



Fun for All into the Future

February 5, 2025

Name of listed company:

Bandai Namco Holdings Inc.

Name of representative:

Masaru Kawaguchi,

President and Representative Director

(Code Number: 7832 TSE Prime Market)

Contact: Yuji Asako, Director

Formulation of the Bandai Namco Group's New Mid-term Plan

(April 2025 to March 2028)

Guided by our Mid to Long-term Vision “Connect with Fans,” we aim for corporate value enhancement and long-term profit generation.

The Bandai Namco Group announces the formulation of a three-year Mid-term Plan for the period from April 2025 to March 2028. With the start of the new Mid-term Plan, the Group will be continuing to strengthen the IP axis strategy* in the global markets with the aim of achieving sustainable growth in the medium to long term. In the Mid-term Plan, in accordance with our Purpose “Fun for All into the Future” and Mid- to Long-term Vision “Connect with Fans,” the Group will connect with IP fans, a wide range of business partners, shareholders, Group employees, and communities around the world to promote various initiatives to maximize IP value, while working to build a stronger management foundation for growth. Through promoting such initiatives, the Group aims to improve corporate value and generate long-term profits.

In promoting our Mid-term Plan, we have made revisions to such areas as the structure of the Board of Directors and our business Unit structure. These revisions were carried out with the aim of enhancing our robust management foundation—including strengthening our financial foundation and governance structure and creating growth environments where Group employees take on new challenges—and maximizing IP potential.

Also, we have disclosed our approach to capital policy with the aim of enhancing our corporate value over the medium to long term and generating long-term profits. The details on the next Mid-term Plan can be found in the attached documents.

