



Bandai Namco Group

FACT BOOK 2022

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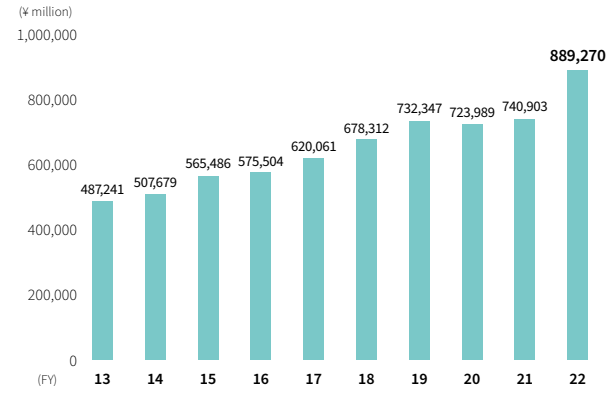


RESULTS OF OPERATIONS

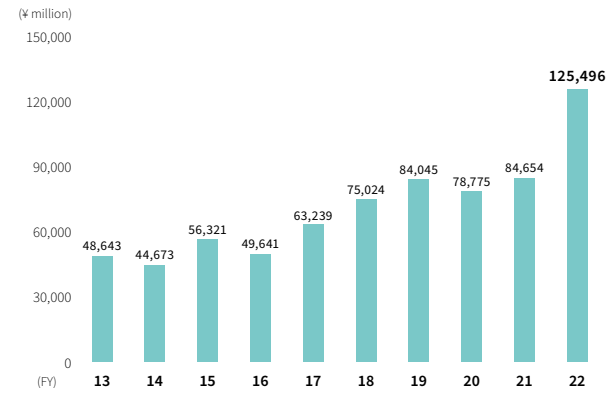
For the Fiscal Years Ended March 31
Note: Figures in this fact book have been rounded down.

CONSOLIDATED BUSINESS PERFORMANCE

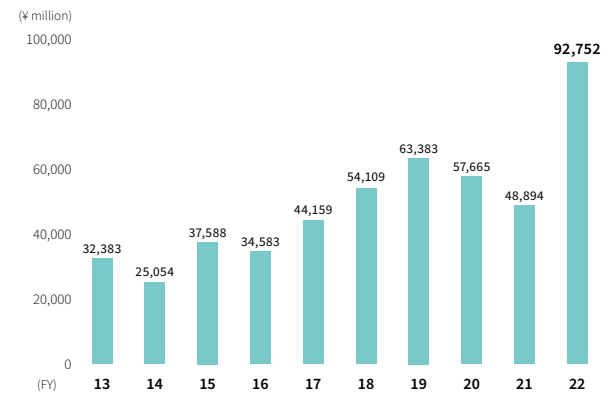
NET SALES



OPERATING PROFIT

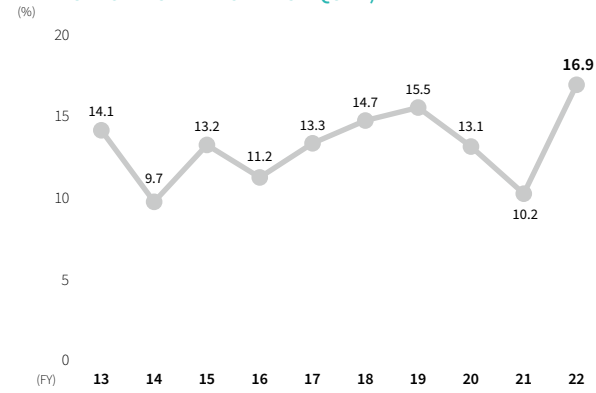


PROFIT ATTRIBUTABLE TO OWNERS OF PARENT

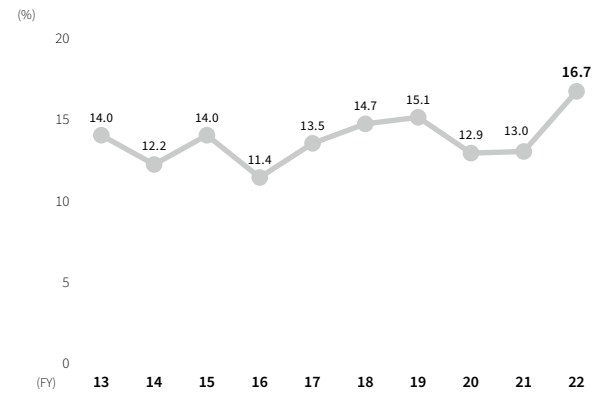


MANAGEMENT INDICATORS

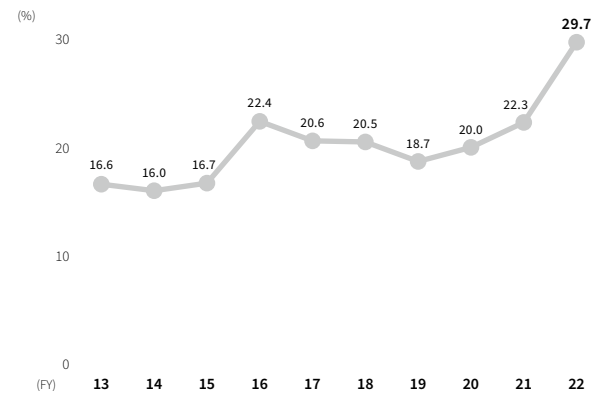
ROE (PROFIT ATTRIBUTABLE TO OWNERS OF PARENT / AVERAGE TOTAL SHAREHOLDERS' EQUITY)



ROA (RECURRING PROFIT / AVERAGE TOTAL ASSETS)

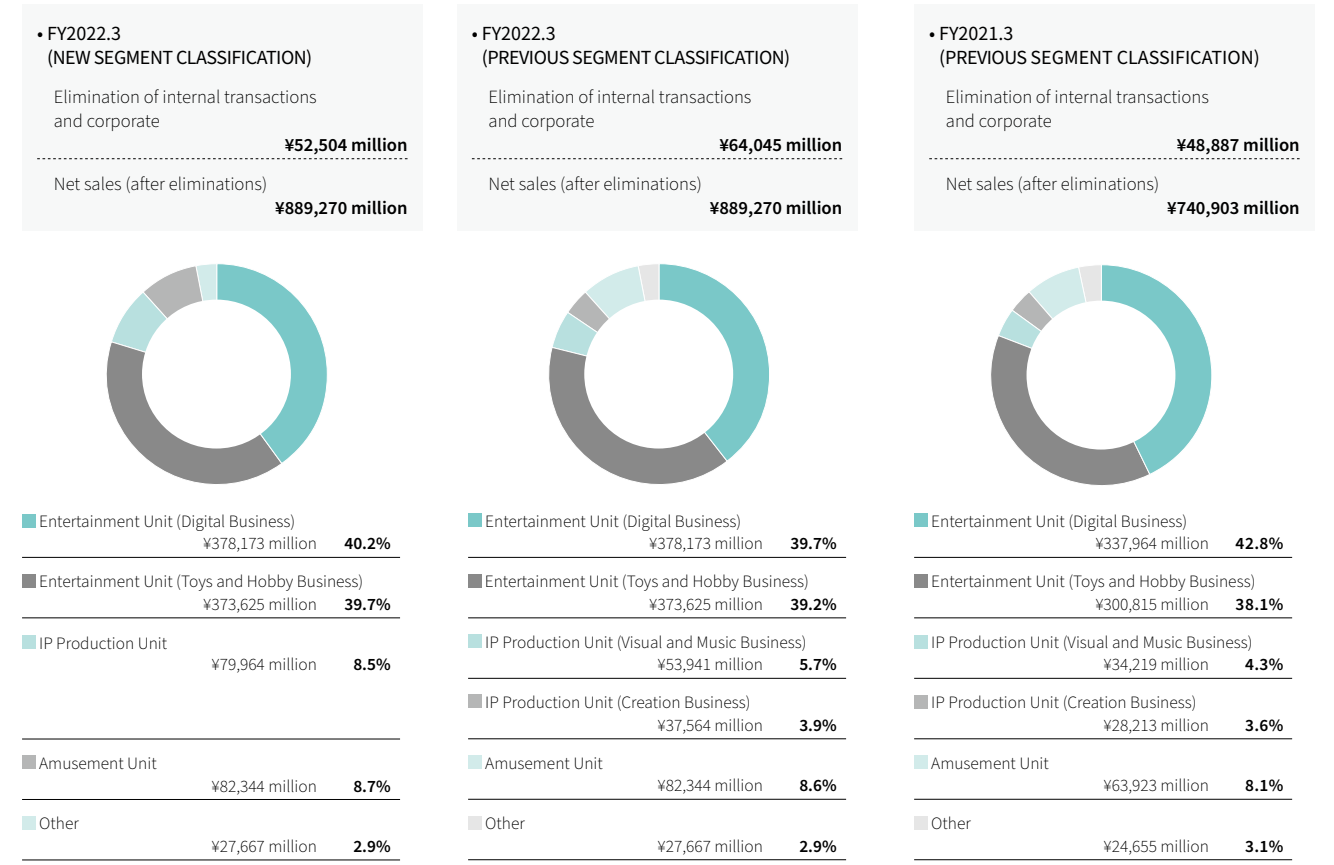


OVERSEAS SALES PROPORTION

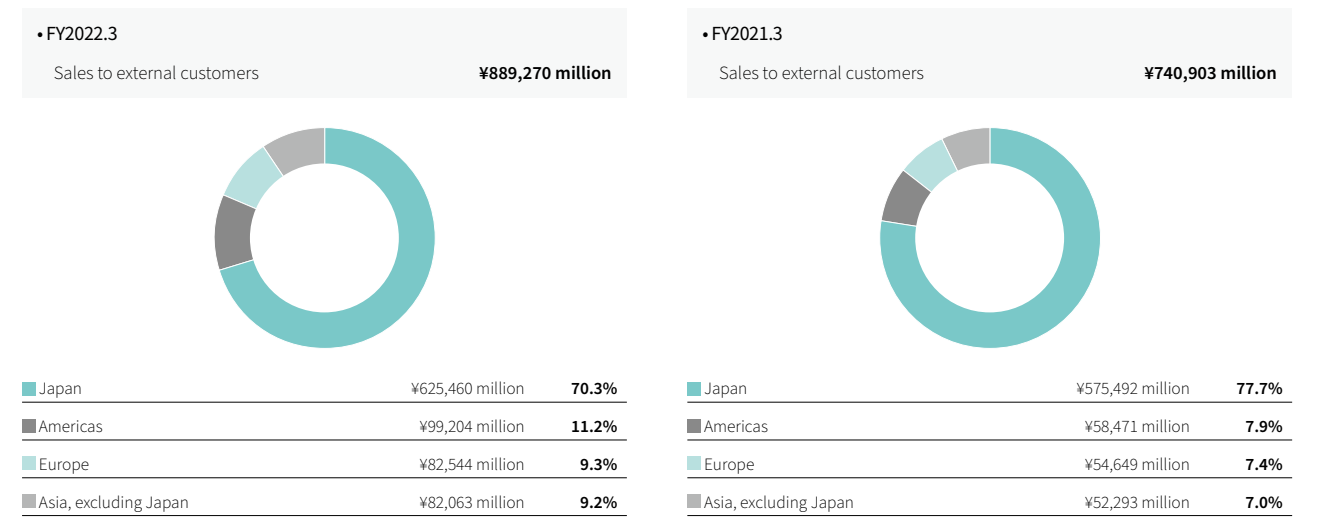


SALES BY CATEGORY

SALES BY SEGMENT (CONSOLIDATED)



SALES BY GEOGRAPHIC REGION



PRODUCTS / SERVICE DATA

SALES BY IPs

Groupwide Sales by IPs (Worldwide)

	¥ billion	
	FY2021.3	FY2022.3
<i>Aikatsu!</i> series	2.0	1.9
<i>Ultraman</i> series	8.6	16.8
<i>KAMEN RIDER</i> series	28.9	29.5
<i>Mobile Suit Gundam</i> series	95.0	101.7
<i>Super Sentai</i> series	5.2	5.0
<i>Anpanman</i>	8.7	9.3
<i>DRAGON BALL</i> series	127.4	127.6
<i>NARUTO</i>	21.4	23.0
<i>PRETTY CURE!</i> series	6.6	5.8
<i>ONE PIECE</i>	38.0	44.1

Note: Sales before elimination of intersegment transactions

Sales by IP for Toys and Hobby Business (Japan)

	¥ billion	
	FY2021.3	FY2022.3
<i>KAMEN RIDER</i> series	24.3	22.8
<i>Mobile Suit Gundam</i> series	41.0	44.2
<i>Anpanman</i>	8.3	8.7
<i>DRAGON BALL</i> series	15.4	19.7
<i>PRETTY CURE!</i> series	6.6	5.7
<i>ONE PIECE</i>	7.1	10.0

Note: Sales before elimination of intersegment transactions

ENTERTAINMENT UNIT (DIGITAL BUSINESS)

Sales by major category

	¥ billion	
	FY2021.3	FY2022.3
Network content	207.7	185.5
Home video games	118.1	174.4

- 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

Bandai Namco Entertainment Inc.

- Major home video game titles: Cumulative total number of shipments by series (including PC versions)
 - *Super Robot Wars* series
 - Cumulative total number of shipments, April 1991 to March 2022 20.06 million units
 - *TEKKEN* series
 - Cumulative total number of shipments, March 1995 to March 2022 54.50 million units
 - *Tales of..* series
 - Cumulative total number of shipments, December 1995 to March 2022 27.75 million units
 - *NARUTO*-related series
 - Cumulative total number of shipments, January 2009 to March 2022 28.11 million units
 - *DARK SOULS* series
 - Cumulative total number of shipments, September 2011 to March 2022 33.40 million units

Note: Total for overseas sales for which Bandai Namco Entertainment Inc. was the original seller (excluding domestic sales by FromSoftware, Inc.)

