

(Fiscal Year Ended March 2018)



Results in FY2018.3

Results in FY2018.3

billion yen

	FY2016.3 results	FY2017.3 results	FY2018.3 results	Vs. previous year's results
Net Sales	575.5	620.0	678.3	+58.3
Operating Profit	49.6	63.2	75.0	+11.8
Recurring Profit	50.7	63.2	75.3	+12.1
Profit Attributable to Owners of Parent	34.5	44.1	54.1	+10.0
Capital Investments	21.3	19.5	54.8	+35.3
Depreciation	21.6	21.8	23.5	+1.7
Game content R&D investments	54.5	59.0	70.9	+11.9
Advertising Expenses	37.7	39.3	39.7	+0.4
Personnel Expenses	50.4	53.6	56.5	+2.9

Results by Segment

					DII	lion yen
		FY2017.3 results	FY2018.3 forecast (as of February 2018)	FY2018.3 results	Vs. previous year's results	Vs. previous forecast
Toys and Habby	Segment sales	218.0	215.0	222.4	+4.4	+7.4
Toys and Hobby	Segment profit	13.3	15.0	14.4	+1.1	-0.6
Network	Segment sales	355.5	380.0	405.9	+50.4	+25.9
Entertainment	Segment profit	42.0	36.0	52.3	+10.3	+16.3
Visual and Music	Segment sales	56.2	50.0	56.0	-0.2	+6.0
production	Segment profit	13.4	12.0	12.5	-0.9	+0.5
Other	Segment sales	26.7	30.0	27.6	+0.9	-2.4
Other	Segment profit	0.7	1.0	0.7	±0	-0.3
Elimination and	Segment sales	-36.7	-45.0	-33.7	+3.0	+11.3
Corporate	Segment profit	-6.2	-7.0	-5.1	+1.1	+1.9
Consolidated	Net sales	620.0	630.0	678.3	+58.3	+48.3
Consolidated	Operating profit	63.2	57.0	75.0	+11.8	+18.0

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Results by Segment (Vs. Previous Forecast)

Toys and Hobby

billion yen

Segment sales	+7.4
Segment profit	-0.6

Japan and Asia: Strong performance of established IP products and products for the mature fan base, among others

Europe and the Americas: Profitability at a level below forecast

Network Entertainment

Segment sales	+25.9
Segment profit	+16.3

Home video games: Solid sales of new and third-party titles

as well as robust repeat sales

Network content: Strong performance of *Dragon Ball Z Dokkan Battle*

worldwide

Visual and Music Production

Segment sales	+6.0
Segment profit	+0.5

Steady performance of sales associated with live events for mainstay IP

Results by Segment (Vs. Previous Year)

Toys and Hobby

billion yen

Segment sales	+4.4
Segment profit	+1.1

Japan and Asia: Favorable performance of mainstay IP products and products for the mature fan base, among others

Europe and the Americas: Start of new initiatives for card games, etc.

Network Entertainment

Segment sales	+50.4
Segment profit	+10.3

Network content: Continued steady performance of mainstay titles

Home video games: Healthy sales of new titles and repeat sales

Amusement: Steady performance of existing facilities in Japan

Upfront costs associated with VR (facilities and machines)

Visual and Music Production

Segment sales	-0.2
Segment profit	-0.9

Despite continued popularity of mainstay IP, an impact was felt from the release of key products at different times

FY2018.3 Dividend

	End of second quarter	FY2017.3 Year-end	Total
FY2018.3 Dividend	¥12	¥111	¥123
FY2018.3 Forecast (as of February 2018)	¥12	¥83	¥95
FY2017.3 Dividend	¥12	¥70	¥82

Dividend

Aim for a total dividend payout ratio of 50% or more based on a stable divided of DOE 2%

Interim dividend: ¥12
Year-end dividend: ¥111

(base dividend: ¥20; performance-based dividend: ¥66; special dividend ¥25)

→Annually ¥123 per share

(base dividend: ¥32; performance-based dividend: ¥66; special dividend ¥25)

FY2019.3 Plan

FY2019.3 Plan

billion yen

	FY2018.3		FY2019.3		
	First half	First half Full-year		Full-year plan	
Net Sales	308.8	678.3	306.0	650.0	
Operating Profit	34.9	75.0	29.0	60.0	
Recurring Profit	35.6	75.3	29.5	61.0	
Profit Attributable to Owners of Parent	28.1	54.1	22.0	43.0	
Capital Investments	44.6	54.8	10.5	22.0	
Depreciation	10.5	23.5	11.0	24.0	
Advertising Expenses	16.7	39.7	18.0	42.0	
Personnel Expenses	26.8	56.5	26.0	54.5	

