established NAMCO (HK) CO., LTD. established as overseas manufacturing base in Hong Kong.</td>
</tr>
<tr>
<td>1979</td>
<td>• Three Group companies (BANDAI, Popy, and Tonka Japan) implemented an industry-first, full-page newspaper advertisement.</td>
</tr>
<tr>
<td>1980</td>
<td>• Introduced the Famous Halo-measuring robot.</td>
</tr>
<tr>
<td>1981</td>
<td>• Introduced the Famous Halo-measuring robot.</td>
</tr>
<tr>
<td>1982</td>
<td>• Introduced the Poli Position racing game machine.</td>
</tr>
<tr>
<td>1983</td>
<td>• Introduced a shooting game machine.</td>
</tr>
<tr>
<td>1984</td>
<td>• Introduced the first home video game for the Famicon.</td>
</tr>
<tr>
<td>1985</td>
<td>• New headquarters building completed in Ota-ku, Tokyo.</td>
</tr>
<tr>
<td>1986</td>
<td>• Capital participation in Italian Tomato Ltd.</td>
</tr>
</tbody>
</table>

### BANDAI’S HISTORY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 1973</td>
<td>• Introduced Minitruck launched.</td>
</tr>
<tr>
<td>October 1974</td>
<td>• Jumbo Robot/Horinder Monster 2 won the Grand Prix prize at the 4th International Trade Fair Toy Concours.</td>
</tr>
<tr>
<td>December 1974</td>
<td>• Super-ultra Wumper Z became a major hit.</td>
</tr>
<tr>
<td>January 1975</td>
<td>• Trademark and logos changed.</td>
</tr>
<tr>
<td>October 1977</td>
<td>• Alliance with Monogram, of the U.S.</td>
</tr>
<tr>
<td>August 1978</td>
<td>• Jumbo Robot/Horinder exported to Mattel, of the U.S.</td>
</tr>
<tr>
<td>October 1979</td>
<td>• Introduced the first product in the Town of Drusky series of RPG game machines.</td>
</tr>
</tbody>
</table>

### NAMCO’S HISTORY

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</thead>
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<tr>
<td>1980</td>
<td>• Introduced PAC-MAN. Became a major hit in Japan and overseas.</td>
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<tr>
<td>1981</td>
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</tr>
<tr>
<td>1982</td>
<td>• Introduce the F1 racing simulation game.</td>
</tr>
<tr>
<td>1983</td>
<td>• Introduced the first product in the Town of Drusky series of RPG game machines.</td>
</tr>
<tr>
<td>1984</td>
<td>• Launched Galaxian, the first home video game for the Famicon.</td>
</tr>
<tr>
<td>1985</td>
<td>• Introduced a shooting game machine.</td>
</tr>
<tr>
<td>1986</td>
<td>• Introduced the Famous Halo-measuring robot.</td>
</tr>
<tr>
<td>1987</td>
<td>• Introduced the first home video game for the Famicon.</td>
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<td>1988</td>
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</tr>
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</table>
Bandai Namco Group's History

**BANDAI'S HISTORY**

**January 1987**
- BANDAI FRANCE S.A. established as sales base in Europe.
  - Entered the candy toy market.
  - Developed Pokemon Pikachu, the industry's first Pokemon-themed action game with built-in communication functions.

**March 1987**
- NAMCO stock listed on the Second Section of the Tokyo Stock Exchange. Capital: 8,500 million yen.
  - Established Yoshinaka Laboratory in Yokohama City.
  - Tie-up with ESL (a computer graphics /CG production company). Entered a wide range of CG video business areas, from acceptance of production orders to the production of videos.
  - Presented first original video product, Mirror's Reflection at the Tokyo International Fantastic Film Festival. Also launched as an amusement machine.
  - Developed Akinori Run, the first racing game to use polygon technology.

