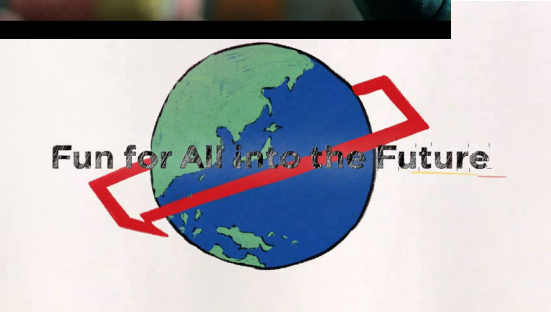


Bandai Namco Group Fiscal Year Ended March 2022 Information Meeting

May 11, 2022



Introduction of Our Purpose and New Corporate Logo




Fun for All into the Future

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billion yen

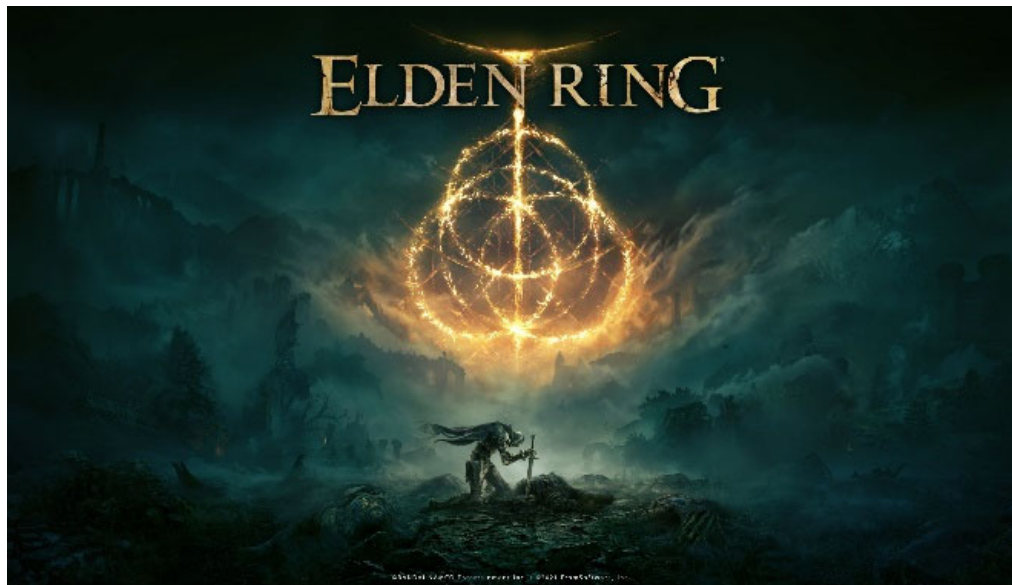
	FY2021.3 Result	FY2022.3 Previous forecast	FY2022.3 Result	Vs. previous year's results	Vs. previous forecast
Net Sales	740.9	810.0	889.2	+148.3	+79.2
Operating Profit	84.6	96.0	125.4	+40.8	+29.4
Recurring Profit	87.6	99.0	133.6	+46.0	+34.6
Profit Attributable to Owners of Parent	48.8	67.0	92.7	+43.9	+25.7
Capital Investments	22.7	25.0	27.9	+5.2	+2.9
Depreciation	24.6	28.0	25.7	+1.1	-2.3
Game content R&D investments	81.9		94.8	+12.9	
Advertising Expenses	45.2	52.0	53.5	+8.3	+1.5
Personnel Expenses	66.7	71.0	73.0	+6.3	+2.0

billion yen

		FY2021.3 Result	FY2022.3 Previous forecast	FY2022.3 Result	Vs. previous year's results	Vs. previous forecast
Digital	Segment sales	337.9	310.0	378.1	+40.2	+68.1
	Segment profit	56.7	40.0	69.6	+12.9	+29.6
Toys and Hobby	Segment sales	300.8	365.0	373.6	+72.8	+8.6
	Segment profit	39.0	55.0	52.3	+13.3	-2.7
Visual and Music	Segment sales	34.2	45.0	53.9	+19.7	+8.9
	Segment profit	1.5	4.0	5.6	+4.1	+1.6
Creation	Segment sales	28.2	30.0	37.5	+9.3	+7.5
	Segment profit	2.7	2.5	2.8	+0.1	+0.3
Amusement	Segment sales	63.9	84.0	82.3	+18.4	-1.7
	Segment profit	-8.3	2.0	4.0	+12.3	+2.0
Other	Segment sales	24.6	25.0	27.6	+3.0	+2.6
	Segment profit	0.6	0.5	0.3	-0.3	-0.2
Elimination and Corporate	Segment sales	-48.8	-49.0	-64.0	-15.2	-15.0
	Segment profit	-7.7	-8.0	-9.3	-1.6	-1.3
Consolidated	Net sales	740.9	810.0	889.2	+148.3	+79.2
	Operating profit	84.6	96.0	125.4	+40.8	+29.4

billion yen

		FY2022.3 Previous forecast	FY2022.3 Result	Vs. previous forecast
Digital	Segment sales	310.0	378.1	+68.1
	Segment profit	40.0	69.6	+29.6



