

Amusement Unit

MESSAGE

Further Enhancing the Experience-Based Value Delivered via the Bandai Namco Group's Physical Locations

In FY2025.3, facilities such as Bandai Namco Cross Stores, which allow visitors to experience firsthand the Group's IPs, products and services, and the activity-based facilities such as VS PARKs performed solidly. We view such strong performances as an indication that, through our collaborations with Group companies and departments, the IP axis strategy is starting to bear fruit. In particular, Bandai Namco Cross Stores have leveraged their functioning as physical touch points with customers to greatly contribute to increased sales and recognition of the Group's IPs, products, and service brand centered around the Toys and Hobby Business. Regarding amusement machines, stable sales were recorded for both new and mainstay products.

The Amusement Unit is establishing a greater presence for itself through its provision

of physical platforms for the Group's merchandising. Also, activity-based facilities such as VS PARKs and TONDEMIs have grown in recognition as Bandai Namco brands. As we work to leverage Japanese IPs overseas and accelerate the global rollout of the Group's products and services, we will open greater numbers of official Bandai Namco Group stores around the world by offering the Group's IPs, products, and services under the current Mid-term Plan. This expansion will include the opening of Company-operated stores in tandem with franchise stores. As for amusement machines, we will release mainstay titles and support their continued operation.

To advance the aforementioned initiatives, we embarked on restructuring with the aim of enhancing our planning and development capabilities as well as securing and developing

talented personnel to operate the facilities. A new Group company, Bandai Namco Experience Inc., was established as a result of the restructuring. The company is part of a trinity with Bandai Namco Amusement, responsible for facility operations, and Bandai Namco Amusement Lab Inc., which develops amusement machines. As the "experience" in the name suggests, the company strives to deliver an experience-based value unique to the Bandai Namco Group.

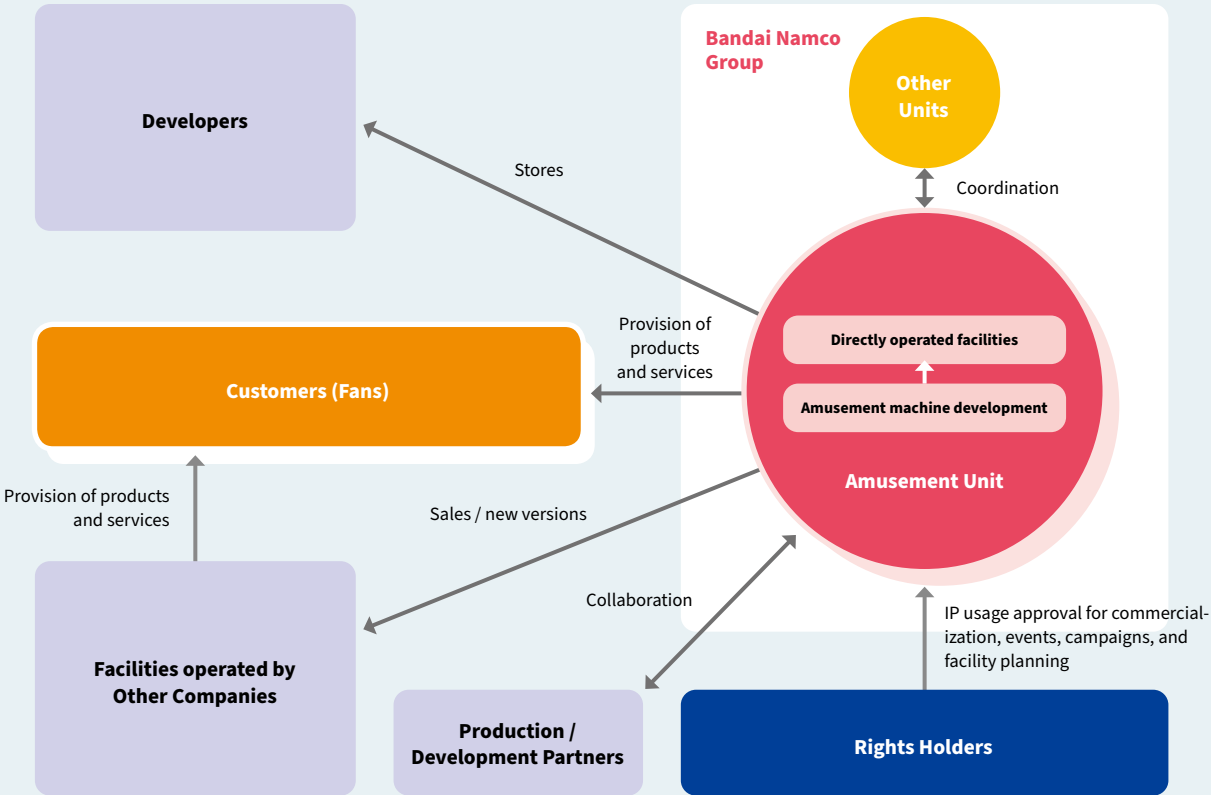
In terms of the IP axis strategy, the Amusement Unit is able to feel and experience the passion of fans through its physical locations. Through our efforts to deepen collaborations with various Group companies, it has become clear that the physical stores of the Amusement Unit play an increasingly important role as physical touch points with customers. Accordingly, we will strengthen planning activities that utilize IPs and bolster efforts to expand experience-based retail stores, thereby enhancing our unique presence. The Unit's distinctiveness is rooted in its business activities, namely, offering places that provide a fun experience and serve as a physical platform for rolling out the Group's products and services. Moving forward, we will refine said distinctiveness as we continue to provide physical locations for direct interactions with fans.



Hiroshi Kawasaki

Director (Part-Time)
In Charge of Amusement Unit
Bandai Namco Holdings Inc.
President and CEO
Bandai Namco Experience Inc.

Example of Business Model in the Amusement Unit



MAIN STRATEGIES

- **TRANSFORM 2.0** - Promote business innovation
- **CONTROL 2.0** - Enhance internal controls
- **UNITE 2.0** - Promote collaborations
- **SUSTAINABILITY** - Build a sustainable business foundation

FY2026.3 NUMERICAL TARGETS

Segment sales **¥150.0 billion**
Segment profit **¥9.5 billion**

Results forecasts are as of May 2025.

FY2025.3 RESULTS AND RELATED DATA

Sales by Major Category

AMUSEMENT MACHINES AMUSEMENT FACILITIES
¥33.6 billion **¥105.0 billion**

Number of Amusement Facilities (Global Total)

DIRECTLY MANAGED FACILITIES REVENUE-SHARING FACILITIES*
236 facilities **814 facilities**
OTHER DIRECTLY MANAGED FACILITIES TOTAL
99 facilities **1,149 facilities**

* Contracted stores under the revenue-sharing facilities: Revenues from the operation of amusement machines are shared.