**December 1987**
- Jointly developed Xemnis Roadster Driving Simulator in cooperation with Mazda Motor Corp.
  - Developed the Iron Man from Iron Man action game.

**April 1988**
- NAMCO AMERICA Inc. became a Group company.

**July 1988**
- BANDAI listed on the First Section of the Tokyo Stock Exchange.
  - Introduced the visual products business.

**August 1988**
- NAMCO America Inc., the largest amusement facility operator in the U.S.
  - Established Namco Ltd. as a joint venture in Thailand.

**February 1990**
- BANDAI listed on the First Section of the Tokyo Stock Exchange.
  - Completed head office building in Komagata, Taito-ku, Tokyo.
  - Advanced into the music field (launch of the Emotion label).

**March 1990**
- Established NAMCO CYBERTRON INC. through the merger of two NAMCO Group companies in the U.S.
  - Presented first original video product, MissNP- Kariyukai no Yume, at the Tokyo International Fantastic Film Festival. Also launched as an amusement machine.
  - Developed Shining Run, the first racing game to use polygon technology.

**September 1990**
- Name of Bandai Transport was changed to Bandai (Taiwan) Co., Ltd., established as local company in Taiwan.
  - Choro-Con, which packaged toys with dolls in a box with Suntoy, was a hit.
  - Toshi, Damu, and Sekyu merged to establish HAPPYNET CORPORATION.

**January 1991**
- Name of Bandai Transport was changed to BANDAI LOGICAL INC.

**April 1991**
- Established Shanghai Bandai Co., Ltd., established as local company in China.

**June 1991**
- Introduced Ridge Rider, a racing game machine including System 22, a real-time 3D CG system board.
  - Established Shanghai Namco Ltd. as a joint venture in China.

**September 1991**
- Introduced Yoyo, Telepoint, which offered a land of entertainment, on a site adjacent to Namco Wonder Eggs.

**February 1992**
- Established Namco Wonder Eggs, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.

**March 1992**
- Opened Namco Wonder Egg, a comprehensive amusement facility in Tsunamizu-ku, Yokohama, with Namco acting as developer for the first time.

**June 1992**
- Established Namco Wonder Eggs, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.

**November 1992**
- Opened Namco Wonder Egg, a comprehensive amusement facility in Tsunamizu-ku, Yokohama, with Namco acting as developer for the first time.

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**April 1995**
- Established Namco Wonder Egg, a comprehensive amusement facility in Tsunamizu-ku, Yokohama, with Namco acting as developer for the first time.

**January 1996**
- Introduced Ridge Rider, a racing game machine including System 22, a real-time 3D CG system board.

**February 1996**
- Acquired Addington Castle, Inc., the largest amusement facility operator in the U.S.

**March 1996**
- Established Shanghai Bandai Co., Ltd., established as local company in China.

**September 1996**
- Established the visual products business transferred to BANDAI VISUAL CO., LTD.

**April 1997**
- BANDAI listed on the First Section of the Tokyo Stock Exchange.

**February 1998**
- Established the visual products business transferred to BANDAI VISUAL CO., LTD.

**March 1999**
- NAMCO America Inc. began direct sales of amusement machines in the U.S.

**April 2000**
- NAMCO America Inc. acquired Namco Entertainment Inc. in cooperation with GameStart, a comprehensive amusement facility operator in the U.S.

**June 2000**
- Established Namco Home Entertainment Inc. as a U.S. base for home video games.

**September 2000**
- At the International Garden and Greenery Exhibition, exhibited and operated Galaxyon and The Tower of Driscoll--large-scale amusement facilities based on the hyper entertainment concept.

**December 2000**
- Developed Alain Alain, an experience game machine.

**February 2001**
- Launched Tales of Phantasia, the first product in the Tales of... series for the Super FamiCom.

**March 2001**
- NAMCO America Inc. acquired Namco Entertainment Inc. in cooperation with GameStart, a comprehensive amusement facility operator in the U.S.

