

Bandai Namco Group Fiscal Year Ended March 2023 Information Meeting

May 10, 2023



Results in FY2023.3

BANDAI NAMCO

Fun for All into the Future

	FY2022.3 results	FY2023.3 previous forecast (March)	FY2023.3 results	Vs. previous year's results	Vs. previous forecast
Net Sales	889.2	950.0	990.0	+100.8	+40.0
Operating Profit	125.4	112.0	116.4	-9.0	+4.4
Recurring Profit	133.6	124.0	128.0	-5.6	+4.0
Profit Attributable to Owners of Parent	92.7	87.0	90.3	-2.4	+3.3
Capital Investments	27.9	-	36.4	+8.5	-
Depreciation	25.7	-	28.6	+2.9	-
Advertising Expenses	53.5	-	56.7	+3.2	-
Personnel Expenses	73.0	-	81.0	+8.0	-

Results in FY2023.3

		FY2022.3 results	FY2023.3 previous forecast (March)	FY2023.3 results	Vs. previous year's results	Vs. previous forecast
Digital	Segment sales	378.1	370.0	385.6	+7.5	+15.6
	Segment profit	69.6	51.0	49.3	-20.3	-1.7
Toys and Hobby	Segment sales	373.6	440.0	447.4	+73.8	+7.4
	Segment profit	52.3	56.0	59.5	+7.2	+3.5
IP Production	Segment sales	79.9	80.0	81.7	+1.8	+1.7
	Segment profit	8.8	10.0	10.6	+1.8	+0.6
Amusement	Segment sales	82.3	100.0	104.6	+22.3	+4.6
	Segment profit	4.0	6.0	6.0	+2.0	0
Other	Segment sales	27.6	26.0	31.3	+3.7	+5.3
	Segment profit	0.3	1.0	1.1	+0.8	+0.1
Elimination and Corporate	Segment sales	-52.5	-66.0	-60.7	-8.2	+5.3
	Segment profit	-9.6	-12.0	-10.2	-0.6	+1.8
Consolidated	Net sales	889.2	950.0	990.0	+100.8	+40.0
	Operating profit	125.4	112.0	116.4	-9.0	+4.4

Entertainment Unit

Digital Business

Home video games:

Favorable repeat sales of “ELDEN RING.”

Changes in title lineup and product mix had an influence

Network content:

Favorable results with key titles

We took steps reflecting consideration for intensified competition. In the home video game business and the network content business, these steps included recording valuation losses on certain work-in-process.

Toys and Hobby

A high level of profit margins was maintained despite the effect of increased cost and freight rates

Favorable results were recorded by products for mature fan bases, cards, confectionery, capsule toys, etc.

The business disposed of certain inventory

IP Production Unit

- Favorable results were recorded by online distribution of IP-related visual works, licensing, etc.
- A recovery was realized in live events and at GUNDAM FACTORY YOKOHAMA

Amusement Unit

- Favorable results were recorded in the amusement facility business and the amusement machine sales business
- We continued to advance measures to increase efficiency

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)**



FY2023.3 annual dividends:	¥206	(previous forecast: ¥198)
- Base dividend:	¥54	(previous forecast: ¥54)
- Performance-based dividend:	¥152	(previous forecast: ¥144)

*The Company conducted a share split at a ratio of three shares for every one share of common stock held by shareholders listed or recorded on the final shareholder register on March 31, 2023, the record date. As the effective date for this share split was April 1, 2023, the year-end dividends for FY2023.3, for which the record date is March 31, 2023, will be based on the number of shares before the share split.

