



# BANDAI NAMCO Group FACT BOOK 2021

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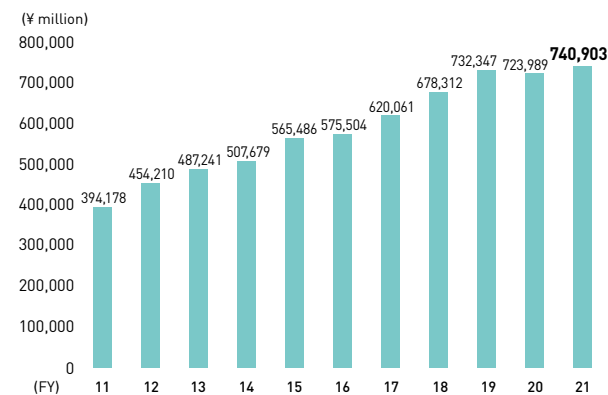
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## RESULTS OF OPERATIONS

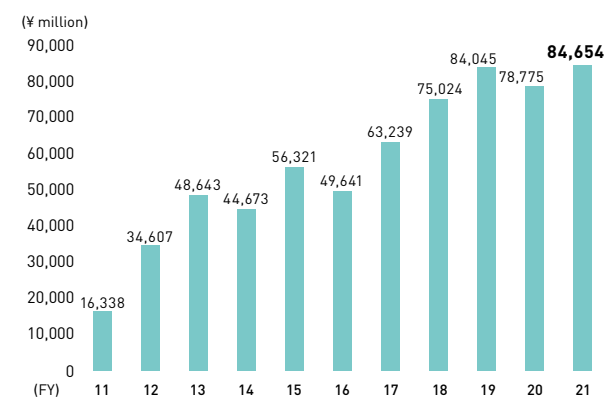
For the Fiscal Years Ended March 31  
Figures in this fact book have been rounded down.

### CONSOLIDATED BUSINESS PERFORMANCE

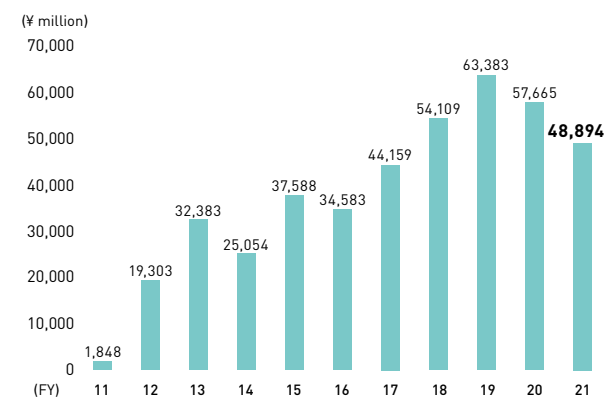
#### NET SALES



#### OPERATING PROFIT

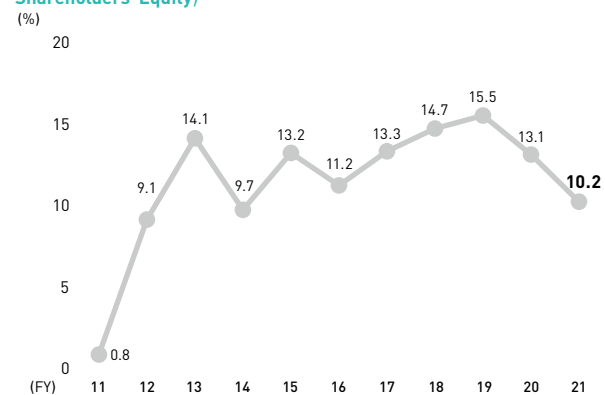


#### PROFIT ATTRIBUTABLE TO OWNERS OF PARENT

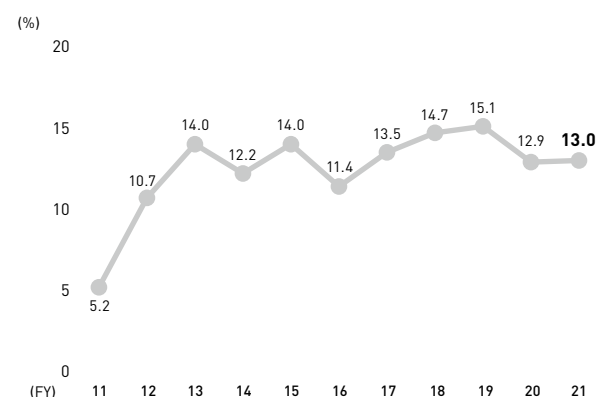


### MANAGEMENT INDICATORS

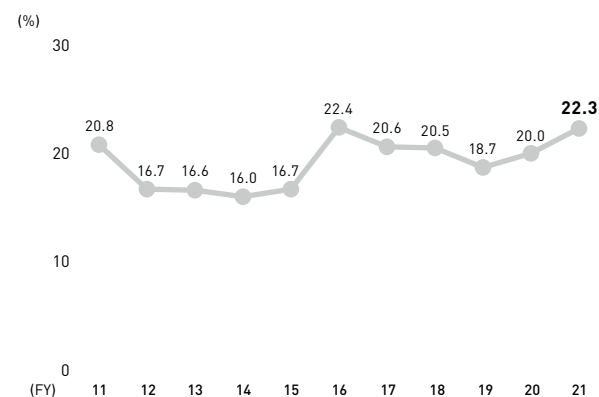
#### ROE (Profit Attributable to Owners of Parent / Average Total Shareholders' Equity)



#### ROA (Recurring Profit / Average Total Assets)



#### OVERSEAS SALES PROPORTION

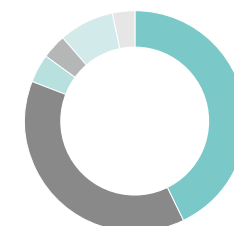


### SALES BY CATEGORY

#### SALES BY SEGMENT (CONSOLIDATED)

##### • FY2021.3 (NEW SEGMENT CLASSIFICATION)

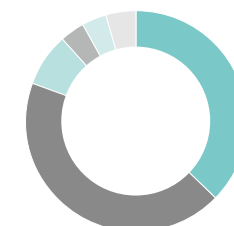
Elimination of internal transactions and corporate	¥48,887 million
Net sales (after eliminations)	¥740,903 million



Entertainment Unit (Digital Business)	¥337,964 million	42.8%
Entertainment Unit (Toys and Hobby Business)	¥300,815 million	38.1%
IP Production Unit (Visual and Music Business)	¥34,219 million	4.3%
IP Production Unit (Creation Business)	¥28,213 million	3.6%
Amusement Unit	¥63,923 million	8.1%
Other	¥24,655 million	3.1%

##### • FY2021.3 (PREVIOUS SEGMENT CLASSIFICATION)

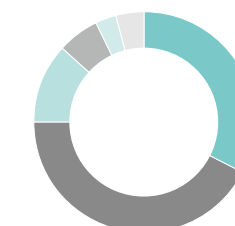
Elimination of internal transactions and corporate	¥53,577 million
Net sales (after eliminations)	¥740,903 million



Toys and Hobby Unit	¥296,016 million	37.3%
Network Entertainment Unit	¥344,150 million	43.3%
Real Entertainment Unit	¥63,923 million	8.0%
Visual and Music Production Unit	¥28,089 million	3.5%
IP Creation Unit	¥28,213 million	3.6%
Other	¥34,088 million	4.3%

##### • FY2020.3 (PREVIOUS SEGMENT CLASSIFICATION)

Elimination of internal transactions and corporate	¥51,061 million
Net sales (after eliminations)	¥723,989 million



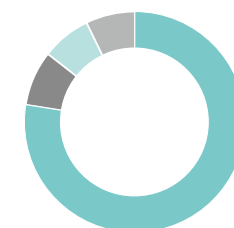
Toys and Hobby Unit	¥253,714 million	32.7%
Network Entertainment Unit	¥328,079 million	42.3%
Real Entertainment Unit	¥91,753 million	11.8%
Visual and Music Production Unit	¥46,951 million	6.1%
IP Creation Unit	¥23,497 million	3.1%
Other	¥31,054 million	4.0%

Note: Percentage figures are calculated based on sales before elimination of inter-segment transactions.

#### SALES BY GEOGRAPHIC REGION

##### • FY2021.3

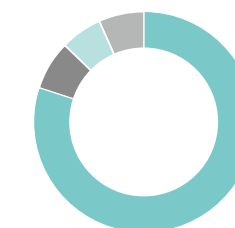
Sales to external customers	¥740,903 million
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Japan	¥575,492 million	77.7%
Americas	¥58,471 million	7.9%
Europe	¥54,649 million	7.4%
Asia, excluding Japan	¥52,293 million	7.0%

##### • FY2020.3

Sales to external customers	¥723,989 million
-----------------------------	------------------



Japan	¥578,922 million	80.0%
Americas	¥53,553 million	7.4%
Europe	¥44,168 million	6.1%
Asia, excluding Japan	¥47,347 million	6.5%

Note: Percentage figures are calculated based on external sales. Figures are estimates based on management accounting.