- Major network content titles: Cumulative total number of downloads
 - *ONE PIECE Treasure Cruise*
 - Cumulative total number of downloads, May 2014 to March 2022 100.00 million downloads
 - *DRAGON BALL Z DOKKAN BATTLE*
 - Cumulative total number of downloads, January 2015 to March 2022 350.00 million downloads
 - *THE IDOLM@STER CINDERELLA GIRLS: STARLIGHT STAGE*
 - Cumulative total number of downloads, September 2015 to March 2022 25.00 million downloads
 - *NARUTO X BORUTO NINJA VOLTAGE*
 - Cumulative total number of downloads, November 2017 to March 2022 100.00 million downloads
 - *DRAGON BALL LEGENDS*
 - Cumulative total number of downloads, May 2018 to March 2022 60.00 million downloads

ENTERTAINMENT UNIT (TOYS AND HOBBY BUSINESS)

BANDAI CO., LTD.

Toys

- *Ultraman* soft figures (heroes and monsters)
 - Cumulative shipment volume, 1983 to March 2022 104.93 million units
- *Super Sentai* series (shape-changing model robots)
 - Cumulative shipment volume, 1979 to March 2022 31.04 million units
- *Digital Monsters (Digimon)* portable LCD games)
 - Cumulative shipment volume, June 1997 to March 2022 14.41 million units
- *KAMEN RIDER* transformation belt (HEISEI/REIWA RIDER)
 - Cumulative shipment volume, February 2000 to March 2022 15.06 million units
- First-generation *Tamagotchi* (including overseas)
 - Cumulative shipment volume, November 1996 to March 1999 40.00 million units
- *Tamagotchi* (including overseas)
 - Cumulative shipment volume, March 2004 to March 2022 48.15 million units
- *Donjara* series
 - Cumulative shipment volume, 1984 to March 2022 3.99 million units
- *Anpanman* PC series (including tablet devices)
 - Cumulative shipment volume, 1999 to March 2022 2.45 million units

Capsule Toys: Gashapon

- Gashapon (¥100-¥500)
 - Cumulative shipment volume, 1977 to March 2022 3,800.74 million units
- Capsule-less product series
 - Cumulative shipment volume, October 2015 to March 2022 59.39 million units

Cards, Trading Cards

- *CARDDASS* series
 - Cumulative shipment volume, 1988 to March 2022 11,951.00 million units
- *DATA CARDDASS* series
 - Cumulative total card shipments, March 2005 to March 2022 2,899.56 million units

Candy Toys

- Candy toys (all lines)
 - Cumulative shipment volume, 1995 to March 2022 2,699.59 million units

Confectionery / Foods

- *Crayon Shin-chan Chocobi* series
 - Cumulative shipment volume, March 2005 to March 2022 242.12 million units
- *Charapaki* series
 - Cumulative shipment volume, October 2017 to March 2022 89.06 million units
- *Tabemasu* (Japanese-style confection) series
 - Cumulative shipment volume, April 2015 to March 2022 12.79 million units

Apparel

- Transformation suits
 - Cumulative shipment volume, 1991 to March 2022 11.45 million units
- Glow-in-the-dark pajama series
 - Cumulative shipment volume, October 2007 to March 2022 7.50 million units

Lifestyle (Sundries)

- *Bikkura Tamago* bathing salts
 - Cumulative shipment volume, March 2002 to March 2022 159.70 million units
- *The Rose of Versailles Liquid Eyeliner* series (including overseas)
 - Cumulative shipment volume, September 2007 to March 2022 6.92 million units

PRODUCTS / SERVICE DATA

BANDAI SPIRITS CO., LTD.

Collectible Figures

- *SOUL OF CHOGOKIN*
Cumulative shipment volume,
December 1997 to March 2022 3.56 million units
- *SAINT CLOTH MYTH*
Cumulative shipment volume,
November 2003 to March 2022 5.58 million units
- *SOUL OF ROBOT*
Cumulative shipment volume,
October 2008 to March 2022 5.94 million units
- *S.H. Figuarts*
Cumulative shipment volume,
February 2008 to March 2022 16.04 million units

Plastic Model Kits

- *Gundam* series plastic models
Cumulative shipment volume,
As of the end of March 2022 735.70 million units
- *Gundam (Real)* series plastic models
Cumulative shipment volume,
July 1980 to March 2022 555.26 million units
- *Gundam (SD)* series plastic models
Cumulative shipment volume,
July 1987 to March 2022 180.44 million units
- *Figure-rise* series
Cumulative shipment volume,
December 2009 to March 2022 6.76 million units

Prizes

- Number of items developed into prizes in FY2022.3
Total number of items 1,307 items
- Formed products (figures, etc.) 637 items
- Sewn products (stuffed toys, etc.) 451 items
- Sundries 219 items

Overseas

- *SAINT CLOTH MYTH*
Cumulative shipment volume,
October 2003 to March 2022 9.00 million units
- *Gundam* action figures
Cumulative shipment volume,
January 2000 to March 2022 16.30 million units
- *Gundam* plastic model kits
Cumulative shipment volume,
January 2000 to March 2022 96.02 million units
- Web service "GUNDAM.INFO"
Visual product viewing results,
March 2011 to March 2022 2,016.78 million views

MegaHouse Corporation

- *Othello* series
Cumulative shipment volume,
1973 to March 2022 25.86 million units
- *Rubik's Cube* series
Cumulative shipment volume,
1980 to March 2022 15.02 million units

CCP Co., Ltd.

- *SWEPLUS* vacuum cleaner series
Cumulative shipment volume,
August 2011 to March 2022 1.86 million units
- Cordless rotating mop cleaner series
Cumulative shipment volume,
July 2015 to March 2022 1.14 million units

SUN-STAR STATIONERY CO., LTD.

- *Nurie* (coloring book) series
Cumulative shipment volume,
July 2009 to March 2022 94.35 million units
- *STICKYLE* (stick-type stationery) series
Cumulative shipment volume,
November 2010 to March 2022 11.14 million units

HEART CORPORATION

- Results in shipments of products for seasonal events
- Confectionery for
2021 Christmas 83 items, 2.88 million units
- Confectionery for
2022 Valentine's Day 156 items, 3.31 million units
- Confectionery for
2022 White Day 99 items, 1.82 million units

IP PRODUCTION UNIT (VISUAL AND MUSIC BUSINESS / CREATION BUSINESS)

- Sales by category (¥ billion)

	FY2021.3	FY2022.3
Packaged products	9.8	12.4
Productions, license, distribution, events, etc.	46.5	79.0
Total	56.3	91.4

IP Production Unit (Visual and Music Business)

BANDAI NAMCO Arts Inc.*

- Cumulative total sales of visual packaged products
- *Mobile Suit Gundam* series
Cumulative shipment volume,
December 1987 to March 2022 21.16 million units
- *Ultraman* series
Cumulative shipment volume,
January 1988 to March 2022 8.52 million units
- FY2022.3 visual packaged products overall
Cumulative total number of shipments,
April 2020 to March 2022 1.26 million units

- Number of copyrighted products and total number of hours
(As of the end of March 31, 2022)
- Number of copyrighted products 1,218 products
- Total number of hours 4,508 hours

- Total number of musical works (As of the end of March 2022)
- Number of works
with master license recordings Approx. 66,700 works
- Number of works published Approx. 35,700 works

Note: From FY2017.3, number of works managed in-house

BANDAI NAMCO Rights Marketing Inc.*

- Cumulative number of fee-based viewings for on-demand delivery of
animations (Total for TVOD and SVOD, excluding free distribution)
Cumulative total,
October 2002 to March 2022 570,625,633 viewings
- Number of animation productions available for on-demand delivery
Number of productions delivered as of
March 31, 2022 4,851 productions

IP Production Unit (Creation Business)

SUNRISE INC.* / BANDAI NAMCO Pictures INC.

- Number of copyrighted products and total number of hours
(As of March 31, 2022)
- Number of copyrighted products 345 products
- Total number of hours 2,780 hours

* Business and Company names are as of FY2022.3.

AMUSEMENT UNIT

- Sales by category (¥ billion)

	FY2021.3	FY2022.3
Amusement machines	16.7	20.8
Amusement facilities	47.1	61.5

Amusement Facilities

- Number of facilities at end of FY2022.3

Region	Directly managed facilities	Revenue-sharing facilities*	Other
Japan	240	551	5
Overseas	21	16	0
Total	261	567	5

* Revenue-sharing facilities: Revenues from the operation of amusement machines are shared.

- Existing-store sales (YoY)

	FY2021.3	FY2022.3
Japan	74.2%	115.5%

HANAYASHIKI CO., LTD.

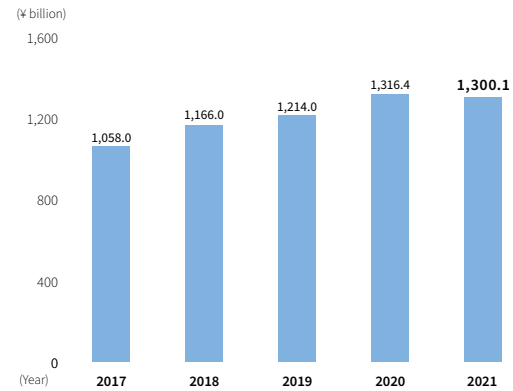
- Number of customers entering
ASAKUSA HANAYASHIKI in FY2022.3* 300,000 customers

* Closed from April to May 2021, in order to prevent the spread of COVID-19

ENTERTAINMENT UNIT (DIGITAL BUSINESS)

GAME APP MARKET (JAPAN)

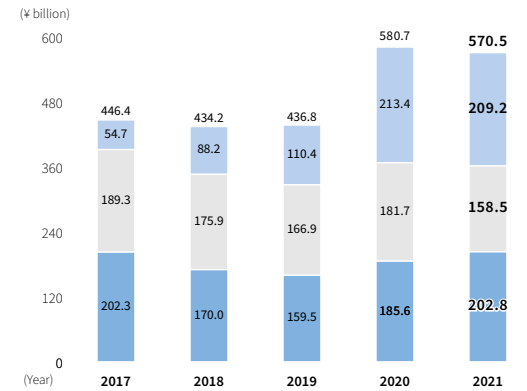
GAME APP MARKET SCALE TREND



Source: "Famitsu Game White Paper 2022" (KADOKAWA ASCII Research Laboratories, Inc.)
 Note: Prepared based on information as of July 2022
 Game apps: Games provided for smartphones and tablets
 (Includes games for feature phones that operate on social media platforms)

HOME VIDEO GAME MARKET (JAPAN)

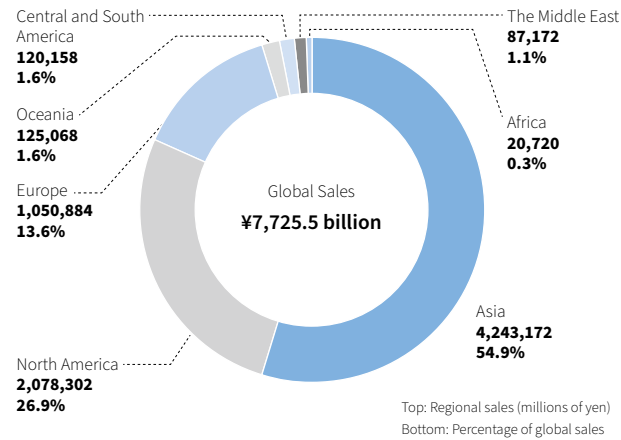
HOME VIDEO GAME MARKET SCALE TREND



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

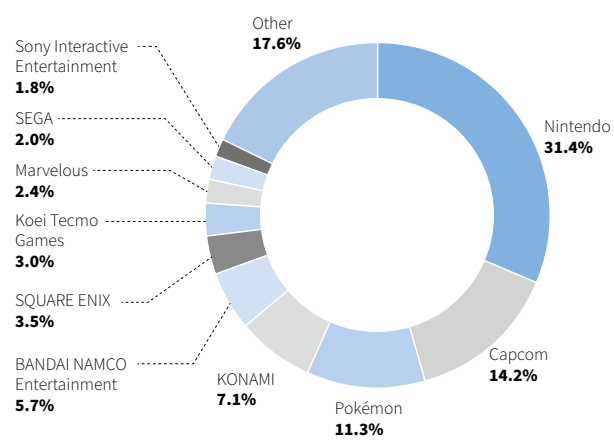
GAME APP MARKET (GLOBAL)

SALES BY REGION (2020)



Source: "Famitsu Mobile Game White Paper 2022" (KADOKAWA ASCII Research Laboratories, Inc.)
 Airnow Data

UNIT SALES SHARE BY MANUFACTURER (2021)



Collection period: December 28, 2020, to December 26, 2021
 Source: "Famitsu Game White Paper 2022" (KADOKAWA ASCII Research Laboratories, Inc.)
 Note: Company names are as of the collection date.