Number of shipments in FY2022.3

Previous forecast: 4 million units



Result:
13.4 million units

Shareholder Return

Our policy is to implement shareholder return that targets a total return ratio of **50% or more based on stable dividend payments of **2% of DOE** (dividends on equity)**



FY2022.3 annual dividends:	¥212	(previous forecast: ¥153)
- Base dividend:	¥48	(previous forecast: ¥48)
- Performance-based dividend:	¥164	(previous forecast: ¥105)

billion yen

	FY2021.3	FY2022.3	FY2023.3	Vs. previous year's results
Net Sales	740.9	889.2	880.0	-9.2
Operating Profit	84.6	125.4	100.0	-25.4
Recurring Profit	87.6	133.6	101.0	-32.6
Profit Attributable to Owners of Parent	48.8	92.7	70.0	-22.7
Capital Investments	22.7	27.9	25.0	-2.9
Depreciation	24.6	25.7	25.0	-0.7
Advertising Expenses	45.2	53.5	56.0	+2.5
Personnel Expenses	66.7	73.0	73.0	±0.0

billion yen

		FY2022.3	FY2023.3	Vs. previous year's Results
Digital	Segment sales	378.1	350.0	-28.1
	Segment profit	69.6	45.0	-24.6
Toys and Hobby	Segment sales	373.6	400.0	+26.4
	Segment profit	52.3	53.0	+0.7
IP Production	Segment sales	79.9	80.0	+0.1
	Segment profit	8.8	10.0	+1.2
Amusement	Segment sales	82.3	85.0	+2.7
	Segment profit	4.0	2.0	-2.0
Other	Segment sales	27.6	26.0	-1.6
	Segment profit	0.3	0.0	-0.3
Elimination and Corporate	Segment sales	-52.5	-61.0	-8.5
	Segment profit	-9.6	-10.0	-0.4
Consolidated	Net sales	889.2	880.0	-9.2
	Operating profit	125.4	100.0	-25.4

FY2023.3 Plan

Entertainment Unit

Digital Business:Implementing plan formulation based on title lineup plans
Promoting longer product lives for existing titles, introducing new titles

Toys and Hobby Business:Building business in global markets
Influence of increased costs and freight rates

IP Production Unit

- Launching multiple new visual products, increase in license revenues resulting from those launches
- Focusing on IP creation

Amusement Unit

- Developing facilities and amusement machines that leverage Bandai Namco's distinctive strengths
- Expecting increases in fixed costs, such as rent

Groupwide

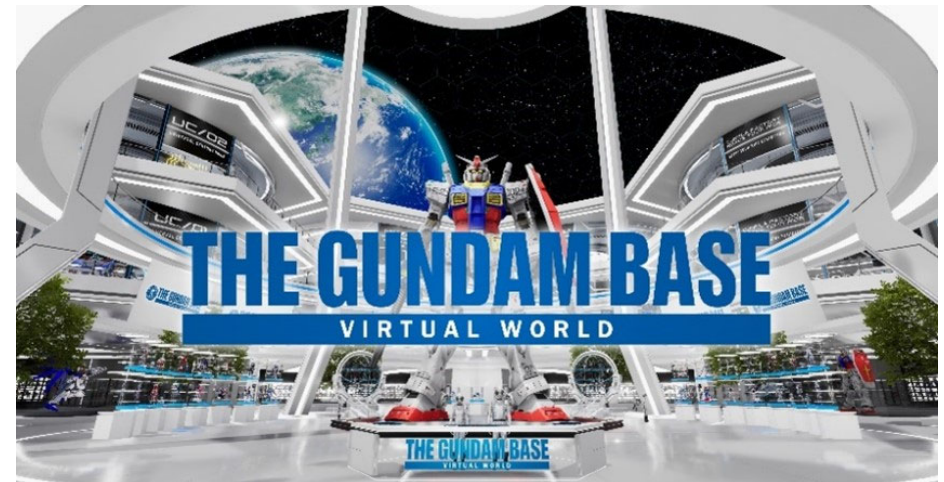
- Implementing investment related to the IP Metaverse

