




挑戦
EMPOWER

成長
GAIN MOMENTUM

進化
ACCELERATE EVOLUTION

BANDAI NAMCO GROUP
Information Meeting
(Fiscal Year ended March 2013)

May 9, 2013
NAMCO BANDAI Holdings Inc.
President & Representative Director
Shukuo Ishikawa



FY2013.3 Results

Transition of Results



billion yen

	FY2010.3	FY2011.3	FY2012.3	FY2013.3
Net Sales	378.5	394.1	454.2	487.2
Operating Income	1.8	16.3	34.6	48.6
Recurring Income	1.9	16.3	34.9	49.9
Net Income	-29.9	1.8	19.3	32.3
Capital Expenditures	11.5	10.7	12.8	18.5
Depreciation	18.9	18.0	18.1	20.4
R&D Investments	38.5	40.1	41.1	43.1
Advertising Expenses	29.5	28.7	33.3	32.6
Personnel Expenses	39.2	40.3	43.5	45.7

Results by Segment



billion yen

		FY2012.3	FY2013.3	YOY
Toys and Hobby	Net Sales	177.9	172.9	-5.0
	OP	16.1	11.2	-4.9
Content	Net Sales	225.5	263.5	+38.0
	OP	17.0	36.4	+19.4
Amusement Facility	Net Sales	61.0	60.1	-0.9
	OP	2.3	1.6	-0.7
Others	Net Sales	27.4	25.7	-1.7
	OP	2.0	1.6	-0.4
Corporate and Elimination	Net Sales	-37.8	-35.3	+2.5
	OP	-2.9	-2.4	+0.5
Consolidated	Net Sales	454.2	487.2	+33.0
	OP	34.6	48.6	+14.0

Results by Region

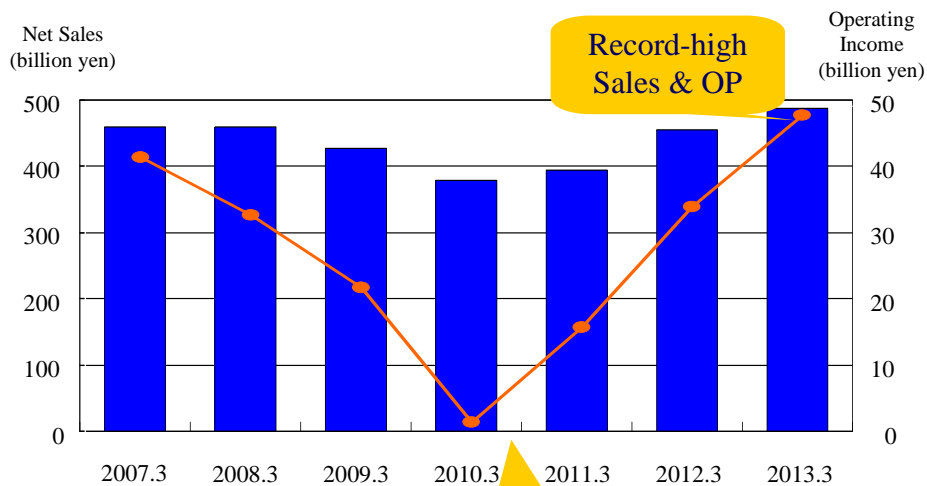


billion yen

		FY2012.3	FY2013.3	YOY
Japan	External Sales	378.3	406.1	+27.8
	OP	38.3	49.8	+11.5
Americas	External Sales	24.3	33.6	+9.3
	OP	-2.8	0.7	+3.5
Europe	External Sales	33.3	28.2	-5.1
	OP	-1.7	-0.5	+1.2
Asia	External Sales	18.1	19.1	+1.0
	OP	3.2	1.8	-1.4
Corporate and Elimination	External Sales	-	-	-
	OP	-2.4	-3.2	-0.8
Consolidated	External Sales	454.2	487.2	+33.0
	OP	34.6	48.6	+14.0

* Figures are estimates based on management accounting.

Transition of Results





FY2014.3 Plan

FY2014.3 Plan



billion yen

	FY2013.3 1st Half	FY2013.3 Full Year	FY2014.3 1st Half Plan	FY2014.3 Full Year Plan	YOY (Full Year)
Net Sales	222.6	487.2	218.0	480.0	-7.2
Operating Income	27.7	48.6	18.0	40.0	-8.6
Recurring Income	28.0	49.9	18.0	40.0	-9.9
Net Income	17.3	32.3	11.5	26.0	-6.3
Capital Expenditures	7.5	18.5	8.0	21.5	+3.0
Depreciation	8.5	20.4	9.0	21.5	+1.1
R&D Investments	20.4	43.1	21.0	43.0	-0.1
Advertising Expenses	14.3	32.6	16.0	34.0	+1.4
Personnel Expenses	20.9	45.7	22.0	44.5	-1.2

