

# **Bandai Namco Group**

## **Information Meeting**

### **Fiscal Year Ending March 2026**

### **Third Quarter Results Presentation**



February 5, 2026

# Results in the First Nine Months of FY2026.3

(billion yen)

	FY2025.3 1st Nine Months Results	FY2026.3 1 <sup>st</sup> Nine Months Results	Vs. Previous Year's Results	
			Change	(%)
Net Sales	<b>955.6</b>	<b>1,002.2</b>	<b>+46.6</b>	<b>+4.9</b>
Operating Profit	<b>179.2</b>	<b>157.3</b>	<b>-21.9</b>	<b>-12.2</b>
Ordinary Profit	<b>185.4</b>	<b>166.4</b>	<b>-19.0</b>	<b>-10.2</b>
Profit Attributable to Owners of Parent	<b>128.6</b>	<b>115.0</b>	<b>-13.6</b>	<b>-10.6</b>



- Record-high net sales due in part to the robust performance in the Toys and Hobby Business, with 3Q net-sales reaching over ¥1 trillion for the first time ever
- Profits impacted by differences in title lineup for home console games compared with the same period of the previous fiscal year
- Effective implementation of portfolio management leveraging broad businesses and a diverse IP lineup
- Increase in sales from the *Gundam* series on the back of Groupwide synergies

# Results in the First Nine Months of FY2026.3 by Segment

		FY2025.3 1st Nine Months Results	FY2026.3 1st Nine Months Results	Vs. Previous Year's Results	(billion yen)
<b>Toys and Hobby</b>	Segment sales	<b>464.1</b>	<b>503.6</b>	<b>+39.5</b>	
	Segment profit	<b>97.6</b>	<b>103.5</b>	<b>+5.9</b>	
<b>Digital</b>	Segment sales	<b>357.0</b>	<b>358.8</b>	<b>+1.8</b>	
	Segment profit	<b>70.5</b>	<b>49.8</b>	<b>-20.7</b>	
<b>Visual and Music</b>	Segment sales	<b>60.9</b>	<b>63.6</b>	<b>+2.7</b>	
	Segment profit	<b>9.4</b>	<b>8.9</b>	<b>-0.5</b>	
<b>Amusement</b>	Segment sales	<b>104.7</b>	<b>111.7</b>	<b>+7.0</b>	
	Segment profit	<b>8.1</b>	<b>7.9</b>	<b>-0.2</b>	
<b>Other</b>	Segment sales	<b>27.2</b>	<b>28.9</b>	<b>+1.7</b>	
	Segment profit	<b>2.0</b>	<b>2.1</b>	<b>+0.1</b>	
<b>Elimination and Corporate</b>	Segment sales	<b>-58.5</b>	<b>-64.5</b>	<b>-6.0</b>	
	Segment profit	<b>-8.6</b>	<b>-15.1</b>	<b>-6.5</b>	
<b>Consolidated</b>	Net sales	<b>955.6</b>	<b>1,002.2</b>	<b>+46.6</b>	
	Operating profit	<b>179.2</b>	<b>157.3</b>	<b>-21.9</b>	

## Toys and Hobby Unit

### Record-High Results Thanks to Ongoing Strong Performance Across All Categories

- Robust performance of products for the mature fan base, trading card games, capsule toys, confectioneries, and stationery, etc.
- Expansion of sales from the *Gundam* series and continued strong performance in sales from *DRAGON BALL* and *ONE PIECE*, etc.
- Swift response to changes in operating environment in key areas of North America

## Digital Unit

### Strong Performance in Network Content, Although Impacted by Differences in Title Lineup

- Network content
  - Stable performance of existing titles combined with strong performance of new title
- Home console games
  - Strong results from *ELDEN RING NIGHTREIGN* and the new *DIGIMON* title
  - Profits impacted by differences in title lineup compared with the same period of the previous fiscal year

# Results in the First Nine Months of FY2026.3 by Segment

## Visual and Music Unit

### Widespread Impact on Groupwide Performance From the Popularity of the New *Gundam* Series Title

- Solid contributions from *Mobile Suit Gundam GQuuuuuuX* box-office revenue, global rollout, licensing revenue, etc.
- Overall, performance fell short of the same period last year, when multiple major releases had made significant contributions through their strong box office revenue.

## Amusement Unit

### Strong Performance of Amusement Facilities

- Facilities  
Sales at existing stores in Japan came in at 106.7% year-on-year, continuing their solid performance
- Amusement machines  
Profits impacted by differences in product mix, despite strong sales of new products for the *Gundam* series, etc.

