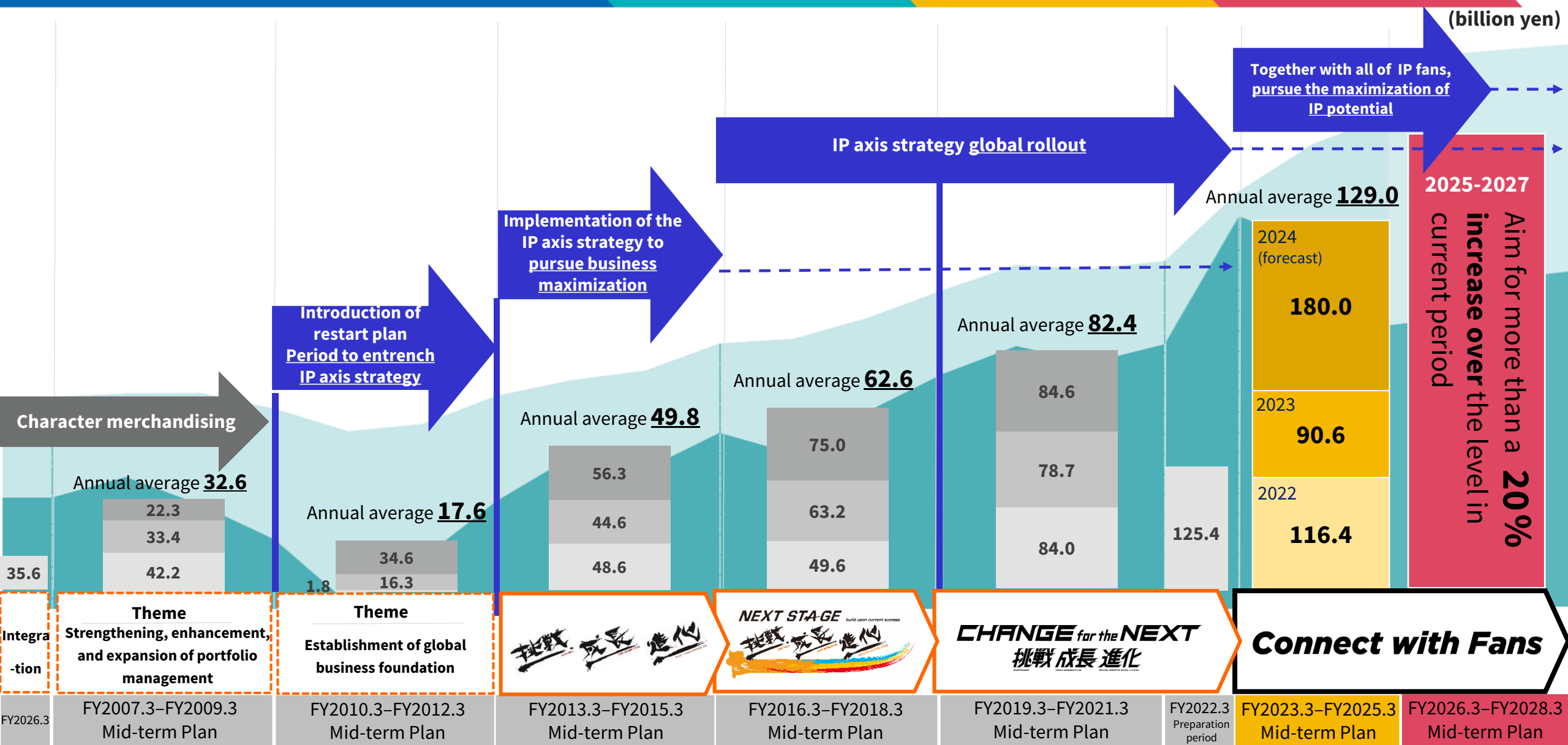


# Bandai Namco Group Mid-term Plan

## FY2026.3–FY2028.3



# Average Operating Profit During the Period of the Mid-term Plan



## □ Formulation of Purpose

# Fun for All into the Future

Bandai Namco exists to share dreams, fun and inspiration with people around the world. Connecting people and societies in the enjoyment of uniquely entertaining products and services, we're working to create a brighter future for everyone.

