

Mid-term Vision

Connect with Fans



The Bandai Namco Group has been advancing a three-year Mid-term Plan since April 2022. In accordance with the Purpose, “Fun for All into the Future,” as we work toward what we aim to be, we will strive to always meet the needs of IP fans, a wide range of business partners, Group employees, and regions/communities around the world and to foster broad, deep, and multifaceted connections.

Starting on page 38, the Special Feature section provides messages from people in charge of advancing projects in frontline settings in our diverse range of businesses. In addition, this section introduces initiatives targeted at further business growth on a global basis.

Main Strategies P.36

IP Axis Strategy P.38-61		
IP×Fan Connecting with fans through IP New framework for connecting with fans	IP×Value Enhancing IP value Accelerating evolution of the IP axis strategy	IP×World Connecting the world through IP Building businesses under the ALL BANDAI NAMCO concept
Personnel Strategy P.72-73		
Sustainability P.70-101		

Numerical Targets for the Fiscal Year Ending March 31, 2025 (As of the Mid-Term Plan Announced in February 2022)

Consolidated Net Sales: ¥1,100 billion	Consolidated Operating Profit: ¥125 billion	ROE: 12.0% or more
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Promotion System

Strengthening governance systems ▶ [Transition to a company with an Audit & Supervisory Committee](#)
 Certain changes to the Unit system ▶ [Reorganization within the IP Production Unit](#)

ESG SECTION: ROUNDTABLE DISCUSSION AMONG OUTSIDE DIRECTORS, P.64

SPECIAL FEATURE

Connect with Fans –Forging Connections

with Fans Worldwide through Our Diverse Range of Businesses

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Mid-term Vision

Connect with Fans

HISTORY OF OUR MID-TERM PLANS

The Bandai Namco Group was created in September 2005 through the management integration of Bandai Co., Ltd., and Namco Limited. After the integration, the Group moved quickly to leverage synergy effects by implementing a range of internal measures. However, we were not able to respond adequately to changes in our markets and customers. Our operational speed declined, and we did not effectively utilize the strengths of each Group company. As a result, our performance was sluggish. In April 2010, we launched the Restart Plan with the objective of transforming ourselves into a speedy group under the IP axis strategy. The Group worked together to maximize the shared value of IP, and in this way we achieved a recovery in our results.

In response to COVID-19, we positioned FY2022.3 as a period for enhancing our business foundation and organizational structure. We started the current Mid-term Plan from FY2023.3.

2010.3–2012.3 Mid-term Plan

Theme: Developing a Global Base for Growth

- Investments in growing business areas
- Improving profitability of each business

2013.3–2015.3 Mid-term Plan

Mid-term Vision: EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION

We advanced three business area strategies, which were applied to businesses, and two functional strategies, which were applied on a Groupwide basis.

RESTART!

Introduction of the Restart Plan

- Transformation into a speedy group
- Adoption of IP axis strategy by the Group

2007.3–2009.3 Mid-term Plan

Theme: Strengthening, Enriching, and Expanding Portfolio Management

- Strengthening corporate governance
- Effectively utilizing human resources
- Building an optimal management system
- Entertainment Hub Concept
- Strengthening overseas businesses

Management Integration

Reduction in speed
Unable to address
changes in society

450.8 459.1 460.4

426.3

378.5

394.1

454.2

487.2

507.6

565.4

575.5

620.0

678.3

732.3

723.9

740.9

889.2

990.0

1,050.2

Net Sales
(¥ billion)

Operating Profit
(¥ billion)

For the Fiscal Years Ended
March 31

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

2016.3–2018.3 Mid-term Plan

Mid-term Vision: NEXT STAGE: EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION

- Accelerate evolution in the IP axis strategy
- Through the IP axis strategy, gain momentum in global markets
- Empower and innovate business model through Bandai Namco market advantages

2019.3–2021.3 Mid-term Plan

Mid-term Vision: CHANGE for the NEXT: EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION

- Accelerate evolution in the IP axis strategy
- Empower push into new entertainment
- Gain momentum with the ALL BANDAI NAMCO concept
- Make personnel the core of the Group

2021.4–2022.3

Enhancing Business Foundations and Systems for the Next Mid-term Plan

2023.3–2025.3
Mid-term Plan

😊 IP axis strategy: From adoption to acceleration

MID-TERM PLAN OF THE BANDAI NAMCO GROUP

MAIN STRATEGIES IN THE MID-TERM PLAN: OUTLINE AND PROGRESS

IP Axis Strategy

IP×Fan Connecting with fans through IP

In addition to pursuing open collaboration with various business partners from a medium- to long-term perspective, we are advancing efforts to expand our businesses and enhance the potential of IPs. Through cross-organizational projects, we aim to maximize the value of the IPs that we roll out across various regions and businesses.

Examples of initiatives in FY2024.3

Groupwide initiatives

- Rolled out Groupwide initiatives for products, services, and marketing in coordination with the opening of animations and theatrical films in the *Gundam series*
- Products, services, and marketing for *DRAGON BALL* and *ONE PIECE* were developed under a cross-Group project.
- Advanced the Data Universe concept

Digital Business

- Promoted the establishment of a balanced and optimized title portfolio and the strengthening of the development structure

IP×Value Enhancing IP value

We will further strengthen our IP creation and production capabilities through reorganization and strategic investment, etc. In addition, through collaboration with external partners and cooperation with regions and businesses, we will aim to maximize IP value from a longer-term perspective.