	FY2023.3	FY2024.3	Vs. previous year's results
Net Sales	990.0	1,000.0	+10.0
Operating Profit	116.4	125.0	+8.6
Recurring Profit	128.0	129.0	+1.0
Profit Attributable to Owners of Parent	90.3	91.0	+0.7
Capital Investments	36.4	28.0	-8.4
Depreciation	28.6	27.0	-1.6
Advertising Expenses	56.7	66.0	+9.3
Personnel Expenses	81.0	83.0	+2.0

FY2024.3 Plan

BANDAI NAMCO

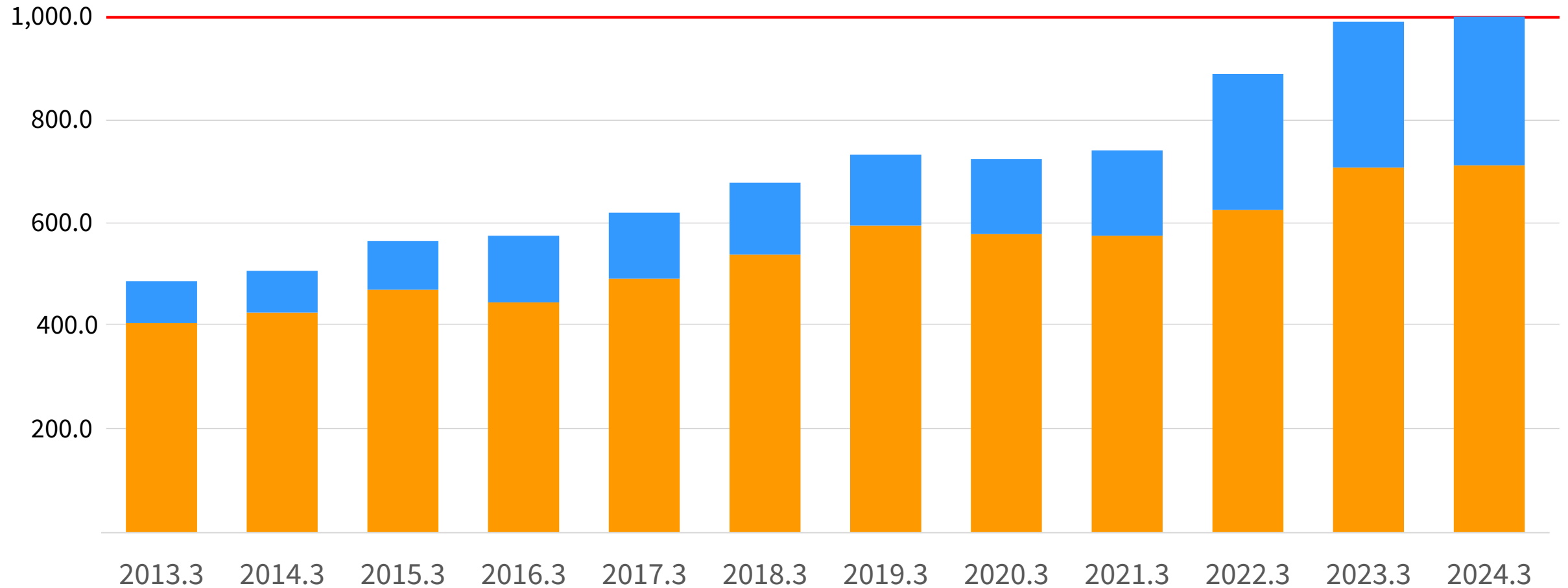
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		FY2023.3	FY2024.3	Vs. previous year's results
Digital	Segment sales	385.6	390.0	+4.4
	Segment profit	49.3	58.0	+8.7
Toys and Hobby	Segment sales	447.4	450.0	+2.6
	Segment profit	59.5	63.0	+3.5
IP Production	Segment sales	81.7	83.0	+1.3
	Segment profit	10.6	11.0	+0.4
Amusement	Segment sales	104.6	110.0	+5.4
	Segment profit	6.0	5.0	-1.0
Other	Segment sales	31.3	31.0	-0.3
	Segment profit	1.1	1.0	-0.1
Elimination and Corporate	Segment sales	-60.7	-64.0	-3.3
	Segment profit	-10.2	-13.0	-2.8
Consolidated	Net sales	990.0	1,000.0	+10.0
	Operating profit	116.4	125.0	+8.6