Main Strategies in the Mid-term Plan

A new framework for connecting with fans

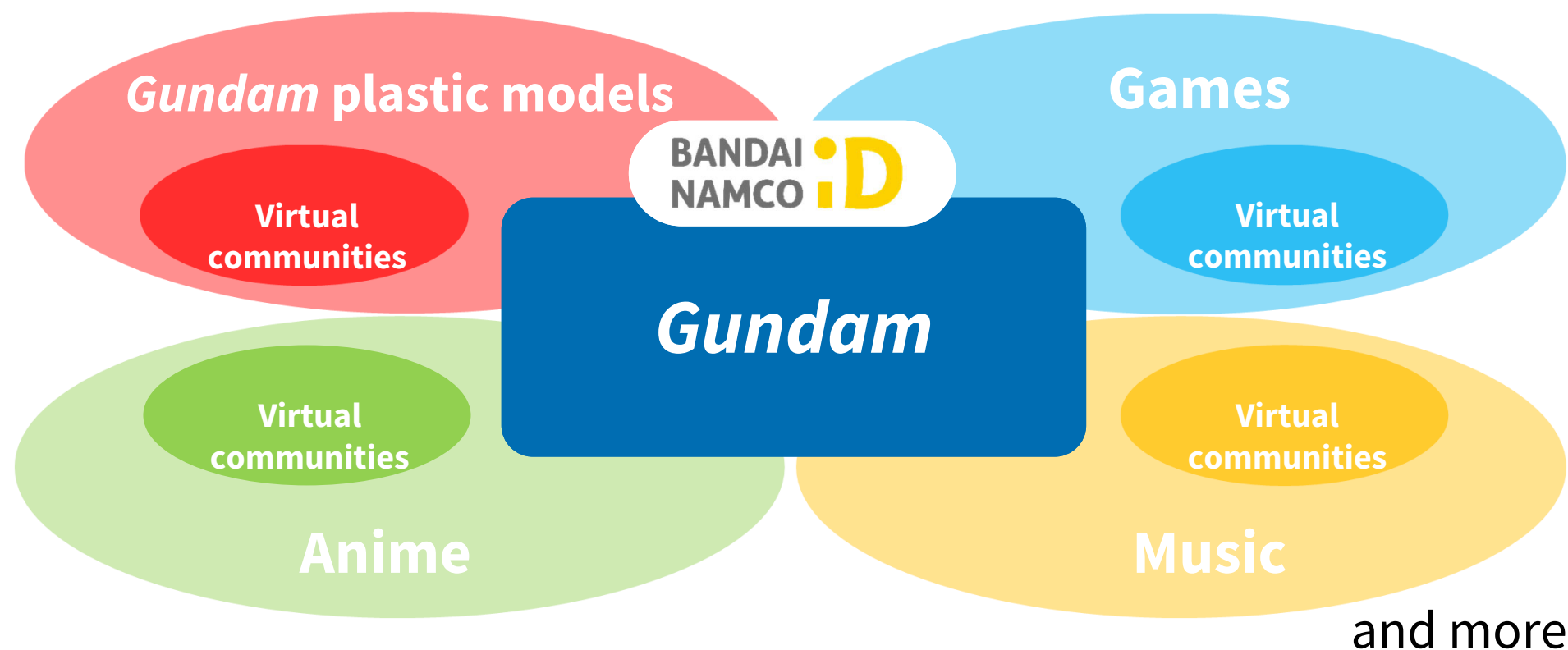


An IP Metaverse that leverages Bandai Namco's distinctive strengths
**to foster deeper, broader, and more-multifaceted
connections with fans**