## □ Change of Brand Logo

**BANDAI NAMCO**

Fun for All into the Future

## Results of the current Mid-term Plan

- Growth in products and services for established IP
- Growth in existing business categories
- Expansion of global rollouts
- Reinforced collaboration between Units and businesses
- Increase in awareness of Bandai Namco brand

## Mid to Long-Term Vision

***Connect with Fans***

# We Grow by Connecting with More Fans

## Shareholders

Initiatives to encourage longer-term support

**Adopting 360° connections with various fans as an important theme of the new Mid-term Plan**

## Society

Initiatives to fulfill our social responsibility

## Partners

Initiatives to expand the potential of the Group

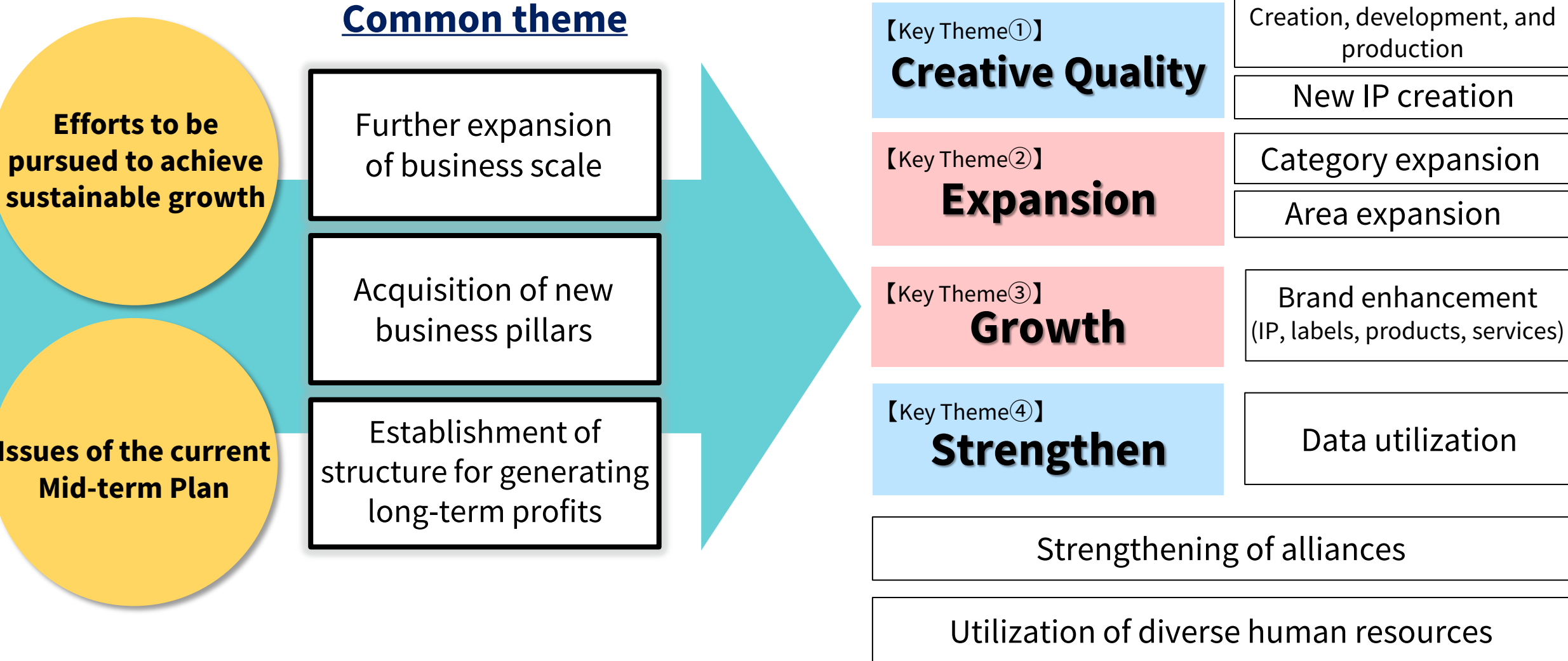
## Employees

Initiatives to promote the further growth of diverse human resources

## IP Fans

Initiatives to maximize IP potential for the future

# The Overall Theme of the Group





# The Overall Theme of the Group

【Key Theme①】

## Creative Quality

Creation, development, and production

New IP creation

- Create new experience-based value unique to Bandai Namco
- Continue to take on the challenge of new IP creation
- Pursue greater efficiency

【Key Theme②】

## Expansion

Category expansion

Area expansion

- Expand areas in which we roll out existing businesses
- Establish robust local sales networks
- Expand scope of products and services and offer them to fans