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**May 2002**
- Established Namco Wonder Eggs, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.

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NAMCO'S HISTORY

October 1995 • Technical Design Center (Tochigi) went into operation.
- Three companies established in the U.S. — BANDAI HOLLAND CORP., BANDAI DIGITAL ENTERTAINMENT CORP., and BANDAI ENTERTAINMENT INC.

March 1996 • Launch of the PnicN’Arise.
- Bandai Trading (Shanghai) Co., Ltd., established in Shanghai.
- Tamagotchi (launched in Japan) was launched.

November 1996 • Happy-Go-Yo-Yo (launched in Japan) was launched.

April 1997 • Happy-Go-Yo-Yo 2 was launched.

June 1997 • Group companies Kaken, Angel, and B-1 merged to establish Megahouse Corporation.

July 1997 • Launched Tamagotchi (launched in Japan) was launched.
- Established subsidiaries in Spain, France, Germany, and Israel.
- Opened Namco Wonderland (Tokyo), a brain-comprehensive amusement facility.

January 1998 • Capital tie-up with Nintendo Co., Ltd. was announced.
- Established SS ENTERTAINMENT INC. to manage multiple amusement facilities in the North American market.

August 1998 • Opened Namco Stanton at the County Hall, a large-scale entertainment facility in former county hall building in London, U.K.
- Three CG works selected for prizes by SIGGRAPH, London, U.K.

March 2001 • BANDAI CORPORATION listed on the First Section of the Tokyo Stock Exchange.

July 2001 • BANPRESTO CO., LTD., listed on the Second Section of the Tokyo Stock Exchange.
- Capital tie-up with Sekia Nate Co., Ltd.

December 2002 • In collaboration with Renewable Corporation, opened Shonan Otsu, the communication park for preschool children, in Kawasaki City.

February 2003 • Formed Team Namco, a group of producers of commercial spaces. As the first project, opened Yokohama Curry Museum (operator: Watarahi Co., Ltd.).

January 2004 • Launched Atreco no Puzzle Miyostone, a home video game.
- Business tie-up with Nintendo Co., Ltd., in the home video game business.
- Introduced Blasto’s Illusion, a high-definition seal printing machine.

May 2005 • Launched PS2 title: Mr. Driller: Dr. Illusion.

July 2006 • In collaboration with Benesse Corporation, opened Odaiba, a money park for children, in Tokyo, Japan.

February 2007 • Formed Team Namco, a group of producers of commercial spaces. As the first project, opened Yokohama Curry Museum (operator: Watarahi Co., Ltd.).

October 2007 • Launched Lanclohomia No. 1, a musical instrument

BANDAI'S HISTORY

2000s

March 2000 • Launched Poly-Joey for the PlayStation 2 at the same time as the hardware launch.
- Opened the Namco Digital Mosaic Game Lab school in collaboration with DigifX Worldwide Co., Ltd.
- Established Namco European Limited to conduct development of environmental machines.

April 2000 • Simultaneously launched versions of the 8-bit 3-D home video game for three different platforms.

May 2000 • In cooperation with Sony Computer Entertainment, jointly developed the System 240 board, which was based on PlayStation 2 technology.

September 2000 • Concluded agreement with Molin, the U.S., regarding joint business development contract covering the Japanese market (announced in December 2000).

October 2000 • Pri-PriTalk, talking stuffed toys launched.

NAMCO’S HISTORY

July 2001 • Opened Namco NAMJATOWN, one of Japan’s largest indoor theme parks, in Ikebukuro, Tokyo.

October 2001 • BANPRESTO listed on the First Section of the Tokyo Stock Exchange.
- BANDAI KOREA CO., LTD., established in South Korea.
- Content for mobile became popular and surpassed one million paid subscribers.
- Network Department established.
- Character Research Institute established.
- Invited to Setouchi Agency (currently, SOTSU CO., LTD.).
- Network Department spun off from BANDAI to establish BANDAI NETWORKS CO., LTD.