Main Strategies in the Mid-term Plan

A new framework for connecting with fans



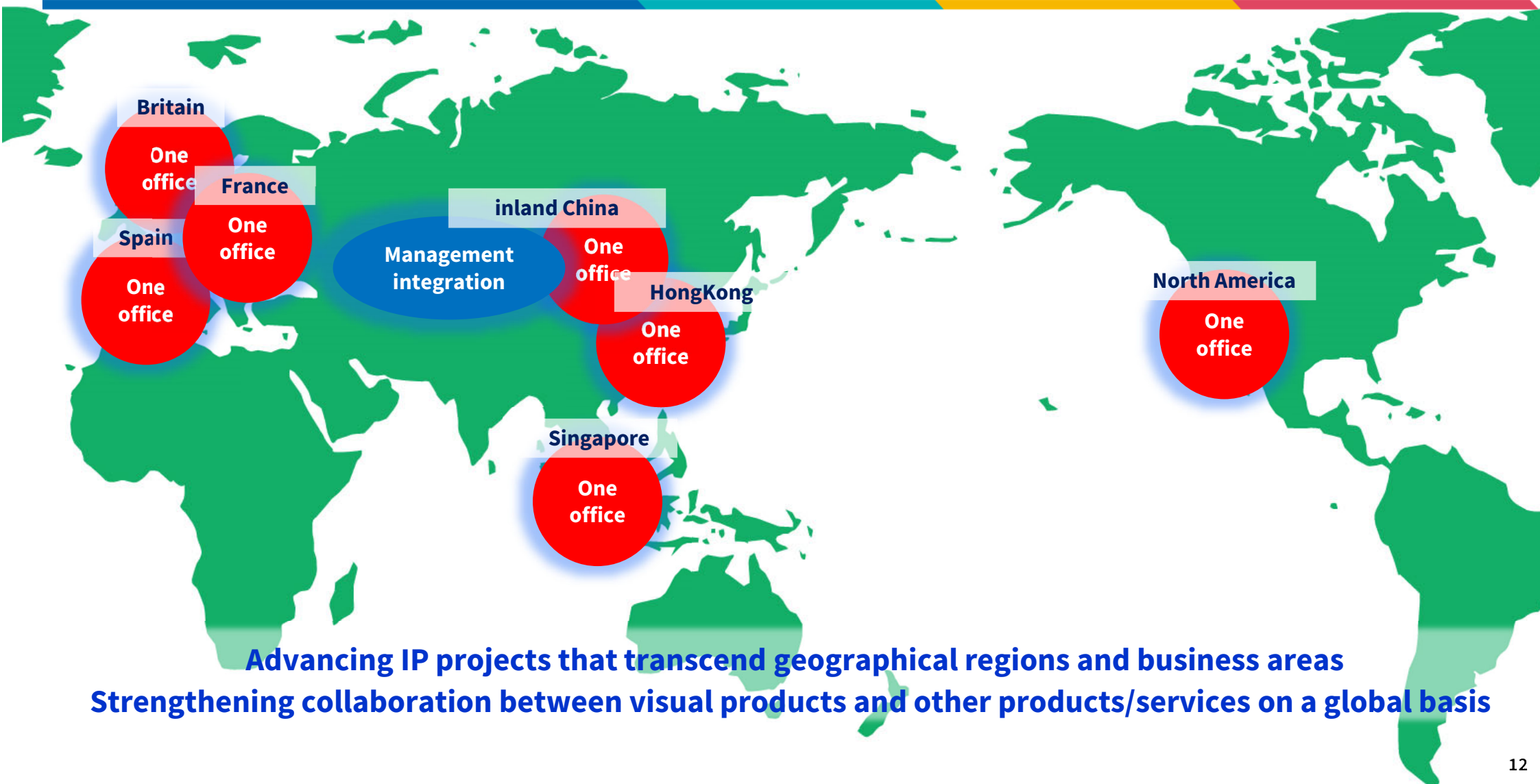
March 2022 : *Gundam Navi*, a navigation app

FY2023.3 : *Gundam* plastic model colony

FY2024.3 : E-sports colony --> colonies by category

Main Strategies in the Mid-term Plan

Building businesses
under the ALL BANDAI NAMCO concept



Main Strategies in the Mid-term Plan

Building businesses
under the ALL BANDAI NAMCO concept



Digital Business

Worldwide title lineup



*DRAGON BALL
THE BREAKERS*



ONE PIECE ODYSSEY



GUNDAM EVOLUTION



Unknown 9: Awakening

Moving toward a stricter evaluation system for the purposes of quality control

Main Strategies in the Mid-term Plan

Building businesses
under the ALL BANDAI NAMCO concept

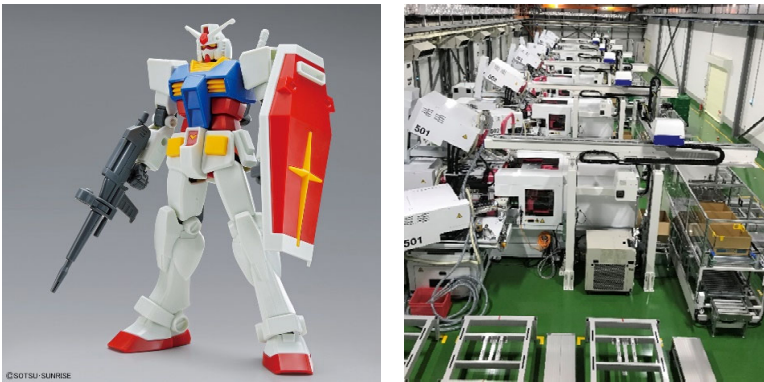


Toys and Hobby Business

Expanding IP and categories



Deciding to build a new *Gundam* plastic model plant in order to address fan demand on a global basis