## PRODUCTS / SERVICE DATA

### SALES BY IPs

#### Groupwide Sales by IPs (Worldwide)

	¥ billion	
	FY2020.3	FY2021.3
Aikatsu! series	3.2	2.0
Ultraman series	7.8	8.6
KAMEN RIDER series	31.2	28.9
Mobile Suit Gundam series	78.1	95.0
Super Sentai series	6.8	5.2
Anpanman	9.9	8.7
DRAGON BALL series	134.9	127.4
NARUTO	13.0	21.4
PRETTY CURE! series	8.4	6.6
ONE PIECE	34.9	38.0

Note: Sales before elimination of inter-segment transactions

#### Sales by IP for Toys and Hobby Unit (Japan)

	¥ billion	
	FY2020.3	FY2021.3
KAMEN RIDER series	28.5	24.3
Mobile Suit Gundam series	35.7	41.0
Anpanman	9.4	8.3
DRAGON BALL series	20.7	15.4
PRETTY CURE! series	8.3	6.6
ONE PIECE	7.9	7.1

Note: Sales before elimination of inter-segment transactions

### FACTS & FIGURES

#### Entertainment Unit (Digital Business)

##### • Sales by major category

	¥ billion	
	FY2020.3	FY2021.3
Network content	200.9	207.7
Home video games	99.0	118.1

##### • Number of network content titles in Japan (As of the end of March 2021)

SNS	6 titles
Game apps (Google Play)	34 titles
Game apps (App Store)	34 titles

Note: The totalization method was changed from FY2021.3.

#### 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 2021 ..... 19.24 million units
- TEKKEN series  
Cumulative total number of shipments,  
March 1995 to March 2021 ..... 52.51 million units
- Tales... of series  
Cumulative total number of shipments,  
December 1995 to March 2021 ..... 24.84 million units
- Ultimate Ninja Storm series  
Cumulative total number of shipments,  
January 2009 to March 2021 ..... 20.80 million units
- DARK SOULS series  
Cumulative total number of shipments,  
September 2011 to March 2021 ..... 29.34 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 2021 ..... 100.00 million downloads
- DRAGON BALL Z DOKKAN BATTLE  
Cumulative total number of downloads,  
January 2015 to March 2021 ..... 300.00 million downloads
- THE IDOLM@STER CINDERELLA GIRLS: STARLIGHT STAGE  
Cumulative total number of downloads,  
September 2015 to March 2021 ..... 25.00 million downloads
- NARUTO X BORUTO NINJA VOLTAGE  
Cumulative total number of downloads,  
November 2017 to March 2021 ..... 35.00 million downloads
- DRAGON BALL LEGENDS  
Cumulative total number of downloads,  
May 2018 to March 2021 ..... 40.00 million downloads

#### Entertainment Unit (Toys and Hobby Business)

##### BANDAI CO., LTD.

#### Toys

- Ultraman soft figures (heroes and monsters)  
Cumulative shipment volume,  
1983 to March 2021 ..... 101.87 million units
- Super Sentai series (shape-changing model robots)  
Cumulative shipment volume,  
1979 to March 2021 ..... 30.89 million units
- Digital Monsters (Digimon portable LCD games)  
Cumulative shipment volume,  
June 1997 to March 2021 ..... 14.31 million units
- KAMEN RIDER transformation belt (HEISEI / REIWA RIDER)  
Cumulative shipment volume,  
February 2000 to March 2021 ..... 14.50 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 2021 ..... 43.73 million units
- Donjara series  
Cumulative shipment volume,  
1984 to March 2021 ..... 3.92 million units
- Anpanman PC series including tablet devices  
Cumulative shipment volume,  
1999 to March 2021 ..... 2.39 million units

#### Capsule Toys: Gashapon

- Gashapon (¥100-¥500)  
Cumulative shipment volume,  
1977 to March 2021 ..... 3,710.50 million units
- HG / DG / HBG series (non-deformed figures)  
Cumulative shipment volume,  
September 1994 to March 2021 ..... 300.10 million units
- Capsule-less product series  
Cumulative shipment volume,  
October 2015 to March 2021 ..... 50.02 million units

#### Cards, Trading Cards

- CARDDASS series  
Cumulative shipment volume,  
1988 to March 2021 ..... 17,767.40 million units
- DATA CARDDASS series  
Cumulative total card shipments,  
March 2005 to March 2021 ..... 2,748.58 million units

#### Candy Toys

- Candy toys (all lines)  
Cumulative shipment volume,  
1995 to March 2021 ..... 2,655.24 million units

#### Confectionery / Foods

- Crayon Shin-chan Chocobi series  
Cumulative shipment volume,  
March 2005 to March 2021 ..... 227.02 million units
- Charapaki series  
Cumulative shipment volume,  
October 2017 to March 2021 ..... 60.84 million units
- Character decoration cake series  
Cumulative shipment volume,  
1994 to March 2021 ..... 11.43 million units
- Tabemasu (Japanese-style confection) series  
Cumulative shipment volume,  
April 2015 to March 2021 ..... 10.47 million units

#### Apparel

- T-shirts  
Cumulative shipment volume,  
1991 to March 2021 ..... 45.86 million units
- Transformation suits  
Cumulative shipment volume,  
1991 to March 2021 ..... 11.38 million units
- Glow-in-the-dark pajama series  
Cumulative shipment volume,  
October 2007 to March 2021 ..... 7.06 million units

#### Lifestyle (Sundries)

- Children's shampoo  
Cumulative shipment volume,  
1988 to March 2021 ..... 92.92 million units
- Bikkura Tamago bathing salts  
Cumulative shipment volume,  
March 2002 to March 2021 ..... 139.40 million units
- The Rose of Versailles Liquid Eyeliner series (including overseas)  
Cumulative shipment volume,  
September 2007 to March 2021 ..... 6.80 million units

## PRODUCTS / SERVICE DATA

### BANDAI SPIRITS CO., LTD.

#### Collectible figures

- SOUL OF CHOGOKIN  
Cumulative shipment volume,  
December 1997 to March 2021 ..... 3.41 million units
- SAINT CLOTH MYTH  
Cumulative shipment volume,  
November 2003 to March 2021 ..... 5.45 million units
- SOUL OF ROBOT  
Cumulative shipment volume,  
October 2008 to March 2021 ..... 5.50 million units
- S.H. Figuarts  
Cumulative shipment volume,  
February 2008 to March 2021 ..... 14.37 million units

#### Plastic Model Kits

- Gundam series plastic models  
Cumulative shipment volume,  
As of the end of March 2021 ..... 714.84 million units
- Gundam (Real) series plastic models  
Cumulative shipment volume,  
July 1980 to March 2021 ..... 538.24 million units
- Gundam (SD) series plastic models  
Cumulative shipment volume,  
July 1987 to March 2021 ..... 176.60 million units
- Figure-rise series  
Cumulative shipment volume,  
December 2009 to March 2021 ..... 5.11 million units

#### Prizes

- Number of items developed into prizes in FY2021.3  
Total number of items ..... 1,171 items
- Formed products (figures, etc.) ..... 511 items
- Sewn products (stuffed toys, etc.) ..... 430 items
- Sundries ..... 230 items

#### Overseas

- SAINT CLOTH MYTH  
Cumulative shipment volume,  
October 2003 to March 2021 ..... 8.79 million units
- Gundam action figures  
Cumulative shipment volume,  
January 2000 to March 2021 ..... 15.75 million units
- Gundam plastic model kits  
Cumulative shipment volume,  
January 2000 to March 2021 ..... 84.85 million units
- Web service "GUNDAM.INFO"  
Visual product viewing results,  
March 2011 to March 2021 ..... 1,710.85 million views

### MegaHouse Corporation

- Othello series  
Cumulative shipment volume,  
1973 to March 2021 ..... 25.60 million units
- Rubik's Cube series  
Cumulative shipment volume,  
1980 to March 2021 ..... 14.40 million units

### CCP Co., Ltd.

- SWEEPLUS vacuum cleaner series  
Cumulative shipment volume,  
August 2011 to March 2021 ..... 1.80 million units
- Cordless rotating mop cleaner series  
Cumulative shipment volume,  
July 2015 to March 2021 ..... 0.86 million units

### SUN-STAR STATIONERY CO., LTD.

- Nurie (coloring book) series  
Cumulative shipment volume,  
July 2009 to March 2021 ..... 87.43 million units
- STICKYLE (stick-type stationery) series  
Cumulative shipment volume,  
November 2010 to March 2021 ..... 10.70 million units

### HEART CORPORATION

- Results in shipments of products for seasonal events  
Confectionery for  
2020 Christmas ..... 106 items, 3.80 million units
- Confectionery for  
2021 Valentine's Day ..... 175 items, 4.10 million units
- Confectionery for  
2021 White Day ..... 102 items, 1.70 million units

### IP Production Unit

#### (Visual and Music Business / Creation Business)

	Sales by category	
	FY2020.3	FY2021.3
Packaged products	15.2	9.8
Productions, license, distribution, events, etc.	51.5	46.5
Total	66.7	56.3

#### 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 2021 ..... 20.92 million units
- Ultraman series  
Cumulative shipment volume,  
January 1988 to March 2021 ..... 8.48 million units
- FY2021.3 visual packaged products overall  
Cumulative total number of shipments,  
April 2020 to March 2021 ..... 0.91 million units

- Number of copyrighted products and total number of hours (As of March 31, 2021)
- Number of copyrighted products ..... 1,157 products
- Total number of hours ..... 4,341 hours

- Total number of musical works (As of the end of March 2021)
- Number of works with master license recordings ..... Approx. 47,100 works
- Number of works published ..... Approx. 25,000 works

Note: From FY2017.3, number of works managed in-house (excluding works managed jointly and works not recorded on CD)

