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Name of listed company:
BANDAI NAMCO Holdings Inc.
Name of representative:
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Mid-term Plan of the BANDAI NAMCO Group **(From April 2015 to March 2018)**

In April 2015, the BANDAI NAMCO Group will start a new three-year Mid-term Plan. In the new Mid-term Plan, we will further solidify our IP axis strategy, the Group's greatest strength, as we plan to maximize our IP value by taking advantage of the worldviews and unique characteristics of our IP (intellectual property; including intellectual property of characters) to provide the ideal products and services at the ideal time. Furthermore, we aim to expand our businesses in the global market, and plan to deploy and strengthen our operations in regions with a high-growth potential. Through these measures, we aim to reach the next stage of our growth as an innovator in global entertainment.

I. Our Mid-term Vision

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| “NEXT STAGE: Empower, Gain Momentum, and Accelerate Evolution” |
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The BANDAI NAMCO Group is never satisfied with the present state of affairs, and is constantly looking to “Empower, Gain Momentum, Accelerate Evolution,” as we aim to reach the next stage of our growth as a group. Also, our vision of “Empower, Gain Momentum, and Accelerate Evolution” expresses the meaning of “Empowering” an innovation in business models, “Gaining Momentum” as we grow into a global company, and “Accelerating Evolution” under our IP axis strategy.

II. Numerical Targets

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| Numerical targets for the fiscal year ending March 31, 2018 | | |
| Net sales: ¥600,000 million | Operating income: ¥60,000 million | ROE: 10% |

III. Organizational Framework of the Group

The BANDAI NAMCO Group executes business strategies centered on SBUs (Strategic Business Units), aggregations of business companies. In order to make firm progress with the strategies of the Mid-term Plan, we will revise the segments of our SBUs and their constituent companies from April 2015, and create a more solid structure.

<Current SBU organization>

- Toys and Hobby SBU (Core company: BANDAI Co., Ltd.)
- Content SBU (Core company: BANDAI NAMCO Games Inc.)
- Amusement Facility SBU (Core company: NAMCO LIMITED)

<New SBU organization>

- Toys and Hobby SBU (Core company: BANDAI Co., Ltd.)
- Network Entertainment SBU (Core company: BANDAI NAMCO Entertainment Inc.*)
- Visual and Music Production SBU (Core company: BANDAI VISUAL CO., LTD.)

* BANDAI NAMCO Games Inc. is scheduled to change its name to “BANDAI NAMCO Entertainment Inc.” effective April 2015.

In the Toys and Hobby SBU, we will focus on strengthening our IP axis strategy and gaining momentum in the global market, centered on products such as toys. In the Network Entertainment SBU, we aim to deploy a new business that goes beyond the framework of the existing game business, and fuses networks and entertainment. Also, the Amusement Facility Business will be added to this SBU from April 2015. It does not only develop our value chain so as to deploy a unified business; it also aims to create a new business by combining real-life face-to-face communications and digital technology. In the Visual and Music Production SBU, we will create and cultivate the core IP axis strategy, and strengthen our business deployment as we look toward new outlets.

IV. Main Strategy

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| Corporate Philosophy | Dreams, Fun and Inspiration To become the Leading Innovator in Global Entertainment | |
| Mid-term Vision | | |
| Focusing Strategy | Business Accelerate evolution in IP axis strategy Cultivate original group IPs Expand target market Enlarge new IP businesses Collaborate across SBU's | Region Through IP axis strategy, Gain momentum in global markets Expand in Asia and Japan Renew in Americas and Europe |
| | Function Deepen the current business model Create and foster the new IP business Implement IP axis strategy in global market | Empower and innovate business model through BANDAI NAMCO market advantages |

1. Business Strategies “Accelerate Evolution in IP Axis Strategy”

In order to further solidify the IP axis strategy, the BANDAI NAMCO Group’s strength, we will reinforce our functions for creating, cultivating, and deploying IP.