【Key Theme③】

## Growth

Brand enhancement  
(IP, labels, products, services)

- Strengthen licensing business
- Create worldviews together with IP fans, thereby enhancing brand power

【Key Theme④】

## Strengthen

Data utilization

- Utilize the Data Universe concept
- New technology utilization

Strengthening of alliances

- Strengthen cooperation with external partners
- Promote efforts by CW360

Utilization of diverse human resources

- Secure and develop human resources based on the characteristics of each business
- Develop talent who can play an active role across the Group
- Pursue work-friendly environments that cater to the characteristics of each business (engagement)
- Secure and develop corporate talent who can play an active role across the Group

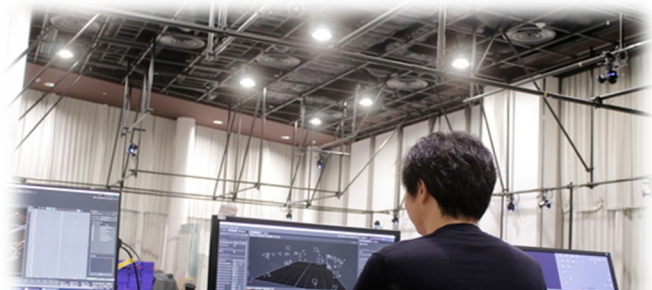
# “Creative Quality”

Content creation,  
development, and production

New IP creation

**BANDAI NAMCO**  
Fun for All into the Future

## Positioning *monozukuri* as the starting point of the group Creating products and services based on unique ideas



Strengthen game development structure



Strengthen production structure

Commence operations of new factory



Pursue co-creation together  
with our business partners

Enhance planning and  
development and create new IP



Create new experience-based value

Restructure the Amusement Unit

# “Expansion”

Category expansion

Area expansion

**BANDAI NAMCO**  
Fun for All into the Future

## We aim to increase fans around the world by expanding our area of rollouts as well as product categories

Create multilingual products



Japanese version

English version

French version

Strengthen e-commerce



Promote collaborations with local IPs and companies



LEGENDARY

Expand contact points with fans at stores and live events



Evolve marketing structure in the Digital Business

### Expansion of rollout areas and product categories

### Establishment of visual and music operating company in North America

Maximize IP potential across the globe

# “Growth”

Brand enhancement  
(IP, labels, products, services)

**BANDAI NAMCO**  
Fun for All into the Future

**Fostering brands that are deeply loved by many fans over time by recognizing the importance of continuously nurturing the IP we create**



THEIDOLM@STER.

Tamag@tchi

**Strengthen licensing business**

Increase the popularity of titles within our series  
Develop and effectively utilize brands at appropriate times

**Establish titles and strengthen brand power**



**Hold pavilion exhibit  
at World Expo Osaka, Kansai**

“Keep nurturing”

Brand enhancement  
(IP, labels, products, services)

**BANDAI NAMCO**  
Fun for All into the Future



## Bandai Namco Group

# Plastic Environmental Consideration Policy

The Bandai Namco Group is dedicated to responsible plastic use, aligning our passion for entertainment with our environmental responsibilities.

We acknowledge the environmental toll of single-use plastics and are actively addressing this challenge. By integrating recycled plastics and alternative materials into our products and packaging, we are striving for a sustainable future where waste is reduced, and resources are used more efficiently.

Utilizing accumulated data to the greatest extent possible to evolve our business through “Strengthen”



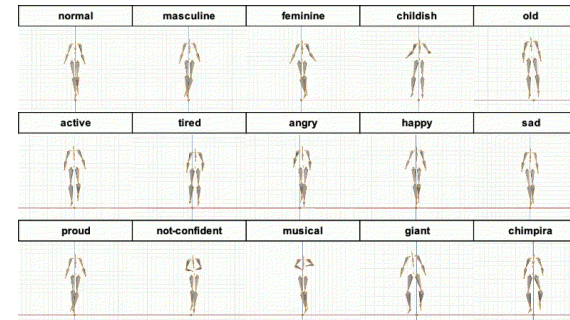
Data accumulation

Data collection and visualization

Data utilization

▶ Analyzing data based on usage and utilizing it in marketing plans, demand forecasting, etc.

New technology utilization



▶ Strengthening collaboration between external partners and the company’s technology department

# Strengthening of Alliances

We established **CW360** within Bandai Namco Holdings with the aim of strengthening alliances with partner companies.



