



# NAMCO BANDAI Holdings Inc.

## Financial Highlights for the Fiscal Year Ended March 2011

### NAMCO BANDAI Holdings Inc.: Consolidated Financial Results

#### Summary of Income Statement

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3					
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	% vs. prior year
Net Sales	459,132	460,473	426,399	378,547	173,595	220,583	394,178	165,000	95.0%	235,000	106.5%	400,000	101.5%
Gross Profit	168,079	164,072	146,023	128,753	62,363	77,051	139,414	58,500	93.8%	81,500	105.8%	140,000	100.4%
Operating Income	42,224	33,411	22,348	1,883	5,067	11,271	16,338	3,000	59.2%	13,500	119.8%	16,500	101.0%
Recurring Income	45,615	36,198	24,513	1,907	5,006	11,393	16,399	3,000	59.9%	13,500	118.5%	16,500	100.6%
Net Income	24,252	32,679	11,830	-29,928	-1,930	3,778	1,848	500	-	7,500	198.5%	8,000	432.8%

#### Net Sales by Segment

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3					
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	% vs. prior year
Toys and Hobby	185,586	180,164	165,725	148,843	72,224	86,150	158,374	68,000	94.2%	92,000	106.8%	160,000	101.0%
Content	194,683	194,666	184,529	167,471	71,452	108,464	179,917	68,000	95.2%	112,000	103.3%	180,000	100.0%
Amusement Facility	88,196	89,829	77,269	65,362	31,604	30,733	62,337	30,500	96.5%	30,500	99.2%	61,000	97.9%
Other	20,900	19,809	19,009	15,790	8,701	9,802	18,503	10,000	114.9%	11,000	112.2%	21,000	113.5%
Elimination and Corporate	-30,234	-23,997	-20,133	-18,921	-10,386	-14,567	-24,953	-11,500	-	-10,500	-	-22,000	-
Total	459,132	460,473	426,399	378,547	173,595	220,583	394,178	165,000	95.0%	235,000	106.5%	400,000	101.5%

#### Operating Income by Segment

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3							
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	OP Margin	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	OP Margin	% vs. prior year
Toys and Hobby	17,403	14,309	11,533	10,786	7,072	6,740	13,812	8.7%	4,000	56.6%	6,500	96.4%	10,500	6.6%	76.0%
Content	21,887	19,530	11,648	-7,760	-2,600	5,693	3,092	1.7%	-1,000	-	7,500	131.7%	6,500	3.6%	210.2%
Amusement Facility	4,004	1,631	393	284	1,520	258	1,778	2.9%	1,200	78.9%	300	115.9%	1,500	2.5%	84.3%
Other	1,017	753	565	322	429	380	810	4.4%	300	69.8%	200	52.5%	500	2.4%	61.7%
Elimination and Corporate	-2,088	-2,813	-1,792	-1,749	-1,354	-1,801	-3,156	-	-1,500	-	-1,000	-	-2,500	-	-
Total	42,224	33,411	22,348	1,883	5,067	11,271	16,338	4.1%	3,000	59.2%	13,500	119.8%	16,500	4.1%	101.0%

\* Game Contents and Network were integrated in FY2010.3 and Game Contents and Visual and Music Content were integrated in FY2011.3.

Figures for Content for FY2007.3 and FY2008.3 are simple sum of the three segments, and figures for Content in FY2009.3 are simple sum of Game Contents and Visual and Music Content.

#### Reference: Net Sales by Region (External sales after elimination)

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3					
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	% vs. prior year
Japan	356,248	346,736	319,535	286,209	139,732	172,623	312,356	136,000	97.3%	175,500	101.7%	311,500	99.7%
Americas	52,315	52,623	48,337	29,269	13,669	14,352	28,021	9,000	65.8%	22,000	153.3%	31,000	110.6%
Europe	37,763	46,387	45,004	45,955	13,529	23,494	37,023	14,000	103.5%	26,500	112.8%	40,500	109.4%
Asia	12,805	14,726	13,522	17,112	6,664	10,113	16,777	6,000	90.0%	11,000	108.8%	17,000	101.3%
Elimination and Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	459,132	460,473	426,399	378,547	173,595	220,583	394,178	165,000	95.0%	235,000	106.5%	400,000	101.5%