##### 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 2021 ..... 534,175,416 viewings
- Number of animation productions available for on-demand delivery  
Number of productions delivered as of  
March 31, 2021 ..... 4,513 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, 2021)

- Number of copyrighted products ..... 342 products
- Total number of hours ..... 2,765 hours

#### Amusement Unit

	Sales by category	
	FY2020.3	FY2021.3
Amusement machines	27.1	16.7
Amusement facilities	64.7	47.1

#### Amusement Facilities

- Number of facilities at end of FY2021.3

Region	Number of facilities at end of FY2021.3		
	Directly managed facilities	Revenue-sharing facilities*	Other
Japan	244	518	3
Overseas	22	16	0
Total	266	534	3

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

- Existing-store sales (YoY)

Region	Existing-store sales (YoY)	
	FY2020.3	FY2021.3
Japan	98.1%	74.2%

##### HANAYASHIKI CO., LTD.

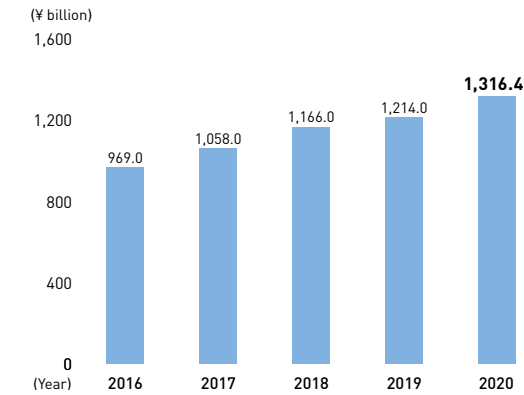
- Number of customers entering ASAKUSA HANAYASHIKI in FY2021.3\* ..... 160,000 customers

\* Closed from April to June, 2020, 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 2021" (KADOKAWA ASCII Research Laboratories, Inc.)  
 \* Prepared based on information as of May 2021  
 Game apps: Games provided for smartphones and tablets  
 (Includes games for feature phones that operate on SNS platforms)

### TOP PUBLISHERS IN THE GLOBAL APP MARKET

#### TOP PUBLISHERS IN THE GLOBAL APP MARKET

Rank	Name of Publisher	Country
1	Tencent	China
2	NetEase	China
3	Playrix	Ireland
4	Activision Blizzard	U.S.
5	Zynga	U.S.
6	BANDAI NAMCO	Japan
7	Supercell	Finland
8	Netmarble	South Korea
9	Playtika	Israel
10	Sony	Japan

Source: App Annie  
 Total for iOS, Google Play / Prepared by App Annie based on 2020 revenue figures

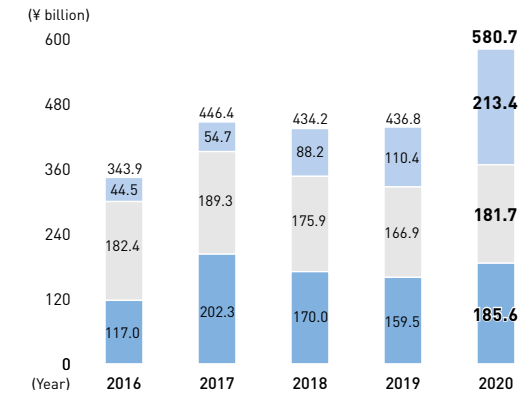
### THE BANDAI NAMCO GROUP'S RANKING IN THE APP MARKET

Year	Ranking
2020	No. 6
2019	No. 5
2018	No. 4
2017	No. 7

Based on ranking in Top Publishers in Global App Market, which was prepared by App Annie

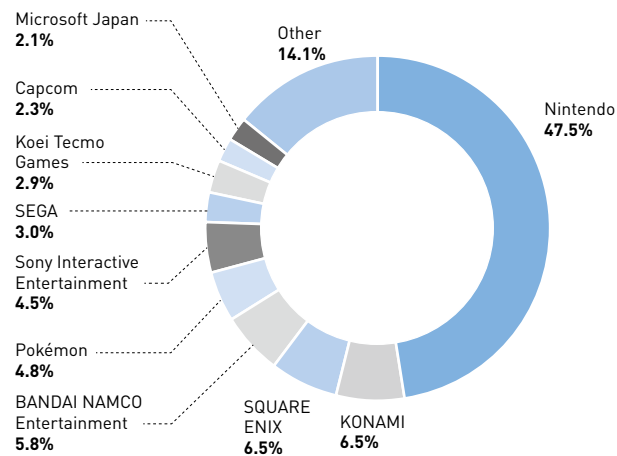
### HOME VIDEO GAME MARKET (JAPAN)

#### HOME VIDEO GAME MARKET SCALE TREND



Source: "Famitsu Game White Paper 2021" (KADOKAWA ASCII Research Laboratories, Inc.)  
 \* Prepared based on information as of May 2021

### UNIT SALES SHARE BY MANUFACTURER (2020)



Collection period: December 30, 2019, to December 27, 2020  
 Source: "Famitsu Game White Paper 2021" (KADOKAWA ASCII Research Laboratories, Inc.)  
 Company names are as of the collection date.

## ENTERTAINMENT UNIT (TOYS AND HOBBY BUSINESS)

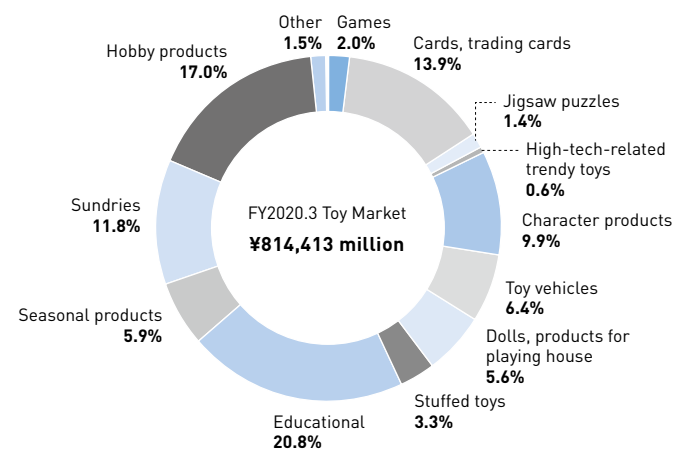
### TOY MARKET (JAPAN)

#### [Toy Market Scale]

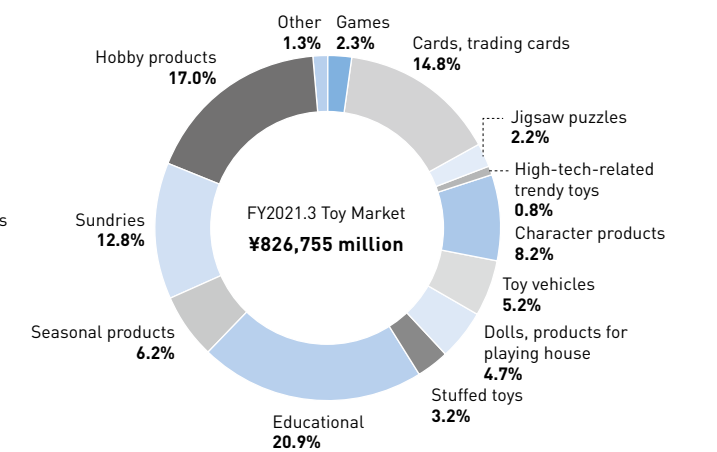
(Unit: Millions of yen, manufacturer's suggested retail price basis)

Major Categories	FY2020.3	FY2021.3
Games General games (including mini electronic games), 3D puzzles, others (including party games, humorous games, magic tricks)	16,405	19,246
Cards, trading cards	113,303	122,240
Jigsaw puzzles	11,273	17,888
High-tech-related trendy toys Interactive toys, robots, cameras, app-related products	5,193	6,488
Character products Hero toys, etc.	80,890	67,690
Toy vehicles Mini cars, railroad toys, RC toys, electric, others (racing, spring, metal toys, etc.)	51,870	42,903
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 cosmetics)	45,251	38,765
Stuffed toys Character stuffed toys, non-character stuffed toys	26,732	26,063
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)	169,423	172,944
Seasonal products Small sparklers, summer toys, summer goods, small toys, sports toys, sports supplies, outdoor products	47,759	51,265
Sundries Variety goods, gifts, interior goods, housewares, stationery, apparel, others	95,817	105,789
Hobby products Plastic models, RC hobby products, model trains, figures, others	138,087	144,911
Other	12,410	10,563
<b>Total</b>	<b>814,413</b>	<b>826,755</b>