**Provide support for business growth, thereby realizing Groupwide growth**

# Strengthening of Alliances    Utilization of Diverse Human Resources



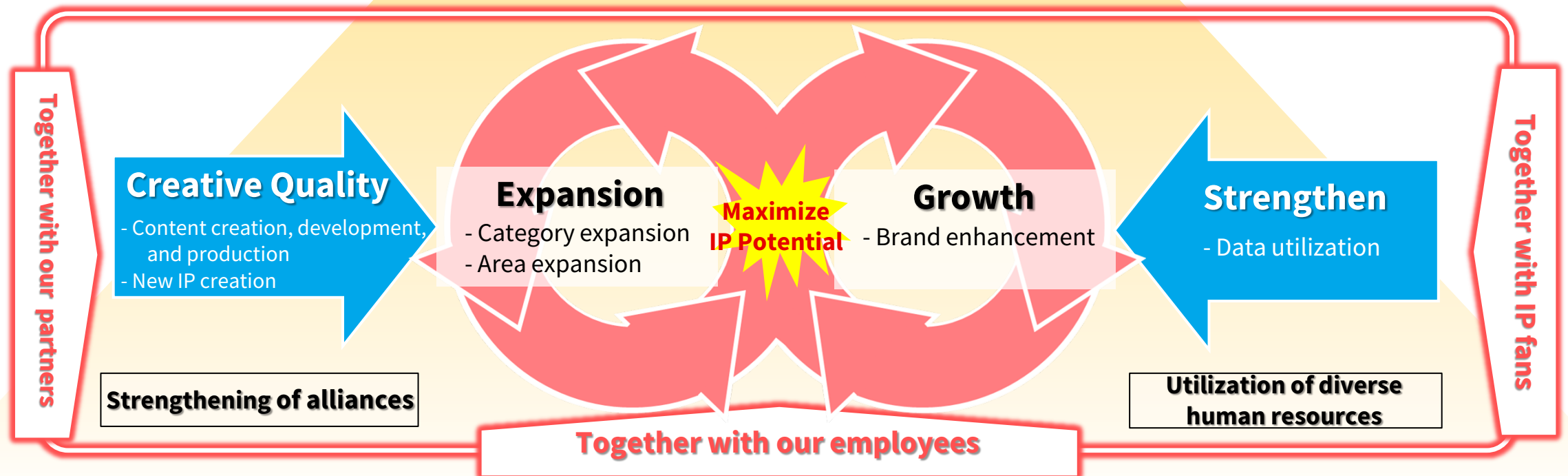
Develop human resources through efforts to strengthen alliances,  
including via equity investment

Cultivate the next-generation of talent through experience with new projects and at new companies, etc.



## Mid to Long-Term Vision: **Connect with Fans**

Expand the potential of IP and develop businesses that create a chain of smiles with fans around the world.



# New Organization (BNHD)

Bandai Namco Holdings Inc.



## < Full-Time Executive >



Chairman and Director

**Masaru Kawaguchi**



President and Representative Director

**Yuji Asako**



Vice President and Director

**Nobuhiko Momoi**



Director

**Takashi Tsuji**



Director

**Noriko Fujita**

New appointment

New appointment

## <Part-time>

Director (Part-time)  
Director (Part-time)  
Director (Part-time)  
Director (Part-time)  
Director (Part-time, Outside)  
Director (Part-time, Outside)

Kazuhiro Takenaka  
Nao Udagawa  
Makoto Asanuma  
Hiroshi Kawasaki  
Toshio Shimada  
Koichi Kawana

## <Audit & Supervisory Committee members>

Director Audit & Supervisory Committee member  
Director Audit & Supervisory Committee member(Part-time, Outside)  
Director Audit & Supervisory Committee member(Part-time, Outside)  
Director Audit & Supervisory Committee member(Part-time, Outside)

Takashi Kaneko  
Toru Shinoda  
Satoko Kuwabara  
Takayuki Komiya

# New Organization (Unit)

Bandai Namco Holdings Inc.



## Toys and Hobby Unit

Business Management Company: BANDAI CO., LTD.



**Kazuhiro  
Takenaka**

## Digital Unit

Business Management Company: Bandai Namco Entertainment Inc.



**Nao  
Udagawa**

## Visual and Music Unit

Business Management Company: Bandai Namco Filmworks Inc.



**Makoto  
Asanuma**

## Amusement Unit

Business Management Company: Bandai Namco Experience Inc.