March 2002 • BANDAI CHANNEL CO., LTD., established as an on-demand online distribution company.
- Capital tie-up with Fujioka Original.
- BANPRESTO listed on the First Section of the Tokyo Stock Exchange.

April 2002 • Take5 Original and Waka Corporation implemented a management integration and the company name was changed to Polka Co., Ltd.

June 2002 • Name of Fujikura Co., Ltd., was changed to Fujikura Co., Ltd.

July 2002 • Content for i-mode became popular and surpassed 100 million units.

August 2002 • Large-scale 3-D model (overall height: approximately 15.5 m) was exhibited at the “C3PRE” character culture event and became a topic of conversation.

BANDAI’S HISTORY

2004s

March 2004 • Opened BANDAI NAMCO Entertainment World Tokyo, an amusement park in Tokyo, Japan.
- Opened the Happy-Go-Yo-Yo 2 home video game for three different platforms.

April 2004 • Simultaneously launched versions of the 3-D 2-D home video game for different platforms.

May 2004 • Introduced Big Sweet Land, a large-scale theme park that could be played by up to six players at once.

October 2004 • In collaboration with Renewe Corporation, opened Shonan Otsu, a communication park for preschool children, in Kawasaki City.

February 2005 • Introduced the SKY ZOOM MASTER amusement machine.

July 2005 • Opened Akutoku Gakuen Stadium in Akutoku NAMJATOWN.

November 2005 • Opened Namco Station at the County Hall, an urban entertainment facility in a former county hall building in Tokyo, Japan.

Namco Namco Group’s History
NAMCO'S HISTORY

April 2005
• Sponsorship provided for the activities of the theater
• Comprehensive master licensing contract concluded with
• Participated in the Shanghai International Character Expo,
March
• BANPRESTO concluded basic agreement to take over the
• Opened World Toy Museum in Karuizawa, exhibiting
December
• Total number of NAMCO CHANNEL paid viewings
• NAMCO BANDAI NETWORKS listed on JASDAQ.

October
• Nugetto Kitor Tomogotchii Plus launched.
• New headquarters building completed.
• Opened World Toy Museum in Karasuyama, exhibiting
• Music company Lantis Co., Ltd., joined the Group.

December
• Palbox transferred certain operations to MegaHouse
• Opened Kaette Kita! Tamagotchi Plus in Umeda, Osaka.
• Introduced representative director.

May 2003
• Invested in confectionery manufacturer Tchabo Inc.
• Opened Bandai Museum, a character museum.
• Entered the building block market through cooperation with
• NAMCO’s history of Group companies before the management integration of BANDAI and NAMCO.

August
• Introduced Dragon Chrome, a multiplayer fighting video game machine.

February 2004
• Opened Namco Gyro Stadium in Umeda, Osaka.
• Nugets Hikosen.

March
• Introduced Wongon Higokitsühin(MAXIMUM FUTU), a racing game machine.

October
• Opened Hoshi no Ayake day service center in Yokohama City,

December
• Opened Hoshi no Aoyake horibi in Kobe City,

February 2005
• Opened Tokyo/Chiyoda Street in Funabashi City,

April
• Shigeichi Ishimura was appointed president and representative director.

BANDAI'S HISTORY

August 2003
• Launched Tales of Symphonia for the Nintendo GameCube.
• Opened Deep Impact Concept Store in Meguro Jo, Tokyo.

November
• Introduced Dragon Chrome, a multiplayer fighting video game machine.

December
• 4th International Character Expo (ICEX) in Tokyo. Visitors attended.

May 2003
• Opened NAMCO BANDAI Holdings Inc., a manufacturer of toy building blocks.
• Zatchbell the Card Battle, a new card game.

July
• Shigeichi Ishimura was appointed president and representative director.