#### FY2020.3



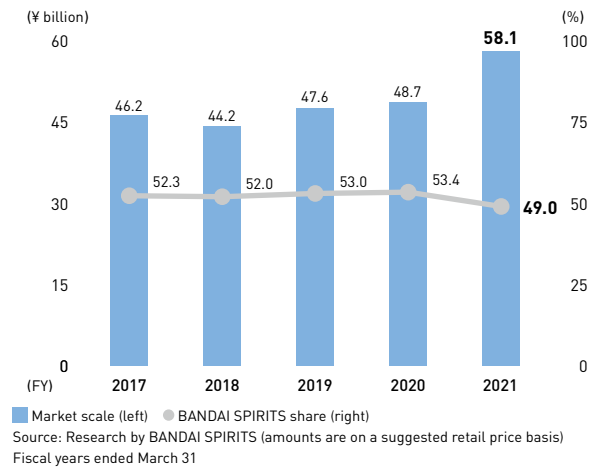
#### FY2021.3



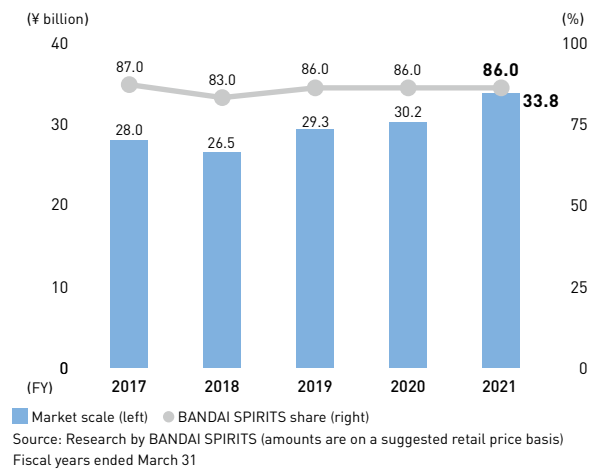
Notes: 1. In principle, the market created by the original products and own-brand products of member companies of the Japan Toy Association and of exhibitors at the International Tokyo Toy Show.  
 2. Excluding drugstore distribution  
 3. Hobby products include distribution of models  
 Source: Research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

### PLASTIC MODEL MARKET (JAPAN)

#### PLASTIC MODEL OVERALL MARKET TREND

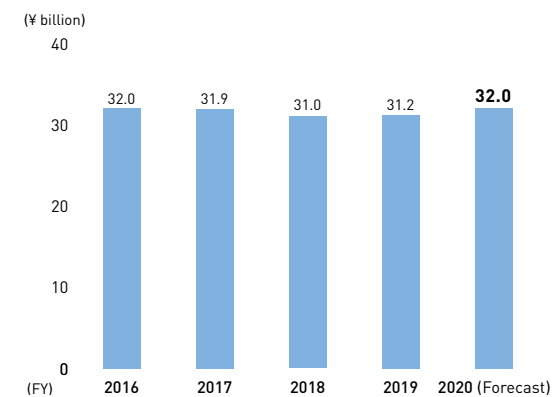


#### CHARACTER PLASTIC MODEL MARKET TREND



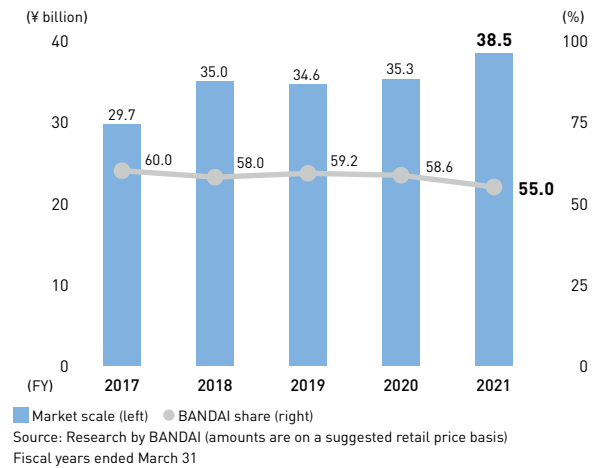
### FIGURE MARKET (JAPAN)

#### FIGURE MARKET SCALE TREND



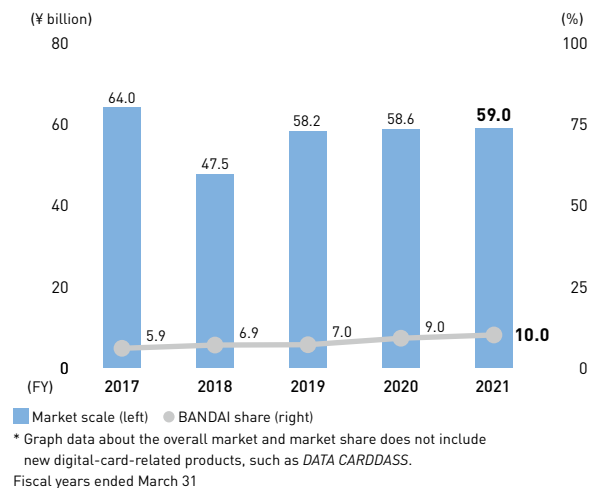
### CAPSULE TOY MARKET (JAPAN)

#### CAPSULE TOY MARKET TREND

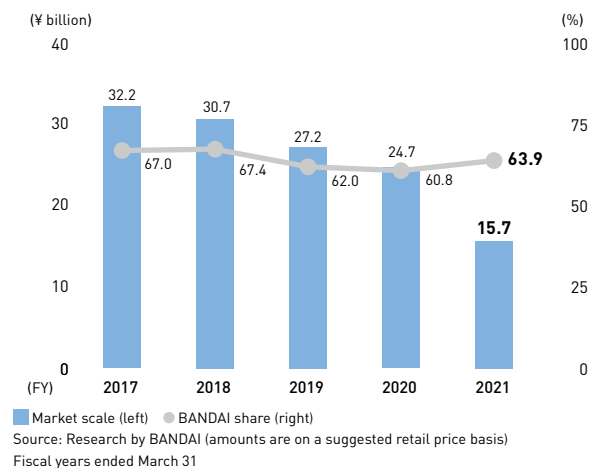


### CARD PRODUCT MARKET (JAPAN)

#### CARD PRODUCT MARKET SCALE TREND

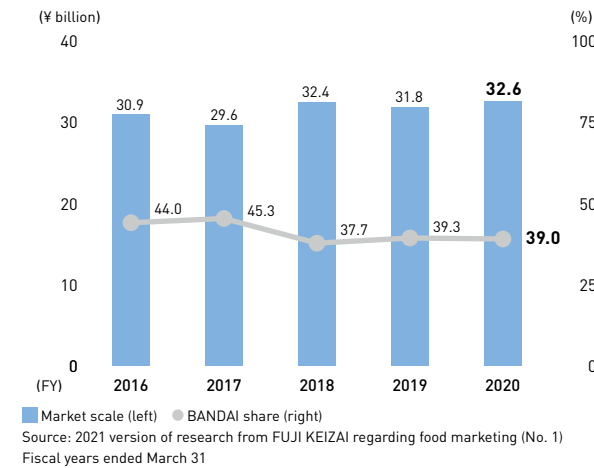


#### DIGITAL CARD MARKET SCALE TREND



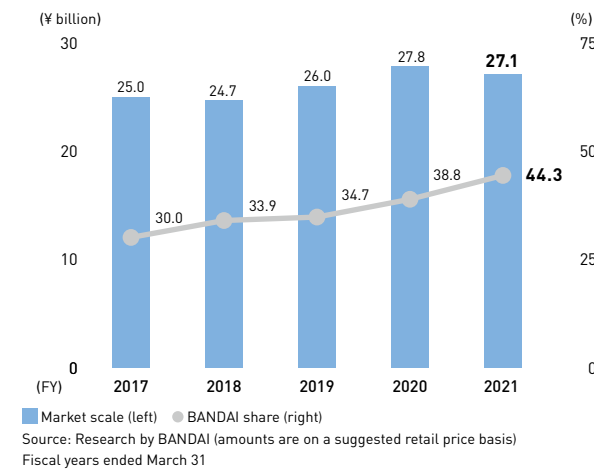
### CANDY TOY MARKET (JAPAN)

#### CANDY TOY MARKET TREND



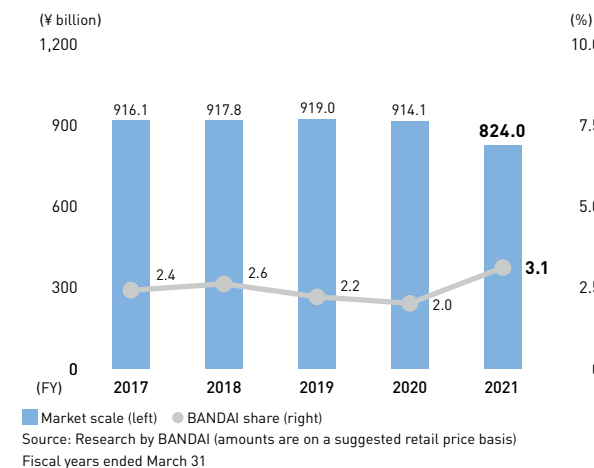
### CHILDREN'S LIFESTYLE (SUNDRIES) MARKET (JAPAN)

#### CHILDREN'S LIFESTYLE (SUNDRIES) MARKET TREND



### BABIES' & CHILDREN'S CLOTHING MARKET (JAPAN)

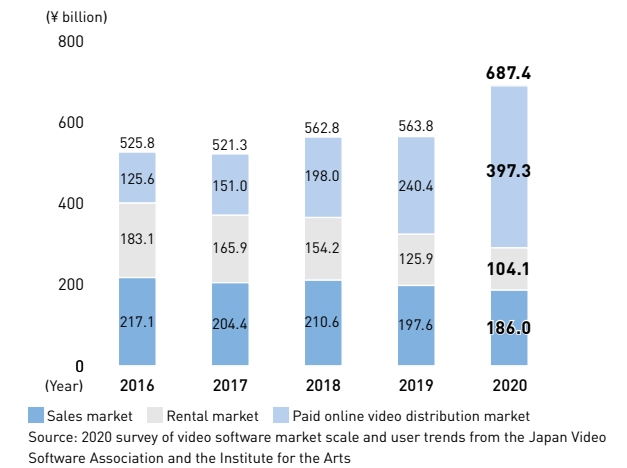
#### BABIES' & CHILDREN'S CLOTHING MARKET TREND



