Today’s Presentation

Results in FY2015.3

FY2016.3 Plan

Mid-term Plan 2015.4-2018.3

FY2016.3 Key Points
### Results in FY2015.3

<table>
<thead>
<tr>
<th></th>
<th>FY2014.3 results</th>
<th>FY2015.3 forecast (as of Feb. 2015)</th>
<th>FY2015.3 results</th>
<th>Vs. previous year's results</th>
<th>Vs. previous forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>507.6</td>
<td>520.0</td>
<td>565.4</td>
<td>+ 57.8</td>
<td>+ 45.4</td>
</tr>
<tr>
<td>Operating Income</td>
<td>44.6</td>
<td>50.0</td>
<td>56.3</td>
<td>+ 11.7</td>
<td>+ 6.3</td>
</tr>
<tr>
<td>Recurring Income</td>
<td>47.4</td>
<td>52.0</td>
<td>59.3</td>
<td>+ 11.9</td>
<td>+ 7.3</td>
</tr>
<tr>
<td>Net Income</td>
<td>25.0</td>
<td>30.0</td>
<td>37.5</td>
<td>+ 12.5</td>
<td>+ 7.5</td>
</tr>
<tr>
<td>Capital Investments</td>
<td>23.4</td>
<td>18.0</td>
<td>22.2</td>
<td>▲ 1.2</td>
<td>+ 4.2</td>
</tr>
<tr>
<td>Depreciation</td>
<td>21.7</td>
<td>23.0</td>
<td>23.7</td>
<td>+ 2.0</td>
<td>+ 0.7</td>
</tr>
<tr>
<td>R&amp;D Investments</td>
<td>51.8</td>
<td>48.0</td>
<td>55.7</td>
<td>+ 3.9</td>
<td>+ 7.7</td>
</tr>
<tr>
<td>Advertising Expenses</td>
<td>38.0</td>
<td>38.0</td>
<td>41.3</td>
<td>+ 3.3</td>
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</tr>
<tr>
<td>Personnel Expenses</td>
<td>47.7</td>
<td>48.0</td>
<td>49.2</td>
<td>+ 1.5</td>
<td>+ 1.2</td>
</tr>
</tbody>
</table>

*Unit: billion yen*
### Results by Segment

#### Toys and Hobby
- **Segment sales**
  - FY2014.3: 186.3 billion yen
  - FY2015.3: 210.0 billion yen
- **Segment income**
  - FY2014.3: 10.5 billion yen
  - FY2015.3: 16.0 billion yen
- **Vs. previous year's results**
  - Segment sales: +44.6 billion yen
  - Segment income: +6.5 billion yen
- **Vs. previous forecast**
  - Segment sales: +20.9 billion yen
  - Segment income: +1.0 billion yen

#### Content
- **Segment sales**
  - FY2014.3: 278.4 billion yen
  - FY2015.3: 288.0 billion yen
- **Segment income**
  - FY2014.3: 37.2 billion yen
  - FY2015.3: 40.9 billion yen
- **Vs. previous year's results**
  - Segment sales: +9.6 billion yen
  - Segment income: +3.7 billion yen
- **Vs. previous forecast**
  - Segment sales: +18.0 billion yen
  - Segment income: +5.9 billion yen

#### Amusement Facility
- **Segment sales**
  - FY2014.3: 58.2 billion yen
  - FY2015.3: 55.5 billion yen
- **Segment income**
  - FY2014.3: 0.8 billion yen
  - FY2015.3: 2.2 billion yen
- **Vs. previous year's results**
  - Segment sales: +2.7 billion yen
  - Segment income: +1.4 billion yen
- **Vs. previous forecast**
  - Segment sales: +2.5 billion yen
  - Segment income: +1.7 billion yen

#### Other
- **Segment sales**
  - FY2014.3: 27.3 billion yen
  - FY2015.3: 27.0 billion yen
- **Segment income**
  - FY2014.3: 1.6 billion yen
  - FY2015.3: 1.4 billion yen
- **Vs. previous year's results**
  - Segment sales: +0.3 billion yen
  - Segment income: +0.2 billion yen
- **Vs. previous forecast**
  - Segment sales: +2.0 billion yen
  - Segment income: +1.7 billion yen

