



# BANDAI NAMCO Holdings Inc.

## Financial Highlights for the Third Quarter of the Fiscal Year Ending March 31, 2020

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

#### Summary of Income Statement

(millions of yen)

|   | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |                  |                |                         |                  |
|---|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|------------------|----------------|-------------------------|------------------|
|   | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Net Sales                               | 334,665          | 194,098               | 528,763               | 732,347           | 349,327          | 183,249               | 532,576               | 100.7%           | 720,000        | 720,000                 | 98.3%            |
| Gross Profit                            | 124,615          | 71,203                | 195,818               | 262,555           | 133,889          | 70,041                | 203,930               | 104.1%           | 254,000        | 261,000                 | 99.4%            |
| Operating Profit                        | 43,935           | 25,920                | 69,855                | 84,045            | 47,941           | 24,155                | 72,096                | 103.2%           | 70,000         | 75,000                  | 89.2%            |
| Recurring Profit                        | 45,802           | 25,653                | 71,455                | 86,863            | 48,746           | 24,685                | 73,431                | 102.8%           | 71,000         | 76,500                  | 88.1%            |
| Profit Attributable to Owners of Parent | 34,188           | 19,313                | 53,501                | 63,383            | 34,607           | 18,297                | 52,904                | 98.9%            | 50,000         | 54,000                  | 85.2%            |

#### Net Sales by Segment

(millions of yen)

|                             | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |                  |                |                         |                  |
|-----------------------------|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|------------------|----------------|-------------------------|------------------|
|                             | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Toys and Hobby              | 112,321          | 71,642                | 183,963               | 242,865           | 128,044          | 72,937                | 200,981               | 109.3%           | 250,000        | 260,000                 | 107.1%           |
| Network Entertainment       | 154,612          | 83,905                | 238,517               | 340,927           | 153,036          | 78,998                | 232,034               | 97.3%            | 320,000        | 320,000                 | 93.9%            |
| Real Entertainment          | 46,074           | 29,056                | 75,130                | 101,493           | 46,810           | 22,212                | 69,022                | 91.9%            | 110,000        | 95,000                  | 93.6%            |
| Visual and Music Production | 20,551           | 11,076                | 31,627                | 45,518            | 20,761           | 10,850                | 31,611                | 99.9%            | 45,000         | 45,000                  | 98.9%            |
| IP Creation                 | 9,364            | 5,503                 | 14,867                | 22,464            | 7,850            | 3,864                 | 11,714                | 78.8%            | 20,000         | 20,000                  | 89.0%            |
| Other                       | 14,225           | 8,347                 | 22,572                | 29,764            | 15,342           | 8,201                 | 23,543                | 104.3%           | 30,000         | 35,000                  | 117.6%           |
| Elimination and Corporate   | △ 22,485         | △ 15,432              | △ 37,917              | △ 50,687          | △ 22,517         | △ 13,814              | △ 36,331              | -                | △ 55,000       | △ 55,000                | -                |
| Total                       | 334,665          | 194,098               | 528,763               | 732,347           | 349,327          | 183,249               | 532,576               | 100.7%           | 720,000        | 720,000                 | 98.3%            |

#### Operating Profit by Segment

(millions of yen)