ENTERTAINMENT UNIT (TOYS AND HOBBY BUSINESS)

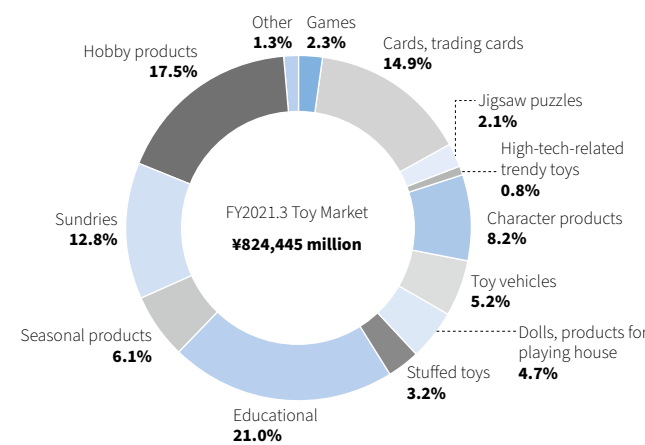
TOY MARKET (JAPAN)

[Toy Market Scale]

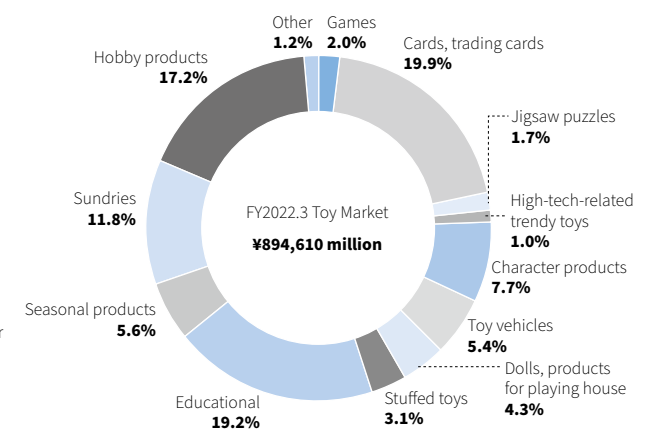
(Unit: Millions of yen, manufacturer's suggested retail price basis)

Major Categories	FY2021.3	FY2022.3
Games General games (including mini electronic games), 3D puzzles, others (including party games, humorous games, magic tricks)	19,236	17,941
Cards, trading cards	122,452	178,249
Jigsaw puzzles	17,622	15,119
High-tech-related trendy toys Interactive toys, robots, PC-related products	6,471	9,076
Character products TV character toys, movie character toys, etc.	67,628	68,623
Toy vehicles Mini cars, railroad toys, RC toys, electric, others (racing, spring, metal toys, etc.)	42,914	48,158
Dolls, products for playing house Dress-up dolls, dollhouses, products for playing house, arts and crafts, collection toys, cuddly dolls, others (including accessories, children's makeup kits)	38,421	38,733
Stuffed toys Character stuffed toys, non-character stuffed toys	26,314	27,978
Educational Blocks, wooden products, preschool, infants' characters, babies' products (babies' toys, bath toys, baby products), transportation-related (including baby carriages, child seats, tricycles), others (including musical instruments, telephones, picture books, playground equipment, children's videos, electric animals)	172,722	171,561
Seasonal products Small sparklers, summer toys, summer goods, small toys, sports toys, sports supplies, outdoor products	50,214	49,716
Sundries Variety goods, gifts, interior goods, housewares, stationery, apparel, others	105,541	105,107
Hobby products Plastic models, RC hobby products, model trains, figures, others	144,166	153,633
Other	10,744	10,716
Total	824,445	894,610

FY2021.3



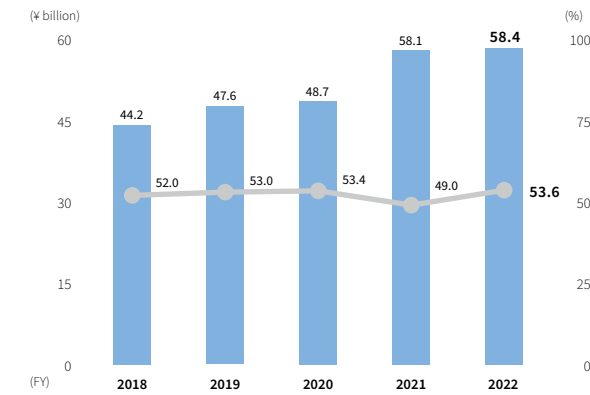
FY2022.3



Notes: 1. In principle, the market created by the original products and own-brand products of member companies of the Japan Toy Association and of exhibitors at the International Tokyo Toy Show
 2. Excluding drugstore distribution
 3. Hobby products include distribution of models
 Source: Research by the Japan Toy Association

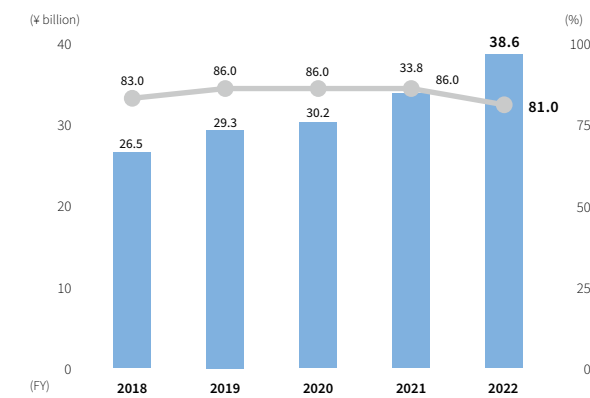
PLASTIC MODEL MARKET (JAPAN)

PLASTIC MODEL OVERALL MARKET TREND



Source: Research by BANDAI SPIRITS (amounts are on a suggested retail price basis)
Fiscal years ended March 31

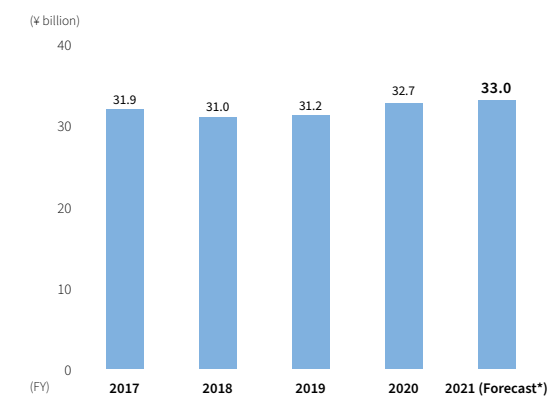
CHARACTER PLASTIC MODEL MARKET TREND



Source: Research by BANDAI SPIRITS (amounts are on a suggested retail price basis)
Fiscal years ended March 31

FIGURE MARKET (JAPAN)

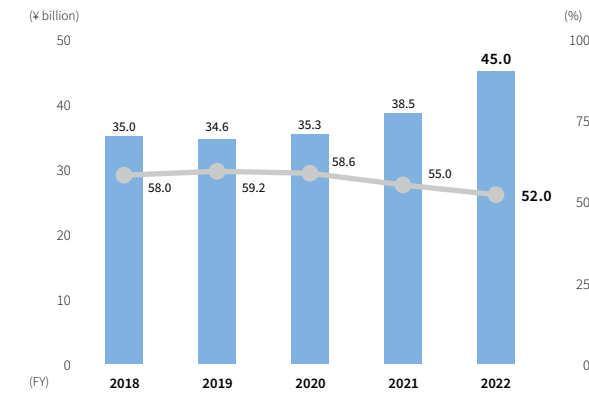
FIGURE MARKET SCALE TREND



Source: "Toy Industry white paper 2022" (Yano Research Institute Ltd.)
* Domestic shipment value basis, forecasts as of December 2021

CAPSULE TOY MARKET (JAPAN)

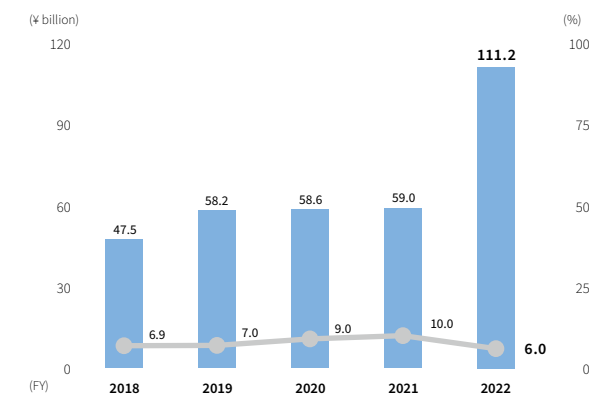
CAPSULE TOY MARKET TREND



Source: Research by BANDAI (amounts are on a suggested retail price basis)
Fiscal years ended March 31

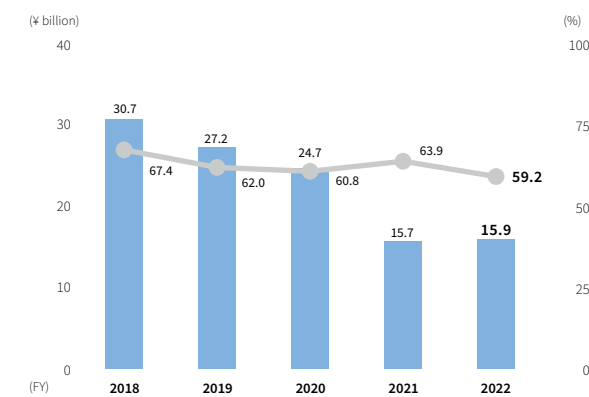
CARD PRODUCT MARKET (JAPAN)

CARD PRODUCT MARKET SCALE TREND



Source: Research by BANDAI (amounts are on a suggested retail price basis)
Note: Graph data about the overall market and market share does not include new digital-card-related products, such as DATA CARDPASS.
Fiscal years ended March 31

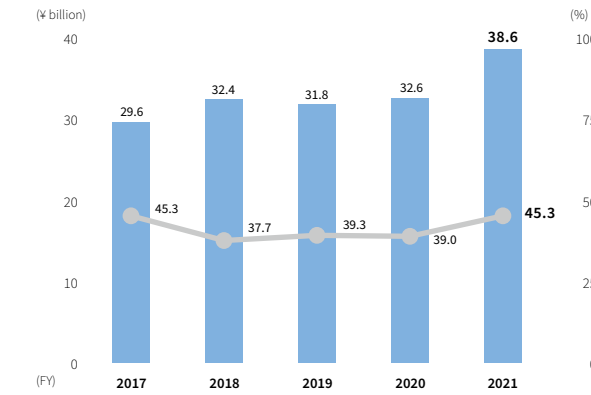
DIGITAL CARD MARKET SCALE TREND



Source: Research by BANDAI (amounts are on a suggested retail price basis)
Fiscal years ended March 31

CANDY TOY MARKET (JAPAN)

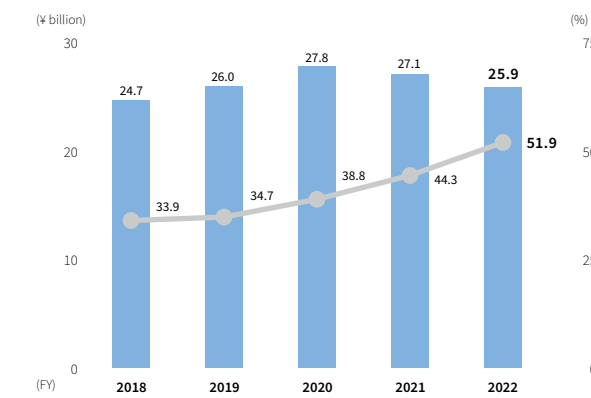
CANDY TOY MARKET TREND



Source: 2022 version of research from FUJII KEIZAI regarding food marketing (No. 1)
Note: Figures shown are rounded down to the nearest decimal place.
Fiscal years ended March 31

CHILDREN'S LIFESTYLE (SUNDRIES) MARKET (JAPAN)

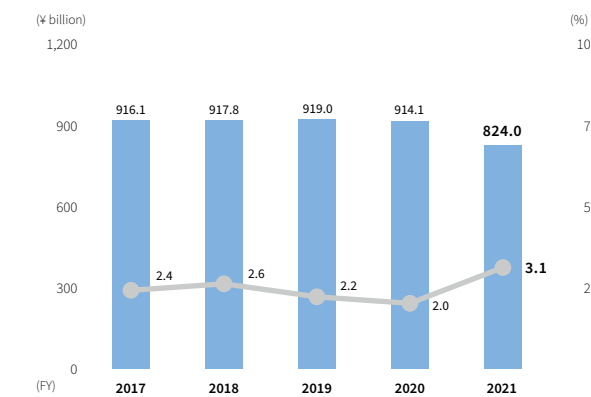
CHILDREN'S LIFESTYLE (SUNDRIES) MARKET TREND



Source: Research by BANDAI (amounts are on a suggested retail price basis)
Fiscal years ended March 31

BABIES' & CHILDREN'S CLOTHING MARKET (JAPAN)

BABIES' & CHILDREN'S CLOTHING MARKET TREND

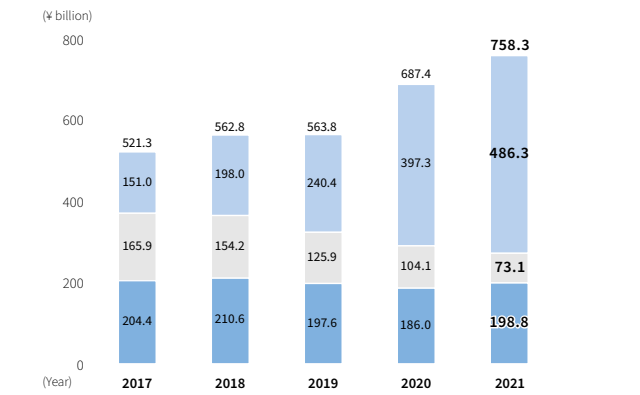


Source: Research by BANDAI (amounts are on a suggested retail price basis)
Fiscal years ended March 31