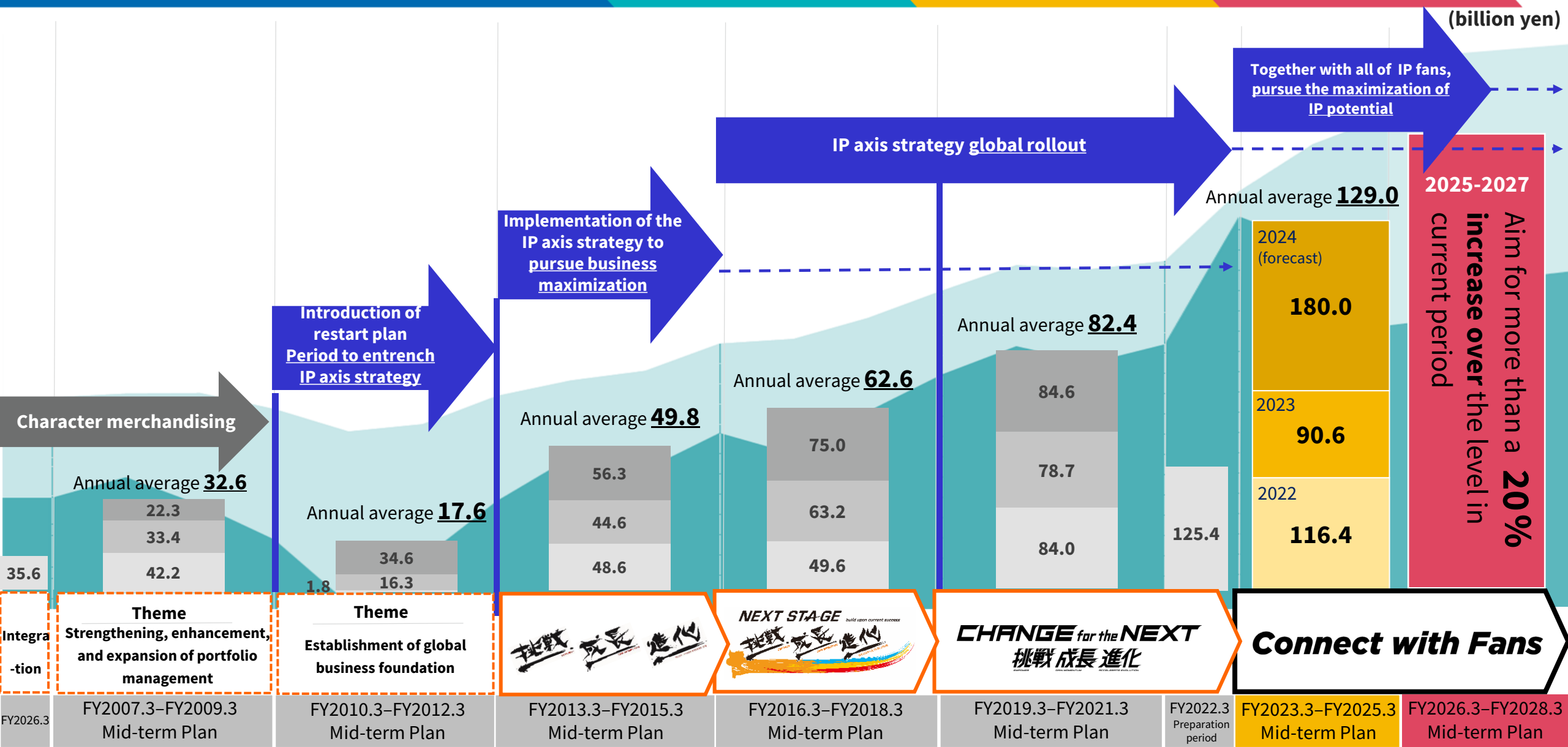
* IP axis strategy

Under our business model, we work to maximize the value of characters and other intellectual property (IP) in order to roll out the optimal products and services in the optimal regions at the optimal times.

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

Society

Initiatives to fulfill our social responsibility

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

Partners

Initiatives to expand the potential of the Group

IP Fans

Initiatives to maximize IP potential for the future

Employees

Initiatives to promote the further growth of diverse human resources

The Overall Theme of the Group

Common theme

**Efforts to be
pursued to achieve
sustainable growth**

**Issues of the current
Mid-term Plan**

Further expansion
of business scale

Acquisition of new
business pillars

Establishment of
structure for generating
long-term profits

【Key Theme①】

Creative Quality

Creation, development, and
production

New IP creation

【Key Theme②】

Expansion

Category expansion

Area expansion

【Key Theme③】

Growth

Brand enhancement
(IP, labels, products, services)

【Key Theme④】

Strengthen

Data utilization

Strengthening of alliances

Utilization of diverse human resources

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

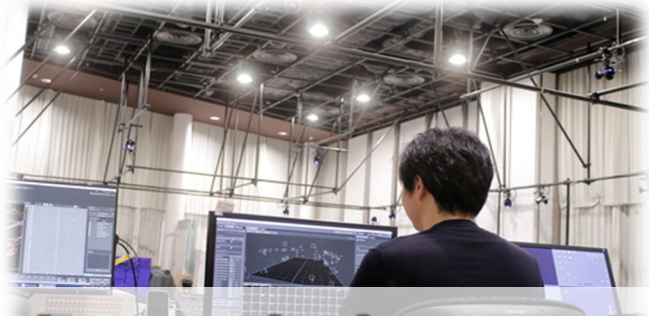
“Creative Quality”

Content creation,
development, and production

New IP creation

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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

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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

Expand contact points with fans at stores and live events



Strengthen e-commerce



Evolve marketing structure in the Digital Business

Promote collaborations with local IPs and companies



BANDAI NAMCO



LEGENDARY

Establishment of visual and music operating company in North America



Maximize IP potential across the globe

Expansion of rollout areas and product categories

“Growth”

Brand enhancement
(IP, labels, products, services)

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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)

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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”