FY2014.3 Plan



Growth in Global Market

FY2014.3 positioned as a "key year" driving mid- to long-term business growth

**Investments for future growth
(for mid- to long-term)**

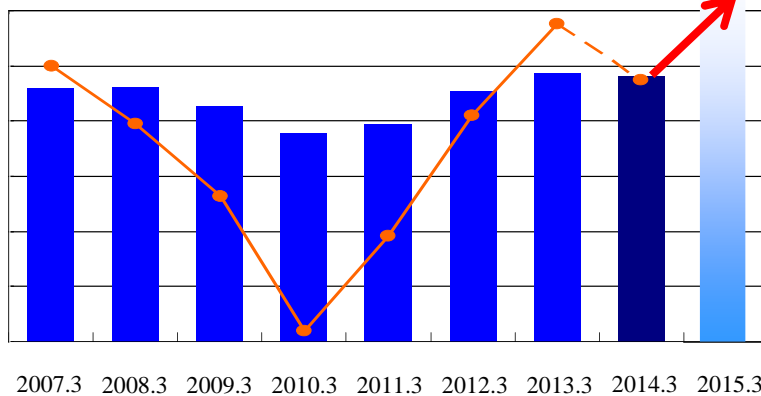
**Streamline and promote
structural reforms for further growth**

FY2014.3 Plan



Net Sales
(billion yen)

Operating Income
(billion yen)



**Aim to reach new record highs
in net sales and operating income**

FY2014.3 Plan by Segment



billion yen

		FY2013.3 1st Half	FY2013.3 Full Year	FY2014.3 1st Half Plan	FY2014.3 Full Year Plan	YOY (Full Year)
Toys and Hobby	Net Sales	80.4	172.9	80.0	180.0	+7.1
	OP	6.4	11.2	4.5	13.0	+1.8
Content	Net Sales	116.6	263.5	113.0	250.0	-13.5
	OP	20.1	36.4	14.0	28.0	-8.4
Amusement Facility	Net Sales	29.8	60.1	30.0	60.0	-0.1
	OP	1.0	1.6	1.0	2.0	+0.4
Others	Net Sales	12.8	25.7	11.0	24.0	-1.7
	OP	1.2	1.6	0.5	1.0	-0.6
Corporate and Elimination	Net Sales	-17.2	-35.3	-16.0	-34.0	+1.3
	OP	-1.1	-2.4	-2.0	-4.0	-1.6
Consolidated	Net Sales	222.6	487.2	218.0	480.0	-7.2
	OP	27.7	48.6	18.0	40.0	-8.6

FY2014.3 Plan by Segment



billion yen

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Toys and Hobby	Net Sales	80.4	172.9	80.0	180.0	+7.1
	OP	6.4	11.2	4.5	13.0	+1.8
Content	Net Sales	116.6	263.5	113.0	250.0	-13.5
	OP	20.1	36.4	14.0	28.0	-8.4
Amusement Facility	Net Sales	29.8	60.1	30.0	60.0	-0.1
	OP	1.0	1.6	1.0	2.0	+0.4
Others	Net Sales	12.8	25.7	11.0	24.0	-1.7
	OP	1.2	1.6	0.5	1.0	-0.6
Corporate and Elimination	Net Sales	-17.2	-35.3	-16.0	-34.0	+1.3
	OP	-1.1	-2.4	-2.0	-4.0	-1.6
Consolidated	Net Sales	222.6	487.2	218.0	480.0	-7.2
	OP	27.7	48.6	18.0	40.0	-8.6

Toys and Hobby

- In Japan and overseas: Launch of new IPs to increase net sales
- In Japan: Weak yen to increase production costs; Boost expenses for promotion and advertising for expanding market share
- Overseas: Improve profitability in the US and Europe

FY2014.3 Plan by Segment



billion yen

		FY2013.3 1st Half	FY2013.3 Full Year	FY2014.3 1st Half Plan	FY2014.3 Full Year Plan	YOY (Full Year)
Toys and Hobby	Net Sales	80.4	172.9	80.0	180.0	+7.1
	OP	6.4	11.2	4.5	13.0	+1.8
Content	Net Sales	116.6	263.5	113.0	250.0	-13.5
	OP	20.1	36.4	14.0	28.0	-8.4
Amusement	Net Sales	29.8	60.1	30.0	60.0	-0.1

Content

- SNS: Sales and earnings plan prepared in anticipation of market stabilization and new title schedule
- Visual and Music : Sales and earnings plan prepared based on title lineup
- Home video game : 15 month accounting period overseas in previous year to be considered for Y/Y comparison
- Overall : Assumed based on an increase in investment and advertising expenditures for new IPs and strategic items