#### Reference: Operating Income by Region

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3							
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	OP Margin	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	OP Margin	% vs. prior year
Japan	33,127	24,480	15,863	5,537	9,615	13,962	23,578	7.5%	6,500	67.6%	12,000	85.9%	18,500	5.9%	78.5%
Americas	3,376	2,318	872	-3,324	-1,881	-3,776	-5,658	-	-2,000	-	1,000	-	-1,000	-	-
Europe	5,253	6,830	6,248	-388	-1,883	661	-1,221	-	-500	-	1,000	151.1%	500	1.2%	-
Asia	2,730	2,854	2,289	2,768	854	1,554	2,409	14.4%	500	58.5%	1,000	64.3%	1,500	8.8%	62.3%
Elimination and Corporate	-2,263	-3,072	-2,926	-2,708	-1,638	-1,131	-2,770	-	-1,500	-	-1,500	-	-3,000	-	-
Total	42,224	33,411	22,348	1,883	5,067	11,271	16,338	4.1%	3,000	59.2%	13,500	119.8%	16,500	4.1%	101.0%

#### Other Data

(millions of yen)

	FY2007.3	FY2008.3	FY2009.3	FY2010.3	FY2011.3			FY2012.3					
	Full Year Results	Full Year Results	Full Year Results	Full Year Results	1st Half Results	2nd Half Results	Full Year Results	1st Half Forecasts	% vs. prior year	2nd Half Forecasts	% vs. prior year	Full Year Forecasts	% vs. prior year
Capital Investments	20,331	19,757	14,658	11,587	5,170	5,598	10,768	6,000	116.0%	9,000	160.8%	15,000	139.3%
Depreciation	21,200	24,796	22,545	18,988	7,766	10,234	18,000	9,000	115.9%	12,000	117.2%	21,000	116.7%
R&D Investments	32,116	34,934	33,864	38,525	20,227	19,875	40,102	19,000	93.9%	19,000	95.6%	38,000	94.8%
Advertising Expenses	31,031	30,549	28,409	29,514	12,127	16,654	28,782	12,000	98.9%	18,500	111.1%	30,500	106.0%
Personnel Expenses	36,024	37,280	35,004	39,201	20,121	20,236	40,357	19,500	96.9%	20,000	98.8%	39,500	97.9%

#### Forward-looking Statements:

This document contains figures that are based on the information currently available to management and estimates involving uncertain factors thought likely to have an effect on future results.

## Group Total

### 【Net Sales by Character】

	billion yen				
	FY2009.3	FY2010.3	FY2011.3	FY2012.3 (Plan)	
	Full Year	Full Year	Full Year	1st Half	Full Year
Mobile Suit Gundam	42.8	34.6	38.2	15.5	42.0
Masked Rider	10.4	20.0	26.4	9.2	19.5
Power Rangers	25.6	17.5	13.7	7.2	18.0
ONE PIECE	4.6	4.3	15.5	7.2	16.0
Pretty Cure	11.3	12.8	13.5	6.0	12.0
BEN10	13.0	17.9	12.0	3.8	10.0

## Toys and Hobby Business

### 【Net Sales by Character (BANDAI non-consolidated)】

	billion yen				
	FY2009.3	FY2010.3	FY2011.3	FY2012.3 (Plan)	
	Full Year	Full Year	Full Year	1st Half	Full Year
Masked Rider	8.7	17.5	23.0	8.5	17.0
Mobile Suit Gundam	16.0	14.4	13.4	5.0	16.0
Pretty Cure	10.5	11.9	12.5	5.5	11.0
Power Rangers	12.0	10.5	9.2	5.5	11.0
Anpanman	9.1	8.4	8.6	4.2	9.0
ONE PIECE	1.7	2.0	6.8	3.7	6.0
Battle Spirits	2.7	2.6	3.4	1.6	4.2
Tamagotchi	1.0	2.0	2.9	1.5	3.0
DRAGON BALL	3.7	3.3	2.7	1.3	2.5
Ultraman	4.3	3.1	2.7	1.3	2.5

### 【Tamagotchi sales】

	thousand units							
	FY04.3	FY05.3	FY06.3	FY07.3	FY08.3	FY09.3	FY10.3	FY11.3
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
国内	250	2,250	6,100	1,650	150	280	520	530
海外	0	3,250	6,900	7,050	5,500	2,200	860	270
合計	250	5,500	13,000	8,700	5,650	2,480	1,380	800

### 【Kids Card Machine: installed units】

As of end of March 2011: 22,400 units (Japan)

## Content Business

### 【Sales by category】

	billion yen				
	FY2009.3	FY2010.3	FY2011.3	FY2012.3 (Plan)	
	Full Year	Full Year	Full Year	1st Half	Full Year
Arcade Game Machine	48.8	44.0	56.0	24.0	57.0
Game Software	78.0	77.0	81.2	24.0	78.0
Others, elimination	57.7	46.4	42.7	20.0	45.0
Total	184.5	167.4	179.9	68.0	180.0

\* Figures of FY2009.3 are simple sum of the Game Contents Segment and Visual and Audio Content Segment.