**Hiroshi  
Kawasaki**

## Affiliated Business Companies

Bandai Namco Business Arc Inc.



**New appointment**  
**Noriko  
Fujita**

# Business Strategy for the New Mid-term Plan for FY2026.3–FY2028.3

## Toys and Hobby Unit Business Strategy

**Expand a broad range of IP and businesses on a continuous and worldwide basis**

**<MAIN STRATEGIES>**

- Maximize MD of IP worldwide
- Strengthen operations in North America and China
- Bolster direct marketing activities
- Promote Mirai and creation

## Digital Unit Business Strategy

**Accelerate growth by bolstering business foundation**

**<MAIN STRATEGIES>**

- Promote game portfolio
- Strengthen development capabilities
- Challenge and expand IP axis businesses

## Visual and Music Unit Business Strategy

**Create quality IPs, which are the source of the Group's growth, and deliver and foster them across the globe**

**<MAIN STRATEGIES>**

- Strengthening IP creation
  - Expand licensing business
  - Strengthen and expand Film Business
  - Expand business on a global basis
- Strengthen and expand music and live event businesses
- Promote personnel strategy

## Amusement Unit Business Strategy

**Further evolve unique forms of entertainment as the Group's platform for engagement**

**<MAIN STRATEGIES>**

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

# Main Reforms to Group Organization

## Bandai Namco Holdings

### Establishment of CW360

April 1, 2025

- Strengthen alliances with external partners and collaborations between businesses, based on the vision of Connect with Fans
- Promote initiatives to form 360°connections with fans

## Visual and Music Unit

### Establishment of Bandai Namco Filmworks America

Establishment on April 1, 2025

- Serve as contact point for investment in the production of live-action Gundam film
- Expand overseas licensing business
- Maximize value of Gundam series brand overseas

## Amusement Unit

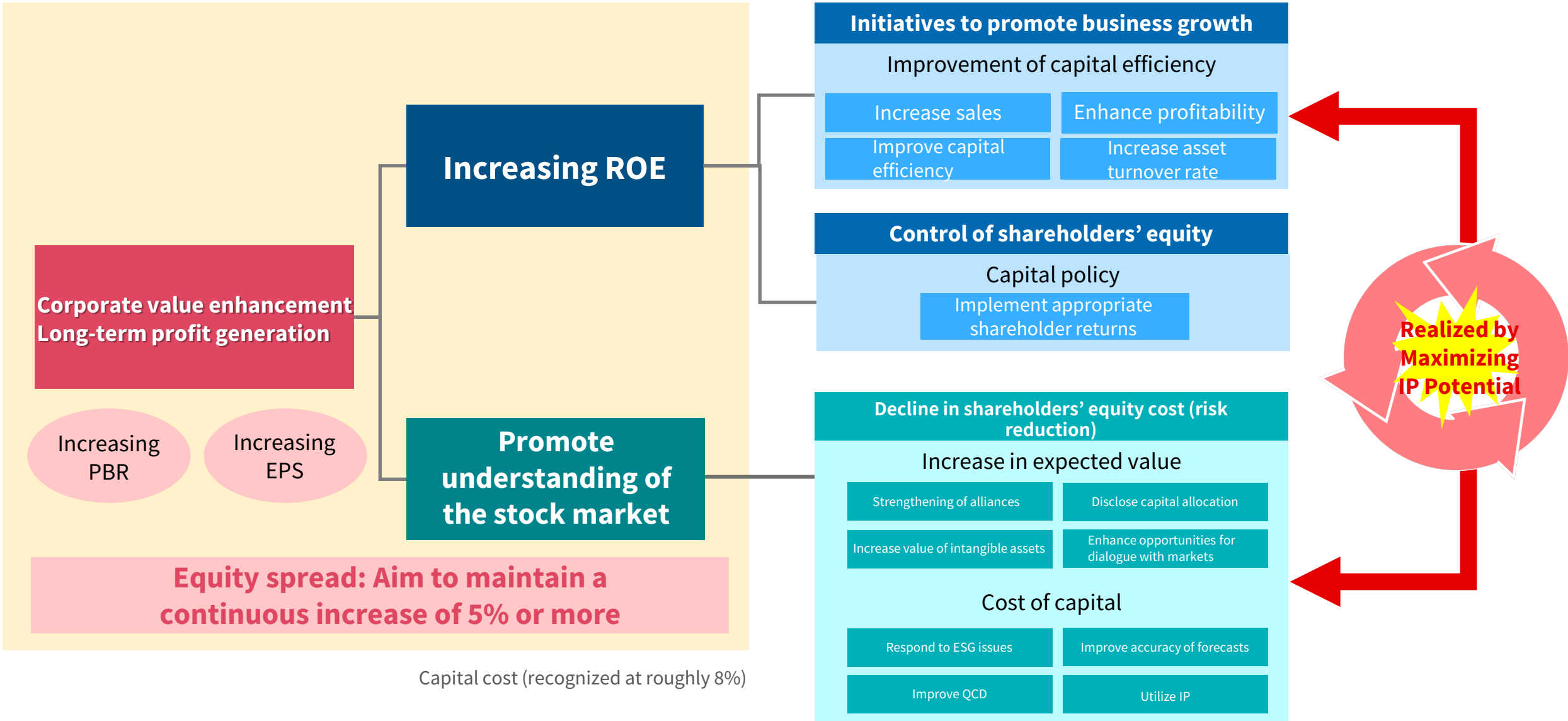
### Establishment of Bandai Namco Experience