FY2014.3 Plan by Segment



billion yen

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Toys and Hobby	Net Sales	80.4	172.9	80.0	180.0	+7.1
	OP	6.4	11.2	4.5	13.0	+1.8
Content	Net Sales	116.6	263.5	113.0	250.0	-13.5
	OP	20.1	36.4	14.0	28.0	-8.4
Amusement Facility	Net Sales	29.8	60.1	30.0	60.0	-0.1
	OP	1.0	1.6	1.0	2.0	+0.4
Others	Net Sales	12.8	25.7	11.0	24.0	-1.7

Amusement facility

- Business performance assumed to be unchanged from the preceding year amidst the unclear environment
- Foster new businesses
- Promote structural reforms for the future

FY2014.3 Plan by Region



billion yen

		FY2013.3 1st Half	FY2013.3 Full Year	FY2014.3 1st Half Plan	FY2014.3 Full Year Plan	YOY (Full Year)
Japan	External Sales	189.3	406.1	186.0	397.0	-9.1
	OP	28.1	49.8	20.9	40.7	-9.1
Americas	External Sales	13.0	33.6	11.0	30.0	-3.6
	OP	0.2	0.7	-0.7	0.8	+0.1
Europe	External Sales	11.7	28.2	12.0	31.5	+3.3
	OP	0.0	-0.5	-0.5	0.8	-1.3
Asia	External Sales	8.4	19.1	9.0	21.5	+2.4
	OP	1.0	1.8	0.3	1.2	-0.6
Corporate and Elimination	External Sales	-	-	-	-	-
	OP	-1.8	-3.2	-2.0	-3.5	-0.3
Consolidated	External Sales	222.6	487.2	218.0	480.0	-7.2
	OP	27.7	48.6	18.0	40.0	-8.6

* Figures are estimates based on management accounting.



FY2014.3 Main Strategies by SBUs

Toys and Hobby SBU









Implement active measures to achieve an overwhelming No. 1 position in Japan

<p>Strengthen long-established IPs</p>  <p>Foster new IPs</p> 	<p>Launch new IPs and strategic items</p> 
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Toys and Hobby SBU



<p>Rebuild the US and Europe businesses</p> <p>Review the management structure</p> <div style="background-color: yellow; padding: 5px; margin-bottom: 5px;"> <p>Dispatch personnel with good capability in character merchandising from Japan</p> </div> <div style="background-color: yellow; padding: 5px;"> <p>Promote a unified brand management strategy in the US and Europe</p> </div> <p>Strengthen IPs</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>POWER RANGERS</p>  <div style="background-color: yellow; padding: 2px; margin-top: 5px;"> <p>Attain popularity in conjunction with cards</p> </div> </div> <div style="text-align: center;"> <p>PAC-MAN</p>  <div style="background-color: yellow; padding: 2px; margin-top: 5px;"> <p>Promote a group-wide campaign</p> </div> </div> </div>	<p>Expand business in Asia</p> <p>Extend Japan-originated business activities simultaneously in Asia</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Plastic model</p>  </div> <div style="text-align: center;"> <p>Products for older consumers</p>  </div> </div> <p style="text-align: center;">+</p> <p>Card business</p>  
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Content SBU



Continue the strategy based on IP as an axis

Home video game software



Focus on popular lineup and well-received IP titles both in Japan and overseas

Arcade game machines



Prizes



Maximize IP value with the use of abundant channels

Content SBU



Continue the strategy based on IP as an axis

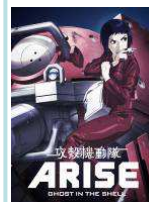
Network content



Aim to secure stable performance



Visual and Music content



LCD units for pachinko and pachislot



Maximize IP value with the use of abundant channels

Content SBU



Develop and attain a new business model

Combine sales of packaged software with network sales



+

Stabilize earnings continuously through use of the network



Create titles only for download sale

Download sales in addition to package sales

Precedence free distribution

Content SBU



Launch new strong IPs in the US and Europe



PACMAN
and the Ghostly
Adventures

Commence broadcasts of the program in North America from June 2013

This program to be broadcast by more than 20 stations around the world

BANDAI NAMCO Group to take a proactive stance

Lots of licensed goods to be marketed



Amusement Facility SBU



Strengthen collaborations with partners to implement the strategy based on IP as an axis

Create a new character event shop in a speedy manner



Develop the theme park business into a new core business



Promote structural reform to streamline business

Improve the revenue base in preparation for the consumption tax increase

FY2014.3 Plan



Growth in Global Market

FY2014.3 positioned as a "key year" driving mid- to long-term business growth

**Investments for future growth
(for mid- to long-term)**

**Streamline and promote
structural reforms for further growth**



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

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