IP PRODUCTION UNIT

VISUAL SOFTWARE MARKET (JAPAN)

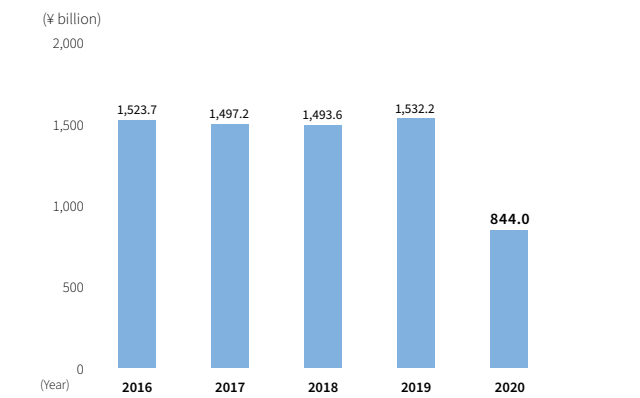
VISUAL SOFTWARE MARKET SCALE TREND



Source: 2021 survey of video software market scale and user trends from the Japan Video Software Association and the Institute for the Arts

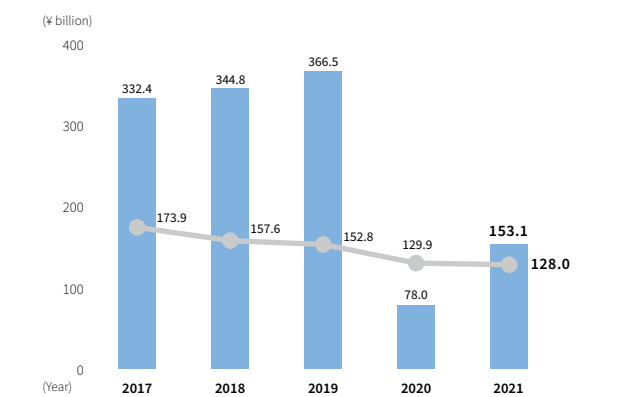
MUSIC CONTENT MARKET (JAPAN)

MUSIC-RELATED MARKET SCALE TREND



Source: Prepared by Media Development Research Institute Inc. based on "Information Media White Paper 2022" from DENTSU INC., Dentsu Media Innovation Lab
Note: Calculated on the basis of user payments for music software (records, video software) purchase/rental, online music distribution, fee-based music channels, karaoke, and concerts

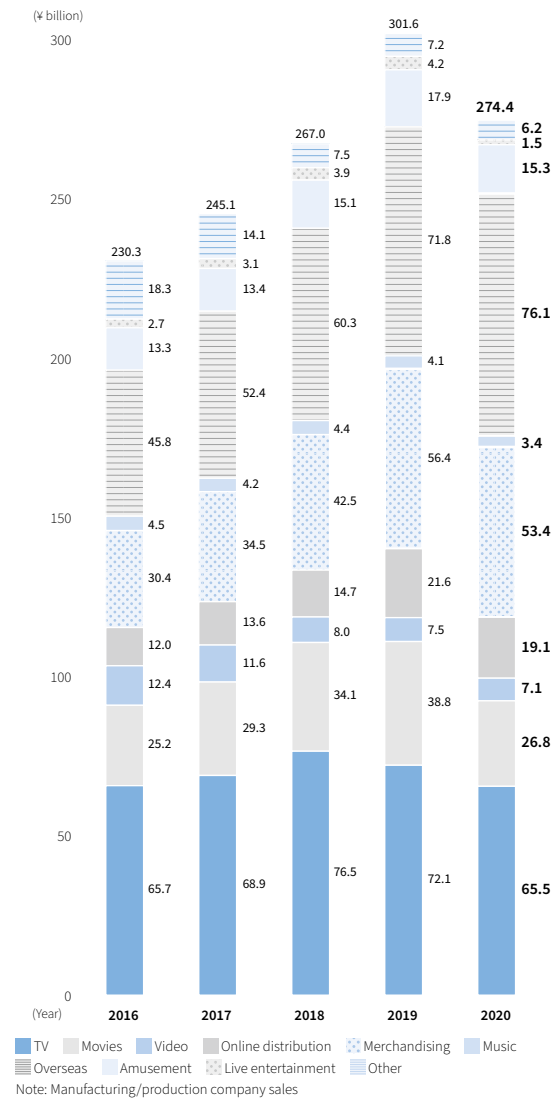
AUDIO RECORD PRODUCTION VALUE AND LIVE ENTERTAINMENT MARKET SCALE TREND



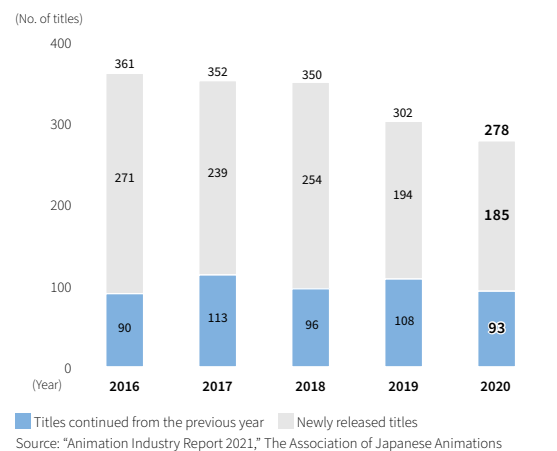
Note: Information regarding the live entertainment market is calculated based on the information from full members of the All Japan Concert & Live Entertainment Promoters Conference.
Sources: Recording Industry Association of Japan, All Japan Concert & Live Entertainment Promoters Conference

ANIMATION MARKET (JAPAN)

ANIMATION MARKET SCALE TREND



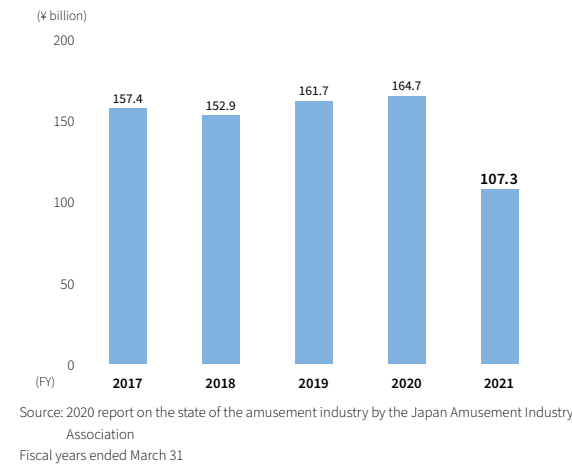
NUMBER OF TV ANIMATION TITLES



AMUSEMENT UNIT

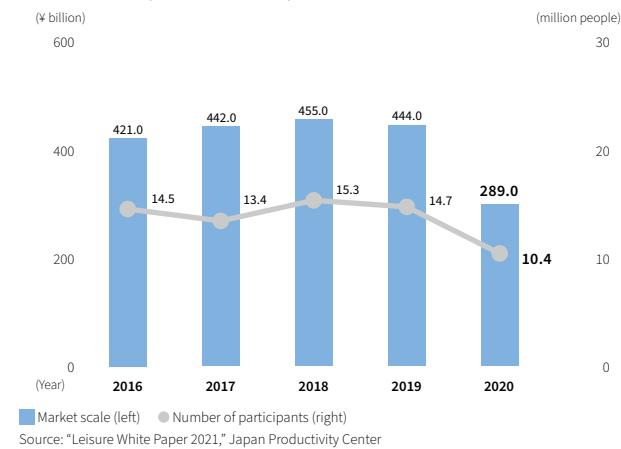
AMUSEMENT MACHINE MARKET (JAPAN)

AMUSEMENT MACHINE SALES TREND

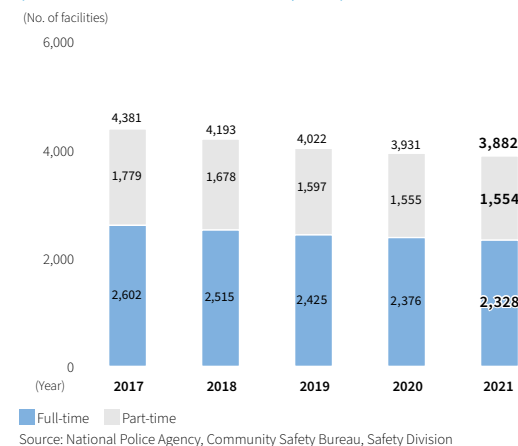


AMUSEMENT FACILITY MARKET (JAPAN)

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



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



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 business 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. Starting in FY2023.3, we have been working to establish targets and implement 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

Business Segment	FY2022.3 Activity Report	Status of Progress
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 (BANDAI LOGIPAL INC., LOGIPAL EXPRESS INC.)	+ Average fuel consumption achieved through continued eco-driving activities ⇒ 5.29 km/L	☀️

BANDAI NAMCO GROUP MATERIAL ISSUES:

PROVISION OF APPROPRIATE PRODUCTS AND SERVICES

Business Segment	FY2022.3 Activity Report	Status of Progress
Digital Business	<ul style="list-style-type: none"> + Periodically revising guidelines for game production + Updating various ethical guidelines + Formulating usability guidelines 	
Toys and Hobby Business	<ul style="list-style-type: none"> + 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	<ul style="list-style-type: none"> + 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	<ul style="list-style-type: none"> + Strengthening internal checking system for expression in scenarios, storyboards, and product editorial supervision 	
Amusement Business	<ul style="list-style-type: none"> + 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 (64 facilities) + Implementing 29 independent inspections related to food safety (food safety inspections) + Establishing secretariat in charge of ethics for ethical expression in products and services and continuing to advance checking system + Confirming quality of imported toys to secure safety in line with Japanese domestic laws and regulations 	
Affiliated Business Companies (BANDAI LOGIPAL INC., LOGIPAL EXPRESS INC.)	<ul style="list-style-type: none"> + 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 	

BANDAI NAMCO GROUP MATERIAL ISSUES:

APPROPRIATE UTILIZATION AND PROTECTION OF INTELLECTUAL PROPERTY

Business Segment	FY2022.3 Activity Report	Status of Progress
Digital Business	<ul style="list-style-type: none"> + Holding meetings to exchange opinions about patents with other companies in the industry 	—
Toys and Hobby Business	<ul style="list-style-type: none"> + 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	<ul style="list-style-type: none"> + Strengthening rights infringement countermeasures in cooperation with related organizations and Group companies 	—
Creation Business	<ul style="list-style-type: none"> + 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 	—

BANDAI NAMCO GROUP MATERIAL ISSUES:

ESTABLISHMENT OF WORK ENVIRONMENTS THAT FACILITATE MUTUAL RESPECT

Business Segment	FY2022.3 Activity Report	Status of Progress
Digital Business	<ul style="list-style-type: none"> + Implementing family events 	—
Toys and Hobby Business	<ul style="list-style-type: none"> + Implementing audits at all overseas final packaging plants that make products for BANDAI CO., LTD., for the Japanese market (180 plants) 	
Creation Business	<ul style="list-style-type: none"> + Implementing family events 	—

BANDAI NAMCO GROUP MATERIAL ISSUES:

HARMONIOUS COEXISTENCE WITH COMMUNITIES

Business Segment	FY2022.3 Activity Report	Status of Progress
Digital Business	<ul style="list-style-type: none"> + Launching <i>Gundam</i> Open Innovation aiming to resolve social issues through IP (characters and other intellectual property) 	—
Toys and Hobby Business	<ul style="list-style-type: none"> + Implementing <i>Gunpla</i> Academia, a plastic model lesson package + Starting activities at BANDAI to support children when there is a disaster, developing support toys 	—
Visual and Music Business	<ul style="list-style-type: none"> + 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	<ul style="list-style-type: none"> + Proactively accepting school visits to Company facilities and enhancing the content of those visits + Contributing to the SPACE Development Forum and holding workshops 	—
Amusement Business	<ul style="list-style-type: none"> + Participating in the Sport in Life Consortium sponsored by the Japan Sports Agency 	—
Affiliated Business Companies (BANDAI LOGIPAL INC., LOGIPAL EXPRESS INC.)	<ul style="list-style-type: none"> + 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.