FY2019.3 Plan by Segment

		FY2018.3		FY2019	.3 Plan
	billion yen	First half	Full-year	First-half plan	Full-year plan
Toys and Hobby	Segment sales	98.1	222.4	110.0	230.0
Toys and Hobby	Segment profit	5.5	14.4	7.0	15.0
Network Entertainment	Segment sales	150.9	326.5	140.0	300.0
Network Entertainment	Segment profit	24.1	50.1	17.0	35.0
Real Entertainment	Segment sales	44.6	90.5	46.0	100.0
Real Entertainment	Segment profit	2.1	3.1	2.0	3.5
Visual and Music	Segment sales	16.3	40.6	19.0	40.0
Production	Segment profit	2.6	6.6	3.0	6.0
IP Creation	Segment sales	6.8	16.9	7.0	15.0
ir Creation	Segment profit	2.4	5.2	2.0	4.5
Other	Segment sales	12.8	27.6	15.0	30.0
Other	Segment profit	0.2	0.7	0.5	1.0
Elimination and	Segment sales	-21.0	-46.4	-31.0	-65.0
Corporate	Segment profit	-2.1	-5.4	-2.5	-5.0
Consolidated	Net sales	308.8	678.3	306.0	650.0
Consolidated	Operating profit	34.9	75.0	29.0	60.0

FY2019.3 Plan by Segment

Toys and Hobby

Japan and Asia: Strengthen established IP products and products for the mature fan base Europe and the Americas: Enhance efficiency with the aim of improving profits

Network Entertainment

Network content: Increase number of new titles for apps, begin operation of new platforms Home video games: Formulate plans based on the potential of each individual title

Real Entertainment

Facilities: Strengthen existing facilities in Japan, promote the opening of stores such as new enterprises

Amusement machines: Introduce new products for popular series

Visual and Music Production

Expand visual content, music, and live events associated with mainstay IPs

IP Creation

Despite continue popularity of mainstay IP, declines in license revenue expected

Outline of the Mid-term Plan

Corporate Philosophy

Dreams, Fun and Inspiration
The Leading Innovator in Global Entertainment

Mid-term Vision



IP axis strategy

Accelerate evolution in IP axis strategy

Boost capability to create IP (structural changes)

Invest aggressively in IP creation

Business strategy Main

Strategies

Empower push into new entertainment

Establish and enhance business infrastructure

Expand and strengthen business fields

Promote incubation

Region strategy

Gain momentum with ALL BANDAI NAMCO

Make full-blown entry into Chinese market

Establish system for ALL BANDAI NAMCO

Personnel strategy

Make personnel the core of the Group

Establish environment to optimize employees' performance by tapping their individual strengths, and to empower new ventures

Toys and Hobby

Stable popularity of mainstay IPs





KAMEN RIDER PRETTY CURE!



Strengthening of new IPs



Start of Ultraman R/B series



Favorable performance of plastic models for **Gundam Build Divers**

Expand business aimed at the mature fan base



Full-scale start of BANDAI SPIRITS CO., LTD.







Solid start for card games in **North America**

Network Entertainment

Network Content

Continuous expansion of titles worldwide









Start of new platforms







Home Video Games

Release of numerous titles worldwide, active response to new platforms







CODE VEIN

For the Nintendo Switch

TAIKO: DRUM MASTER Nintendo Switch Version!

Pro Yakyuu Famista Evolution

MY HERO ONE'S JUSTICE, etc.

Providing Areas and Content Unique to BANDAI NAMCO

Promote the opening of new enterprises





Variety sports facility "VS PARK"

Launch of well-known titles on new devices





Introduce new activities at VR ZONE







Positive turnout for DRAGON QUEST VR

Visual and Music Production

Producing IP for Visual Content, Music, and Live Events

Maximize IP value through collaboration with works of art, etc.









Actively expand theatrical and live events both in Japan and overseas







Strengthening New IP Creation

Maximize IP value through Groupwide collaboration (with toys, games, etc.)









Strengthen IP creation through measures including strategic investment







Increase recognition of IP overseas

Appearance of *GUNDAM* in Hollywood movies!

Ready Player One Pacific Rim: Uprising



Mid-term Vision





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.