## Total Company Costs

Recorded expenses related to the Expo 2025 Osaka, Kansai, Japan exhibition

# Forecast for Full-Year of FY2026.3

(billion yen)

	FY2025.3 Full-Year Results	FY2026.3 Previous Full-Year Forecast	FY2026.3 Full-Year New Forecast	Vs. Previous Forecast		Vs. Previous Year's Results
				Change	(%)	
Net Sales	<b>1,241.5</b>	<b>1,250.0</b>	<b>1,300.0</b>	<b>+50.0</b>	<b>+4.0</b>	<b>+58.5</b>
Operating Profit	<b>180.2</b>	<b>165.0</b>	<b>181.0</b>	<b>+16.0</b>	<b>+9.7</b>	<b>+0.8</b>
Ordinary Profit	<b>186.4</b>	<b>172.0</b>	<b>190.0</b>	<b>+18.0</b>	<b>+10.5</b>	<b>+3.6</b>
Profit Attributable to Owners of Parent	<b>129.3</b>	<b>120.0</b>	<b>130.0</b>	<b>+10.0</b>	<b>+8.3</b>	<b>+0.7</b>



Net sales and all profit metrics are expected to reach record-high levels.

# Forecast for Full-Year of FY2026.3 by Segment

		FY2025.3 Full-Year Results	FY2026.3 Previous Full-Year Forecast	FY2026.3 Full-Year New Forecast	Vs. Previous Year's Results	Vs. Previous Forecast	(billion yen)
Toys and Hobby	Segment sales	<b>596.9</b>	<b>640.0</b>	<b>660.0</b>	<b>+63.1</b>	<b>+20.0</b>	
	Segment profit	<b>102.2</b>	<b>115.0</b>	<b>125.0</b>	<b>+22.8</b>	<b>+10.0</b>	
Digital	Segment sales	<b>455.6</b>	<b>410.0</b>	<b>460.0</b>	<b>+4.4</b>	<b>+50.0</b>	
	Segment profit	<b>68.5</b>	<b>48.0</b>	<b>53.0</b>	<b>-15.5</b>	<b>+5.0</b>	
Visual and Music	Segment sales	<b>90.7</b>	<b>90.0</b>	<b>90.0</b>	<b>-0.7</b>	<b>-</b>	
	Segment profit	<b>11.7</b>	<b>10.5</b>	<b>10.5</b>	<b>-1.2</b>	<b>-</b>	
Amusement	Segment sales	<b>141.4</b>	<b>140.0</b>	<b>145.0</b>	<b>+3.6</b>	<b>+5.0</b>	
	Segment profit	<b>8.4</b>	<b>9.5</b>	<b>9.5</b>	<b>+1.1</b>	<b>-</b>	
Other	Segment sales	<b>36.2</b>	<b>38.0</b>	<b>38.0</b>	<b>+1.8</b>	<b>-</b>	
	Segment profit	<b>1.6</b>	<b>1.5</b>	<b>2.0</b>	<b>+0.4</b>	<b>+0.5</b>	
Elimination and Corporate	Segment sales	<b>-79.5</b>	<b>-68.0</b>	<b>-93.0</b>	<b>-13.5</b>	<b>-25.0</b>	
	Segment profit	<b>-12.3</b>	<b>-19.5</b>	<b>-19.0</b>	<b>-6.7</b>	<b>+0.5</b>	
Consolidated	Net sales	<b>1,241.5</b>	<b>1,250.0</b>	<b>1,300.0</b>	<b>+58.5</b>	<b>+50.0</b>	
	Operating profit	<b>180.2</b>	<b>165.0</b>	<b>181.0</b>	<b>+0.8</b>	<b>+16.0</b>	

## Basic policy for shareholder returns

**The basic policy is to maintain 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 shares as appropriate with an awareness of capital cost**

### Dividends

**FY2026.3 projected annual dividends: ￥73**

- Base dividend: ￥46
- Performance-based dividend: ￥27

### Purchase of treasury shares

Total number of shares to be acquired:	Up to 6 million shares
Total value of shares to be acquired :	Up to 30 billion yen
Acquisition period:	February 6 – April 30

**Total payout ratio 59.4% (planned)**

## ■ Aiming for an Eighth Consecutive Year of Record-High Results

- Continued strong performance across products for the mature fan base, trading card games, capsule toys, confectioneries, stationery, and other categories
- A virtuous cycle driven by swift initiatives focused on trending IPs, broader product categories, expanded customer touchpoints, and strategic investments with a global outlook



Trading card games for *ONE PIECE* and *Gundam* performing well—positioned to be market staples through carefully managed operations



*Tamagotchi Paradise*  
is popular worldwide  
The *Tamagotchi* IP, celebrating its 30-year  
anniversary, is growing in popularity



