Mid-term Vision

Connect with Fans

2021.4-2022.3 Enhancing

740.9

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.

• Improving profitability of each business

2016.3–2018.3 Mid-term Plan **2019.3–2021.3** Mid-term Plan

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

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

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 BANDAL NAMCO concept

• Make personnel the core of the Group

2023.3-2025.3 Business Mid-term Plan Foundations and Systems for the Next Mid-term Plan

889.2

990.0

1,050.2



2010.3-2012.3 Mid-term Plan 2013.3-2015.3 Mid-term Plan Theme: Developing a Global Base for Growth Mid-term Vision: EMPOWER, GAIN MOMENTUM, ACCELERATE EVOLUTION • Investments in growing business areas

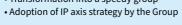
565.4

507.6



Introduction of the Restart Plan

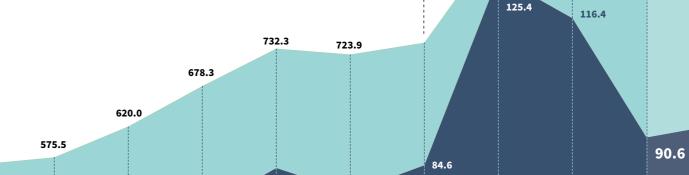
- Transformation into a speedy group



We advanced three business area strategies, which were applied to businesses, and two func-

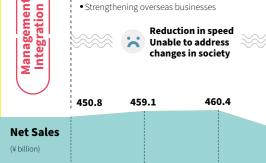
tional strategies, which were applied on a

Groupwide basis.



78.7

84.0



• Entertainment Hub Concept

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

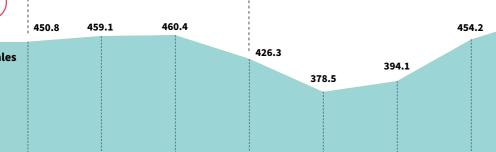
42.2

2008

Operating 35.6 Profit

2006

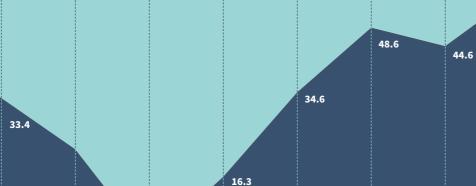
2007



22.3

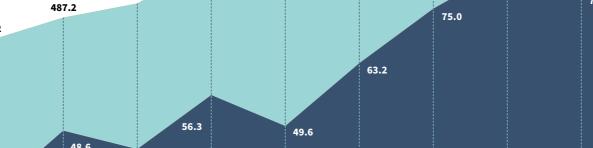
2010

2009



2011

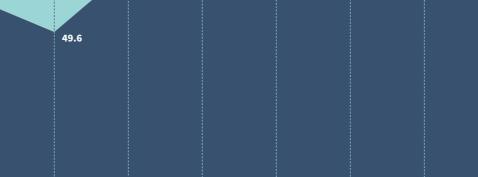
2012



2016

2017

2018



2019

2020



2022

2023

2024

2021

2015

2025