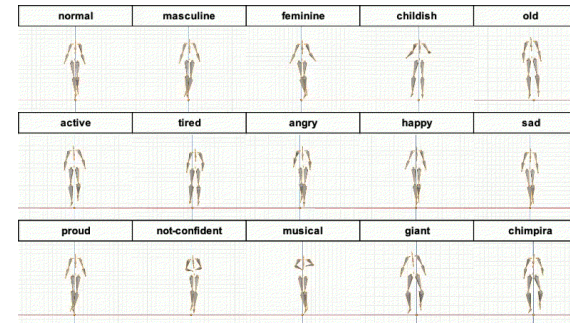
Data accumulation

**Data collection and
visualization**

Data utilization

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

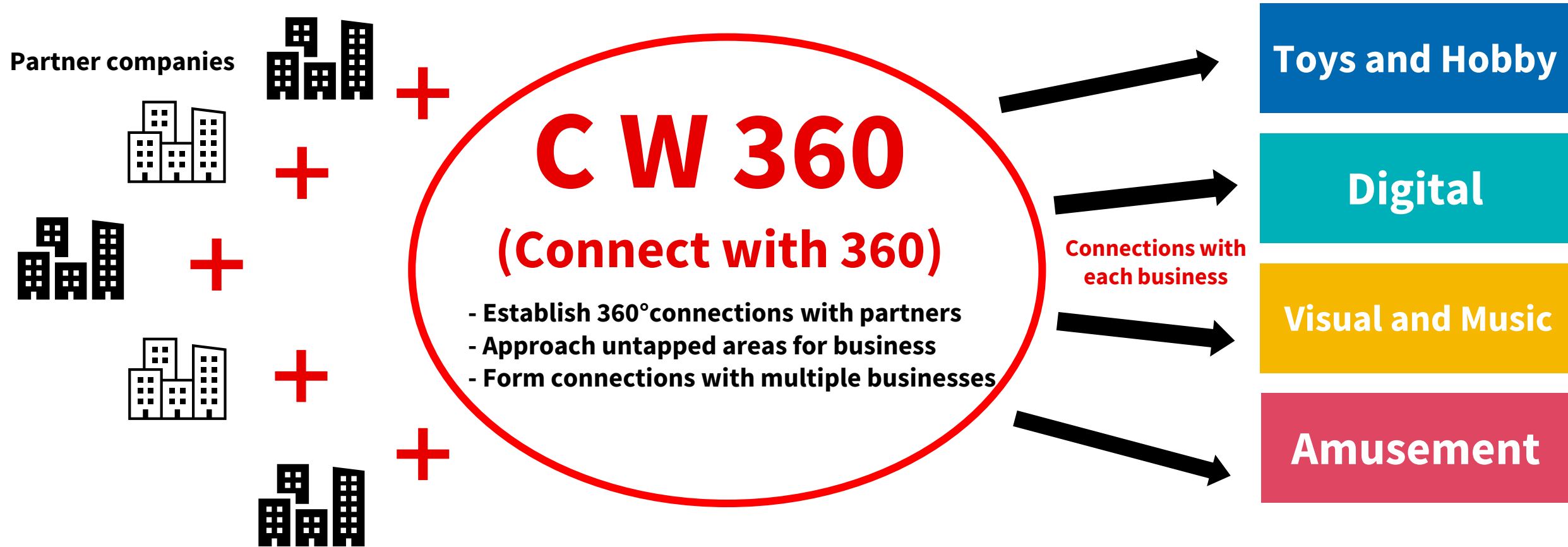
New technology utilization



► 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

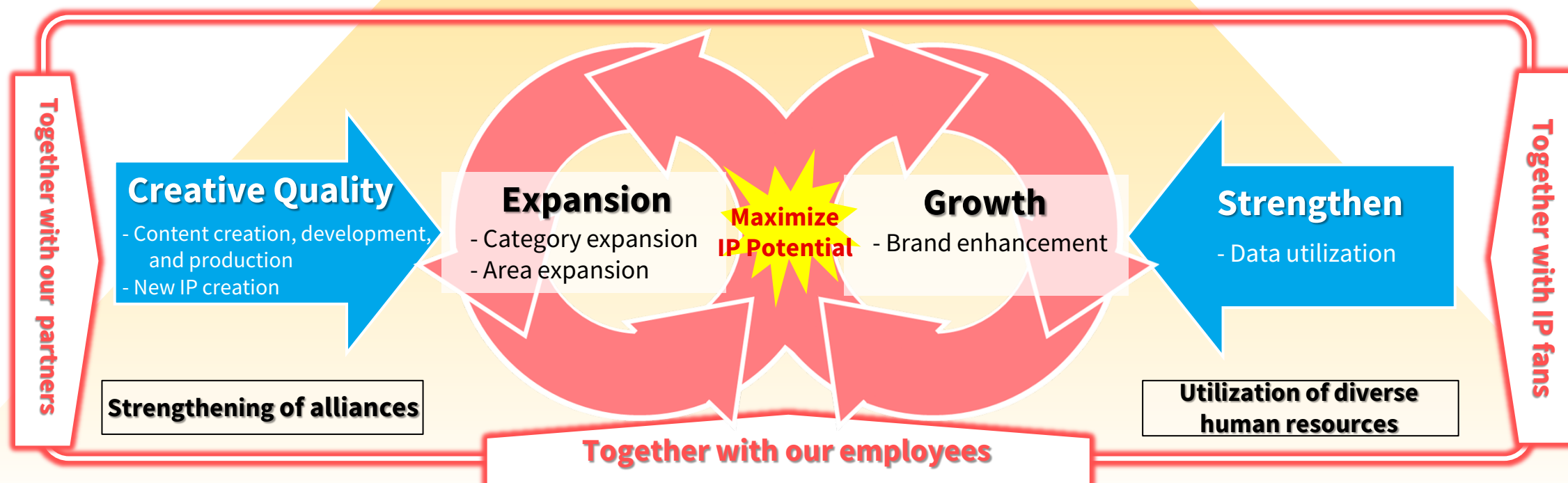


Develop human resources through efforts to strengthen alliances,
including via equity investment

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

New appointment



Director

Takashi Tsuji

New appointment



Director

Noriko Fujita

<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 | Takashi Kaneko |
| Director Audit & Supervisory Committee member(Part-time, Outside) | Toru Shinoda |
| Director Audit & Supervisory Committee member(Part-time, Outside) | Satoko Kuwabara |
| Director Audit & Supervisory Committee member(Part-time, Outside) | 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

Corporate value enhancement
Long-term profit generation

Increasing
PBR

Increasing
EPS

Increasing ROE

**Promote
understanding of
the stock market**

**Equity spread: Aim to maintain a
continuous increase of 5% or more**

Capital cost (recognized at roughly 8%)