Net sales

billion yen

¥1,000 billion



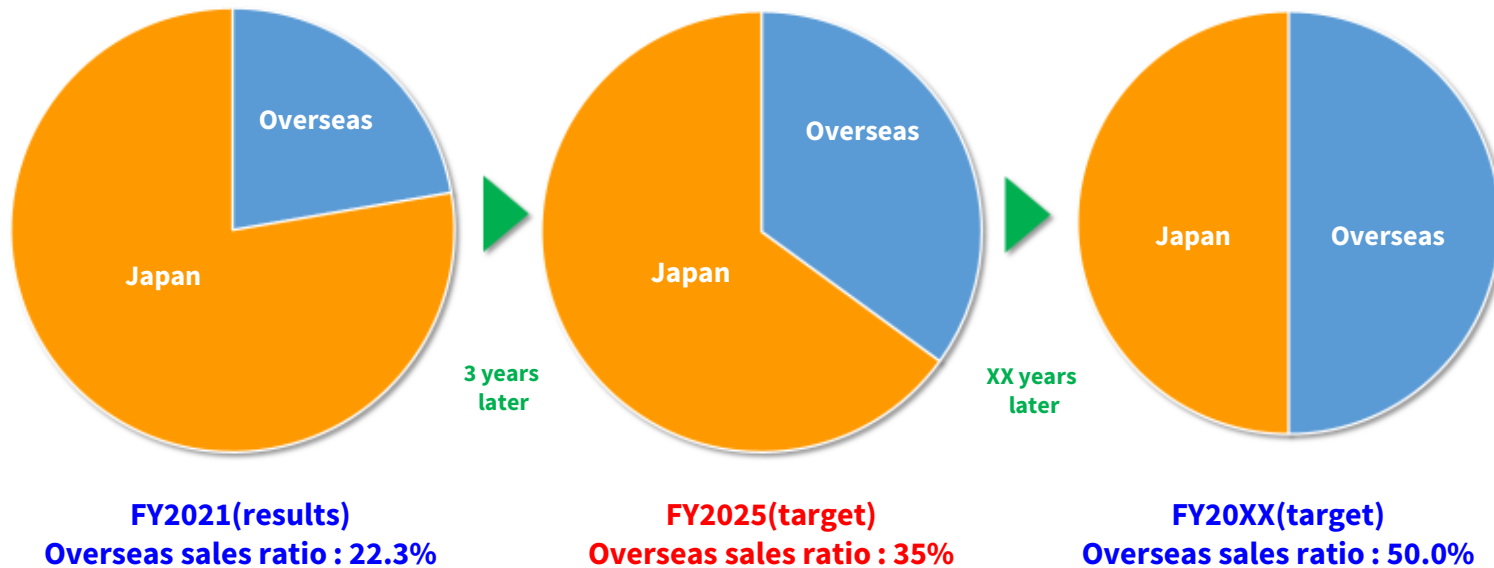
(forecast)

Expanding Overseas Business Development Initiatives

Building business under the ALL BANDAI NAMCO concept

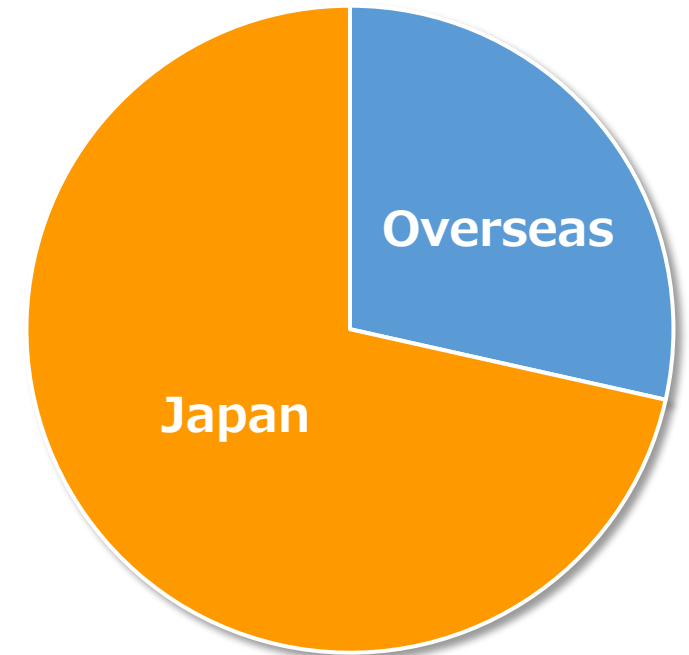
First, aim for overseas sales ratio of 35%