## IP PRODUCTION UNIT (VISUAL AND MUSIC BUSINESS)

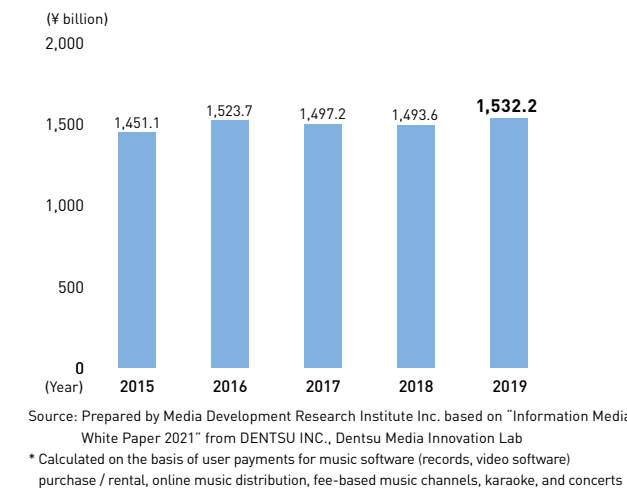
### VISUAL SOFTWARE MARKET (JAPAN)

#### VISUAL SOFTWARE MARKET SCALE TREND

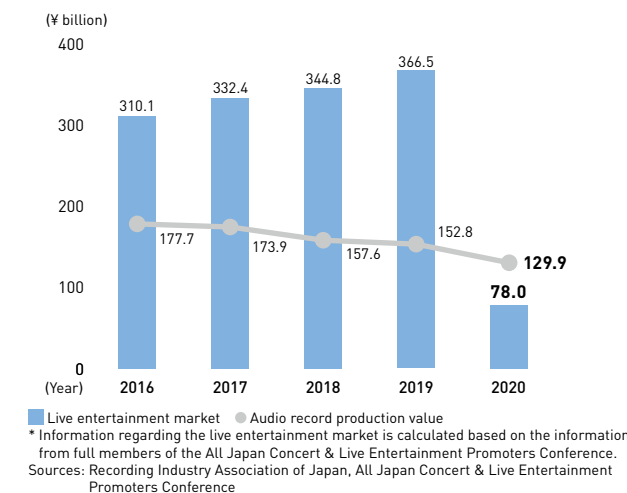


### MUSIC CONTENT MARKET (JAPAN)

#### MUSIC-RELATED MARKET SCALE TREND



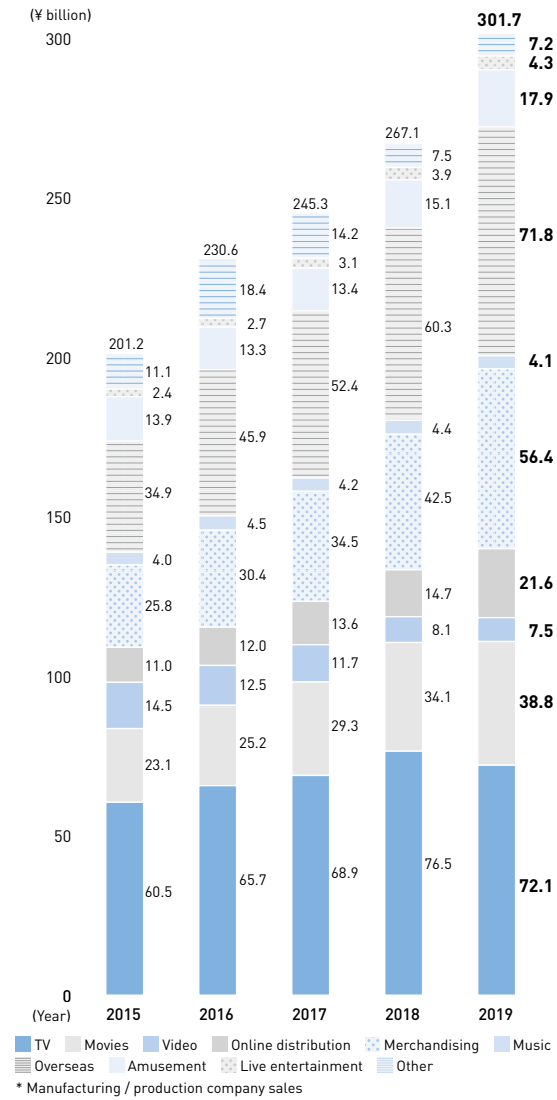
#### AUDIO RECORD PRODUCTION VALUE AND LIVE ENTERTAINMENT MARKET SCALE TREND



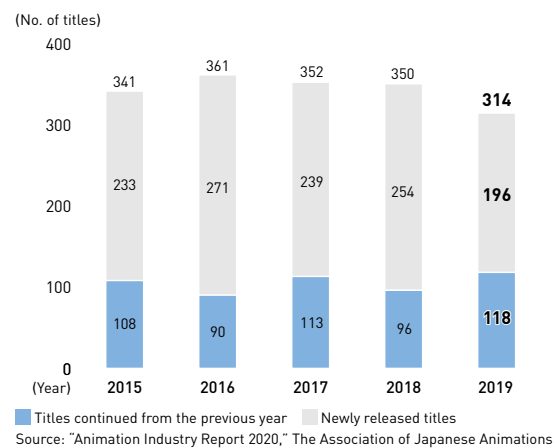
## IP PRODUCTION UNIT (CREATION BUSINESS)

### ANIMATION MARKET (JAPAN)

#### ANIMATION MARKET SCALE TREND



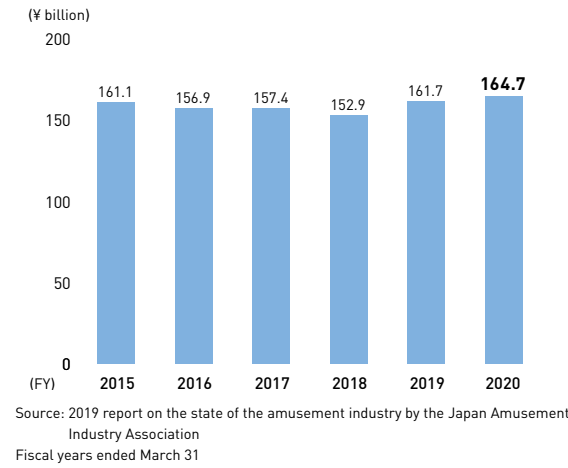
#### NUMBER OF TV ANIMATION TITLES



## AMUSEMENT UNIT

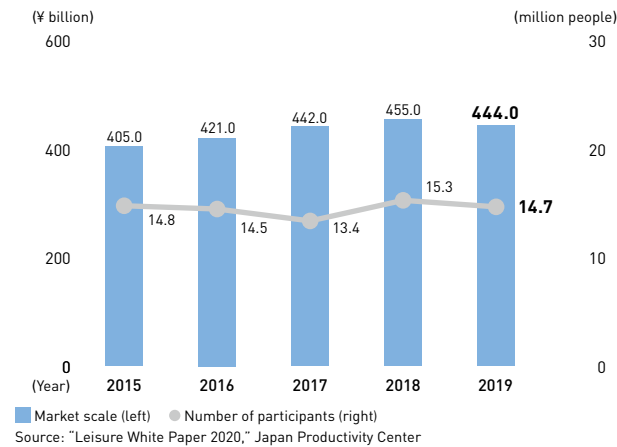
### AMUSEMENT MACHINE MARKET (JAPAN)

#### AMUSEMENT MACHINE SALES TREND

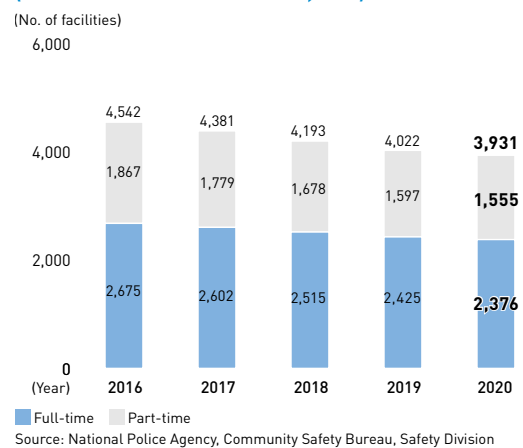


### AMUSEMENT FACILITY MARKET (JAPAN)

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



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



## BANDAI NAMCO GROUP IMPORTANT CSR THEMES: FY2021.3 ACTIVITY REPORT

The BANDAI NAMCO Group's business segments and affiliated business companies have formulated mid-term plans for the Group's Important CSR Themes and are implementing initiatives on that basis. Under these mid-term plans, major initiative themes are established, and measures and roadmaps are determined for each theme. The Group CSR Committee and Group CSR 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 FY2021.3 was as follows.

Note: Based on the business segment classification for FY2021.3.