| Operating Profit by Segment | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |           |                  |                |                         |                  |
|-----------------------------|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|-----------|------------------|----------------|-------------------------|------------------|
|                             | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | OP Margin | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Toys and Hobby              | 12,842           | 9,257                 | 22,099                | 21,710            | 17,620           | 11,079                | 28,699                | 14.3%     | 129.9%           | 21,000         | 27,000                  | 124.4%           |
| Network Entertainment       | 23,414           | 11,969                | 35,383                | 47,534            | 24,964           | 11,521                | 36,485                | 15.7%     | 103.1%           | 36,000         | 40,000                  | 84.2%            |
| Real Entertainment          | 2,045            | 2,100                 | 4,145                 | 4,264             | 1,526            | △ 372                 | 1,154                 | 1.7%      | 27.8%            | 5,000          | 1,000                   | 23.5%            |
| Visual and Music Production | 4,740            | 2,501                 | 7,241                 | 8,797             | 3,837            | 1,759                 | 5,596                 | 17.7%     | 77.3%            | 8,000          | 8,000                   | 90.9%            |
| IP Creation                 | 2,514            | 1,048                 | 3,562                 | 5,020             | 2,255            | 1,260                 | 3,515                 | 30.0%     | 98.7%            | 5,000          | 5,000                   | 99.6%            |
| Other                       | 559              | 465                   | 1,024                 | 1,197             | 932              | 435                   | 1,367                 | 5.8%      | 133.4%           | 1,000          | 1,000                   | 83.5%            |
| Elimination and Corporate   | △ 2,182          | △ 1,421               | △ 3,603               | △ 4,480           | △ 3,194          | △ 1,528               | △ 4,722               | -         | -                | △ 6,000        | △ 7,000                 | -                |
| Total                       | 43,935           | 25,920                | 69,855                | 84,045            | 47,941           | 24,155                | 72,096                | 13.5%     | 103.2%           | 70,000         | 75,000                  | 89.2%            |

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

(millions of yen)

|                           | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |                  |                |                         |                  |
|---------------------------|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|------------------|----------------|-------------------------|------------------|
|                           | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Japan                     | 275,215          | 155,962               | 431,178               | 595,291           | 283,927          | 142,625               | 426,552               | 98.9%            | 569,500        | 574,000                 | 96.4%            |
| Americas                  | 18,264           | 14,299                | 32,563                | 46,797            | 22,762           | 14,125                | 36,887                | 113.3%           | 50,500         | 52,000                  | 111.1%           |
| Europe                    | 19,041           | 12,973                | 32,015                | 43,900            | 18,145           | 13,940                | 32,085                | 100.2%           | 43,000         | 43,000                  | 97.9%            |
| Asia                      | 22,144           | 10,863                | 33,008                | 46,359            | 24,494           | 12,558                | 37,052                | 112.3%           | 57,000         | 51,000                  | 110.0%           |
| Elimination and Corporate | -                | -                     | -                     | -                 | -                | -                     | -                     | -                | -              | -                       | -                |
| Total                     | 334,665          | 194,098               | 528,763               | 732,347           | 349,327          | 183,249               | 532,576               | 100.7%           | 720,000        | 720,000                 | 98.3%            |

#### Reference: Operating Profit by Region

(millions of yen)

|                           | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |           |                  |                |                         |                  |
|---------------------------|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|-----------|------------------|----------------|-------------------------|------------------|
|                           | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | OP Margin | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Japan                     | 40,272           | 22,564                | 62,836                | 75,576            | 45,399           | 20,957                | 66,356                | 15.6%     | 105.6%           | 62,500         | 68,500                  | 90.6%            |
| Americas                  | 994              | 2,204                 | 3,198                 | 4,866             | 1,760            | 1,776                 | 3,536                 | 9.6%      | 110.6%           | 5,500          | 4,500                   | 92.5%            |
| Europe                    | 1,781            | 732                   | 2,513                 | 3,121             | 838              | 1,128                 | 1,966                 | 6.1%      | 78.2%            | 3,000          | 2,500                   | 80.1%            |
| Asia                      | 4,087            | 1,774                 | 5,861                 | 7,046             | 3,784            | 1,244                 | 5,028                 | 13.6%     | 85.8%            | 6,000          | 5,500                   | 78.1%            |
| Elimination and Corporate | △ 3,198          | △ 1,354               | △ 4,552               | △ 6,564           | △ 3,839          | △ 952                 | △ 4,791               | -         | -                | △ 7,000        | △ 6,000                 | -                |
| Total                     | 43,935           | 25,920                | 69,855                | 84,045            | 47,941           | 24,155                | 72,096                | 13.5%     | 103.2%           | 70,000         | 75,000                  | 89.2%            |