November
• NAMCO BANDAI Holdings Inc. was established through the
• The facility operation business was given to a remerged
• BANDAI’s and NAMCO’s

December
• In Europe, NAMCO Holdings UK LTD., was established.

BANDAI NAMCO GROUP’S HISTORY

From May 2005
• The management integration of BANDAI and NAMCO was announced.

September
• Establishment of holding company NAMCO BANDAI Holdings Inc., through the management integration of
• NAMCO BANDAI took over the
• With its 10th installment for final voD in the series, cumulative shipment volume of Mobile Suit Gundam SEED DESTINY surpassed one million units.

November
• Opened NAMCO Wonder Park Hero’s Base, a large-scale amusement park.

December
• Through a corporate separation, a portion of
• NAMCO BANDAI’s and NAMCO’s management office for affiliated companies was transferred to
• Fujiya Co., Ltd., and KADOKAWA GROUP HOLDINGS INC. all alliance with TOEI COMPANY, LTD., TOEI ANIMATION CO., LTD., and NAMCO BANDAI HOLDINGS INC.

January 2006
• NAMCO BANDAI Holdings announced a capital and business tie-up with TOEI COMPANY, LTD., TOEI ANIMATION CO., LTD., and NAMCO BANDAI GROUP HOLDINGS INC.
• BANDAI started operation of Omocha-no-Machi Bandai Museum, in Tochigi Prefecture.

April
• BANDAI VISUAL and BANDAI NETWORKS became wholly

May
• The home video game consoles and amusement machine operations of BANPRESTO were transferred to and

September
• BANDAI VISUAL for the PlayStation 3 and Xbox 360, and sales exceeded two million units.

October
• NAMCO BANDAI Holdings entered a capital and business alliance with TSEI COMPANY LTD., TOEI ANIMATION CO., LTD., and NAMCO BANDAI GROUP HOLDINGS INC.

November
• The movie GLORY TO THE FILMMAKER, which was co-produced by BANDAI VISUAL, won the Glory to the Filmmaker Award at the 64th Venice International Film Festival.

December
• The administrative functions of major companies in the

January 2007
• NAMCO BANDAI Holdings announced a capital and business tie-up with TOEI COMPANY, LTD., TOEI ANIMATION CO., LTD., and NAMCO BANDAI GROUP HOLDINGS INC.
• BANDAI VISUAL for the PlayStation 3 and Xbox 360, and sales exceeded two million units.

February
• NAMCO BANDAI Holdings Inc. was established through the
• NAMCO BANDAI Holdings Inc., which became the U.S.-based regional holding company.

March
• NAMCO BANDAI Games Inc. was established through the integration of
• The facility operation business was given to a remerged

April
• NAMCO BANDAI Holdings Inc. was certified as a special subsidiary as stipulated by Japan’s Law for Employment, Promotion, etc., of the Disabled.

June
• NAMCO BANDAI Holdings Inc. announced a corporate separation, a portion of
• Introduced Watanuki Kaoru and Sakura Mikan, an amusement machine that was developed through a collaborative effort by NAMCO BANDAI Games and BANPRESTO.

September
• NAMCO BANDAI Holdings Inc. announced a corporate separation, a portion of
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BANDAI NAMCO GROUP’S HISTORY

Bandai Namco Group’s History

HISTORY

Note: Company names and place names are as of the date cited.

February 2009
• NAMCO BANDAI Games Europe S.A.S. concluded a share
purchase agreement with Atari Europe S.A.S., a subsidiary of
Infogrames Entertainment SA, relating to NAMCO
BANDAI Games Europe’s investment in a new
game software distribution company established by
Atari Europe.