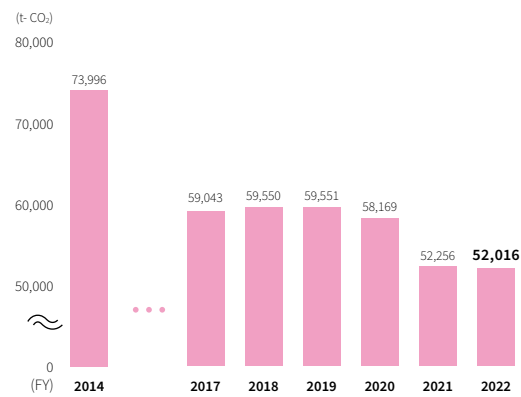
OVERVIEW OF ENVIRONMENTAL PERFORMANCE DATA FOR FY2022.3

(Reference)

Measured Items			Unit	Bandai Namco Holdings Inc.	Digital	Toys and Hobby	Visual and Music	Creation	Amusement	Affiliated Business Companies	FY2022.3 Total	FY2021.3 Total	
Fuel	Gasoline	From use of Company vehicles	ℓ	0	546	40,557	9,747	10,883	47,246	66,074	175,052	124,607	
		Other*	ℓ	0	0	0	0	0	0	883	883	1,296	
	Kerosene*		ℓ	0	0	0	0	0	0	5,403	5,403	7,532	
	Diesel fuel	From use of Company vehicles (diesel vehicles)	ℓ	0	0	73,960	0	0	0	1,395,749	1,469,709	1,505,688	
		Other*	ℓ	0	0	0	0	0	0	0	0	0	
	Heavy oil A*		ℓ	0	0	2	0	0	0	0	2	2	
	Petroleum gas	Liquefied petroleum gas (LPG)	From use of Company vehicles	t	0	0	2	0	0	0	0	2	2
			Other*	t	0	0	6	0	0	3	4	13	16
	Combustible natural gas	Other combustible natural gas	From use of Company vehicles	m ³	0	0	0	0	0	0	0	0	589
			Other*	m ³	0	0	0	0	0	0	0	0	0
Water	Tap water used		m ³	259	3,820	63,295	0	3,606	61,355	15,070	147,405	134,442	
	Wastewater		m ³	259	3,690	59,437	0	3,606	62,644	13,502	143,138	133,986	
Electricity*			kWh	108,846	4,970,229	20,515,151	606,153	2,142,354	74,134,406	7,268,372	109,745,511	111,409,308	
Other fuel	City gas*		m ³	16,630	204,243	54,862	0	0	273,977	14,810	564,521	594,525	
	Steam (industrial use)*		GJ	0	0	0	0	0	0	0	0	0	
	Steam (excluding industrial use)*		GJ	0	0	0	0	0	0	0	0	0	
	Hot water*		GJ	0	0	0	0	0	177	0	177	136	
	Cold water*		GJ	0	0	0	0	0	1,040	0	1,040	893	
Waste	Non-industrial waste		kg	1,861	24,660	512,490	33,390	16,707	860,426	209,409	1,658,942	1,370,751	
	Industrial waste		kg	0	34,041	634,610	471,791	50,397	1,206,054	315,326	2,712,220	2,099,315	
	Recycling volumes		kg	3,769	25,007	663,593	0	41,083	39,313	127,232	899,997	841,816	
Photocopy paper			kg	1,166	2,547	39,199	6,329	12,737	15,183	47,524	124,685	122,798	

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.

BANDAI NAMCO GROUP CO₂ EMISSIONS



For the Fiscal Years Ended March 31

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 (reselection of Important CSR Themes)
 - + Advancing activities linked to the IP axis strategy

Medium-to-long-term targets for decarbonization

Target	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
Medium-term target	By 2030: A 35% reduction compared with FY2020.3 (a 50% reduction compared with FY2014.3) in energy-related carbon dioxide emissions at Group business sites
Major initiatives	Further promotion of energy-saving measures and introduction of renewable energy, etc.

HUMAN RESOURCES-RELATED INFORMATION TOTAL FOR SEGMENT BUSINESS MANAGEMENT COMPANIES

(Bandai Namco Entertainment Inc., BANDAI CO., LTD., BANDAI NAMCO Arts Inc.*, SUNRISE INC.*, Bandai Namco Amusement Inc.)

* Company names are as of FY2022.3.

NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT

		FY2019.3	FY2020.3	FY2021.3	FY2022.3
Full-time employees (People)	Male	1,967	2,160	2,254	2,297
	Female	830	1,008	1,092	1,146
Junior employees (People)	Male	928	967	930	925
	Female	964	982	969	972
Contract employees (People)	Male	128	146	143	137
	Female	49	83	83	84
Temporary employees (People)	Male	1,394	1,422	1,175	1,225
	Female	2,156	2,035	1,694	1,668
Total (People)	Male	4,417	4,695	4,502	4,584
	Female	3,999	4,108	3,838	3,870
Total		8,416	8,803	8,340	8,454

NUMBER OF FEMALE MANAGERS

	FY2019.3	FY2020.3	FY2021.3	FY2022.3
Female managers (People)	120	147	157	168
Ratio to total managers	17.4%	18.1%	19.1%	21.5%

NUMBER OF EMPLOYEES HIRED AFTER GRADUATION

	FY2019.3	FY2020.3	FY2021.3	FY2022.3
Number of employees hired after graduation (People)	130	170	162	137
Number of female employees included (People)	60	79	68	54
Percentage of female employees included	46.2%	46.5%	42.0%	39.4%

EMPLOYMENT RATE FOR PEOPLE WITH DISABILITIES

	FY2019.3	FY2020.3	FY2021.3	FY2022.3
Employment rate for people with disabilities	2.10%	2.20%	2.20%	2.30%

Note: For consolidated subsidiaries that use the service of special subsidiary Bandai Namco Will Inc.

AVERAGES

	FY2019.3	FY2020.3	FY2021.3	FY2022.3
Average years of continuous service	10.6	9.7	9.8	10.4
Average age	39.0	39.3	38.9	38.9

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

(Programs that surpass legal requirements)

System	Overview
Childcare leave	Can be taken until the day before the child's second birthday.
Childcare support	Available until March 31 of the year in which the child completes sixth grade. In addition to shorter working hours, includes exemption from overtime and late-night work.
Childbirth leave for spouses	Employees can take up to five days of paid leave when their spouse gives birth.
Flextime system	Normal working hours are determined not on a daily basis but on a monthly basis.
Child-rearing flextime system	Up to March 31 of the year in which the child completes sixth grade, core time can be adjusted in line with child-rearing circumstances.
Provision of support funds for childbirth and childcare	Provision of ¥200,000 at the birth of each of the first and second children. Provision of ¥3,000,000 at the birth of each of the third and subsequent children. (Acquisition of childcare leave for one continuous week or more and submission of a child-rearing report are requirements for the receipt of this support.)
Lifestyle-support system	Introduction of lifestyle-support system with the objective of establishing supportive environments for employees in a variety of household circumstances. Offering 30-day leave as well as shorter working hours/flextime, in accordance with the reason. Examples of reasons: (1) truant children, (2) infertility treatment, (3) family nursing or caregiving for spouses and first- and second-degree relatives of employees, and (4) receiving outpatient care at medical facilities due to disease.

Note: Systems used by Group companies are different.

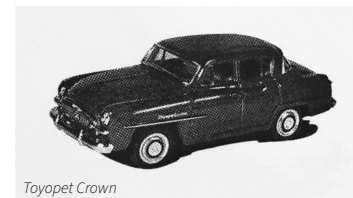
HISTORY

Note: History of Group companies before the management integration of BANDAI and NAMCO. Company names and place names are as of the date cited.

BANDAI'S HISTORY

1950s

- July 1950** • Bandaiya was founded in the Kikuyabashi section of Asakusa in Taito-ku, Tokyo (President: Naoharu Yamashina). Paid-in capital was ¥1 million. The company conducted sales of celluloid toys as well as metallic toys (passenger cars), rubber swimming rings, etc.
- September** • First original BANDAI product was launched: *Rhythm Ball*.
- March 1951** • Export sales commenced.
- April** • B26, the first BANDAI original metallic toy, was launched.
- April 1953** • Accompanying the expansion of export operations, shipment and warehouse facilities were newly established in Komagata, Asakusa, Taito-ku, Tokyo.
- July** • Product Inspection Department established to perform checks on all products. • A research unit was established to improve the quality of BANDAI brand metallic toys and to conduct R&D in new products. • Transport Division (predecessor of BANDAI LOGIPAL INC.) was established.
- January 1955** • Waraku Works (predecessor of BANDAI Manufacturing) was established.
- June** • Office building newly constructed in Komagata 2-chome, Asakusa, Taito-ku, Tokyo. • The BC logo was created by combining the first letters in BANDAI Company. • A product guarantee system—an industry first—was launched in conjunction with the *Toyopet Crown* (1956 version) model car.
- November**



Toyopet Crown

- July 1958** • First TV advertisement aired with the catchphrase "The Red Box means a BC-guaranteed toy."
- July 1959** • Metal model cars were commercialized and products with the labels of car series from around the world were launched. • Trademark (commonly known as the Banzai mark) was established to express the motto that quality is the highest priority.
- 1960s**
- March 1960** • Direct overseas sales started.
- July 1960** • Bandai Toys Company established (transferred to Bandai Overseas Supply in 1971).
- June 1961** • Name of Waraku Works was changed to BC Manufacturing. (Name was changed to BANDAI Manufacturing in May 1966.)
- July** • Company name was changed to BANDAI. Paid-in capital was ¥20 million.

NAMCO'S HISTORY

1950s

- June 1955** • Nakamura Manufacturing Ltd. established in Ikegami, Ota-ku, Tokyo (President: Masaya Nakamura). Capital: ¥300,000. Started in the amusement business with the installation of two children's mechanical horse rides on the rooftop of a department store in Yokohama.



Two wooden rocking-horse rides installed on the rooftop of a department store in Yokohama

- 1957** • Headquarters office established in Ginza, Tokyo. Started sales of amusement machines.
- 1959** • Reorganized to form Nakamura Manufacturing Co., Ltd. Capital: ¥5 million.

1960s

- 1963** • Installed the *Roadway Ride* on the rooftop of Mitsukoshi Department Store in Nihonbashi, Tokyo. Subsequently expanded business to each Mitsukoshi store.



Roadway Ride

- 1965** • Established Production Department. *Periscope*, developed by the Production Department, became a major hit.
- 1966** • Established main production facility in Ota-ku, Tokyo. Expanded activities of Development and Production Departments. • Began to use Nakamura Manufacturing brand mark.



- 1967** • Opened Osaka office in Namba, Osaka.

HISTORY

Note: History of Group companies before the management integration of BANDAI and NAMCO. Company names and place names are as of the date cited.

BANDAI'S HISTORY

- September 1963** • Bandai Transport was established.
- November** • Assigned representative to New York and began sales in the U.S.
- December** • Due to growth of operations, moved to new office building in Komagata 1-chome, Asakusa, Taito-ku, Tokyo.
- *Astroboy* was launched as BANDAI's first TV character toy.



Astroboy
©手塚プロダクション

- January 1964** • Remote control (RC) toy car became a major hit.
- January 1965** • *Racing Car Set* enjoyed an enormous boom in sales.
- October** • Toy manufacturing complex completed in Mibu, Tochigi Prefecture.
- July 1966** • *Crazy Foam* launched. Sold 2.4 million units in three months due to intensive campaign, centered on TV promotion.
- BANDAI's new trademark (the BANDAI Baby) formulated.
- May 1967** • Bandai Automobile established.
- *Water Motor* series became a hit.
- *Thunderbirds* series of electrically powered toys launched.
- August** • New Model Toys Department launched sales of plastic models.
- 1968** • *Naughty Flipper* series was a big hit, winning a gold medal at the New York International Innovative Products Exhibition.
- October** • Customer service center established.
- November 1969** • Acquisition of plant in Shimizu City, Shizuoka Prefecture. Start of production of plastic models, such as the *Automobile* series, *Thunderbirds 2*, and the *Beetle* series.

1970s

- September 1970** • Tonka Japan established.
- May 1971** • Bandai Models established.
- July** • Established Popy as a specialist character toys manufacturer.

NAMCO'S HISTORY

1970s

- 1970** • Established Yaguchi plant in Yaguchi, Ota-ku, Tokyo.
- 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.
- 1971** • Use of NAMCO brand name began.
- 1974** • Acquired Atari (Japan) Corp. from Atari Corp., of the U.S. Entered the video game business.
- 1975** • Began full-scale research into robot technologies. Developed President Lincoln robot.

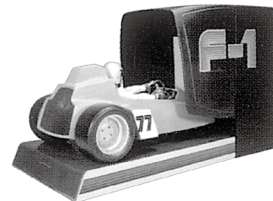


Racer
©Bandai Namco Entertainment Inc.



President Lincoln robot

- 1976** • Developed *F-1* driving simulation game machine. Became popular in Japan and overseas.

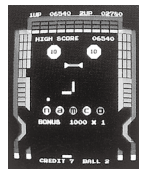


F-1 driving simulation game machine
©Bandai Namco Entertainment Inc.

- 1977** • Changed company name to NAMCO LIMITED. Capital: ¥240 million.
- NAMCO ENTERPRISES ASIA LTD. established.
- Developed *Shoot Away*, a mirror-projection-type gun shooting game.

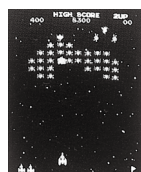
June

- 1978** • Established NAMCO AMERICA INC. in California, U.S.
- Developed *Submarine*, a submarine game machine.
- Introduced *Gee-Bee*, the first original amusement machine.



Gee-Bee

- 1979** • Introduced *Galaxian*, a shooting game machine. Became popular, centered on young consumers, and became a major hit in Japan and overseas.
- Developed *Pitch In*, a machine that measured the speed of a pitched ball.



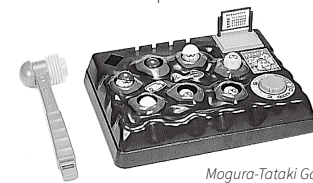
Galaxian
©Bandai Namco Entertainment Inc.

BANDAI'S HISTORY

- March 1973** • *MiniMini Fish* launched.
- October** • *Jumbo Machinder Mazinger Z* won the Grand Prix prize at the 4th International Trade Fair Toy Concours.
- December 1974** • *Super-alloy Mazinger Z* became a major hit.
- Three Group companies (BANDAI, Popy, and Tonka Japan) implemented an industry-first, full-page newspaper advertisement.
- January 1975** • Trademark and logo changed.
- Expressed the dramatic combined worldwide growth of nine BANDAI Group companies.
- October** • Alliance with Monogram, of the U.S.
- August 1976** • *Jumbo Machinder* exported to Mattel, of the U.S. Became a best seller in 1977 under the name *Shogun*.
- October** • Published *Ugoku E-Hon* and entered the publishing industry.
- November** • Established Popy Mibu factory.
- April 1977** • Start of sales of capsule toys through vending machines.
- BANDAI (H.K.) CO., LTD., established as overseas manufacturing base in Hong Kong.
- Launch of *Mogura-Tataki Game*, which became a major hit in the following year, 1978, and was included in Nikkei's list of hit products.