*BONBON DROP* Stickers making trading stickers more popular

## ■ Aiming for an Eighth Consecutive Year of Record-High Results

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数码宝贝伙伴集结  
DIGIMON GATHERING VOL.1



Offering products for a wide range of target audiences

Chinese market

Expand IP portfolio and strengthen local production for local consumption

©Akiyoshi Hongo, Toei Animation

## Digital Business

- Ongoing efforts to build an optimal title portfolio and organizational structures for delivering high-quality titles, with full-scale effects expected to emerge in the latter half of the current Mid-term Plan
- FY2027.3 pipeline features a well-balanced lineup of large-scale and mid-to-small-scale titles

### Network content



Ongoing strong performance of *SD Gundam G Generation Eternal*



*DIGIMON STORY TIME STRANGER* receiving high praise for gameplay befitting of the IP

### Home console games



Launch of *CODE VEIN II* on January 29



*ACE COMBAT 8: WINGS OF THE VE* currently in development



Large-scale DLC for *DRAGON BALL: Sparking! ZERO* under development



NEW GAME PROJECT  
**AGE 1000**

Launch of new game project *AGE 1000*

## ■Visual and Music Business

Organizational restructuring to enable swift responses to changes in the business environment

- Consolidation of *Gundam*-related businesses and IP production functions
- Consolidation of music asset management and operation functions

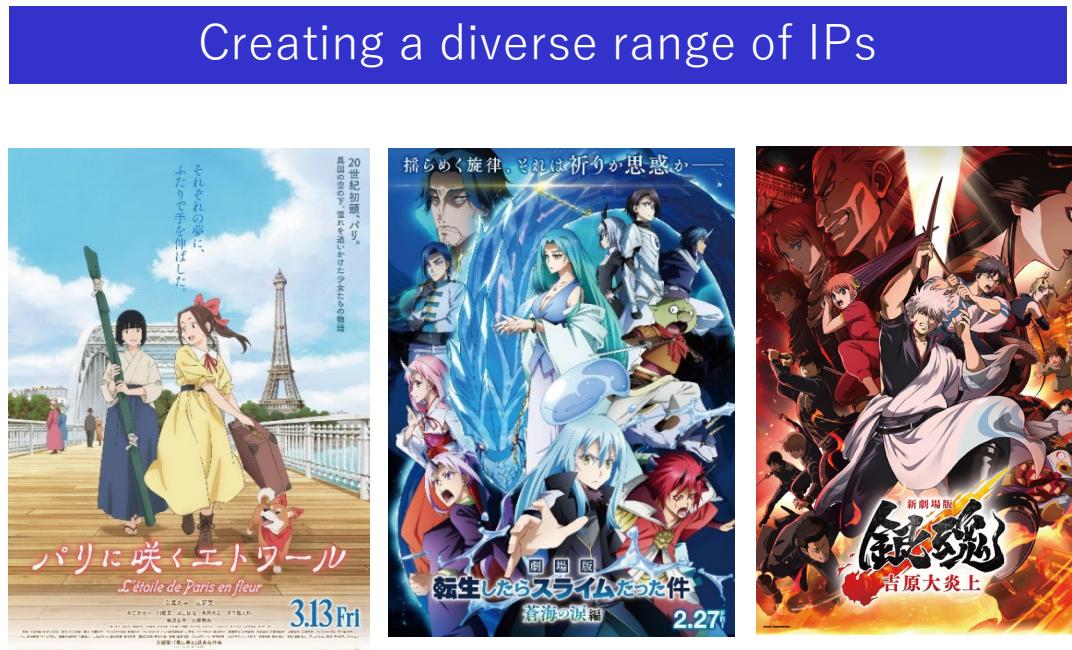


Achieved 1 billion yen  
in the first five days

A strong start at 152% of the  
previous film.



SUNRISE 50th Anniversary Project  
Commemorative work confirmed for production



Creating a diverse range of IPs

## ■ Amusement Business

- Facilities: Continued strong performance, with further enhancement of Bandai Namco's unique strengths
- Amusement machines: Development and rollout of the latest titles in popular series

### Amusement facilities



Experiential facilities that recreate the world of the IP



THE GUNDAM BASE in Chicago, USA

### Amusement machines



Developing new titles from popular series and the first medal game for the *ONE PIECE*.