March
• Seka Co., Ltd., which conducted stationary operations, was
liquidated following a capital and business alliance with
SUN-STAR STATIONERY CO., LTD.
• NAMCO-BANDAI Games made DLPUBLISHER INC.
as a subsidiary.
• NAMCO BANDAI Holdings received a fiscal 2008 Tokyo
Stock Exchange Disclosure Award from the Tokyo
Stock Exchange.
• Three-year Mid-term Plan began.
• Takeo Takasu was appointed chairman and representative
director, and Shukuo Ishikawa was appointed president
and representative director of NAMCO BANDAI Holdings.

April
• NAMCO BANDAI Games and NAMCO BANDAI NETWORKS merged,
with NAMCO BANDAI Games as the surviving company
and NAMCO BANDAI NETWORKS as the expiring company.
• NAMCO BANDAI Online Inc. was established.
• BANDAI NAMCO Partners S.A.S. was made a wholly owned
subsidiary.
• BANDAI CORPORATION MEXICO S.A. de C.V. was
established in Mexico.

May
• NAMCO BANDAI Partners S.A.S. concluded a share
purchase agreement with Toei Animation Co., Ltd., the
surviving company and Toei Animation Co., Ltd., the expiring company.

June
• NAMCO BANDAI Holdings, Inc., made Grand-Slam Ltd.
a subsidiary.
• The English-language name of NAMCO BANDAI Holdings
was changed to BANDAI NAMCO Holdings.

July
• For its 160th anniversary, a new animation, were aired.

August
• BANDAI made SUN-STAR STATIONERY a subsidiary.
• The Mid-term Plan, which includes the vision
“Empower, Gain Momentum, and Accelerate Evolution,” was announced.
• Shukuo Ishikawa became president and representative
director of NAMCO BANDAI Holdings,
and Kazuo Okada became executive vice president and representative
director.
• The Content Development Division was separated from
SUNRISE to establish BANDAI NAMCO
Front Tokyo, a leading-edge entertainment space
department.

September
• NAMCO NAMCO Games, and NAMCO BANDAI Studios Inc.
was established.
• The golf-themed game app, surpassed 100
million downloads worldwide.

December
• The idol unit 1/1, which was created from Love Live!
School idol Project, became a hit.

January 2010
• The BANDAI NAMCO Group Renovation Plan was announced.
• Mobile Suit Gundam 00 (Gundam Unicorn) Vol. 2, released.

February 2010
• The BANDAI NAMCO Group Renovation Plan was announced.
• Mobile Suit Gundam 00 (Gundam Unicorn) Vol. 2, implemented
in exclusive for global cross media development.
• NAMCO BANDAI Live Creative Inc. was established.
• As the first deep-in character-based entertainment area,
we began to introduce Tomori in Ueno Park and Nippon
Athlete Ultra theme.
• NARUTO Shippuden: Ultimate Ninja Storm 3 for the
PlayStation 3 and Xbox 360 sold more than one million
units worldwide in the first month after its launch.

March 2010
• NAMCO BANDAI Studios Vancouver Inc. and NAMCO
BANDAI Studios Singapore Pte. Ltd. were established.
• In the U.S., broadcasts of IRWIN the Ghostly
Adventure, a new animation, were aired.
• For its 100th anniversary, AUSTRALIA HEROES! implemented a commemorative year plan.

April
• BANDAI NAMCO Games, and NAMCO BANDAI Studios Inc.
was established.
• In the U.S., broadcasts of IRWIN the Ghostly
Adventure, a new animation, were aired.

May
• BANDAI NAMCO Games, and NAMCO BANDAI Studios Inc.
was established.

June
• Love Live! School idol Project became popular.

July
• Mobile Suit Gundam 00 (Gundam Unicorn) Vol. 2, released.

August
• The idol unit 1/1, which was created from Love Live!
School idol Project, became a hit.

September
• BANDAI NAMCO Group reached the 10th anniversary of its
establishment.
• “In the end of the first online distribution, THE COLD STEEL CHILD/EAGLE & STARK LIGHT STAGE
game app for smartphones surpassed four million
downloads.