Super-alloy Mazinger Z
©ダイナミック企画

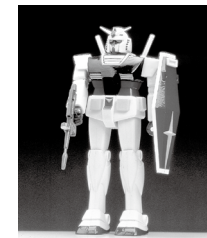


Mogura-Tataki Game

- September 1978** • Bandai Publishing established.
- Launch of *LSI Baseball*, which later became a hit electronic game.
- October** • BANDAI AMERICA INCORPORATED established as U.S. sales base.
- November 1979** • B-I Electronics and B-I Mibu established.
- *Candy-Candy Nurse's Bag* became one of the biggest-ever hit products among girls' character toys.

1980s

- May 1980** • Makoto Yamashina was appointed president and representative director, and Naoharu Yamashina was appointed chairman.
- *Gundam* plastic models launched, starting a major boom.
- Tonka Japan changed its company name to Mameet.
- November** • Celent established.
- July** • *Gundam RX-78* plastic model

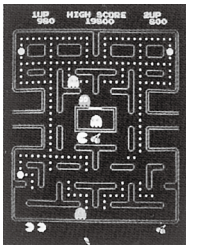


Gundam RX-78 plastic model
©創通・サンライズ

NAMCO'S HISTORY

1980s

- 1980** • Introduced *PAC-MAN*. Became a major hit in Japan and overseas.
- NAMCO sponsored the *Micro Mouse* national tournament, which was participated in by amateur robot enthusiasts.



PAC-MAN
©Bandai Namco Entertainment Inc.

- Introduced the *Nyamco* maze-solving robot.



Nyamco
©Bandai Namco Entertainment Inc.

- 1981** • Introduced the *Mappy* maze-solving robot.
- Established IP Rights Department. Began full-scale initiatives to protect in-house copyrights.

- 1982** • Introduced the *Pole Position* racing game machine.

- 1983** • Introduced *Xevious* shooting game machine. Became highly popular due to beautiful graphics and story.
- Developed robot for *Cosmo Hoshimaru*, the mascot character for the International Science Technology Exposition.



Xevious
©Bandai Namco Entertainment Inc.

- 1984** • Launched *Galaxian*, the first home video game for the Famicom.
- Introduced the first product in the *Tower of Druaga* series of RPG game machines.



Galaxian
©Bandai Namco Entertainment Inc.

- 1985** • New headquarters building completed in Ota-ku, Tokyo.
- Developed *Talking Aid*, a mobile communication device.

- 1986** • Capital participation in Italian Tomato Ltd.
- Established New Technology Foundation with the objective of fostering the development of science and technology.
- Introduced *Sweet Land*, a candy prize machine.
- Launched *Professional Baseball Family Stadium*, a Famicom software.



Professional Baseball Family Stadium
©Bandai Namco Entertainment Inc.

HISTORY

Note: History of Group companies before the management integration of BANDAI and NAMCO. Company names and place names are as of the date cited.

BANDAI'S HISTORY

- January 1981** • BANDAI FRANCE S.A. established as sales base in Europe.
- March** • Entered the candy toy market.
- June 1982** • BANDAI UK LTD. established in the U.K.
- October** • Frontier Department established as planning and production unit for animations and films.
- November** • Emotion Ltd. established. Opened Emotion video shop, the first video shop authorized by the Japan Video Software Association.
- March 1983** • Absorption-type merger of seven companies—Popy, Bandai Models, Bandai Manufacturing, Bandai Overseas, Mameet, Celent, and Bandai Publishing. Capital increased to ¥711.39 million.
- Corporate identity introduced. New BANDAI philosophy established—"Dreams and Creation."
- April** • *Kinnikuman* capsule toy launched; became a major hit.
- August** • Apparel Department established.
- A.E. Planning established to conduct sales of visual packaged software.
- December** • Launched *Darasu*, an industry-first original video animation.
- April 1984** • Launched *Air Condition* series, which was created from original video software music and video.
- October** • *Gundam* plastic model series surpassed 100 million units since the launch.
- December** • Fuman (H.K.) Co., Ltd., established in Hong Kong.
- May 1985** • Advanced into the Chinese market with the establishment of a Japan-China joint venture firm, China Fuman (Fujian) Toys Co., Ltd., in Fujian Province, China.
- November** • First Famicom software, *Kinnikuman-Muscle Tag Match*, launched. Became a major hit with sales of one million units.
- January 1986** • BANDAI listed on the Second Section of the Tokyo Stock Exchange. Capital: ¥240 million.
- February** • *Nekonyanbo* became a major hit.
- September** • Entered the movie field by cooperating in the production of *The Baby Elephant*.
- 1987** • Products related to *Saint Seiya (Knights of the Zodiac)* series became hits.
- March** • Joint venture firm BANDAI AND K.C. CO., LTD., established in Thailand.
- Released *Royal Space Force: The Wings of Oneamis*, a full-length original animation feature.
- *Quick Curl* launched. Entered the field of practical lifestyle sundries.
- May** • Chairman Naoharu Yamashina was appointed executive advisor.
- Contract signed with The Walt Disney Company. Video products launched.



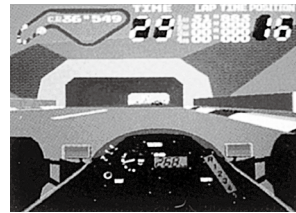
Nekonyanbo

NAMCO'S HISTORY

- 1987** • Main sponsor of the Japan performance of the musical *Starlight Express*.
- Developed *Final Lap*, the industry's first driving game with built-in communications functions.
- 1988** • NAMCO stock listed on the Second Section of the Tokyo Stock Exchange. Capital: ¥5,550 million.
- Established Yokohama Future Laboratory in Yokohama City.
- Tie-up with JCGL, a computer graphics (CG) production company. Entered a wide range of CG video business areas, from acceptance of production orders to the provision of videos.
- Presented first original video product, *Mirai Ninja: Keiunkiniginaiden*, at the Tokyo International Fantastic Film Festival. Also launched as an amusement machine.
- Developed *Winning Run*, the first racing game to use polygon technology.
- 1989** • Jointly developed *Eunos Roadstar Driving Simulator* in cooperation with Mazda Motor Corp.
- Developed the *Wani Wani Panic* action game.
- 1990s**
- 1990** • NAMCO AMERICA INC. began direct sales of amusement machines in the U.S.
- NAMCO AMERICA INC. acquired Atari Operations Inc. Commenced amusement facility operations in the U.S.
- Established Namco Hometek Inc. as a U.S. base for home video games.
- At the International Garden and Greenery Exposition, exhibited and operated *Galaxian³* and *The Tower of Druaga*—large-scale amusement facilities based on the hyper-entertainment concept.
- Developed the *Cosmo Gangs* action game machine.
- September 1991** • Stock listed on the First Section of the Tokyo Stock Exchange. Capital: ¥6,984 million.
- Established NAMCO EUROPE LTD., in London, U.K.
- Opened *Plabo Sennichimae*, a large-scale amusement facility.
- November**



Final Lap
©Bandai Namco Entertainment Inc.



Winning Run
©Bandai Namco Entertainment Inc.



Wani Wani Panic
©Bandai Namco Entertainment Inc.

BANDAI'S HISTORY

- April 1988** • Media Department established. Made full-scale entry into the visual products business.
- July August** • Sales of *CARDASS* started.
- BANDAI listed on the First Section of the Tokyo Stock Exchange.
- Cooperated in the production of the musical *The Forest is Alive/Twelve Months of Nina*.
- January 1989** • Completed head office building in Komagata, Taito-ku, Tokyo.
- October** • Advanced into the music field (launch of the Emotion label).
- 1990s**
- January 1990** • Name of Shinsei Manufacturing was changed to Yutaka Co., Ltd.
- August** • Bandai Transport registered on the over-the-counter market (currently, JASDAQ).
- *Sally the Witch Spikatact* surpassed one million units.
- February 1991** • Bandai (Taiwan) Co., Ltd., established as local company in Taiwan.
- April** • *Chara-Can*, which packaged toys with drinks through a tie-up with Suntory, are a big hit.
- October** • Tosho, Dairin, and Seiko merged to establish HAPPINET CORPORATION.
- September 1992** • Name of Bandai Transport was changed to BANDAI LOGIPAL INC.
- October** • BANDAI's visual products business transferred to BANDAI VISUAL CO., LTD.
- 1993** • Products related to *Pretty Guardian Sailor Moon* became major hits.
- March 1994** • SUNRISE INC. became a Group company



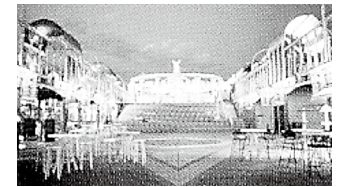
Sailor Moon series
©武内直子・P.N.P・テレビ朝日・東映アニメーション



Power Rangers series
©1993 SABAN INT.

NAMCO'S HISTORY

- February 1992** • Opened *Namco Wonder Eggs*, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.
- 1993** • Established NAMCO OPERATIONS EUROPE LTD., in the U.K.
- Opened *Namco Wonder City Tsurumi*, a comprehensive amusement facility in Tsurumi-ku, Yokohama, with NAMCO acting as developer for the first time.
- Introduced *Ridge Racer*, a racing game machine including *System 22*, a real-time, 3D CG system board.
- Acquired Aladdin's Castle, Inc., the largest amusement facility operator in the U.S.
- Established Shanghai Namco Ltd. as a joint venture in China.
- Opened *Tamago Teikoku*, which offered a land of entertainment alchemy, on a site adjacent to *Namco Wonder Eggs*.
- 1994** • Launched *Ridge Racer* for the PlayStation at the same time as the hardware launch.
- Opened Yokohama Creative Center, a development base, in Kanagawa-ku, Yokohama City.
- Established NAMCO CYBERTAINMENT INC. through the merger of two NAMCO Group companies in the U.S.
- Introduced *TEKKEN*, a polygon martial arts game using *System 11*, a 3D CG system board developed jointly with Sony Computer Entertainment Inc.
- 1995** • Developed *Alpine Racer*, an experience game machine.
- Launched *Tales of Phantasia*, the first product in the *Tales of...* series for the Super Famicom.



Namco Wonder Eggs



Ridge Racer
©Bandai Namco Entertainment Inc.



TEKKEN
©Bandai Namco Entertainment Inc.

HISTORY

Note: History of Group companies before the management integration of BANDAI and NAMCO. Company names and place names are as of the date cited.

BANDAI'S HISTORY

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

- March 1996** • Launch of the *Pippin Atmark*.
- Bandai Trading (Shanghai) Co., Ltd., established in Shanghai.
- November** • *Tamagotchi* launched.



Tamagotchi
©BANDAI 1996

- April 1997** • *Hyper Yo-Yo* launched.



Hyper Yo-Yo
©BANDAI 1997

- June** • Launched *Tamapichi*, a PHS phone that incorporated *Tamagotchi* functions.
- Takashi Mogi was appointed president and representative director.
- July** • Group companies Kaken, Angel, and B-I merged to establish MegaHouse Corporation.
- August** • HAPPINET CORPORATION offered its stock on the over-the-counter market (currently, the First Section of the Tokyo Stock Exchange).
- October** • Founder Naoharu Yamashina passed away (October 28, age 79).

- December 1998** • HAPPINET CORPORATION listed on the Second Section of the Tokyo Stock Exchange.

- March 1999** • Takeo Takasu was appointed president and representative director.
- *WonderSwan*, a new mobile game machine, launched.
- Start of service for *Dokodemo Aso Vegas*, the first content for NTT DOCOMO's i-mode.
- May** • *Gundam* plastic models surpassed cumulative total sales of 300 million units.
- September** • *DIGIMON ADVENTURE* became an animation.
- *HANA-BI*, whose production BANDAI VISUAL participated in, won the Golden Lion award at the 54th Venice International Film Festival.

- October** • Concluded agreement with Mattel, of the U.S., regarding joint business development (contract covering the Japanese market canceled in December 2003).

- November** • *Primo Puel* talking stuffed toys launched.

NAMCO'S HISTORY

- July 1996** • Opened *Namco NAMJATOWN*, one of Japan's largest indoor theme parks, in Ikebukuro, Tokyo.



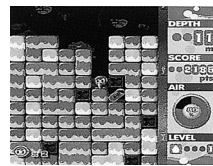
Namco NAMJATOWN

- Established subsidiaries in Spain, France, Germany, and Israel.
- Opened *Namco Wandertower Kyoto*, an urban comprehensive amusement facility.
- January 1997** • Capital tie-up with Nikkatsu Corporation (canceled in 2005).
- Established XS ENTERTAINMENT INC. to manage multipurpose amusement facilities in the North American market.
- August** • Opened *Namco Station at the County Hall*, a large-scale entertainment facility in a former county hall building in London, U.K.
- Three CG works selected for prizes by SIGGRAPH, a CG conference in the U.S.