# Board of Directors Structure

(as planned, after the Ordinary General Meeting of Shareholders in June 2026)

## Bandai Namco Holdings Inc.

President and Representative Director

Executive Vice President and Director

Director

Director

Director (Part-time)

Director (Part-time)

Director (Part-time)

Director (Part-time)

Director (Part-time, Outside)

Director (Part-time, Outside)

Director (Part-time, Outside)

Director Audit & Supervisory Committee member

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

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

Yuji Asako

Nobuhiko Momoi

Takashi Tsuji

Noriko Fujita

Kazuhiro Takenaka

Nao Udagawa

Makoto Asanuma

Hiroshi Kawasaki

Toshio Shimada

Yuki Ikuno

Mikiharu Noma



**Yuki Ikuno**



**Mikiharu Noma**



**Kanako Muraoka**

Newly appointed

Newly appointed

Takashi Kaneko

Takayuki Komiya

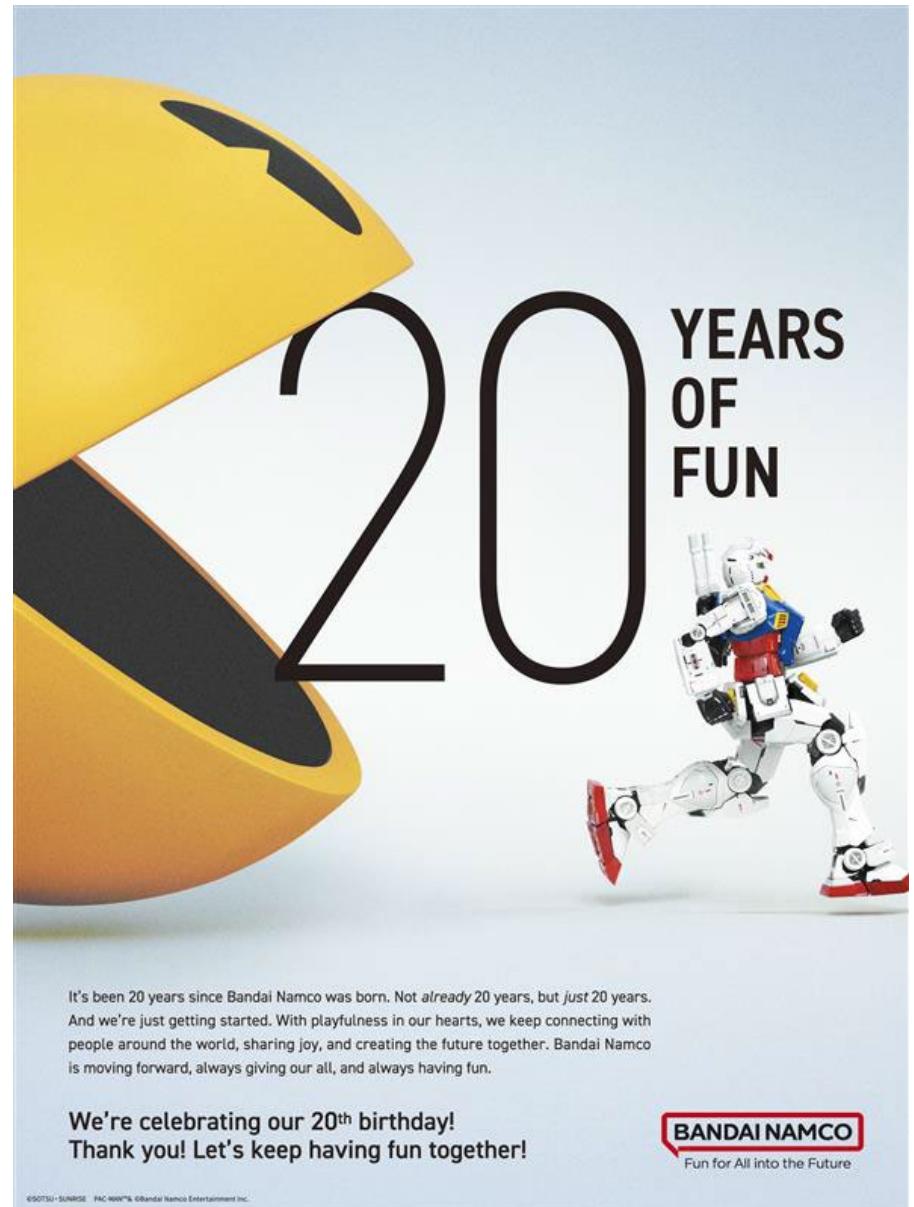
Kanako Muraoka

Newly appointed

## 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.



It's been 20 years since Bandai Namco was born. Not *already* 20 years, but *just* 20 years. And we're just getting started. With playfulness in our hearts, we keep connecting with people around the world, sharing joy, and creating the future together. Bandai Namco is moving forward, always giving our all, and always having fun.

We're celebrating our 20<sup>th</sup> birthday!  
Thank you! Let's keep having fun together!

## 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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## **Information Meeting**

### **Fiscal Year Ending March 2026**

### **Third Quarter Results Presentation**



February 5, 2026