### BANDAI NAMCO GROUP'S IMPORTANT CSR THEMES:

#### SAFETY AND CLEANLINESS OF PRODUCTS AND SERVICES

Business Segments	Major Initiative Themes	Status of Progress	FY2021.3 Activity Report
<b>Toys and Hobby Unit</b>	Focusing on safety and peace of mind	☁️	<ul style="list-style-type: none"> <li>+ Holding the Product Safety Forum, with six Group companies cooperating to implement an online exhibition in order to foster consideration for product safety</li> <li>+ Implementing document-based study initiatives instead of face-to-face meetings for cooperating manufacturers in order to prevent the spread of COVID-19 (four times) ⇒ Average satisfaction level of participants: 92.4% (Target: 80% or more)</li> <li>+ Reevaluating BANDAI quality standards two times and implementing revisions for 32 items</li> </ul>
<b>Network Entertainment Unit</b>	Advancing the provision of safe, secure services	☀️	<ul style="list-style-type: none"> <li>+ Revising quality standards and various guidelines addressing laws and regulations for game production at BANDAI NAMCO Entertainment Inc. and BANDAI NAMCO Online Inc.</li> <li>+ Revising guidelines related to service quality for the enza platform, which is being rolled out by BANDAI NAMCO Nexus Inc.</li> </ul>
<b>Real Entertainment Unit</b>	Creating safe, secure facilities	☁️	<ul style="list-style-type: none"> <li>+ Implementing checks related to facility safety ⇒ Implementing BANDAI NAMCO Amusement facility safety checks (239 points), play equipment checks (39 points), and large-scale entertainment facility checks (21 points)</li> <li>+ Implementing 33 independent inspections related to food safety (food safety inspections)</li> </ul>
<b>Visual and Music Production Unit</b>	Product safety standard initiatives and live event safety and security	☀️	<ul style="list-style-type: none"> <li>+ Revising BANDAI NAMCO Arts Inc. quality control standards</li> <li>+ Implementing timely observation of manufacturing processes at plants to which manufacturing of products has been contracted</li> <li>+ Changing to live events without customers in attendance at the physical venue and online live events</li> <li>+ Formulating guidelines for online events, live events, and program recording</li> </ul>
<b>IP Creation Unit</b>	Zero accidents campaign: Working to increase safety and eliminate accidents in regard to the operation of vehicles used for the delivery and collection of products	☀️	<ul style="list-style-type: none"> <li>+ Implementing driving skills and traffic safety lecture for approximately 40 new employees (including mid-career hires)</li> <li>+ Managing driving operations with the installation of SmartDrive movement monitoring systems on all 28 vehicles used for the delivery and collection of products</li> </ul>
<b>Affiliated Business Companies (BANDAI LOGIPAL INC. / LOGIPAL EXPRESS INC.)</b>	Reducing vehicle accidents through safe driving and delivering cargo without delay	☁️	<ul style="list-style-type: none"> <li>+ Implementing eco-driving training</li> <li>+ Implementing safety guidance during roll call</li> <li>+ Acquiring / maintaining G-Mark certification for excellent standards for safety at 17 sites</li> </ul>
<b>Affiliated Business Companies (ARTPRESTO CO., LTD.)</b>	Providing safe, secure products with initiatives in manufacturing and materials	☀️	<ul style="list-style-type: none"> <li>+ Implementing ongoing management of production processes with flowcharts</li> <li>+ Updating information in a database for existing materials used by type of material and by product title</li> <li>+ Implementing ongoing periodic checks for newly introduced materials, in accordance with material characteristics</li> </ul>

**BANDAI NAMCO GROUP'S IMPORTANT CSR THEMES:**  
**ENVIRONMENTAL CONSIDERATION**

Business Segments	Major Initiative Themes	Status of Progress	FY2021.3 Activity Report
<b>Toys and Hobby Unit</b>	"Act Now For Future Smiles"		<ul style="list-style-type: none"> <li>+ Within the business segment, online meetings held of the CSR Promotion Committee (3 meetings) and the Eco Medals committee (3 meetings)</li> <li>+ Implementing environmental communications and other CSR communications                             <ul style="list-style-type: none"> <li>⇒ Exhibiting at events: None (to prevent the spread of COVID-19)</li> <li>⇒ Implementing on-site lessons: 94 locations, approximately 6,500 people</li> </ul> </li> <li>+ Certifying 319 items in FY2021.3 under the Eco Medal certification system, which certifies products that meet internal standards for environmental friendliness</li> </ul>
<b>Network Entertainment Unit</b>	Advancing environmental education activities		<ul style="list-style-type: none"> <li>+ Saving electricity through "lights down" initiatives and advancing paperless operations through the use of digital tools</li> </ul>
<b>Real Entertainment Unit</b>	Energy-saving initiatives		<ul style="list-style-type: none"> <li>+ Changing to LEDs for interior lighting at ASAKUSA HANAYASHIKI amusement park</li> <li>+ With the understanding of the commercial facilities that house our amusement facilities, turning down the lighting to the extent possible without adversely affecting customer safety and crime prevention</li> </ul>
<b>Visual and Music Production Unit</b>	Implementing environmental consideration		<ul style="list-style-type: none"> <li>+ Recycling excess work-in-progress and product inventories</li> <li>+ Advancing the transition from paper tickets to electronic tickets</li> </ul>
<b>IP Creation Unit</b>	Promoting environmental consideration and the environmental understanding of employees		<ul style="list-style-type: none"> <li>+ Reducing the use of paper resources through the digitalization of animation production processes</li> <li>+ Continuing educational activities for employees through internal newsletters, mail magazines, etc.</li> </ul>
<b>Affiliated Business Companies (BANDAI LOGIPAL INC. / LOGIPAL EXPRESS INC.)</b>	Reducing CO <sub>2</sub> emissions through control of CO <sub>2</sub> from vehicle exhaust and reduced electricity consumption at work sites		<ul style="list-style-type: none"> <li>+ For newly purchased vehicles, introducing types of vehicles compliant with 2010 (post new long term) emission regulations</li> <li>+ Average fuel consumption achieved through continued eco-driving activities ⇒ 5.29 km/L</li> <li>+ Continuing to save power by turning off unnecessary lighting at offices and warehouses</li> </ul>

**BANDAI NAMCO GROUP'S IMPORTANT CSR THEMES:**  
**POLICIES REGARDING INFLUENCE ON SOCIETY OF THE GROUP'S CONTENT AND PRODUCTS**

Business Segments	Major Initiative Themes	Status of Progress	FY2021.3 Activity Report
<b>Toys and Hobby Unit</b>	Control of ethical expression in content and products		<ul style="list-style-type: none"> <li>+ Implementing training related to ethics                             <ul style="list-style-type: none"> <li>⇒ Implementing training for new employees (1 time) and training for companies in the Toys and Hobby Unit (1 time)</li> </ul> </li> <li>+ In regard to ethical expression in products, accumulating examples from other companies and from inside the Company, and revising ethical assessment standards in line with target customer groups</li> </ul>
<b>Network Entertainment Unit</b>	Initiatives related to appropriate expression		<ul style="list-style-type: none"> <li>+ Announcing that "appropriately controlling ethical expression in content" is an important initiative theme shared by all companies in the Network Entertainment Unit, and implementing initiatives                             <ul style="list-style-type: none"> <li>⇒ Continuing to implement seminars for employees related to ethical expression</li> <li>⇒ Providing information to employees through the distribution of mail magazines and through exclusive in-house websites</li> </ul> </li> </ul>
<b>Real Entertainment Unit</b>	Showing consideration for ethics in content and products		<ul style="list-style-type: none"> <li>+ Establishing secretariat in charge of ethics for ethical expression in products and services and continuing to advance checking system</li> </ul>
<b>Visual and Music Production Unit</b>	Initiatives in the areas of ethical expression and IP protection		<ul style="list-style-type: none"> <li>+ Continuing to implement multiple checks of ethical expression by two departments</li> <li>+ Implementing internal lectures related to copyrights</li> </ul>
<b>IP Creation Unit</b>	Implementing initiatives for appropriate ethical expression		<ul style="list-style-type: none"> <li>+ Strengthening internal system for checks of ethical expression</li> <li>+ Implementing in-house ethical expression seminars</li> </ul>

**BANDAI NAMCO GROUP'S IMPORTANT CSR THEMES:**  
**SUPPLY CHAIN MANAGEMENT**

Business Segments	Major Initiative Themes	Status of Progress	FY2021.3 Activity Report
<b>Toys and Hobby Unit</b>	BANDAI Factory Audits (BFAs)		<ul style="list-style-type: none"> <li>+ Implementing audits of all overseas final packaging plants that make products for the Japanese market for BANDAI CO., LTD., and BANDAI SPIRITS CO., LTD. (166 companies)</li> <li>+ Implementing Unit-wide integrated management at manufacturing plants that make copyrighted products that have character information regulations</li> <li>+ To prevent the spread of COVID-19, supplier conferences were not held in Tokyo, Shanghai, or Shenzhen. Information was shared through documents</li> </ul>
<b>Real Entertainment Unit</b>	Appropriate supply chain management in Japan and overseas		<ul style="list-style-type: none"> <li>+ When starting business relationships with suppliers, CSR Procurement Questionnaire was implemented, which covers seven major items, including prohibition of human rights violations, such as forced labor</li> <li>+ Confirming quality of toys imported to Japan in order to secure safety in line with Japanese domestic laws and regulations</li> </ul>
<b>Visual and Music Production Unit</b>	Implementing supply chain management		<ul style="list-style-type: none"> <li>+ Implementing audits at customer centers that handle personal information</li> <li>+ Continuing to implement interview research based on plant audit checklists for major production plants in Japan and overseas</li> </ul>
<b>Affiliated Business Companies (BANDAI LOGIPAL INC. / LOGIPAL EXPRESS INC.)</b>	Rolling out integrated distribution services		<ul style="list-style-type: none"> <li>+ Maintaining AEO (Authorized Economic Operator) customs broker certification</li> <li>+ Maintaining PrivacyMark</li> </ul>
<b>Affiliated Business Companies (ARTPRESTO CO., LTD.)</b>	Safety and security in production plants		<ul style="list-style-type: none"> <li>+ Continuing to implement supplier plant audits (5 companies out of a total of 11 in Japan and overseas)</li> </ul>



# ENVIRONMENT-RELATED INFORMATION

Note: Based on the business segment classification for FY2021.3.