- August 1999** • Launched *Soulcalibur*, a weapon-based fighting game for the Dreamcast.
- October** • Established Monolith Software Inc., a home video game development company.
- November** • Proposed barrier-free entertainment designs. Entered nursing care business with the aim of combining the themes of "play" and "welfare."
- December** • Launched *Namco Station*, a mobile phone site for i-mode service. Expanded content business.
- Began to supply LCD units for pachinko machines.

2000s

- March 2000** • Launched *Ridge Racer V* for the PlayStation 2 at the same time as the hardware launch.
- April** • Opened the Namco Digital Hollywood Game Lab school in collaboration with Digital Hollywood Co., Ltd.
- Established Namco Ecolotec Limited to conduct development of environmental machines.
- June** • Simultaneously launched versions of the *Mr. Driller* home video game for three different platforms.
- August** • In cooperation with Sony Computer Entertainment, jointly developed the *System 246* board, which was based on PlayStation 2 technology.
- October** • Obtained license to distribute *PAC-MAN* for Sharp Corp.'s Zaurus.



Mr. Driller
©Bandai Namco Entertainment Inc.

BANDAI'S HISTORY

2000s

- March 2000** • HAPPINET CORPORATION listed on the First Section of the Tokyo Stock Exchange.
- BANDAI KOREA CO., LTD., established in South Korea.
- Content for i-mode became popular and surpassed one million paid subscribers.
- April** • Network Department established.
- Character Research Institute established.
- June** • Invested in Sotsu Agency (currently, SOTSU CO., LTD.).
- September** • Network Department spun off from BANDAI to establish BANDAI NETWORKS CO., LTD.
- October** • BANPRESTO CO., LTD., listed on the Second Section of the Tokyo Stock Exchange.
- Capital tie-up with Seika Note Co., Ltd.

- March 2001** • BHK TRADING LTD. established.
- Cumulative total sales of *Gashapon HG* series surpassed 100 million units.
- July** • 1/12-scale *Zaku* model (overall height: approximately 1.5 m) was exhibited at the "C3 PRE" character culture event and became a topic of conversation.



Hyper Hybrid Model MS-06F Zaku II
©劇通・サンライズ

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

- March 2003** • Tsukuda Original and Wakui Corporation implemented a management integration and the company name was changed to Palbox Co., Ltd.
- Name of Yutaka Co., Ltd., was changed to Popy Co., Ltd.
- Cumulative total shipments of original character *.hack* game software in Japan and the U.S. reached one million units.



©Project .hack

NAMCO'S HISTORY

- December 2000** • Opened *Namco Entertainment World Tokyo Pitan City* in Daiba, Tokyo.
- Opened the *Chi-Kou-Raku* Internet facility in Nagoya (closed in 2011).
- Launched *MotoGP* for the PlayStation 2.

- February 2001** • Introduced the *TAIKO: DRUM MASTER* amusement machine.

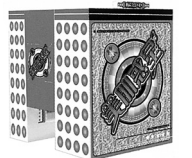


TAIKO: DRUM MASTER
©Bandai Namco Entertainment Inc.

- October** • In collaboration with Benesse Corporation, opened *Shima-Shima Town*, a communication park for preschool children, in Kawasaki City.
- 2001** • Formed *Team Namja*, a group of producers of commercial spaces. As the first project, opened Yokohama Curry Museum (operator: Matahari Co., Ltd.).

- January 2002** • Launched *Kotoba no Puzzle: Majipittan*, a home video game.
- Business tie-up with Nintendo Co., Ltd., in the home video game business.

- Introduced *Bihada Wakusei*, a high-definition seal printing machine.
- Opened *Namco Wonder Park Sapporo*.



Bihada Wakusei
©Bandai Namco Entertainment Inc.

- May** • Kyushiro Takagi was appointed president and representative director.
- July** • Opened *Ikebukuro Gyoza Stadium* in *Namco NAMJATOWN*.



Ikebukuro Gyoza Stadium

- November** • Launched *Tales of Destiny 2* for the PlayStation 2.

- March 2003** • Established NAMCO TALES STUDIO LTD., a home video game development company.
- Simultaneously launched versions of the *Soulcalibur 2* home video game for three different platforms.
- July** • Introduced *Big Sweet Land*, a large-size-prize game that could be played by up to six players at once.

HISTORY

Note: History of Group companies before the management integration of BANDAI and NAMCO. Company names and place names are as of the date cited.

BANDAI'S HISTORY

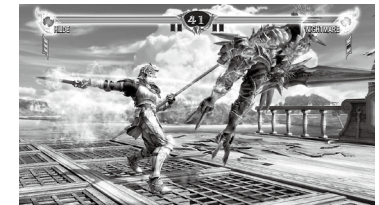
- May** **2003** • Invested in confectionery manufacturer Tohato Inc.
 - July** • Opened Bandai Museum, a character museum (closed in August 2006).
 - August** • Entered the building block market through cooperation with Mega Bloks Inc., the world's second-largest manufacturer of toy building blocks.
 - *Zatoichi*, whose production BANDAI VISUAL participated in, won the Silver Lion for Best Director award at the 60th Venice International Film Festival.
 - October** • Total number of BANDAI CHANNEL paid viewings surpassed three million.
 - December** • BANDAI NETWORKS listed on JASDAQ.
 - BANDAI VISUAL listed on the Second Section of the Tokyo Stock Exchange.
 - March** **2004** • *Kaette Kita! Tamagotchi Plus* launched.
 - Cumulative total shipments of *Mobile Suit Gundam* series home video games surpassed 20 million units.
 - April** • New headquarters building completed.
 - Opened World Toy Museum in Karuizawa, exhibiting antique toys (closed in November 2007).
 - BANPRESTO concluded basic agreement to take over the operation of the ASAKUSA HANAYASHIKI amusement park.
 - May** • For the film *Daremo Shiranai*, which was co-produced by BANDAI VISUAL, lead Yuya Yagira won the Best Actor award at the Cannes International Film Festival.
 - Participated in the Shanghai International Character Expo, China's first character event. Over nine days, 100,000 visitors attended.
 - Cumulative total shipments of *Zatchbell The Card Battle* surpassed 300 million units.
-
- ©雷句誠/小学館・フジテレビ・東映アニメーション
- July** • *Steamboy* released (directed by Katsuhiro Otomo).
 - Comprehensive master licensing contract concluded with Sanrio Company Ltd. for the character *Cinnamoroll*.
 - November** • *Shuku Keitai Kaitsuu! Tamagotchi Plus* launched.
 - Sponsorship provided for the activities of the theater company Hikosen.
 - April** **2005** • Palbox transferred certain operations to MegaHouse Corporation.

NAMCO'S HISTORY

- August** **2003** • Launched *Tales of Symphonia* for the Nintendo GameCube.
- November** • Opened *Jiyugaoka Sweets Forest* in Meguro-ku, Tokyo.
- December** • Introduced *Dragon Chronicle*, a multiplayer fighting video game machine.
- February** **2004** • Opened *Naniwa Gyoza Stadium* in Umeda, Osaka.
- March** • Launched *Katamari Damashii* for the PlayStation 2.
- Namco Hometek and Flagship Studios concluded a partnership agreement for the development and sales of PC games.
- July** • Introduced *Wangan Midnight MAXIMUM TUNE*, a racing game machine.
- October** • Opened *Kaikaya* day service center in Yokohama City, Kanagawa Prefecture.
- December** • Opened *Kobe Sweets Harbor* in Kobe City, Hyogo Prefecture.
- February** **2005** • Opened *Tokyo Panya Street* in Funabashi City, Chiba Prefecture.
- April** • Shigeichi Ishimura was appointed president and representative director.

BANDAI NAMCO GROUP'S HISTORY

- From May 2005**
- 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 BANDAI and NAMCO. Takeo Takasu became president and representative director. Establishment of the BANDAI NAMCO Group.
 - November** • With its 10th installment of for-sale DVDs in the series, cumulative shipment volume of *Mobile Suit Gundam SEED DESTINY* surpassed one million units.
 - December** • Through a corporate separation, a portion of BANDAI's and NAMCO's management over affiliated companies was transferred to NAMCO BANDAI Holdings.
 - January** **2006** • *DATA CARDASS*, a new card machine, became hugely popular.
 - North American operations were reorganized. The name of NAMCO Holding was changed to NAMCO BANDAI Holdings (USA), which became the U.S. regional holding company.
 - NAMCO BANDAI Holdings made BANDAI LOGIPAL a wholly owned subsidiary.
 - February** • BANDAI VISUAL was listed on the First Section of the Tokyo Stock Exchange.
 - March** • The BANDAI Hobby Center, a production base for plastic models, was opened in Shizuoka Prefecture.
 - Cumulative worldwide sales of the *Tamagotchi Plus* series surpassed 20 million units.
 - The facility operation business was given to a remerged NAMCO.
 - NAMCO BANDAI Games Inc. was established through the integration of BANDAI's home video game operations and NAMCO's home video game, amusement machine, and mobile phone game operations.
 - May** • Music company Lantis Co., Ltd., joined the Group.
 - NAMCO BANDAI Will Inc. was certified as a special subsidiary as stipulated by Japan's Law for Employment, Promotion, etc., of the Disabled.
 - June** • NAMCO BANDAI Holdings made BANPRESTO a wholly owned subsidiary.
 - September** • Opened *NAMCO Wonder Park Hero's Base*, a large-scale facility combining amusement and character merchandising, in Kawasaki City, Kanagawa Prefecture.
 - BANDAI made CCP Co., Ltd., a subsidiary.
 - November** • Introduced *Mobile Suit Gundam Senjo no Kizuna*, an amusement machine that was developed through a collaborative effort by NAMCO BANDAI Games and BANPRESTO.
 - January** **2007** • In Europe, NAMCO Holdings UK LTD. was established as a regional holding company and the operating companies were reorganized.



- March** • NAMCO BANDAI Holdings entered a capital and business alliance with TOEI COMPANY, LTD., TOEI ANIMATION CO., LTD., and KADOKAWA GROUP HOLDINGS INC.
- April** • BANDAI started operation of Omocha-no-Machi Bandai Museum, in Tochigi Prefecture.
- May** • BANDAI, the Ishimori Group, and ITOCHU Corporation entered a capital and business tie-up.
- NAMCO BANDAI Holdings acquired part of the shares of Fujiya Co., Ltd.
- August** • 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.
- November** • The vending machine capsule toy *Earth Capsule* won the Minister of Agriculture, Forestry and Fisheries Award in the eco-products category at the 4th Eco-products Awards.
- December** • Global cumulative shipments of the *Tales of...* series of software products for home video game consoles surpassed 10 million.
- January** **2008** • BANDAI, TYO Productions Inc., and TSUBURAYA PRODUCTIONS Co., Ltd., formed a capital and business tie-up.
- February** • BANDAI VISUAL and BANDAI NETWORKS became wholly owned subsidiaries of NAMCO BANDAI Holdings, following an exchange of shares.
- April** • The home video game consoles and amusement machine operations of BANPRESTO were transferred to and integrated with the operations of NAMCO BANDAI Games. BANPRESTO focuses on prize operations, such as prizes for amusement machines.
- The administrative functions of major companies in the Group were consolidated into NAMCO BANDAI Holdings.
- Opened the *Wonder Park Plus* amusement facility in Hong Kong.
- BANDAI (SHENZHEN) CO., LTD., was established for the purpose of strengthening toy production control and quality assurance.
- July** • Launched *Soulcalibur IV* for the PlayStation 3 and Xbox 360, and sales surpassed two million units.
- September** • Launched the *Battle Spirits* card game.
- October** • Cumulative sales of BD/DVD software *CODE GEASS: Lelouch of the Rebellion* series surpassed one million units.
- November** • *BEN10* character toys were hit products in markets worldwide.

HISTORY

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

BANDAI NAMCO GROUP'S HISTORY

- 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 was established by Atari Europe.
 - March** • Seika Co., Ltd., which conducted stationery operations, was liquidated following a capital and business alliance with SUN-STAR STATIONERY CO., LTD.
 - NAMCO BANDAI Games made D3PUBLISHER INC. a subsidiary.
 - NAMCO BANDAI Holdings received a fiscal 2008 Tokyo Stock Exchange Disclosure Award from the Tokyo Stock Exchange.
 - April** • 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.
 - NAMCO BANDAI Games and BANDAI NETWORKS merged, with NAMCO BANDAI Games as the surviving company and BANDAI NETWORKS as the expiring company.
 - BANDAI VISUAL and ANIME CHANNEL merged, with BANDAI VISUAL as the surviving company and ANIME CHANNEL as the expiring company.
 - July** • As part of the Green Tokyo *Gundam* Project, a full-size, 18-meter-high *Gundam* statue was installed in Shiokaze Park, Tokyo.
-
- ©創通・サンライズ
- NAMCO BANDAI Partners S.A.S. was made a wholly owned subsidiary.
 - NAMCO BANDAI Online Inc. was established.
 - BANDAI CORPORACION MEXICO S.A. de C.V. was established in Mexico.
- 2010s**
- February 2010** • The BANDAI NAMCO Group Restart Plan was announced.
 - *Mobile Suit Gundam UC (Unicorn) Vol. 1* implemented simultaneous global cross-media development.
 - April** • NAMCO BANDAI Live Creative Inc. was established.
 - As the first step in character-based entertainment areas, we began to introduce *Tamagotchi Idol Park* and *Narikiri Athletic Ultra Heroes*.
 - November** • *NARUTO Shippuden: Ultimate Ninja Storm 2* for the PlayStation 3 and Xbox 360 sold more than one million units worldwide in the first month after its launch.
 - April 2011** • Banpresoft Co., Ltd., and Bec Co., Ltd., merged to form B.B.STUDIO CO., LTD.