### 1) Arcade Game Machines

#### 【Sales Breakdown】

##### 【Japan】

Product Category	million yen				
	FY2009.3	FY2010.3	FY2011.3	FY2012.3 (Plan)	
	Full Year	Full Year	Full Year	1st Half	Full Year
Small-sized Video Game	3,030	415	5,632	2,800	5,500
Medium-sized Video Game	9,978	8,251	7,121	4,000	12,000
Electrical-Mechanical Games	1,973	2,194	3,366	700	3,000
Medal Games	5,572	2,718	2,344	1,400	2,500
Other	9,410	12,099	12,648	4,100	11,500
Machine Sales Total	29,963	25,677	31,111	13,000	34,500
Prize Sales	14,691	14,687	20,740	8,500	17,000
Total	44,654	40,364	51,851	21,500	51,500

##### 【Overseas】

	million yen				
	FY2009.3	FY2010.3	FY2011.3	FY2012.3 (Plan)	
	Full Year	Full Year	Full Year	1st Half	Full Year
NAMCO America and NAMCO Europe Machine Sales Total	4,152	3,646	4,133	2,500	5,500

Note: Figures include transactions among Group Companies

## 2) Home Video Game Software

### 【Home video game software titles and unit sales】

FY2011.3				
	1st Half Results		Full Year Results	
	# of Titles	Unit Sales (thousand)	# of Titles	Unit Sales (thousand)
Japan	39	3,052	91	9,264
(Home)	11	878	32	2,739
(Portable)	28	2,174	59	6,525
U.S.	19	2,689	46	7,284
(Home)	11	2,157	34	5,916
(Portable)	8	532	12	1,368
Europe	15	1,270	43	4,013
(Home)	8	774	30	3,145
(Portable)	7	496	13	868
Asia	15	92	59	344
(Home)	8	58	32	252
(Portable)	7	34	27	92
Overseas Total	49	4,051	148	11,641
(Home)	27	2,989	96	9,313
(Portable)	22	1,062	52	2,328
Group Total	88	7,103	239	20,905
(Home)	38	3,867	128	12,052
(Portable)	50	3,236	111	8,853
Localized versions	47		151	

※After elimination of localized versions

Group Total	41	7,103	88	20,905
(Home)	10	3,867	26	12,052
(Portable)	31	3,236	62	8,853

FY2012.3				
	1st Half Plan		Full Year Plan	
	# of Titles	Unit Sales (thousand)	# of Titles	Unit Sales (thousand)
Japan	36	3,200	91	9,500
(Home)	12	1,105	39	4,140
(Portable)	24	2,095	52	5,360
U.S.	13	1,800	42	6,500
(Home)	6	1,030	24	4,440
(Portable)	7	770	18	2,060
Europe	16	1,200	46	5,000
(Home)	8	680	32	4,200
(Portable)	8	520	14	800
Asia	0	0	0	0
(Home)	0	0	0	0
(Portable)	0	0	0	0
Overseas Total	29	3,000	88	11,500
(Home)	14	1,710	56	8,640
(Portable)	15	1,290	32	2,860
Group Total	65	6,200	179	21,000
(Home)	26	2,815	95	12,780
(Portable)	39	3,385	84	8,220
Localized versions	31		89	

※After elimination of localized versions

Group Total	31	6,200	90	21,000
(Home)	16	2,815	34	12,780
(Portable)	15	3,385	56	8,220

### 【FY2011.3: Main Game Titles】

Title Name	Platform	Region	Unit Sales (thousand)
TEKKEN 6	PS3, Xb360	US	1,150
NARUTO ULTIMATE NINJA STORM 2	PS3, Xb360	J, E, US	1,100
BEN10: ULTIMATE ALIEN	Multi	E, US	830
Enslaved: Odyssey to the West	PS3, Xb360	J, E, US	730
DRAGON BALL: RAGING BLAST 2	PS3, Xb360	J, E, US	580
GOD EATER BURST	PSP	J	470
Despicable Me	Multi	E, US	470
GUNDAM MUSOU 3	PS3, Xb360	J	460
AKB 1/48	PSP	J	400