#### Corporate and Elimination
- **Segment sales**
  - FY2014.3: 42.6 billion yen
  - FY2015.3: 35.9 billion yen
- **Segment income**
  - FY2014.3: 3.8 billion yen
  - FY2015.3: 0.8 billion yen
- **Vs. previous year's results**
  - Segment sales: +6.7 billion yen
  - Segment income: +3.0 billion yen
- **Vs. previous forecast**
  - Segment sales: +7.1 billion yen
  - Segment income: +1.2 billion yen

#### Consolidated
- **Net sales**
  - FY2014.3: 507.6 billion yen
  - FY2015.3: 520.0 billion yen
  - **Vs. previous year's results**: +57.8 billion yen
  - **Vs. previous forecast**: +45.4 billion yen
- **Operating income**
  - FY2014.3: 44.6 billion yen
  - FY2015.3: 56.3 billion yen
  - **Vs. previous year's results**: +11.7 billion yen
  - **Vs. previous forecast**: +6.3 billion yen

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**Results by Segment**

#### Toys and Hobby
- **billion yen**
- **Vs. previous forecast** Segment sales: +20.9
- Segment income: +1.0
- **Continued favorable results in Japan**
- **Content**
- **billion yen**
- **Vs. previous forecast** Segment sales: +18.0
- Segment income: +5.9
- **Continued favorable results in network content**
- **Amusement Facility**
- **billion yen**
- **Vs. previous forecast** Segment sales: ▲2.5
- Segment income: ▲1.7
- **Difficult conditions faced by existing facilities in Japan**

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**Bandai Namco**
## FY2015.3 Year-End Dividend

<table>
<thead>
<tr>
<th>Dividends</th>
<th>FY2014.3 results</th>
<th>FY2015.3 forecast (as of Feb. 2015)</th>
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- Maintain a base level of annual dividend payments of ¥24 per share and a consolidated dividend payout ratio of 30%
- Achievement of previous mid-term plan
- 10 years since establishment of BANDAI NAMCO

<table>
<thead>
<tr>
<th>Dividends</th>
<th>Interim</th>
<th>Year-end</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>¥ 12</td>
<td>¥ 50</td>
<td>¥ 62</td>
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</table>
## FY2016.3 Plan

<table>
<thead>
<tr>
<th></th>
<th>FY2015.3</th>
<th>FY2016.3</th>
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<tbody>
<tr>
<td></td>
<td>First half</td>
<td>Full-year</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>259.3</td>
<td>565.4</td>
</tr>
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<td><strong>Operating Income</strong></td>
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<td><strong>Capital Investments</strong></td>
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## Plan by Segment

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<td><strong>Toys and Hobby</strong></td>
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<tr>
<td>Segment sales</td>
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<td>Segment income</td>
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<tr>
<td><strong>Network Entertainment</strong></td>
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<tr>
<td>Segment sales</td>
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<td>Segment income</td>
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<td><strong>Visual and Music Production</strong></td>
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<tr>
<td>Segment sales</td>
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<td>10.0</td>
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<td><strong>Other</strong></td>
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<td>Segment income</td>
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Mid-term Plan
2015.4-2018.3

Direction of Mid-term Plan

**Consistently achieve**
Sales of ¥500 billion
Operating income of ¥50 billion

Going Concern

Requirements for advancing to the next stage
Further leveraging BANDAI NAMCO’s strengths
Targeting high potential areas

Advance to the Next Stage

IP axis strategy
Asia
Overview of Mid-term Plan

Corporate Philosophy

Dreams, Fun and Inspiration
To become the Leading Innovator in Global Entertainment

Mid-term Vision

NEXT STAGE
build upon current success

Focusing Strategies

Business
Accelerate evolution in IP axis strategy

Region
Through IP axis strategy,
Gain momentum in global markets

Function
Empower and innovate business model
through BANDAI NAMCO market advantages