(1) Cultivate Original Group IPs

In order to strengthen our capacity for creating IP, we will focus on creating IP that originates in products and services, and will also spin off part of the production division of visual production company Sunrise Inc. and establish a new company, BANDAI NAMCO Pictures Inc. As a result, Sunrise Inc. and BANDAI VISUAL CO., LTD. will collaborate to focus on creating IP targeted at older customers, such as *Mobile Suit Gundam*, whereas BANDAI NAMCO Pictures Inc. will focus on creating IP targeted at children and family customers, such as *Aikatsu!*. We will make BANDAI NAMCO Pictures Inc. a small-scale organization, in order to speed up planning and development and further strengthen collaboration with other businesses in the Group, such as Toys and Hobby.

Also, as we look to gain momentum in the global market, we will strengthen our focus on IP that originates overseas, including the Pan-American and European regions. In addition, we will focus on reinforcing IP creation, including proactively investing in leading IP, and a system for inviting applications for IP creation from within the Group.

(2) Enlarge New IP Businesses

As one of the new outlets of our IP axis strategy, we plan to expand the production business, which is represented by live events and has significant potential for growth.

Themed around IP, our strategy is to have live events and live viewings, strengthen sales of related goods, and deploy the business outside of Japan. In addition, we will also begin focusing on a new format for our amusement facilities with new added value.

- (3) **Expand Target Market**
- (4) **Collaborate across SBUs**

In each SBU, we plan to expand our range of products and services for new target markets, for example, adult females.

Also, each SBU and business will collaborate around the axis of IP, as we aim to further strengthen business collaboration between and within SBUs to benefit from synergies.

2. **Region Strategies “Gain Momentum in Global Markets”**

The BANDAI NAMCO Group will expand the IP axis strategy worldwide, and aim to gain momentum in global markets.

(1) **Expand in Asia and Japan**

In addition to maintaining our pursuit of becoming the number one company in each of our markets in Japan, we plan to proactively expand our business by promoting a detailed business strategy adapted to the unique regional characteristics of each Asian territory, where there is a promising outlook for future growth, after first building the foundations during the period of current Mid-term Plan. Effective April 2015, we will unify the names of our major overseas subsidiaries in the Asian region, to “BANDAI NAMCO region name” (for example “PT BANDAI NAMCO INDONESIA”), as we aim to expand our businesses in Asia with all group companies operating under the BANDAI NAMCO structure.

Regarding our businesses, in addition to strengthening existing businesses, we also plan to expand our operations into ASEAN region and IP deployment in the region. Furthermore, with the establishment of a new company BANDAI NAMCO (SHANGHAI) CO., LTD., planned for spring 2015, we will reinforce our network content business in China, including online games for PC and application games for smartphones.

Through these policies, we aim to increase net sales (including exports from Japan) in the Asian region to ¥60,000 million, approximately double the current level.

(2) **Renew in Americas and Europe**

In the Toys and Hobby SBU, we plan to improve efficiency, for example, by reviewing the structure of our businesses in Americas and Europe. Also, we will change an organizational structure in Americas and Europe with Japan as the center of

development and Americas and Europe as the frontline of sales and marketing. In addition to continuing these policies aimed at a recovery in operations, we will also promote initiatives aimed at expanding our businesses, for example, extending our IP line-up and strategically expanding our range of sales channels. Also, in Americas and Europe, we plan to begin ramping up our deployment of network contents, including application games for smartphones and online games for PC.

3. Function Strategies“Empower and Innovate Business Model”

(1) Deepen the current business model

In addition to responding speedily and flexibly to changes in the environment that surrounds the entertainment industry and users' preferences, we also plan to advance our business model in ways only possible for the BANDAI NAMCO Group.

(2) Create and foster the new IP business

For the next generation for the technology, we will strive to create and develop new businesses that are only possible because we are the BANDAI NAMCO Group, by combining digital networks such as game contents and face-to-face real network contents, with amusement facilities and real-life networks themed around IP.

(3) Implement IP axis strategy in global market

BANDAI NAMCO Holdings Inc., Cool Japan Fund Inc., and multiple companies that hold contents have funded the establishment of Anime Consortium Japan Inc., a company that distributes legitimate Japanese animation contents for overseas markets and operates e-commerce (EC) websites. With the full-fledged operation of this company from this spring, we will promote awareness of our IP overseas, for example, by distributing animation contents, as we lay the foundations for the smooth deployment of our IP axis strategy in the global market.

End of notice