#### Other Data

(millions of yen)

|                              | FY2019.3         |                       |                       |                   | FY2020.3         |                       |                       |                  |                |                         |                  |
|------------------------------|------------------|-----------------------|-----------------------|-------------------|------------------|-----------------------|-----------------------|------------------|----------------|-------------------------|------------------|
|                              | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | Full Year Results | 1st Half Results | 3Q Results (3 months) | 3Q Results (9 months) | % vs. Prior Year | Full Year Plan | Full Year New Forecasts | % vs. Prior Year |
| Capital Investments          | 10,704           | 6,516                 | 17,220                | 22,083            | 13,308           | 6,387                 | 19,695                | 114.4%           | 23,000         | 23,000                  | 104.2%           |
| Depreciation                 | 9,323            | 5,773                 | 15,096                | 21,371            | 9,774            | 6,157                 | 15,931                | 105.5%           | 23,000         | 23,000                  | 107.6%           |
| Game Content R&D Investments |                  |                       |                       | 81,468            |                  |                       | 58,084                |                  |                |                         |                  |
| Advertising Expenses         | 18,571           | 11,733                | 30,304                | 44,492            | 20,069           | 11,898                | 31,967                | 105.5%           | 49,000         | 50,000                  | 112.4%           |
| Personnel Expenses           | 28,479           | 15,344                | 43,823                | 60,619            | 30,903           | 15,465                | 46,368                | 105.8%           | 59,000         | 60,000                  | 99.0%            |

Forward-looking Statements: This document contains figures that are based on the information currently available to management and estimate involving uncertain factors thought likely to have an effect on future results.

**【 Sales of IPs (Groupwide)】**

(billion yen)

|                              | FY2019.3    |                   | FY2020.3    |                     |
|------------------------------|-------------|-------------------|-------------|---------------------|
|                              | 3Q ( 9mo. ) | Full Year Results | 3Q ( 9mo. ) | Full Year Forecasts |
| Aikatsu!                     | 2.4         | 3.0               | 2.4         | 3.0                 |
| Anpanman                     | 8.2         | 12.0              | 7.8         | 11.5                |
| Ultraman                     | 5.7         | 6.9               | 6.5         | 8.0                 |
| KAMEN RIDER                  | 21.7        | 29.3              | 24.5        | 31.5                |
| Mobile Suit Gundam           | 60.7        | 78.1              | 62.7        | 78.5                |
| Super Sentai (Power Rangers) | 7.6         | 10.2              | 5.0         | 7.0                 |
| DRAGON BALL                  | 90.8        | 129.0             | 87.9        | 122.5               |
| NARUTO                       | 13.8        | 15.8              | 9.2         | 12.0                |
| Pretty Cure                  | 7.3         | 10.3              | 5.9         | 9.5                 |
| ONE PIECE                    | 22.1        | 30.4              | 25.4        | 33.0                |

\*Figures are calculated based on sales before elimination of inter-segment transactions.

\*Due to the change in the method of calculating sales of Mobile Suit Gundam in Asia from this fiscal year, previous year's figures have been revised.

**【 Sales of IPs (Toys and Hobby Business, Japan)】**

(billion yen)

|                    | FY2019.3    |                   | FY2020.3    |                     |
|--------------------|-------------|-------------------|-------------|---------------------|
|                    | 3Q ( 9mo. ) | Full Year Results | 3Q ( 9mo. ) | Full Year Forecasts |
| Aikatsu!           | 1.5         | 1.9               | 1.3         | 1.5                 |
| Anpanman           | 7.7         | 11.5              | 7.4         | 11.0                |
| Ultraman           | 3.6         | 4.4               | 3.5         | 4.0                 |
| KAMEN RIDER        | 20.4        | 27.3              | 22.6        | 29.0                |
| Mobile Suit Gundam | 24.1        | 32.5              | 28.6        | 36.0                |
| Super Sentai       | 3.9         | 6.0               | 4.4         | 6.0                 |
| DRAGON BALL        | 15.5        | 20.4              | 17.2        | 21.0                |
| Pretty Cure        | 7.1         | 10.1              | 5.8         | 9.0                 |
| Pokémon            | 2.9         | 3.5               | 5.3         | 6.8                 |
| ONE PIECE          | 4.5         | 5.6               | 6.8         | 7.5                 |

\*Figures are calculated based on sales before elimination of inter-segment transactions.