Toys and Hobby Business

- In order to expand global rollouts, strengthened initiatives for expanding product categories, bolstered e-commerce, and reinforced production systems
- Expanded touchpoints through real-world events and stores, and strengthened development by utilizing online platforms

IP Production Business

- Made an animation production company and a digital content production company into wholly owned subsidiaries
- Strengthened global rollouts of in-house visual works and visual works based on collaboration with other companies

Amusement Business

- Strengthened facility initiatives coordinated with Group IP, products, and services
- Strengthened the global expansion of facility development in collaboration with the Group

TOPICS

Aiming to Maximize IP Value on an IP Axis with IP Projects

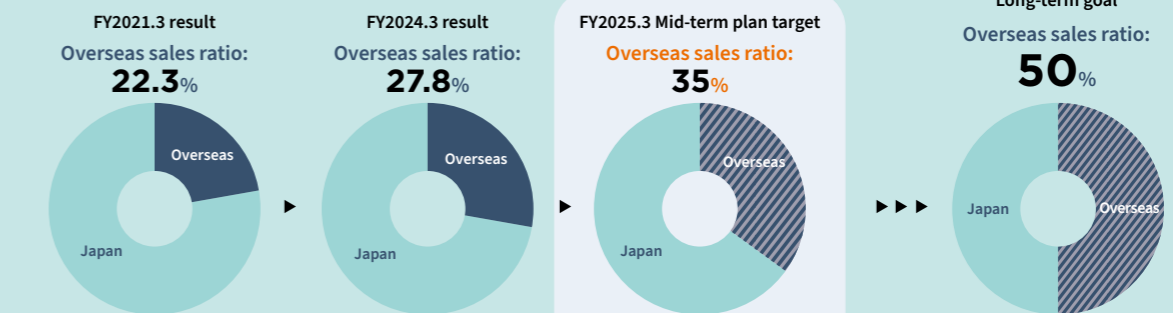
For IP rolled out across regions and multiple businesses, we aim to maximize IP value from a long-term, overall optimal perspective through Groupwide projects (IP projects). We will leverage outlets for a wide range of products and services as well as our strengths in facilitating collaboration among digital and physical elements. We will move forward under the ALL BANDAI NAMCO concept, with the producers of IP acting as the control tower for rollouts of IP products and services, online distribution, PR, and events.

Executing Investment Underpinning Medium- to Long-Term Business Growth

We are advancing various efforts in each business to strengthen the foundation that underpins our growth over the medium to long term. In the Toys and Hobby Business, we are bolstering our production capacity so that we can respond to demand in the global market. For model kits, in addition to the production base in Japan, the Bandai Hobby Center (BHC), we are making use of the production bases of Group companies in Japan and pursuing collaborative production activities with partner companies. In these ways, we are seeking to enhance our production structure. Furthermore, we are building a new plant nearby the BHC with the aim of further increasing production capacity. In the IP Production Business, we are constructing a Group-owned concert hall to respond to growing demand for live events. Upon completion of construction, this new concert hall will be used not only as a venue for live events but also for cultivating IPs and artists.

IP×World Connecting the world through IP

To work together and advance our strategies under the ALL BANDAI NAMCO concept in global markets, we implemented such initiatives as regional organizational restructuring and business base consolidation around the world. With this system, we expanded global initiatives and strengthened marketing collaboration across businesses. For the fiscal year ending March 2024, the overseas sales ratio was 27.8%. Although this represents a decrease of 0.7 percentage points compared with the previous year, this decline is due to the expansion of domestic sales. In fact, overseas sales themselves have grown. We will aim for an overseas sales ratio of 35% in the fiscal year ending March 2025, which is the final fiscal year of the Mid-term Plan, and to 50% as soon as possible.



Note: In the sales revenue by location of Group companies, exports from Japan are included in Japan's sales revenue.

SPECIAL FEATURE: IP×World, P.54-61

Investment plan for accelerating evolution in the IP axis strategy

Three-year period covered by the current Mid-term Plan

Total: **¥40.0 billion**

Strategic investment to maximize IP value:

¥25.0 billion

Examples of initiatives in FY2024.3:

- Strengthening of established IP products and services
- Creation of new IP

Investment to develop the IP metaverse:

¥15.0 billion

Examples of initiatives in FY2024.3:

- Establishing Group data platform for the Data Universe project

Personnel Strategy

Developing diverse human resources

We aim to be a corporate group where human resources with diverse talents, individual characteristics, and values can work actively and with vitality. We will strive to employ and develop diverse human resources, including marketing personnel, creators and engineers, and personnel in administrative departments. In addition, we will advance the establishment of environments that facilitate varied working styles, including providing support for employees taking on challenges and developing human resources who will be active in global settings.

ESG SECTION: PERSONNEL STRATEGY OF THE BANDAI NAMCO GROUP, P.72-73

ESG SECTION: TOGETHER WITH EMPLOYEES, P.92-95

Sustainability

Connecting to smiles into the future

In accordance with the Purpose, we will work together with fans to promote sustainability activities for the realization of a sustainable society. In addition, we have announced targets for the reduction of energy-related emissions of CO₂, and we will implement initiatives to work toward the realization of decarbonization.

- The Bandai Namco Group Sustainability Policy
- Identification of material issues

Five material issues

- Harmonious coexistence with the natural environment
- Provision of appropriate products and services
- Appropriate utilization and protection of intellectual property
- Establishment of work environments that facilitate mutual respect
- Harmonious coexistence with communities

- Medium- to long-term targets for decarbonization

For further information about material issue initiatives, P.96-101