Initiatives to promote business growth

Improvement of capital efficiency

Increase sales

Enhance profitability

Improve capital
efficiency

Increase asset
turnover rate

Control of shareholders' equity

Capital policy

Implement appropriate
shareholder returns

Decline in shareholders' equity cost (risk reduction)

Increase in expected value

Strengthening of alliances

Disclose capital allocation

Increase value of intangible assets

Enhance opportunities for
dialogue with markets

Cost of capital

Respond to ESG issues

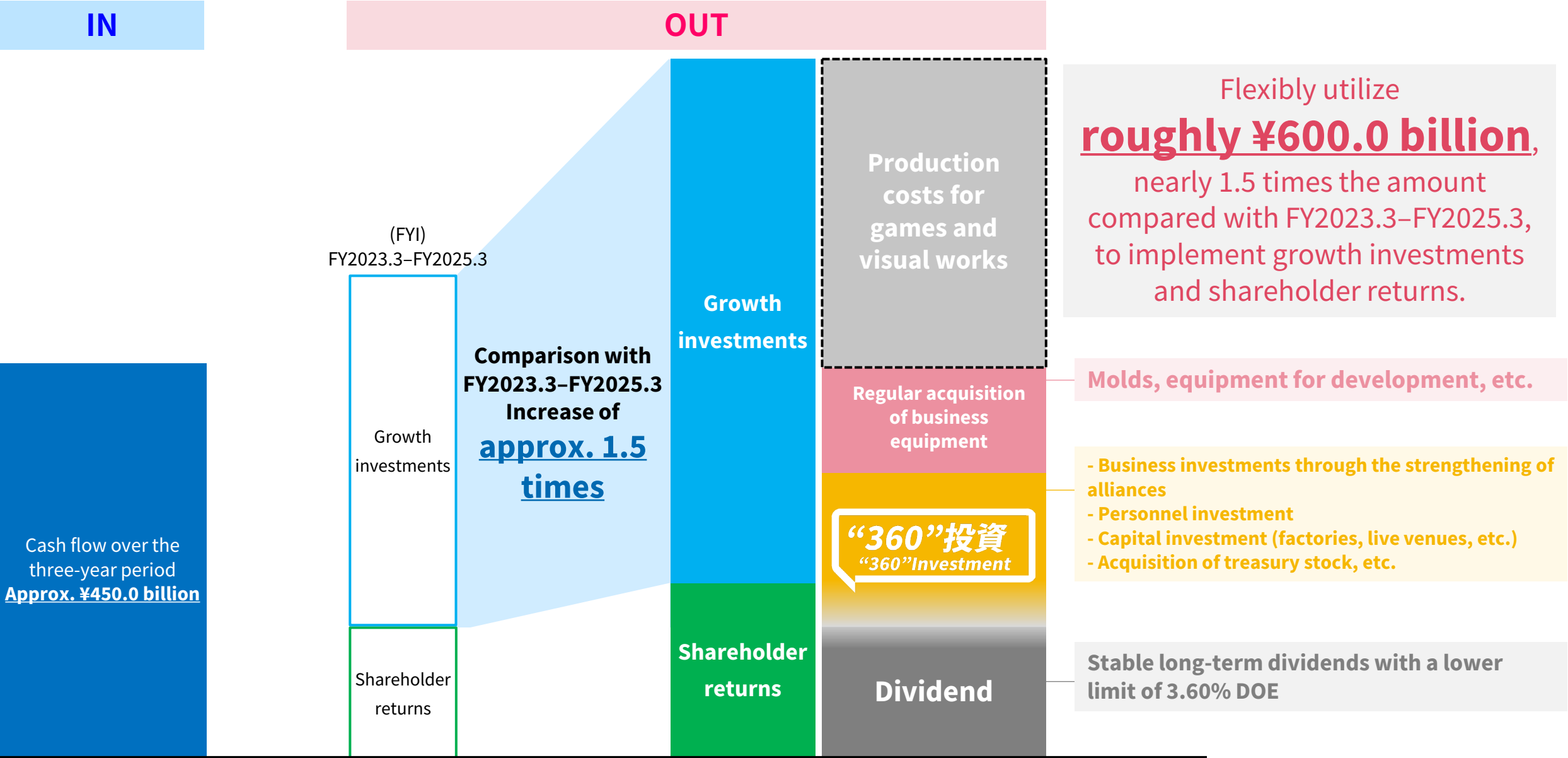
Improve accuracy of forecasts

Improve QCD

Utilize IP

**Realized by
Maximizing
IP Potential**

Capital Allocation



FY2026.3-2028.3

FY2026.3-2028.3

“360°” Investment

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

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

Ongoing goals

Operating profit margin	Above 12% on a continuous basis
Equity spread	Above 5% on a continuous basis

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

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

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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