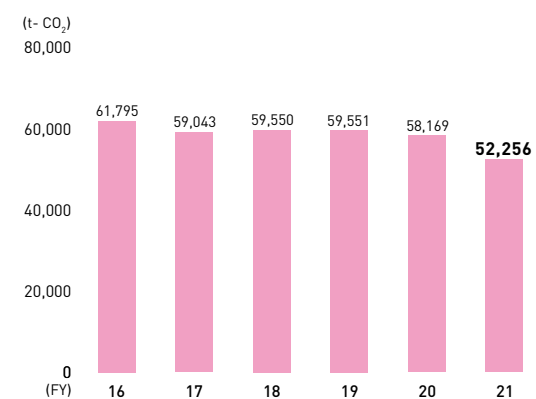
## OVERVIEW OF ENVIRONMENTAL PERFORMANCE DATA FOR FY2021.3

(Reference)

Measured Items			Unit	BANDAI NAMCO Holdings Inc.	Toys and Hobby Unit	Network Entertainment Unit	Real Entertainment Unit	Visual and Music Production Unit	IP Creation Unit	Affiliated Business Companies	Total	FY2020.3 Total	
Fuel	Gasoline	From use of company vehicles	l	0	26,991	1,211	2,756	2,970	12,773	77,907	124,607	119,813	
		Other*	l	0	0	0	10	0	0	1,286	1,296	800	
	Kerosene*		l	0	0	0	0	0	0	7,532	7,532	14,223	
	Diesel fuel	From use of company vehicles (diesel vehicles)	l	0	86,296	0	0	0	0	1,419,392	1,505,688	1,309,643	
		Other*	l	0	0	0	0	0	0	0	0	16,287	
	Heavy oil A*		l	0	2	0	0	0	0	0	2	2	
	Petroleum gas	Liquefied petroleum gas (LPG)	From use of company vehicles	t	0	2	0	0	0	0	0	2	3
			Other*	t	0	6	0	5	0	0	5	16	13
	Combustible natural gas	Other combustible natural gas	From use of company vehicles	m <sup>3</sup>	0	0	0	0	0	0	589	589	4,630
			Other*	m <sup>3</sup>	0	0	0	0	0	0	0	0	0
Water	Tap water used		m <sup>3</sup>	68	56,237	3,810	59,375	0	3,732	11,219	134,442	185,275	
	Wastewater		m <sup>3</sup>	68	56,273	3,699	59,301	0	3,732	10,913	133,986	181,994	
Electricity*			kWh	65,438	19,143,990	4,808,582	78,460,192	549,568	1,600,261	6,781,276	111,409,308	123,831,164	
Other fuels	City gas*		m <sup>3</sup>	10,890	45,784	193,611	339,505	0	0	4,735	594,525	716,251	
	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	136	0	0	0	136	126	
	Cold water*		GJ	0	0	0	893	0	0	0	893	1,026	
Waste	Non-industrial waste		kg	1,986	444,027	21,863	755,012	30,210	18,200	99,453	1,370,751	1,756,119	
	Industrial waste		kg	0	644,295	3,568	471,817	407,017	44,202	528,415	2,099,315	1,442,365	
	Recycling volumes		kg	5,386	718,112	32,130	34,698	0	25,275	26,214	841,816	829,768	
Photocopy paper			kg	1,124	38,598	3,364	16,112	5,255	14,412	43,933	122,798	151,209	

Note: In accordance with the Law Regarding the Rationalization of Energy Use, the BANDAI NAMCO Group calculates CO<sub>2</sub> emissions from the items marked "\*" in the table above.

### BANDAI NAMCO GROUP CO<sub>2</sub> EMISSIONS



For the Fiscal Years Ended March 31

The BANDAI NAMCO Group is working to reduce CO<sub>2</sub> emissions by setting reduction targets for each business segment for each fiscal year. From FY2019.3, in addition to total emissions management, we are working to control CO<sub>2</sub> emissions through the introduction of management based on emissions intensity for each business segment.\*

\* CO<sub>2</sub> emissions per employee or per unit of total floor space

- + 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 Materiality Issues (Reselection of Important Themes)
- + Advancing activities linked to the IP axis strategy

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

<b>Target</b>	<b>By 2050:</b> Reduce the amount of energy-related carbon dioxide emissions at Group business sites (offices, own plants, directly operated amusement facilities, etc.) to net zero
<b>Medium-term target</b>	<b>By 2030:</b> A 35% reduction compared with FY2020.3 (a 50% reduction compared with FY2014.3) in energy-related carbon dioxide emissions at Group business sites
<b>Major initiatives</b>	Further promotion of energy-saving measures and introduction of renewable energy, etc.

## HUMAN RESOURCES-RELATED INFORMATION TOTAL FOR UNIT CORE COMPANIES

Note: Accompanying a change in segment classification, there have been changes to the Unit core companies from FY2019.3. FY2018.3: BANDAI CO., LTD., BANDAI NAMCO Entertainment Inc., BANDAI VISUAL CO., LTD.\* FY2019.3-FY2021.3: BANDAI CO., LTD., BANDAI NAMCO Entertainment Inc., BANDAI NAMCO Amusement Inc., BANDAI NAMCO Arts Inc., SUNRISE INC.  
 \* The name of BANDAI VISUAL CO., LTD., was changed to BANDAI NAMCO Arts Inc. in April 2018.

### NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT

		FY2018.3	FY2019.3	FY2020.3	FY2021.3
Full-time employees (People)	Male	1,439	1,967	2,160	<b>2,254</b>
	Female	652	830	1,008	<b>1,092</b>
Junior employees (People)	Male	25	928	967	<b>930</b>
	Female	94	964	982	<b>969</b>
Contract employees (People)	Male	36	128	146	<b>143</b>
	Female	27	49	83	<b>83</b>
Temporary employees (People)	Male	37	1,394	1,422	<b>1,175</b>
	Female	78	2,156	2,035	<b>1,694</b>
Total (People)	Male	1,537	4,417	4,695	<b>4,502</b>
	Female	851	3,999	4,108	<b>3,838</b>
	Total	2,388	8,416	8,803	<b>8,340</b>

### NUMBER OF FEMALE MANAGERS

	FY2018.3	FY2019.3	FY2020.3	FY2021.3
Female managers (People)	102	120	147	<b>157</b>
Ratio to total managers	16.9%	17.4%	18.1%	<b>19.1%</b>

### NUMBER OF EMPLOYEES HIRED AFTER GRADUATION

	FY2018.3	FY2019.3	FY2020.3	FY2021.3
Number of employees hired after graduation (People)	99	130	170	<b>162</b>
Number of female employees included (People)	47	60	79	<b>68</b>
Percentage of female employees included	47.5%	46.2%	46.5%	<b>42.0%</b>

### EMPLOYMENT RATE FOR PEOPLE WITH DISABILITIES

	FY2018.3	FY2019.3	FY2020.3	FY2021.3
Employment rate for people with disabilities	2.04%	2.10%	2.20%	<b>2.20%</b>

Note: For consolidated subsidiaries that use the service of special subsidiary BANDAI NAMCO Will Inc.

### AVERAGES

	FY2018.3	FY2019.3	FY2020.3	FY2021.3
Average years of continuous service	12.4	10.6	9.7	<b>9.8</b>
Average age	39.3	39.0	39.3	<b>38.9</b>

### 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 male employees	Male employees can take up to five days of paid leave when their wife 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 is a requirement 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 1st and 2nd degree relatives of employees, and (4) receiving outpatient care at medical facilities due to disease.

Note: Systems used by Group companies are different.

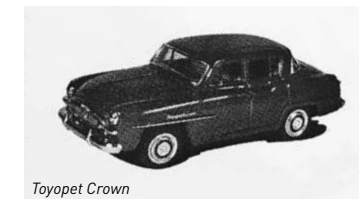
## HISTORY

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.
- November** • A product guarantee system—an industry first—was launched in conjunction with the *Toyopet Crown* (1956 version) model car.



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** • 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.
- 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.



Astroboy  
©手塚プロダクション

## 1970s

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

## NAMCO'S HISTORY

## 1970s

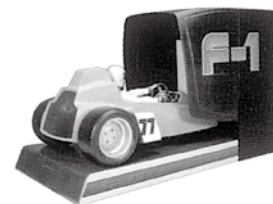
- 1970** • Established Yaguchi plant in Yaguchi, Ota-ku, Tokyo.
- Developed *Racer*, a driving simulation game. Projection equipment using 3D models that were innovative for the time period became popular, and it became a hit machine.
- 1971** • Use of NAMCO brand name began.
- 1974** • Acquired Atari (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.
- 1976** • Developed *F-1* driving simulation game machine. Became popular in Japan and overseas.