- 2011** • The *KAMEN RIDER* series was a major hit.
-
- KAMEN RIDER Fourze DX Fourze Driver ©2011 石森プロ・テレビ朝日・ADK・東映
- *TIGER & BUNNY*, a TV animation from SUNRISE, was a hit.
-
- ©SUNRISE/T&B PARTNERS
- April 2012** • 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 Kazunori Ueno became executive vice president and representative director.
 - The Content Development Division was separated from NAMCO BANDAI Games, and NAMCO BANDAI Studios Inc. was established.
 - *Gundam Front Tokyo*, a leading-edge entertainment space based on the *Gundam* series, was opened in Daiba, Tokyo.
 - BANDAI PHILIPPINES INC. was established.
 - 2012** • *THE IDOLM@STER* drew attention in a variety of categories, such as home video games and social games.
 - Products related to *Aikatsu!*, which is an original Group IP, became major hits.
-
- ©BNP/BANDAI, DENTSU, TV TOKYO
- September**
 - March 2013** • NAMCO BANDAI Studios Vancouver Inc. and NAMCO BANDAI Studios Singapore Pte. Ltd. were established.
 - In the U.S., broadcasts of *PAC-MAN and the Ghostly Adventures*, a new animation, were aired.
 - June** • For its 160th anniversary, *ASAKUSA HANAYASHIKI* implemented a commemorative year plan.
 - August** • BANDAI made SUN-STAR STATIONERY a subsidiary.
 - October**

- 2013** • In visual and music content, *Love Live! School Idol Project* became popular.
-
- ©2013 プロジェクトラブライブ!
- January 2014** • *THE IDOLM@STER MOVIE*, a theatrical release, became a hit.
 - March** • NAMCO BANDAI Holdings was selected as a recipient of the Excellence Award at the fiscal 2013 Corporate Value Improvement Awards sponsored by the Tokyo Stock Exchange.
 - April** • The English-language names of 31 Group companies were changed.
 - June** • The English-language name of NAMCO BANDAI Holdings was changed to BANDAI NAMCO Holdings Inc.
 - August** • Opened *Nazo Tomo Cafe*, a puzzle-solving cafe.
 - October** • Game apps for smartphones became popular in Japan. Start of full-sale network content business initiatives overseas, including Asia.
 - 2014** • *Yo-kai Watch*-related products became major hits. Start of sales in Asia.
-
- ©L5/YWP-TX
- January 2015** • BANDAI NAMCO (SHANGHAI) CO., LTD., was established in Shanghai, China.
 - Start of Mid-term Plan announcing "NEXT STAGE: Empower, Gain Momentum, Accelerate Evolution."
 - Name of BANDAI NAMCO Games was changed to BANDAI NAMCO Entertainment Inc.
 - Division producing IP products for children and families was separated from SUNRISE to establish BANDAI NAMCO Pictures INC.
 - BANDAI NAMCO Live Creative made Grand-Slam Ltd. a subsidiary.
 - June** • At BANDAI NAMCO Holdings, Shukuo Ishikawa became chairman and representative director and Mitsuaki Taguchi became president and representative director.
 - August** • Start of distribution of *IDOLISH7* game app for smartphones. Developed into a hit as original Group IP.

- September 2015** • BANDAI NAMCO Group reached the 10th anniversary of its establishment.
 - In one week after the start of online distribution, *THE IDOLM@STER CINDERELLA GIRLS: STARLIGHT STAGE* game app for smartphones surpassed four million downloads.
-
- ©Bandai Namco Entertainment Inc.
- October** • BANDAI NAMCO INDIA PRIVATE LIMITED was established.
 - November** • BANDAI received METI Minister's Award, the highest award, at the fiscal 2015 Large Manufacturer and Importer Category of the Awards for Best Contributors to Product Safety. We were certified as the first Product Safety Contributor Gold Company in this category, in which we have won an award three times.
 - *GIRLS und PANZER der Film* was released and became a long-running hit in theaters for more than a year.
 - December** • The idol unit $\mu's$, which was created from *Love Live! School Idol Project*, became a hit.
 - 2015** • *TEKKEN* and *Tales of...* series reached their 20th anniversaries.
 - January 2016** • The headquarters functions of five Group companies, including BANDAI NAMCO Holdings, were relocated to Minato-ku, Tokyo, in stages.
 - April** • Implemented reorganization in Asia region. BANDAI NAMCO Holdings ASIA CO., LTD., became the regional headquarters.
 - WiZ Co., Ltd., was made a subsidiary.
 - Opened the *VR ZONE Project i Can*, a VR entertainment research facility, in Daiba, Tokyo, on a limited-time basis.
 - October** • *DRAGON BALL Z DOKKAN BATTLE*, a popular smartphone game app, surpassed 100 million downloads worldwide.
 - 2016** • *Tamagotchi* and *NAMJATOWN* reached their 20th anniversaries.
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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 91.
- March** • Shukuo Ishikawa, chairman and representative director of BANDAI NAMCO Holdings, was awarded the Legion of Honour in the rank of chevalier by the French government.
- April** • Started a new system that separates the operating company function and the holding company function in Europe.
 - Established BANDAI NAMCO Technica Inc.
 - Opening of *SPACE ATHLETIC TONDEMI*, a next-generation athletic facility.
- July** • Opened *VR ZONE SHINJUKU*, a VR entertainment facility in Shinjuku, on a limited-time basis.



©Bandai Namco Amusement Inc.
- August** • *THE GUNDAM BASE TOKYO*, Japan's first official comprehensive facility centered on *Gundam* plastic models, opened in Daiba, Tokyo.
- September** • BANDAI VISUAL made Actas Inc. a subsidiary.
 - Start of exhibition of actual-size *Unicorn Gundam* statue in Daiba, Tokyo.
- December** • Establishment of regional headquarters BANDAI NAMCO Holdings CHINA CO., LTD., in China.
- February 2018** • BANDAI SPIRITS CO., LTD., established to take over the mature fan base business of BANDAI and the lottery-related and new businesses of BANPRESTO (businesses transferred in April).
- April** • Started the Mid-term Plan with the vision of "CHANGE for the NEXT—Empower, Gain Momentum, and Accelerate Evolution."
 - Amusement machine business division of BANDAI NAMCO Entertainment transferred to NAMCO LIMITED. Name of NAMCO LIMITED was changed to BANDAI NAMCO Amusement Inc.
 - BANDAI VISUAL merged with Lantis. Company name was changed to BANDAI NAMCO Arts Inc.
 - Grand-Slam merged into BANDAI NAMCO Live Creative.
 - *VS PARK*, a variety sports facility, opened in EXPO CITY, Osaka.
- July** • Announcement of joint development of *Mobile Suit Gundam* series live-action film by SUNRISE and LEGENDARY.
- September** • Equity investment by SUNRISE in Sublimation Inc., a CG production company.
- October** • Establishment of BANDAI NAMCO Collectibles LLC to strengthen business in toys for the mature fan base in North America.
 - Establishment of BANDAI NAMCO Network Services Inc. and BANDAI NAMCO Amusement Lab Inc.

- November** • Establishment of the BANDAI NAMCO Content Fund.
 - LOGIPAL EXPRESS received the Minister's Award from the Ministry of Land, Infrastructure, Transport and Tourism at the 2018 Eco-Driving Activity Contest.
- 2018** • The BANDAI NAMCO Group, Shueisha Inc., and TOEI ANIMATION Co., Ltd., sponsored the *DRAGON BALL NORTH AMERICA TOUR*, which visited seven cities in North America.
- March 2019** • Establishment of SUNRISE BEYOND INC., an animation production company.
- April** • Implementation of absorption-type merger with BANDAI SPIRITS CO., LTD., as the surviving company and BANPRESTO CO., LTD., as the expiring company.
 - Implementation of absorption-type merger with PLEX Co., Ltd., as the surviving company and WIZ Co., Ltd., as the expiring company.
 - Establishment of BANDAI NAMCO Sevens Inc. and BANDAI NAMCO Research Inc.
 - Company name of SUNRISE MUSIC Publishing Co., Ltd., changed to SUNRISE Music INC.
 - Cumulative total shipments of *Gundam* plastic models surpassed 500 million units.
- May** • Cumulative worldwide sales of *Tales of...* series home video games surpassed 20 million units.
- August** • BANDAI NAMCO Holdings Inc. was selected as a component issue for the Nikkei 225.
 - BANDAI NAMCO Entertainment Inc. acquired the management rights of the Shimane Susanoo Magic, a professional basketball team in the B.LEAGUE.
- September** • BANDAI NAMCO Mobile S.L. was established in Spain to handle development and marketing of mobile content for Europe and the Americas.
- October** • SHUEISHA BANDAI NAMCO (SHANGHAI) CO., LTD., was established as a joint venture by BANDAI NAMCO Holdings Inc. and Shueisha Inc.
 - BANDAI NAMCO Holdings Inc. was selected as a component issue for the TOPIX 100.
 - BANDAI made HEART CORPORATION a wholly owned subsidiary.
- November** • The Lantis music label of BANDAI NAMCO Arts Inc. reached its 20th anniversary.
- 2019** • Establishment of business bases in Shanghai, China, by the Toys and Hobby Business, the Real Entertainment Business, and the IP Creation Business.
 - A *DRAGON BALL* event tour—*DRAGON BALL WORLD ADVENTURE*—was held in eight cities around the world.



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- *Mobile Suit Gundam* reached its 40th anniversary.

2020s

- May 2020** • SOTSU CO., LTD., became a wholly owned subsidiary.
 - Cumulative worldwide sales of *DARK SOULS III*, a home video game jointly developed FromSoftware, Inc., surpassed 10 million units.
- September** • Cumulative worldwide sales of *TEKKEN* series home video games surpassed 50 million units.
- October** • Reflector Entertainment Ltd., which develops home video game titles, was made a subsidiary of BANDAI NAMCO Entertainment Europe S.A.S.
- December** • Completed new building at BANDAI HOBBY CENTER, a manufacturing base for plastic models.
 - Opened *GUNDAM FACTORY YOKOHAMA*, which exhibits an 18-meter life-size moving *Gundam*, in Yamashita Futo, Yokohama.



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- Concluded partnership for *PAC-MAN* with the National Basketball Association (NBA), a men's professional basketball league in North America.
- Cumulative total sales of the *Charapaki* series of toy-related confectionery items surpassed 50 million units.
- 2020** • *PAC-MAN* and *Gundam* plastic models reached their 40th anniversaries.
 - Products related to *DEMON SLAYER: Kimetsu no Yaiba* became major hits.

- February 2021** • Opened capsule toy store "Gashapon 'no' department store" Ikebukuro Flagship Store, one of the largest capsule toy specialty stores in the world, in Ikebukuro, Tokyo. With 3,010 installed machines, the store is recognized by Guinness World Records™.



- April** • Implemented reorganization from the previous five-Unit system to a three-Unit system.
 - Masaru Kawaguchi became the president and representative director of BANDAI NAMCO Holdings Inc.
 - Started the *Gunpla* Recycling Project, through which *Gundam* plastic model runners (plastic model frame sections) are collected from customers and recycled.
 - Formulated the Bandai Namco Group Sustainability Policy.
 - BANDAI CO., LTD., received the Commissioner of the Japan Patent Office Award in the 2021 Intellectual Property Achievement Awards.
 - A life-sized *Freedom Gundam* statue exhibit was opened in Shanghai, China.

- September** • BANDAI NAMCO Holdings France S.A.S. and BANDAI NAMCO Entertainment Europe S.A.S. merge into BANDAI NAMCO Europe S.A.S.
- October** • *Gundam* serves as PR ambassador of the Japan Pavilion at Expo 2020 Dubai.
- January 2022** • BANDAI NAMCO Toys & Hobby (SHANGHAI) CO., LTD., merges into BANDAI NAMCO Entertainment (SHANGHAI) CO., LTD.
 - Announces plan to exhibit a pavilion at Expo 2025 Osaka, Kansai, Japan.
 - Global sales of *ELDEN RING*, a home video game jointly developed by BANDAI NAMCO Entertainment Inc. and FromSoftware, Inc., surpass 13.4 million units as of March 31, 2022.
 - Announces prospects for the *Gundam* Metaverse Project, the first scheme of the new IP Metaverse initiative aimed at connecting with fans through IP.
 - BANDAI AMERICA INC. and BANDAI NAMCO Collectibles LLC merged and renamed as Bandai Namco Toys and Collectibles America.
 - Establishes Bandai Namco's Purpose as the ultimate definition of the Group and redesigns the corporate logo.
- February**
- March**
- April**



- Commences three-year Mid-term Plan based on the Mid-term Vision of "Connect with Fans."
- SUNRISE INC. (video production company), BANDAI NAMCO Arts Inc.'s film production business, and BANDAI NAMCO Rights Marketing Inc. merge into Bandai Namco Filmworks Inc.
- Music business of BANDAI NAMCO Arts Inc. (producer of music and other live events), BANDAI NAMCO Live Creative Inc., and SUNRISE Music INC. merge into Bandai Namco Music Live Inc.
- Bandai Namco Holdings Inc. transitions from the First Section to the Prime Market of the Tokyo Stock Exchange (TSE) due to restructuring of the TSE.
- Bandai Namco Holdings Inc. enters into a sponsorship agreement with the U.S.-based Major League Baseball franchise Los Angeles Angels.



- A life-size *Gundam* statue is unveiled and *GUNDAM PARK FUKUOKA*, a *Gundam*-themed multi-purpose entertainment complex, is opened in Fukuoka City, Fukuoka Prefecture.