**【 Digital Card Sales (Units sold)】**

(million pieces)

|                    | FY2019.3    |                   | FY2020.3    |                     |
|--------------------|-------------|-------------------|-------------|---------------------|
|                    | 3Q ( 9mo. ) | Full Year Results | 3Q ( 9mo. ) | Full Year Forecasts |
| Digital card sales | 150         | 202               | 132         | 185                 |

**【 Network Entertainment Business (Sales by major category)】**

(billion yen)

|                 | FY2019.3    |                   | FY2020.3    |                     |
|-----------------|-------------|-------------------|-------------|---------------------|
|                 | 3Q ( 9mo. ) | Full Year Results | 3Q ( 9mo. ) | Full Year Forecasts |
| Network content | 152.2       | 211.1             | 145.8       | 203.0               |
| Home video game | 65.8        | 102.1             | 67.5        | 96.0                |

**【 Home Video Game (Number of titles and unit sales)】**

|   | FY2019.3        |                       |                   |                       | FY2020.3        |                       |                     |                       |
|---|-----------------|-----------------------|-------------------|-----------------------|-----------------|-----------------------|---------------------|-----------------------|
|   | 3Q ( 9mo. )     |                       | Full Year Results |                       | 3Q ( 9mo. )     |                       | Full Year Forecasts |                       |
|   | # of New Titles | Units Sold (thousand) | # of New Titles   | Units Sold (thousand) | # of New Titles | Units Sold (thousand) | # of New Titles     | Units Sold (thousand) |
| Japan                                   | 44              | 3,118                 | 66                | 4,651                 | 27              | 2,542                 | 42                  | 3,600                 |
| Americas                                | 38              | 6,720                 | 57                | 10,249                | 23              | 6,269                 | 39                  | 9,000                 |
| Europe                                  | 38              | 7,974                 | 57                | 12,711                | 30              | 6,725                 | 45                  | 10,000                |
| Group Total                             | 120             | 17,812                | 180               | 27,611                | 80              | 15,536                | 126                 | 22,600                |
| Localized versions                      | 52              | -                     | 89                | -                     | 35              | -                     | 65                  | -                     |
| After elimination of localized versions |                 |                       |                   |                       |                 |                       |                     |                       |
| Group Total                             | 68              | 17,812                | 91                | 27,611                | 45              | 15,536                | 61                  | 22,600                |

\*Figures are estimates based on management accounting.

**【Real Entertainment Business (Sales by major category)】** (billion yen)

|                    | FY2019.3   |                   | FY2020.3   |                     |
|--------------------|------------|-------------------|------------|---------------------|
|                    | 3Q (9 mo.) | Full Year Results | 3Q (9 mo.) | Full Year Forecasts |
| Amusement machines | 26.3       | 35.6              | 18.2       | 27.0                |
| Amusement facility | 49.6       | 66.8              | 50.9       | 69.0                |