Establishment on February 14, 2025

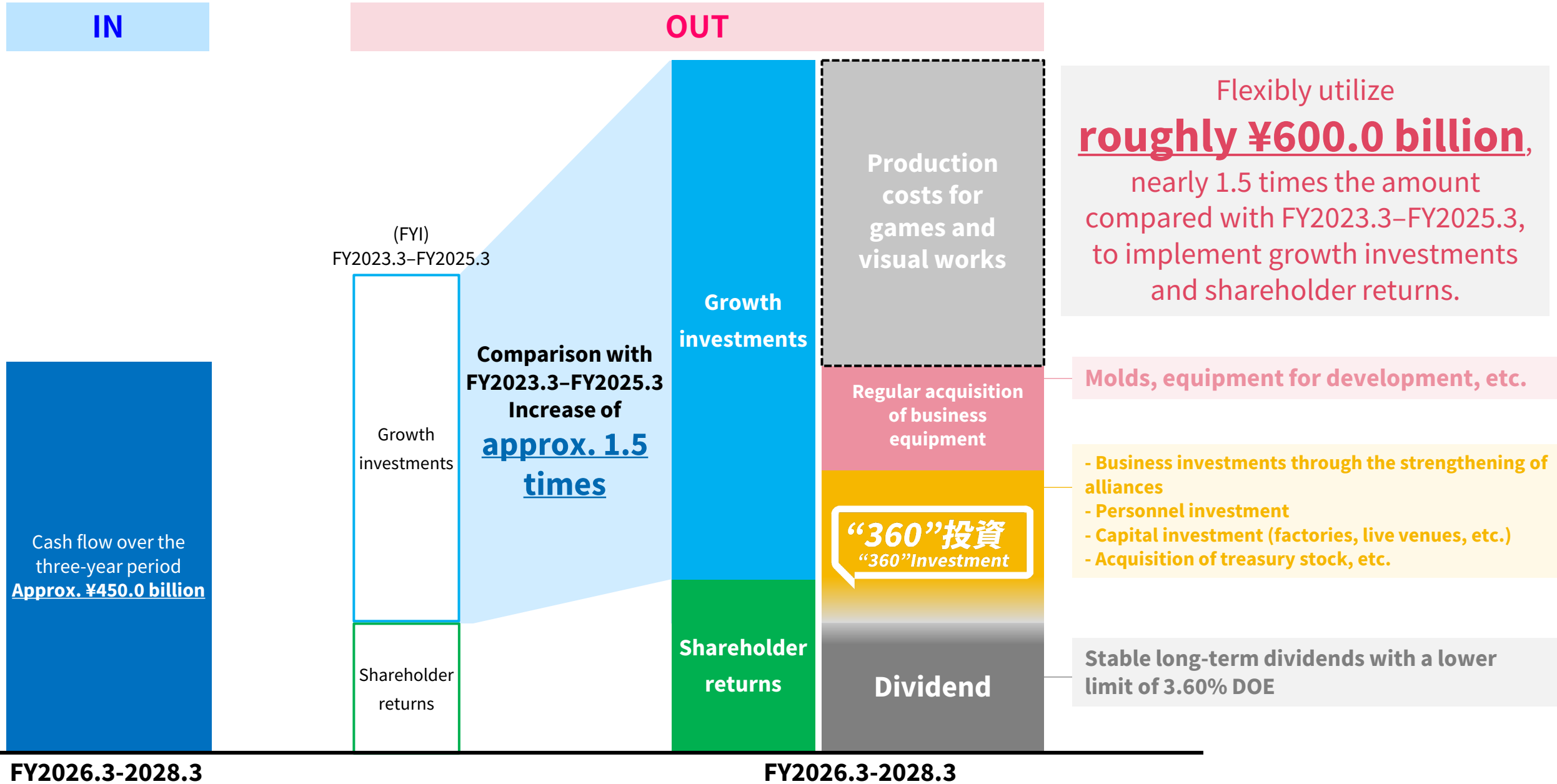
Establishment following organizational restructuring aimed at strengthening planning and development capabilities within Units and bolstering efforts to acquire and cultivate talent to manage facilities