IP Production Unit

Creating visual products that reflect a global perspective

+

Strengthening distribution and the licensing business



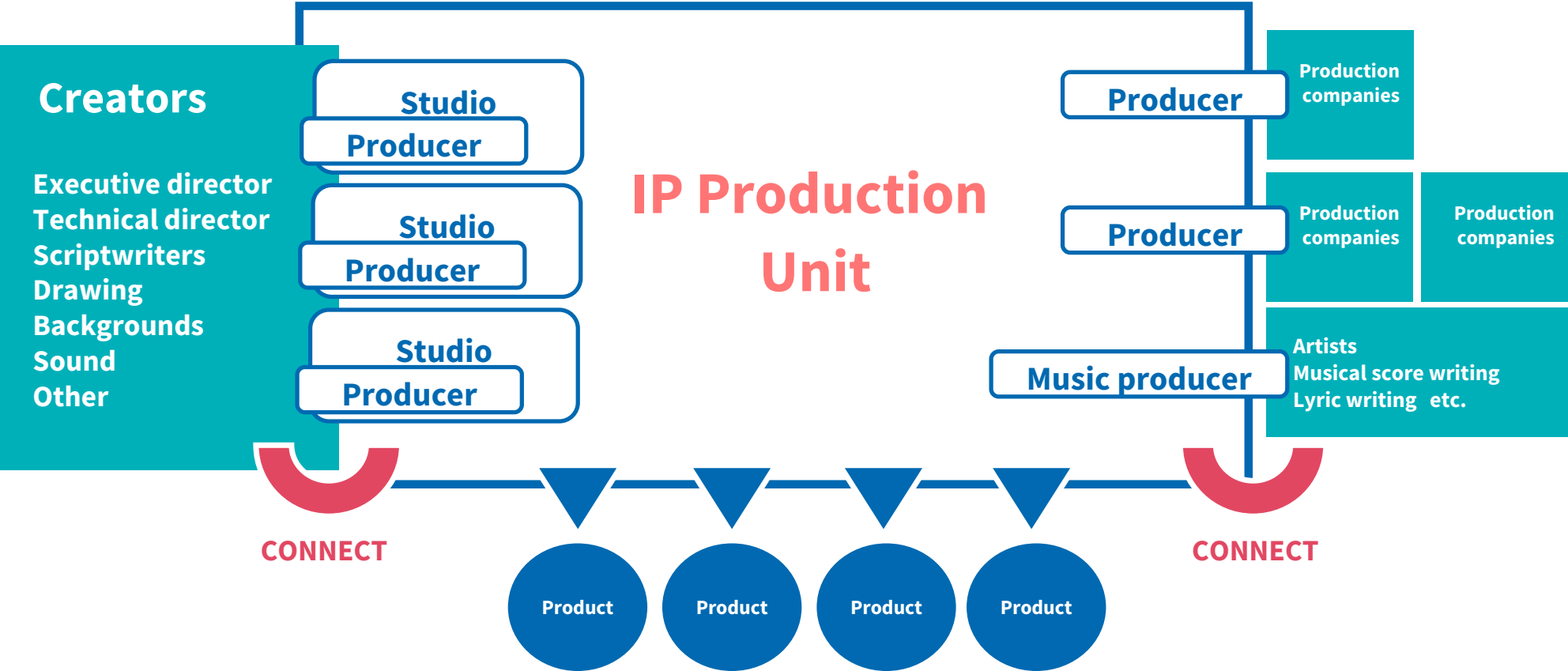
Amusement Unit

Implementing global roll-outs of business formats of amusement facility that are recording favorable results in Japan



Main Strategies in the Mid-term Plan

Accelerating evolution in the IP axis strategy



Main Strategies in the Mid-term Plan Accelerating evolution in the IP axis strategy

IP Production Unit

Major products in FY2023.3



Mobile Suit Gundam:
THE WITCH FROM MERCURY



Love Live! Superstar!!
2nd season



That Time I Got Reincarnated
as a Slime: Scarlet Bonds
theatrical version



Blue Lock



TIGER & BUNNY 2



RWBY Ice Queendom



Movie "The Fish Tale"

**Including both new IP
and existing IP,
we are planning to create
approximately 40 products
in FY2023.3.**

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.



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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