Cultivate Original Group IPs
Expand Target Market

Expand in Asia and Japan

Enlarge New IP Businesses
Collaborate across SBUs

Renew in Americas and Europe

Numerical Targets

Results in FY2015.3

Net Sales
¥565.4 billion

Operating Income
¥56.3 billion

ROE
13.2%

Numerical plan for FY2018.3

¥600 billion

¥60 billion

More than 10%
FY2016.3 Key Points

Toys and Hobby (Japan)

**Japan**  
Maintain No. 1 share through IP portfolio

**Strengthen established IP**  
Exciting products for pre-school boys and girls  
Fresh business initiatives with always new ideas  
35 years of Gundam plastic models  
Expand fan base, targeting 40 or 50 years

**Further strengthen Yokai Watch**  
Implement initiatives to make it an established product  
New initiatives in 2nd season of animation  
Stepped-up collaboration with new game software

**Expand target customers**  
Products for adult women  
Collaboration with other industries

**Expand IP lineup**
Toys and Hobby (Overseas)

Americas and Europe
Move ahead with building a foundation for recovery
Increased efficiency + expanded investment in IP
Organizational restructuring
Control by Japan
Development: Japan
Sales/marketing: Americas and Europe

Strengthen IP capabilities
Favorable start with new Power Rangers series
Aggressive investment in IP that is popular around the world

Asia
Expand regions
Expanding regional coverage to ASEAN/Australia

Expand IP lineup
Strengthen established IP (Power Rangers, Kamen Rider)
+ New IP (Yokai Watch/Aikatsu!, etc.)

Start roll-out in stages in South Korea, Hong Kong, Taiwan, etc.

Network Entertainment

Develop IP in content outlets wanted by users

Company name change

Create entertainment that transcends the existing game business framework

Network content

[Japan]
Focus resources on main titles
Maintain current high level
Launch new titles
Launch while focusing carefully on circumstances

[Asia]
Aggressive business development with a range of partners
Shanghai base in operation

[Americas and Europe]
Frontload costs with aggressive investment
Start One Piece application game and gradually expand distribution area
Determine partners and titles to be launched while focusing on trends
### Network Entertainment

**Develop IP in content outlets wanted by users**

#### Home video game software

**【Japan】**
Focus on titles linked to films and TV

- Develop **GOD EATER** animation
- Surpass 2 million units

**【Americas and Europe】**
- Focused launches of IP titles that are supported around the world

#### Arcade game machines

- Develop original products to secure new user
- Careful development while focusing on market environment
- Strengthen prize IP

#### Amusement facilities

- Enhance value chain within new SBU
  - Renewal of large facilities
  - Strengthen new IP-based facilities

- Popular new facilities in North America
  - Use facilities as places to promote IP

### Visual and Music Production

**Increase profitability + strengthen IP creation and new businesses**

#### Increase package profitability

- Appealing IP + differentiated development initiatives

#### Nurture and expand IP

- Accelerate media initiatives
  - Love Live! School Idol project
  - Release theatrical version in Japan and overseas
  - Hold fan meetings

- Strengthen visual and product collaboration

#### Strengthen IP lineup

- Many new TV/film titles

#### Strengthen production-related businesses

- Frontload costs with aggressive investment
- Live viewing
- Fan club business
- Sales of related goods, etc.
Asia

Move aggressively and aim for scale of ¥60.0 billion in three years

Collaboration with Japan + detailed product promotion in line with regional characteristics

Sales in Asia in FY2015.3

¥30.0 billion
(including exports)

Initiatives coordinated across Asia, including Japan

Toys & Hobby
Expand regions
Expand IP lineup

Sales target for Asia in FY2016.3

¥35.0 billion
(including exports)

Network
Start full-scale business initiatives

Targeting No. 1 position in Asia, company names were unified as one part of the ALL BANDAI NAMCO structure

BANDAI HONG KONG
↓
BANDAI NAMCO ASIA

Mid-term Vision

NEXT STAGE build upon current success
Note on Projections
This document contains forward-looking statements and information related to the BANDAI NAMCO Group that are based on our knowledge as well as various assumptions made on the basis of information currently available. The words “forecast,” “plan,” “target,” “estimation,” “projection,” “intend,” “will” and similar expressions, as related to the Group, are intended to identify forward-looking statements and information. Actual results could differ materially from those projected in such forward-looking statements.