J: Japan, US: United States, E: Europe, A: Asia

### 【Group Total By Platform】

Platform	FY2011.3		FY2012.3(Plan)	
	# of new titles	Unit Sales (thousand)	# of new titles	Unit Sales (thousand)
PS3	9	5,547	26	7,800
Xb360	3	3,034	1	2,680
Wii	14	2,905	7	2,270
PSP	29	4,556	25	4,210
NDS	30	3,997	14	2,100
3DS	3	300	17	1,910
Others	0	566	0	30
Total	88	20,905	90	21,000

## 3) Contents for Mobile Phone

### 【Number of pay-subscribers】

(thousand)

	Game	Character	Sound	Other	TOTAL
2011.3	2,290	760	150	140	3,340
2010.3	2,780	780	190	130	3,880
2009.3	3,270	860	290	160	4,580

## Amusement Facility Business

【Number of facilities】

	Japan					U.S.					Europe				
	FY09.3	FY10.3	FY11.3	FY12.3		FY09.3	FY10.3	FY11.3	FY12.3		FY09.3	FY10.3	FY11.3	FY12.3	
	Full Year	Full Year	Full Year	1st Half	Full Year	Full Year	Full Year	Full Year	1st Half	Full Year	Full Year	Full Year	Full Year	1st Half	Full Year
	Results	Results	Results	Plan	Plan	Results	Results	Results	Plan	Plan	Results	Results	Results	Plan	Plan
Start of term	293	* 238	223	217	217	88	58	41	29	29	13	13	14	12	12
Openings	10	3	5	3	5	0	0	0	0	0	0	1	0	0	0
Closures	63	18	11	0	0	30	17	12	11	11	0	0	2	2	2
Increase/ Decrease	-53	-15	-6	3	5	-30	-17	-12	-11	-11	0	1	-2	-2	-2
End of term	240	223	217	220	222	58	41	29	18	18	13	14	12	10	10
Revenue share	23	20	19	19	19	1,088	856	792	780	766	2	2	1	1	1
Others	7	5	3	3	3	0	0	0	0	0	0	0	0	0	0
Total	270	248	239	242	244	1,146	897	821	798	784	15	16	13	11	11

	Asia					Total				
	FY09.3	FY10.3	FY11.3	FY12.3		FY09.3	FY10.3	FY11.3	FY12.3	
	Full Year	Full Year	Full Year	1st Half	Full Year	Full Year	Full Year	Full Year	1st Half	Full Year
	Results	Results	Results	Plan	Plan	Results	Results	Results	Plan	Plan
Start of term	14	12	11	10	10	408	* 321	289	268	268
Openings	0	1	2	0	1	10	5	7	3	6
Closures	2	2	3	2	3	95	37	28	15	16
Increase/ Decrease	-2	-1	-1	-2	-2	-85	-32	-21	-12	-10
End of term	12	11	10	8	8	323	289	268	256	258
Revenue share	16	18	19	15	15	1,129	896	831	815	801
Others	0	0	0	0	0	7	5	3	3	3
Total	28	29	29	23	23	1,459	1,190	1,102	1,074	1,062

\* Two *Kaikaya* stores were transferred to the Other Business and excluded from the above table since the beginning of FY10.3.

【Same store sales year on year】

	Apr.	May	Jun.	1Q (3mo.)	Jul.	Aug.	Sep.	2Q (3mo.)	1st Half
FY2012.3(Plan)	-	-	-	-	-	-	-	-	100%
FY2011.3	98.3%	93.6%	97.4%	96.3%	97.9%	104.3%	101.4%	101.4%	99.0%
FY2010.3	87.9%	93.4%	86.1%	89.3%	96.2%	85.4%	90.5%	90.1%	89.7%
FY2009.3	83.8%	89.5%	86.8%	86.7%	85.6%	94.3%	81.1%	87.6%	87.2%

	Oct.	Nov.	Dec.	3Q (3mo.)	3Q (9mo.)	Jan.	Feb.	Mar.	4Q (3mo.)	2nd Half	Full Year
FY2012.3(Plan)	-	-	-	-	-	-	-	-	-	100%	100%
FY2011.3	111.2%	99.8%	104.1%	105.0%	100.9%	101.8%	110.3%	93.3%	101.3%	103.1%	101.0%
FY2010.3	92.9%	87.1%	94.1%	91.4%	90.3%	95.7%	94.6%	93.8%	94.8%	93.0%	91.2%
FY2009.3	86.2%	94.3%	83.7%	87.7%	87.4%	84.5%	82.9%	86.6%	84.8%	86.2%	86.7%