*Sales ratio by region



* Excerpt from Mid-term Plan announcement materials

FY2023.3 Results



**Overseas sales ratio
28.5%**

Entertainment Unit

Digital Business

Home video games: Favorable repeat sales in previous year
Expecting a contribution to earnings from the introduction of multiple major titles

Network content: Maintaining results at a high level, centered on key titles in the network content business

Toys and Hobby Business Strengthening categories with favorable results, global roll-outs
Strengthening promotions, events, etc.

IP Production Unit

- Expecting to roll-out multiple major visual works and to record an increase in licensing revenues
- Increase in live event business due to the removal of restrictions on activities

Amusement Unit

- Expecting year-on-year increase in sales at existing facilities in Japan
- Commencing sales of new amusement machines in popular series
- Expecting increases in utility costs, depreciation, etc.

Aiming to enhance development capabilities in order to facilitate the development of high-quality content that fans can continue to enjoy over long periods of time

Implementing rapid, appropriate responses from a variety of viewpoints

Strengthening worldwide development studio control, leveraging the strengths and specializations of each studio



Planning test opening of Gundam plastic model colonies

Toys and Hobby Business

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Strengthening established IP, categories with favorable results

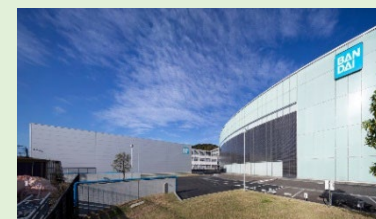


Expanding global roll-outs



Toward global growth

- Increasing precision of demand forecasting
- Strengthening production system
- Advancing measures to address social issues, such as measures targeting net-zero CO2 emissions at in-house plants



Strengthening IP creation abilities

Implementing diverse approaches, such as in-house production and collaboration with other companies

Strengthening collaboration with anime studios inside and outside the Company, cooperating with game development studios

Establishing an environment that facilitates the creation of better visuals works



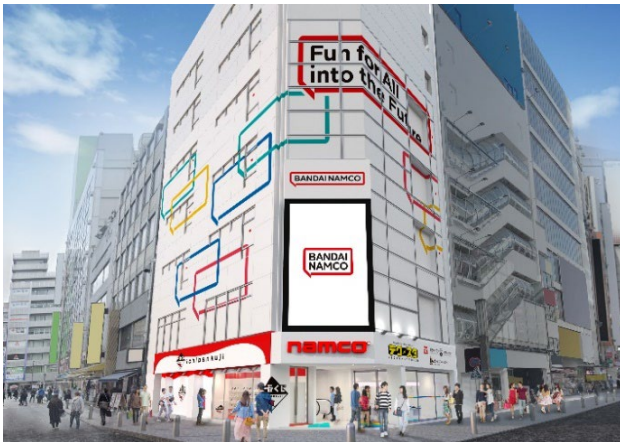
Online distribution Packaged products Global roll-outs Licenses Live events, etc.

Amusement Business

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Providing new value that leverages BANDAI NAMCO's distinct strengths



Implementing facilities development that leverages Group resources

ガシャポン
バンダイ オフィシャルショップ



GASHAPON
BANDAI OFFICIAL SHOP



Introducing new products to address amusement machine



Mobile Suit Gundam EXTREME VS.2 OVERBOOST

CLENA B



Developing amusement machines with
consideration for the reduction of electricity
consumption

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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