Engages in the real entertainment business, including the planning and sales of amusement machines, as well as the planning of facilities that leverage IPs and amusement facilities.

# Capital Policy



# Capital Allocation



# “360°” Investment

BANDAI NAMCO

Fun for All into the Future

## Shareholders

Initiatives to encourage longer-term support

Enhancement of shareholder value

Investment to establish 360° connections with fans

“360”投資  
“360”Investment

Expected investment of ¥150.0 billion over three-year period

## Society

Initiatives to fulfill our social responsibility

Responding to ESG issues, etc.

Strive for future corporate value enhancement and long-term profits

## Partners

Initiatives to expand the potential of the Group

Bolstering alliances including equity investment, etc.

## Employees

Initiatives to promote the further growth of diverse human resources

Investing in human capital, establishing work environments, etc.

## IP Fans

Initiatives to maximize IP potential for the future

Strengthening IP creation and development capabilities, etc.



**We have revised our shareholder return basic policy based on results for shareholder returns to date and the recent trends.**

## Before revision

Basic policy of maintaining stable dividends over the long term and enhancing awareness of the cost of capital, targeting a total return ratio of 50% or more based on stable dividend payments of 2% of DOE (dividends on equity).



## After revision

Further strengthen the competitiveness of the Group, and ranks the appropriate return of profits to shareholders as one of its highest priorities in the management, **and its basic policy is to have a total return ratio of 50% or higher.**

- **Implement long-term stable dividends with a minimum DOE (dividend on equity) of 3.60%**
- **Acquire treasury share as appropriate with an awareness of capital cost**

# FY2026.3–FY2028.3 Mid-Term Plan Targets

Target for the final year of the Mid-term Management Plan

<b>Consolidated net sales</b>	<b>¥1,450.0 billion</b>
<b>Consolidated operating profit</b>	<b>¥200.0 billion</b>
<b>Overseas sales ratio</b> (on destination basis)	<b>50% or more</b>

Ongoing goals

<b>Operating profit margin</b>	<b>Above 12% on a continuous basis</b>
<b>Equity spread</b>	<b>Above 5% on a continuous basis</b>

# **Fostering a Growth Environment** **Where Each Business Can Freely and Boldly** **Take on Challenges**



## Bandai Namco's Purpose

# Fun for All into the Future

Bandai Namco exists to share dreams, fun and inspiration with people around the world. Connecting people and societies in the enjoyment of uniquely entertaining products and services, we're working to create a brighter future for everyone.



# Reference Materials: FY2028.3 Numerical Targets

<b>FY2028.3 Numerical Targets</b>		
		(billion yen)
<b>Toys and Hobby</b>	Segment sales	<b>700.0</b>
	Segment profit	<b>125.0</b>
<b>Digital</b>	Segment sales	<b>510.0</b>
	Segment profit	<b>68.0</b>
<b>Visual and Music</b>	Segment sales	<b>100.0</b>
	Segment profit	<b>14.0</b>
<b>Amusement</b>	Segment sales	<b>165.0</b>
	Segment profit	<b>10.0</b>
<b>Other</b>	Segment sales	<b>48.0</b>
	Segment profit	<b>2.0</b>
<b>Elimination and Corporate</b>	Segment sales	<b>-73.0</b>
	Segment profit	<b>-19.0</b>
<b>Consolidated</b>	Net sales	<b>1,450.0</b>
	Operating profit	<b>200.0</b>

## 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. This document is a translation of the Japanese original. Bandai Namco Holdings Inc. provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise. In the event of any discrepancy, the Japanese original shall prevail.

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