Racer  
©BANDAI NAMCO Entertainment Inc.



President Lincoln robot

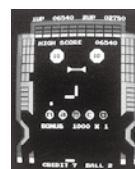


F-1 driving simulation game machine  
©BANDAI NAMCO Entertainment Inc.

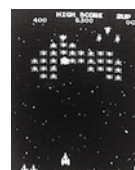
- 1977** • Changed company name to NAMCO LIMITED. (Capital: ¥240 million)
- NAMCO ENTERPRISES ASIA LTD. established.
- Developed *Shoot Away*, a mirror-projection-type gun shooting game.

## June

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



Gee-Bee



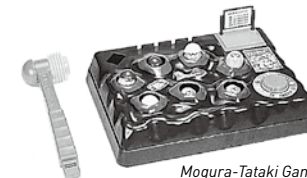
Galaxian  
©BANDAI NAMCO Entertainment Inc.

## 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 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.
- July** • *Gundam* plastic models launched, starting a major boom.
- Tonka Japan changed its company name to Mameet.
- November** • Celent established.

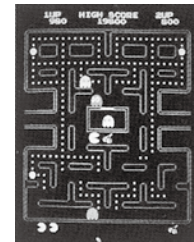


Gundam RX-78 plastic model  
©創通・サンライズ

## 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.
- Introduced the *Nyamco* maze-solving robot.
- 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."
- 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.
- 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.



PAC-MAN  
©BANDAI NAMCO Entertainment Inc.



Nyamco  
©BANDAI NAMCO Entertainment Inc.



Xevious  
©BANDAI NAMCO Entertainment Inc.



Galaxian  
©BANDAI NAMCO Entertainment Inc.




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 *Darosu*, 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 1 million units.
- January 1986** • BANDAI listed on the second section of the Tokyo Stock Exchange. (Capital: ¥10,796 million)
- February** • *Nekonyanbo* became a major hit.
- September** • Entered the movie field by cooperating in the production of *The Baby Elephant*.
-  *Nekonyanbo*
- 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.

### 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.
-  *Final Lap*  
©BANDAI NAMCO Entertainment Inc.
- 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: Keiunkingaiden*, at the Tokyo International Fantastic Film Festival. Also launched as an amusement machine.
- Developed *Winning Run*, the first racing game to use polygon technology.
-  *Winning Run*  
©BANDAI NAMCO Entertainment Inc.
- 1989** • Jointly developed *Eunos Roadstar Driving Simulator* in cooperation with Mazda Motor Corp.
- Developed the *Wani Wani Panic* action game.
-  *Wani Wani Panic*  
©BANDAI NAMCO Entertainment Inc.

### 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 *Galaxian²* 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)
- November** • Established NAMCO EUROPE LTD., in London, U.K.
- Opened *Plabo Sennichimae*, a large-scale amusement facility.

### BANDAI'S HISTORY

- April 1988** • Media Department established. Made full-scale entry into the visual products business.
- July** • Sales of *CARDASS* started.
- August** • 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 1 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.



*Sailor Moon* series  
©武内直子-PNP-テレビ朝日-東映アニメーション



- Products related to *Power Rangers* became major hits in the U.S.



*Power Rangers* series  
©1993 SABAN INT.

- March 1994** • SUNRISE INC. became a Group company

### NAMCO'S HISTORY

- February 1992** • Opened *Namco Wonder Eggs*, the first urban theme park, for a limited time in Futakotamagawa, Tokyo.
-  *Namco Wonder Eggs*
- Established Brent Leisure Ltd. to strengthen manufacturing in Europe and sales in the U.K.
- 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.
-  *Ridge Racer*  
©BANDAI NAMCO Entertainment Inc.
- 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.



*TEKKEN*  
©BANDAI NAMCO Entertainment Inc.

- 1995** • Developed *Alpine Racer*, an experience game machine.
- December** • Launched *Tales of Phantasia*, the first product in the *Tales of...* series for the Super Famicom.

# 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.

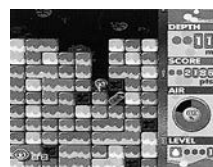
## 2000s

- 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.



*Mr. Driller*  
©BANDAI NAMCO Entertainment Inc.

- 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.

## 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 1 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.

- August** • 1/12-scale *Zaku* model (overall height: approximately 1.5m) was exhibited at the "C3 PRE" character culture event and became a topic of conversation.



*Hyper Hybrid Model MS-06F Zaku II*  
©新通・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.

- 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 1 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.

- October** • In collaboration with Benesse Corporation, opened *Shima-Shima Town*, a communication park for preschool children, in Kawasaki City.



*TAIKO: DRUM MASTER*  
©BANDAI NAMCO Entertainment Inc.

- 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: Mojipittan*, a home video game.

- February** • 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 3 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. 100,000 visitors attended over nine days.
- 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 1 million units.
- 
- ©創通・サンライズ
- December** • Through a corporate separation, a portion of BANDAI's and NAMCO's management over affiliated companies was transferred to NAMCO BANDAI Holdings.
- 2006** • *DATA CARD DASS*, a new card machine, became hugely popular.
- 
- ©バードスタジオ / 集英社・東映アニメーション
- January** • 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 2 million units.
- 
- ©BANDAI NAMCO Entertainment Inc.
- September** • Launched the *Battle Spirits* card game.
- October** • Cumulative sales of BD / DVD software *CODE GEASS: Lelouch of the Rebellion* series surpassed 1 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.
    - KAIKAYA LIMITED was established and took over NAMCO's senior citizen care business.
  - July**
    - As part of the *Green Tokyo Gundam Project*, a full-size, 18-meter-high *Gundam* statue was installed in Shiokaze Park, Tokyo.
- 
- ©前通・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.
- 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.
    - *Gundam Café*, the first official *Gundam* café, was opened in Akihabara.
    - 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 1 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.
    - *KAMEN RIDER* series products were 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 BANDAI NAMCO 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.
  - September 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
- March 2013**
    - NAMCO BANDAI Studios Vancouver Inc. and NAMCO BANDAI Studios Singapore Pte. Ltd. were established.
  - June**
    - In the U.S., broadcasts of *PAC-MAN and the Ghostly Adventures*, a new animation, were aired.

- August 2013**
    - For its 160th anniversary, *ASAKUSA HANAYASHIKI* implemented a commemorative year plan.
  - October 2013**
    - BANDAI made SUN-STAR STATIONERY a subsidiary.
    - 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.
    - "Possessions" (original title "Tsukumo"), which was a part of the "Short Peace" film omnibus, was nominated in the category of animated short film for the 86th Academy Awards.
    - 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.
  - March**
    - The English-language names of 31 Group companies were changed.
    - The English-language name of NAMCO BANDAI Holdings was changed to BANDAI NAMCO Holdings Inc.
  - April**
    - Opened *Nazo Tomo Cafe*, a puzzle-solving cafe.
  - June**
    - Game apps for smartphones became popular in Japan. Start of full-sale network content business initiatives overseas, including Asia.
  - August**
    - *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.
  - April**
    - Start of Mid-term Plan announcing "NEXT STAGE: Empower, Gain Momentum, Accelerate Evolution."

- April 2015**
    - 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**
    - 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 4 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**
    - *Gundam* plastic models, which reached their 35th anniversary, expanded their popularity in Japan and other parts of Asia.
    - *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.

# HISTORY

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

## BANDAI NAMCO GROUP'S HISTORY

- April 2016**
- Lantis and Amuse Inc. established AmuseLantis Europe S.A.S., a joint venture in France.
  - 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 2016**
- DRAGON BALL Z DOKKAN BATTLE*, a popular smartphone game app, surpassed 100 million downloads worldwide.
  - Tamagotchi* and *NAMJATOWN* reached their 20th anniversaries.



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©BANDAI NAMCO Entertainment Inc.

- 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.
  - ANIUTA*, a flat-rate streaming service for animation songs, started service, with the participation of Lantis and SUNRISE MUSIC Publishing Co., Ltd.

- 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.
  - VR ZONE Portal*, a small-to-medium-sized VR facility, was launched. First overseas facility opened in London.

- September**
- BANDAI VISUAL made Actas Inc. a subsidiary.
  - Start of exhibition of actual-size *Unicorn Gundam* statue in Daiba, Tokyo.

- December 2017**
- 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.
  - Start of *BANDAI NAMCO Accelerator*.
  - VS PARK*, a variety sports facility, opened in EXPO CITY, Osaka.
  - enza*, a smartphone browser game platform, was placed into service.

- 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 2019**
- 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.

- December**
- Gundam* was appointed ambassador of the Japan Pavilion at the world expo in Dubai.

- 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 8 cities around the world.



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- Mobile Suit Gundam* reached its 40th anniversary.

- May 2020**
- SOTSU CO., LTD., became a wholly owned subsidiary.
  - Cumulative worldwide sales of *DARK SOULS III*, a home video game jointly developed with FromSoftware, 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 2020**
- 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.



©創造・サンライズ

- Concluded partnership for *PAC-MAN* with the National Basketball Association (NBA), a men's professional basketball league in North America.



PAC-MAN™&©BANDAI NAMCO Entertainment Inc.

- 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 5-Unit system to a 3-Unit system.
  - Masaru Kawaguchi became the President and Representative Director of BANDAI NAMCO Holdings Inc.
  - Started the *Gundam* 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.