**【Number of Amusement Facilities】**

|                             |          |                   | FY2019.3   |                   | FY2020.3   |                     |
|-----------------------------|----------|-------------------|------------|-------------------|------------|---------------------|
|                             |          |                   | 3Q (9 mo.) | Full Year Results | 3Q (9 mo.) | Full Year Forecasts |
| Directly managed facilities | Japan    | Start of term     | 256        | 256               | 264        | 264                 |
|                             |          | Openings          | 26         | 26                | 8          | 8                   |
|                             |          | Closures          | 7          | 23                | 8          | 8                   |
|                             |          | Increase/Decrease | 19         | 3                 | 0          | 0                   |
|                             |          | End of term       | 275        | 259               | 264        | 264                 |
|                             | Overseas | Start of term     | 37         | 37                | 33         | 33                  |
|                             |          | Openings          | △ 0        | △ 0               | 12         | 23                  |
|                             |          | Closures          | 3          | 4                 | 3          | 3                   |
|                             |          | Increase/Decrease | 3          | 4                 | 9          | 20                  |
|                             |          | End of term       | 34         | 33                | 42         | 53                  |
|                             | Total    | Start of term     | 293        | 293               | 297        | 297                 |
|                             |          | Openings          | 26         | △ 26              | 20         | 31                  |
|                             |          | Closures          | 10         | 27                | 11         | 11                  |
|                             |          | Increase/Decrease | 16         | 1                 | 9          | 20                  |
|                             |          | End of term       | 309        | 292               | 306        | 317                 |
| Revenue-sharing facilities  | Japan    |                   | 626        | 567               | 429        | 429                 |
|                             | Overseas |                   | 950        | 906               | 848        | 862                 |
|                             | Total    |                   | 1,576      | 1,473             | 1,277      | 1,291               |
| Others                      | Total    |                   | 11         | 9                 | 4          | 4                   |
| Facilities Total            |          |                   | 1,896      | 1,774             | 1,587      | 1,612               |

**【Amusement Facilities (Existing-store sales, YOY, Japan)】**

|          | Apr.   | May    | Jun.   | 1Q<br>(3 mo.) | Jul.          | Aug.   | Sep.   | 2Q<br>(3 mo.) | 1st Half      |          |           |
|----------|--------|--------|--------|---------------|---------------|--------|--------|---------------|---------------|----------|-----------|
| FY2020.3 | 106.0% | 109.7% | 114.5% | 109.8%        | 105.4%        | 108.2% | 102.6% | 105.7%        | 107.5%        |          |           |
| FY2019.3 | 98.0%  | 95.6%  | 98.5%  | 97.3%         | 93.1%         | 92.8%  | 102.4% | 95.5%         | 96.3%         |          |           |
|          | Oct.   | Nov.   | Dec.   | 3Q<br>(3 mo.) | 3Q<br>(9 mo.) | Jan.   | Feb.   | Mar.          | 4Q<br>(3 mo.) | 2nd Half | Full Year |
| FY2020.3 | 104.9% | 100.8% | 93.9%  | 99.2%         | 105.0%        |        |        |               |               |          |           |
| FY2019.3 | 88.3%  | 96.5%  | 107.6% | 97.9%         | 96.9%         | 101.0% | 101.5% | 105.0%        | 102.5%        | 100.1%   | 98.1%     |

**【Visual and Music Production Business & IP Creation Business (Sales by major category)】**

(billion yen)

|  | FY2019.3   |                   | FY2020.3   |                     |
|--|------------|-------------------|------------|---------------------|
|  | 3Q (9 mo.) | Full Year Results | 3Q (9 mo.) | Full Year Forecasts |
| Packages   | 12.3       | 17.0              | 11.0       | 16.5                |
| Production, license, distribution, events and others | 34.1       | 50.9              | 32.3       | 48.5                |
| Total  | 46.4       | 67.9              | 43.3       | 65.0                |

**【Visual and Music Production Business & IP Creation Business (Number of copyrighted productions and running time)】**

|   |              |
|---|--------------|
| Number of copyrighted productions (BANDAI NAMCO Arts)                                 | 1,108 series |
| Total running time of all copyrighted productions (BANDAI NAMCO Arts)                 | 4,208 hours  |
| Number of copyrighted productions (SUNRISE and BANDAI NAMCO Pictures)                 | 336 series   |
| Total running time of all copyrighted productions (SUNRISE and BANDAI NAMCO Pictures) | 2,718 hours  |

As of December 31, 2019

\*Figures are estimates based on management accounting.