October
• BANDAI NAMCO GROUP’S HISTORY

November
• Love Live! School idol Project became popular.

December
• The idol unit 1/1, which was created from Love Live!
School idol Project, became a hit.

January 2011
• NAMCO BANDAI (SHANGHAI) Co., Ltd., was established in
Shanghai, China.

February 2011
• The KAMEN RIDER series was a major hit.

March
• BANDAI NAMCO Group reached the 10th anniversary of its
establishment.

April
• The idol unit 1/1, which was created from Love Live!
School idol Project, became a hit.

May
• Love Live! School idol Project became popular.

June
• BANDAI NAMCO Group reached the 10th anniversary of its
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July
• Mobile Suit Gundam 00 (Gundam Unicorn) Vol. 2, released.

August
• THE IDOLM@STER MOVIE

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• Mobile Suit Gundam 00 (Gundam Unicorn) Vol. 2, released.

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November
• BANDAI NAMCO GROUP’S HISTORY

December
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January 2012
• THE IDOLM@STER MOVIE

February 2012
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March
• THE IDOLM@STER MOVIE

April
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May
• THE IDOLM@STER MOVIE

June
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July
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August
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September
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October
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November
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December
• THE IDOLM@STER MOVIE

January 2013
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February 2013
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March
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April
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May
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September
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October
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November
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December
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January 2014
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February 2014
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March
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April
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• THE IDOLM@STER MOVIE

November
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December
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Bandai Namco Group’s History

Note: Company names and place names are as of the date cited.

**Bandai Namco Group’s History**

**January 2017** - Masaya Nakamura, the founder of NAMCO, passed away on January 22 at the age of 81.
- Shuho Ishibashi, chairman and representative director of NAMCO LIMITED, was named the new president of the company.
- Bandai Namco Holdings, Inc., was named the company name.

**March 2019** - Implementation of absorption-type merger with PLEX Co., Ltd., as the surviving company and BANDAI SPIRITS Co., Ltd., as the absorbing company.
- The BANDAI SPIRITS Co., Ltd., was changed to BANDAI NAMCO Arts Inc.

**April 2019** - Formulated the Bandai Namco Group Sustainability Policy.
- Shukuo Ishikawa, chairman and representative director and member of the board of directors, became the president and representative director.
- Masaya Nakamura, the founder of NAMCO, passed away on March 30 at the age of 91.
- The BANDAI NAMCO Group, Shueisha Inc., and TOEI Animation Inc. announced plans to exhibit a pavilion at Expo 2020 Dubai.

**May 2019** - Implementation of absorption-type merger with NAMCO Rights Marketing Inc. and SUNRISE MUSIC Publishing Co., Ltd., as the surviving company and SUNRISE Music INC., as the absorbing company.

**December 2019** - The Lantis music label of BANDAI NAMCO Arts Inc. was established as a music production company.
- The Lantis music label of BANDAI NAMCO Arts Inc. was established as a music production company.

**January 2020** - Implementation of absorption-type merger with BANDAI NAMCO Holdings France S.A.S. and BANDAI NAMCO Entertainment Europe S.A.S., as the surviving company and BANDAI NAMCO Holdings, Inc., as the absorbing company.

**April 2020** - Formulated the Bandai Namco Group Sustainability Policy.
- Implemented reorganization from the previous business structure to a three-unit system.
- Starred the Global Recycling Project, through which Gundam plastic model kuries (plastic model frame sections) are recycled from customers and recycled.
- The Bandai Namco Group Sustainability Policy.

**October 2020** - Formulated the Bandai Namco Group Sustainability Policy.
- The Bandai Namco Group Sustainability Policy.

**November 2020** - Formulated the Bandai Namco Group Sustainability Policy.
- Formulated the Bandai Namco Group Sustainability Policy.

**December 2020** - Formulated the Bandai Namco Group Sustainability Policy.
- Formulated the Bandai Namco Group Sustainability Policy.